

AGENDA

POLICY DEVELOPMENT AND REVIEW COMMITTEE MEETING

Date: Wednesday, 18 November 2015

Time: 7.00 pm

Venue: Council Chamber - Swale House

Membership:

Councillors Mike Baldock, Monique Bonney, Andy Booth (Vice-Chairman), Lloyd Bowen (Chairman), Katy Coleman, Alan Horton, James Hunt, Peter Marchington, George Samuel, Ben Stokes and Roger Truelove.

Quorum = 3

	Pages
1. Apologies for Absence and Confirmation of Substitutes	
2. Minutes	
To approve the Minutes of the Meeting held on 28 October 2015 (Minute Nos. 301 -306) as a correct record.	
3. Declarations of Interest	
Councillors should not act or take decisions in order to gain financial or other material benefits for themselves or their spouse, civil partner or person with whom they are living with as a spouse or civil partner. They must declare and resolve any interests and relationships.	
The Chairman will ask Members if they have any interests to declare in respect of items on this agenda, under the following headings:	
(a) Disclosable Pecuniary Interests (DPI) under the Localism Act 2011. The nature as well as the existence of any such interest must be declared. After declaring a DPI, the Member must leave the meeting and not take part in the discussion or vote. This applies even if there is provision for public speaking.	
(b) Disclosable Non Pecuniary (DNPI) under the Code of Conduct adopted by the Council in May 2012. The nature as well as the existence of any such interest must be declared. After declaring a DNPI interest, the Member may stay, speak and vote on the matter.	
Advice to Members: If any Councillor has any doubt about the existence or nature of any DPI or DNPI which he/she may have in any item on this agenda, he/she should seek advice from the Director of Corporate Services as Monitoring Officer, the Head of Legal or from other Solicitors in Legal Services as early as possible, and in advance of the	

Meeting.

Part B reports for the Committee to decide

- | | | |
|----|--|----------|
| 4. | Draft Indoor Sports Facility Strategy 2015 - 2025 | 1 - 60 |
| | The Committee is asked to consider the Draft Indoor Sports Facility Strategy 2015 – 2025 (attached). | |
| 5. | Local Engagement Forums and Swale Rural Forum Reviews | 61 - 82 |
| | The Committee is asked to consider the Local Engagement Forums and Swale Rural Forum Reviews (attached). | |
| 6. | Access Strategy/Digital First | 83 - 98 |
| | The Committee are asked to consider the report on Access Strategy/Digital First. | |
| 7. | Committee Work Programme | 99 - 100 |
| | The Committee is asked to note the Committee's Work Programme (attached) for the remainder of the year. | |

Issued on Monday, 9 November 2015

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Director of Corporate Services Swale Borough Council,
Swale House, East Street, Sittingbourne, Kent, ME10 3HT

Policy Development and Review Committee		Agenda Item: X
Meeting Date	18 November 2015	
Report Title	Draft Indoor Sports Facility Strategy 2015 - 2025	
Cabinet Member	Cllr Mike Whiting, Cabinet Member for Localism, Sport, Culture and Heritage	
SMT Lead	Kathryn Carr, Director Regeneration	
Head of Service	Emma Wiggins, Head of Economy and Communities	
Lead Officer	Emma Wiggins, Head of Economy and Communities	
Recommendations	1. To provide feedback and input to the draft Indoor Sports Facility Strategy for 2015 - 2025	

1 Purpose of Report and Executive Summary

- 1.1 This report sets out work that has been undertaken to take forward the review carried out by consultants 4Global and RPT Consulting to assess the need and demand for indoor sports facilities. A draft Indoor Sports Facility Strategy has since been developed (Appendix I). The assessment and findings of the consultant's review are contained within their technical review (Appendix II).

2 Background

- 2.1 The Council adopted a Sport and Physical Activity Framework 2012 – 2017 (SPAF) in July 2012, and has since used the framework to act as an enabler to various sports activities and initiatives in the Borough with the aim of increasing participation and addressing the high levels of inactivity.
- 2.2 The SPAF comes to an end in 2017, and Swale Council's contract with Swale Community Leisure Limited (SCLL) and Serco Leisure Ltd for the management and upkeep of the Swallows and Sheppey Leisure Centres comes to an end in 2019. It is therefore timely to review our strategy and priorities for sport and physical activity, and set out a future direction for the provision of facilities.
- 2.3 The purpose of the Indoor Facilities Strategy is to determine what swimming pool and indoor sports facilities are required post-2019 to help meet the aspirations of the residents of Swale, and the Council's existing and developing core policies and objectives.
- 2.4 The Council has spent significant amounts of money in recent years on supporting swimming pools and indoor sports facilities in the Borough. Currently, Swale Council spends £659,515 per annum.

- 2.5 There is likely to be less money available to local government to spend on directly providing sports facilities in the future, and so the Council will need to consider how it uses the available scarce resources to enable the provision required to meet its aspirations and residents' demands for services.
- 2.6 Sport facility provision is a discretionary service provided by the Council, and not one that successive governments have chosen to make mandatory.
- 2.7 The development of future indoor sport facility provision should be evidence-based. To this end, work has been undertaken to review indoor sports facilities in Swale, and the aspirations of stakeholders.
- 2.8 This work has been used to inform and develop the draft strategy contained in Appendix I. The technical report is attached at Appendix II.
- 2.9 In order to develop this Indoor Sports Facilities Strategy a four stage process is being undertaken:
- 2.9.1 Determining the needs and evidence base for provision now and in the future which has been done through the technical appraisal (Appendix II);
 - 2.9.2 Consulting on this strategy and asking what people want in terms of provision;
 - 2.9.3 Using any feedback to develop an action plan; and
 - 2.9.4 Delivering that action plan.

3 Proposal

- 3.1 This report invites the Committee to consider the draft Indoor Sports Facility Strategy. The Council recognises its limited resources moving forward, and that it has an opportunity to better manage its revenue and capital spend on leisure centres and indoor sports facilities post-2019, whilst still achieving its desired outcomes for our residents and communities.
- 3.2 Feedback from the Committee is specifically sought on the following issues:
- the key messages from the Technical Appraisal of existing facilities and current and future needs of the residents in Swale as shown at Appendix II;
 - what the provision should be in Swale now and in the future to meet the need of our population;
 - are the priorities in the strategy the right ones?
 - are the outcomes in the strategy the right ones?
 - any potential unintended negative consequences to groups with protected characteristics from implementing this strategy; and
 - any other general comments?

4 Alternative Options

- 4.1 Not to agree to consult and adopt a new strategy. This is not recommended as the Council's strategic priorities from 2017 are not currently clear, and there is a need to target resources in the right way in order to improve health outcomes. This Indoor Sports Facility Strategy for Swale 2015 – 2025 will help to determine the way forward.

5 Consultation Undertaken or Proposed

- 5.1 To help inform the draft strategy, consultation with local stakeholders, parish councils, local sports clubs/ community groups, and schools was undertaken.
- 5.2 Sport England has been involved in its development as a critical friend, and will also comment formally on the draft strategy.
- 5.3 The draft strategy has then been circulated for an eight week consultation with interested parties.

6 Implications

Issue	Implications
Corporate Plan	The Strategy supports A Borough To Be Proud Of through its potential to improve sports facilities in the Borough, and contributes to Making Swale A Better Place To Live and to A Community to be Proud Of through increasing participation in SPA and leading to healthier communities.
Financial, Resource and Property	The Council faces a significant funding gap in the medium term and this may be increased by the Comprehensive Spending Review 2015. The Council will need to make reductions in revenue expenditure and funds for capital investment are limited. The Council has many statutory duties and these will take a priority over discretionary services in allocating reduced funds available. Developing a new strategy needs to reflect these resource constraints. Achieving improvements in service provision are therefore going to depend upon working in partnership with third parties.
Legal and Statutory	Contract management and appropriate procurement following EU/UK law and Council Contract Standing Orders and related procedures will be required for any new leisure contract. The Council may need to dispose of its leisure stock or enter into long term leases in order to deliver the aspirations of the Strategy. Legal support will be required for any leases that may be offered.
Crime and Disorder	Having the right provision and facilities makes activities accessible that interest young people, and so can act as diversionary activities from

	crime and disorder.
Sustainability	Any new facilities would be required to follow BREAM conditions and find ways of encouraging energy efficiency.
Health and Wellbeing	The right facilities in the right places with the right programmes will encourage more people to become active. This will help to improve/ reduce health conditions such as obesity, diabetes, and mental health issues.
Risk Management and Health & Safety	None identified in this report, but depending on the projects taken forward, specific health and safety risk assessments may be required.
Equality and Diversity	An initial CIA will be carried on the final strategy after consultation. The right facilities ensuring accessibility, in the right places with the right programmes, will ensure that groups with protected characteristics are not discriminated against.

7 Appendices

5.1 Appendix I: DRAFT Indoor Sports Facility Strategy for Swale 2015 – 2025

5.2 Appendix II: Technical report

8 Background Papers

8.1 Sport and Physical Activity Framework for Swale 2012 - 2017

Swale Borough Council

**Indoor Sports Facilities
Strategy**

2015 –2025



Introduction

The Council adopted a Sport and Physical Activity Framework 2012 – 2017 (SPAF) in July 2012, and has since used the framework to act as an enabler to various sports activities and initiatives in the Borough with the aim of increasing participation and addressing the high levels of inactivity.

The SPAF comes to an end in 2017, and Swale Council's contract with Swale Community Leisure Limited (SCLL) and Serco Leisure Ltd for the management and upkeep of the Swallows and Sheppey Leisure Centres comes to an end in 2019. It is therefore timely to review our strategy and priorities for sport and physical activity, and set out a future direction for the provision of facilities.

The purpose of this Indoor Facilities Strategy is to determine what swimming pool and indoor sports facilities are required post-2019 to help meet the aspirations of the residents of Swale and the Council's existing and developing core policies and objectives, within available resources.

Sports provision has traditionally been a huge drain on the public purse locally, and Swale Council spends £659,515 per annum supporting swimming pools and indoor sports facilities in the Borough (see Appendix I). How local government will be funded in the future means that there is likely to be less money available to spend on directly providing sports facilities, and so the Council will need to consider how it will use the scarce resources available to enable the provision required to meet its aspirations and residents' demands for services.

Sport facility provision is a discretionary service provided by the Council, and not one that successive governments have chosen to make mandatory.

The development of future indoor sport facility provision should be evidence-based, and so work has been undertaken to review indoor sports facilities in Swale and the aspirations of stakeholders (Appendix II). This work has followed the methodology set out in Sport England guidance, and considered the following:

- the strategic drivers impacting on provision and delivery of sport and leisure;
- Swale's health and sports profile;
- the impact of population change on provision over the next ten years;
- the needs and expectations of stakeholders; and
- current and planned facility provision in Swale and whether it meets requirements now and in the future.

This work has been used to inform and develop this strategy which sets out:

- the future overarching priorities for the Council's sport and leisure facility provision 2015 – 2025, and
- the outcomes we wish to see as a consequence of implementing this Strategy.

Developing the Strategy

In order to develop this Indoor Sports Facilities Strategy a four stage process is being undertaken:

1. Determining the needs and evidence base for provision now and in the future which has been done through the technical appraisal (Appendix II);
2. Consulting on this strategy and asking what people want in terms of provision;
3. Using any feedback to develop an action plan; and
4. Delivering that action plan.

Strategic Drivers

The national and local drivers this Strategy needs to take into account of to assist private and publicly-funded investors are detailed in the Technical Report at Appendix II, but are summarised below:

National/ Regional	Local
<ul style="list-style-type: none"> ▪ A new Strategy for Sport (DCMS, 2015) ▪ Everybody Active Everyday (PHE, 2014) ▪ The Strategic Framework for Sport in Kent (KCC) ▪ Kent’s Joint Health and Well Being Strategy 2014 – 2017 (currently being reviewed) 	<ul style="list-style-type: none"> ▪ Making Swale a Better Place: Corporate Plan 2015-2018 ▪ Swale’s Local Plan ▪ Health and Well Being Improvement Plan ▪ Playing Pitch Strategy

Improving wider health determinants and addressing health inequalities is a strategic priority for the Council and its partners, including the NHS and Public Health.

Current situation

The data and evidence from the review are demonstrated in the Technical Report, which suggests the current swimming pool and indoor sports facilities in Swale are meeting the needs of the population at present, and how residents’ requirements may change in the future. However, it is recognised that non-council-funded provision can be withdrawn without notice.

In summary:

- usage at swimming pools is good, with all three publicly-funded pools in Swale at near capacity;
- population projections suggest there will be an undersupply of pool provision by 2025;
- rural areas have more limited access to the pool provision;
- better use could be made of the natural coastline to complement pool provision and the growth of water-sport activity in Swale, which has the longest coastline of all districts in Kent;

- the top five hall sports (nationally) are badminton, indoor football, dance, body combat, and Pilates, whilst gym provision remains popular;
- Swale Council funds sports halls in Sittingbourne and Sheppey. Neither are used to capacity. There is no dedicated Swale-funded sports hall in Faversham; and
- including village, parish and school halls, there is a projected oversupply of indoor hall provision by 2025.

The data also points to significant health and well being challenges now and in the future.

- The population is estimated to increase from 142,528 to 158,961 by 2025, most notably the 65+ age group. This ageing population is likely to increase the need for different and more accessible low impact sport and leisure provision. Keeping this ageing population active will help to prevent high-cost health conditions.
- There are pockets of severe deprivation, with 18 neighbourhoods amongst the most deprived nationally; 14 of these are located on the Isle of Sheppey.
- Significant health inequalities exist, with a 6.3 year difference in average age between the two ends of the deprivation scale.
- 23.1% of children are currently living in poverty, significantly worse than the national average of 19.2.
- 28% of adults are classified as obese, significantly worse than the national average of 23%.
- 68.8% adults have excess weight, significantly worse than the national average of 63.8%.
- 20.7% of children are obese, worse than the national average of 19.1%.
- 50.7% of adults in Swale are physically active, well below the national average of 56%.
- Participation rates in sport and active recreation (over 16s only) are low compared with neighbouring authorities at 24.4% for 1x 30 mins a week in 2014/15.
- Those adults not participating at all (inactive adults) is high at 57.2% in 2014/15, compared with neighbouring authorities.
- Inactivity rates are higher in certain groups. In 2014/15, the 55+ age group had 67.4% inactivity, for lower socio-economic groups it was 76.4%, and for people with a limiting disability it was 76.4%.
- In 2014, 53% of those using Council leisure facilities were satisfied.
- Barriers to participation include lack of information of what is available, time constraints, cost, access, travel constraints, childcare requirements, ill health, and a lack of motivation.
- Low cost, subsidised activities and family-friendly activities are the most popularly cited when asking for views on how to get more people active.

Proposed Strategic Priorities

This Strategy recognises the market will provide where need exists and can be monetised by private investment. Based on the above information, evidence and other drivers, this Strategy proposes focussing Swale's influence and limited resources on the following priorities:

- residents and visitors to the Borough have available to them accessible, effective and good quality indoor sports facilities, and
- indoor sports facilities in Swale assist in tackling the health in-equalities among the local population.

Collaborative working

To deliver the outcomes of the Strategy the Council will work with public, private and voluntary partners to seek innovative ways forward.

Outcomes

The Strategy will focus on the following measures to deliver outcomes and illustrate success:

- increasing residents' participation levels to match or better the average for England by 2025, and
- reducing residents' obesity levels to match or better the average for England by 2025.

Swimming Pool and Indoor Facilities Spend 2015/16

Item	Budget	Description
SCLL/Serco Contract payments	£595,000	This figure includes utilities, car park refunds, operating costs, Paise payments, maintenance costs and subsidies.
Faversham Pools Grant	£80,000	Grant to Faversham Pools
Faversham Pools maintenance	£4,000	Property Maintenance for indoor pool
Swale Indoor Bowls Facility – Income	(£15,965)	Lease income
Faversham Gym - Income	(£3,520)	Lease income
Total Cost to Council	£659,515	

**Swale Borough Council
2015-2025
INDOOR AND BUILT FACILITY SPORTS
ASSESSMENT**

September 2015
Version 2.0



Prepared by



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1 INTRODUCTION AND METHODOLOGY

1.1 Background

- 1.1.1 Swale Borough Council (SBC) appointed 4 global and RPT Consulting in March 2015 to produce a Sports Facility Strategy (2015 – 2025) for the borough.
- 1.1.2 The report sets out the needs and evidence base for indoor sport and built facilities. At the time of issue, Swale's Playing Pitch Strategy is also being developed in collaboration by 4 global and the Council, with adoption planned for 2016. These pieces of work provide a co-ordinated and long-term approach to sports facility provision and planning across Swale for both indoor and outdoor sport. A strategy is required to guide SBC's future delivery and investment decisions up to 2025.
- 1.1.3 This report outlines the findings from desktop research, quantitative analysis and local consultations. It also considers a qualitative review of the three leisure facilities in Swale that receive funding from SBC (Swallows Leisure Centre, Sheppey Leisure Complex and Faversham Pools).

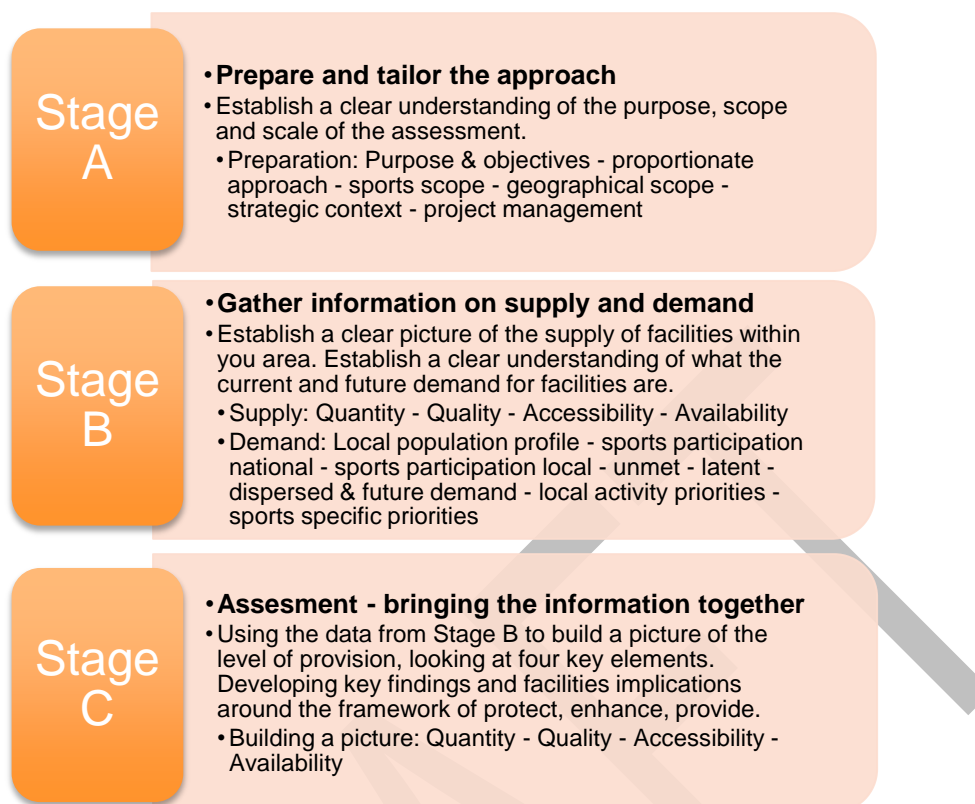
1.2 Local rationale for the study

- 1.2.1 The rationale for the study is based on the recognition that SBC's current Sport & Physical Activity Strategy (SPAFS) is coming to an end in 2017 and the contract with Swale Community Leisure Trust (SCLL), who manage Swallows Leisure Centre and Sheppey Leisure Complex, in 2019. SBC also provides an annual grant to Faversham Swimming Pools Management Committee. Having undertaken an Options Appraisal for the delivery of Sport and Leisure Services in 2011, SBC needs to review the sports and leisure provision in the borough and who is best placed to provide it. The strategy will reflect the specific needs of SBC, focusing on key contextual issues such as health standards and quality of life.
- 1.2.2 SBC wishes to ensure that its future corporate resources are coherently allocated in line with its agreed priorities, which take into account the changing nature of the borough's population profile and growth over the next 10 years and the consequential housing and infrastructure developments being considered as part of the emerging Local Plan.

1.3 Methodology and scope

- 1.3.1 The methodology employed for the study is taken from the Sport England guidance, Assessing Needs and Opportunities Guidance for Indoor and Outdoor Sports Facilities (2014). Figure 1 provides a summary of the key stages that comprise this approach.

Figure 1 – Assessment Structure of the Built Facility Strategy



1.4 Information Sources

- 1.4.1 The sources of information analysed when writing this report are as follows;
- ◀ Stakeholder consultations with local leisure providers and users
 - ◀ Survey feedback from parish council representatives across Swale
 - ◀ Survey feedback from sports club representatives across Swale
 - ◀ 4 global's DataHub – participation data for a wide range of sports gathered from over 100 leisure centres across the UK (and aggregated view from 100+ million visits).
 - ◀ Sport England tools and reports such as the Facilities Planning Model (FPM) and the Market Segmentation Tool

1.5 Report Structure

- 1.5.1 The report will follow the following structure;
- ◀ Section 1 – Introduction
 - ◀ Section 2 – Strategic Context
 - ◀ Section 3 – Facility Analysis: Pools, Halls, Gyms, Artificial Grass Pitches (AGP's)
 - ◀ Section 4 – Facility Analysis: Additional Sports

2 STRATEGIC CONTEXT

2.1 Introduction

- 2.1.1 This section summarises the key policies and context that impact upon the strategy and its interpretation. Firstly, relevant national strategies and objectives are analysed and secondly, the specific parts of recent Local Plans are summarised.

2.2 National context

- 2.2.1 The National Planning Policy Framework sets out the requirement of local authorities to establish and provide adequate and proper leisure facilities to meet local needs. Paragraph 73 outlines the planning policies for the provision and protection of sport and recreation facilities.

“Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and well-being of communities. Planning policies should be based on robust and up to date assessments of the needs for open space, sports and recreation facilities and opportunities for new provision. The assessments should identify specific needs and quantitative or qualitative deficits or surpluses of open space, sports and recreational facilities in the local area. Information gained from the assessments should be used to determine what open space, sports and recreational provision is required”.

Sport England

- 2.2.2 Sport England identifies its main objectives as *protect, enhance and provide*. Under protect, Sport England seeks to protect playing fields, among other sport and leisure facilities. Sport England also looks to improve the quality, access and management of facilities, as well as being heavily invested in providing new facilities to meet demand in areas where it is not met.
- 2.2.3 Sport England has published a guidance document for assessment of needs and opportunities in relation to indoor and outdoor sports facilities. In this guidance document, NPPF paragraph 73 is indicated as a key driver of these pieces of work.
- 2.2.4 In line with the NPPF (paragraph 73), Sport England emphasises the importance of both identifying specific needs and quantitative or qualitative deficits or surpluses of facilities as well as an assessment of what provision is required to meet both current and future needs.
- 2.2.5 To ensure that this provision can be provided and maintained, in turn ensuring a good degree of certainty that the needs can and will be met, an assessment should lead onto the development of clear and effective strategy.
- 2.2.6 A strategy for sports facilities in an area, founded on a robust and up-to-date assessment of need, sets out clear and prioritised proposals and actions, which will deliver and maintain the required provision. A strategy therefore provides a prioritised infrastructure plan for sports facilities in an area which, supported by effective planning policies, will enable LAs to plan positively for sport in their area and help deliver the sporting provision the community needs.

A New Strategy for Sport: Consultation Paper (2015)

- 2.2.7 It has been 13 years since the previous strategy for sport (Game Plan, 2002) was written and published by the Department for Culture Media and Sport (DCMS). Since then the sporting world and the way the public engages with sport has fundamentally transformed and changed which in turn means that the government has identified a need to update the way it delivers sport.
- 2.2.8 The current government is therefore undertaking a consultation to help create a new strategy for sport (August 2015) which will build on the realities of how sport is consumed and delivered and help increase the number of people taking part in regular physically activity.
- 2.2.9 This consultation will lead to an updated sport strategy for the UK, released in late 2015. This will make a fundamental difference in how sport is delivered within Local Authorities, therefore a further analysis will be required to be undertaken when this is issued.

Public Health England

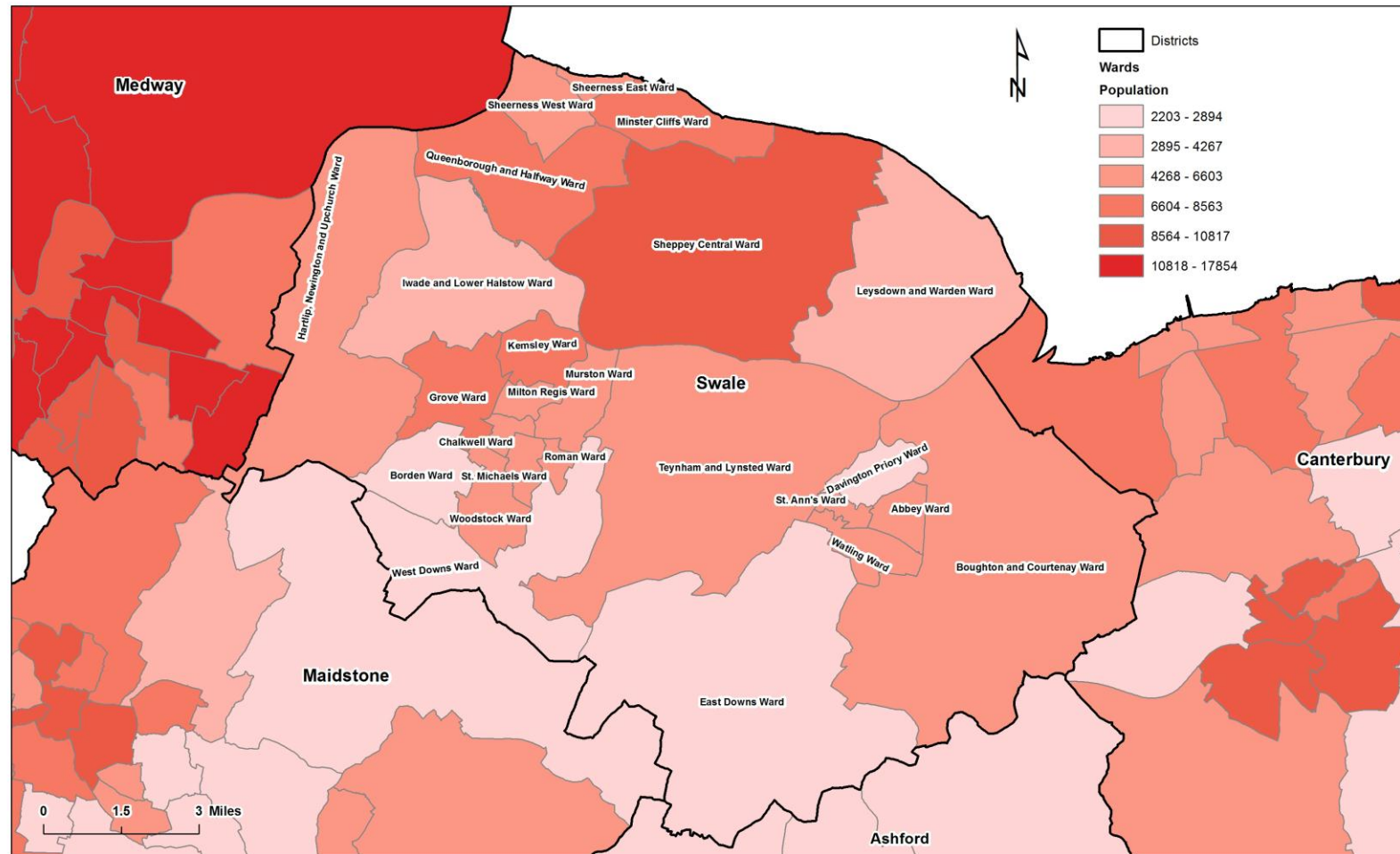
- 2.2.10 In collaboration with Sport England, Public Health England (PHE) produced and launched 'Everybody active, every day' (Oct 2014), a framework for national and local action to address the national physical inactivity epidemic, responsible for 1 in 6 deaths and costing the country and estimated £7.4 billion a year.
- 2.2.11 As part of the framework, the 4 areas for action are;
- ◀ Change the social 'norm' to make physical activity the expectation
 - ◀ Develop expertise and leadership within professionals and volunteers
 - ◀ Create environments to support active lives
 - ◀ Identify and up-scale successful programmes nationwide
- 2.2.12 Physical activity has been defined as a priority by the Government, with the Department of Health supporting local authorities by investing £8.2 billion over 3 years to target public health priorities in their areas.
- 2.2.13 As shown by a 2014 paper commissioned by the British Heart Foundation¹, Physical inactivity is proven to significantly increase the risk of health issues. In the UK, the incidence of non-communicable disease, which can be attributed to physical inactivity, includes;
- ◀ 10.5% of coronary heart disease cases
 - ◀ 18.7 % of colon cancer cases
 - ◀ 17.9% of breast cancer cases
 - ◀ 13.0% of type 2 diabetes cases
 - ◀ 16.9% of premature all-cause mortality
- 2.2.14 As explained in detail throughout Section 2 of this report, improvements in the provision of sports facilities is a key influencing factor in participation data, which in turn is heavily associated with the health and wellbeing of a local population.

¹ 'Making the case for physical activity, British Heart Foundation (2014)

2.3 Local context

2.3.1 Map 1 below shows the population of Swale, split by ward. This indicates that Sheppey Central is most populous, however this is influenced by the large surface area this ward covers.

Map 1 – Population by ward in Swale



Wards population in Swale and neighbouring authorities



- 2.3.2 Swale is a local government district with borough status in Kent, England. The Borough is located on the centre of the North Kent coastline and SBC is based in Sittingbourne. Apart from the northern coast of the isle of Sheppey and the town of Sittingbourne, it is mainly a rural borough. There are five major towns in the borough: Sittingbourne and Faversham on the mainland, and Sheerness, Minster and Queenborough in Sheppey Central. London is 40miles away and Swale is connected to a good motorway network at the M2, with the M20, M25 and M26 a short distance away.
- 2.3.3 Swale has boundaries with four other local authorities; Medway Council, Canterbury City Council, Ashford Borough Council and Maidstone Borough Council. It is important that the context of this strategy considers the needs and ambitions of its direct neighbours. For all authorities in Kent, the cross-border issues with facility provision need to be considered. Major or specialist sporting facilities, such as synthetic running tracks or Olympic size swimming pools are fewer in quantity due to their high cost and capacity. This means that not every local authority is able to have their own supply of these facilities and the wider supply is included in the evaluation.

2.4 Local Plans and Strategies

Bearing Fruits 2013: The Swale Borough Local Plan Part 1 – Publication Version (December 2014)

- 2.4.1 The Swale Local Plan Part 1 Publication Plan (2014) has been submitted for independent examination before its anticipated adoption in late 2016 or early 2017. This has relevant policies, including CP5 Health and Wellbeing, CP6 Community facilities and services to meet local needs, DM17 Open space and sports and recreation provision.
- 2.4.2 In particular, the Local Plan identifies ‘Promoting health communities’ as a key challenge for the latest plan. The plan identifies “*significant social, economic and environmental disparities, notable concentrations of deprivations on Sheppey and in Sittingbourne, particularly in the areas of health, income, benefits, employment and skills*”.
- 2.4.3 As seen in Section 5.5.3 of the Local Plan, A Rapid Health Impact Assessment (HIA) has been undertaken to identify the potential health gains and consequences of various options and policies. The HIA for Swale identified that there were significant health and wellbeing issues in Swale and that the Local Plan should seek to improve the population’s health.
- 2.4.4 Participation in sporting or casual activity is a key influencing factor in the overall health of a population and it is therefore vital that this strategy addresses the requirement to increase basic participation and improve overall health and well-being.

Corporate Plan- Making Swale a better place (2015-2018)

- 2.4.5 This document references sport and leisure objectives relating to provision in Swale. Objectives that have been identified include;
- ◀ More leisure facilities being built
 - ◀ The transfer of responsibility for the management of sport and leisure facilities to groups of local volunteers with the passion and local knowledge to make the best use for them to benefit the community

2.4.6 These objectives emphasise the intention of the local authority to invest in sporting facilities where appropriate the needs of the community f, as well a clear strategy to devolve decision-making power to local volunteers. This will be reflected throughout the strategy and referenced in the action plan.

Sport & Physical Activity Framework for Swale 2012 - 2017

2.4.7 This document is designed to give partners involved in sport and physical activity in Swale a framework and lead from which to develop their own strategies for action to help create the step change needs to get more people more active.

2.4.8 The aim of this document is to address the low levels of activity and health inequalities in Swale by motivating people to live more active lives and encourage regular and sustained participation in sport. The overall objective is to improve factors such as obesity, general health, as well as providing a benefit to SBC by lowering the cost of physical inactivity.

2.4.9 The detailed framework highlights the following key priorities;

- ◀ Provision of subsidised sporting activities
- ◀ Provision Informal and less structured sporting activities
- ◀ Activities in less formal places such as community halls or outside in green spaces
- ◀ Taster sessions and 'come and try it' activities at schools, clubs and leisure facilities
- ◀ Programs that encourage all the family to take part

2.4.10 In relation to future sport facilities, priorities include;

- ◀ Offer concessions to those people where cost is a barrier
- ◀ Vary opening times
- ◀ Encourage the opening up of school facilities for wider community use
- ◀ Work in partnership to widen access to facilities in the local community
- ◀ Enable facility development through planning development agreement

Kent County Council Joint Health and Wellbeing Strategy 2014 – 2017

2.4.11 To meet the challenge of falling budgets and increasing demands on the health service, the Health and Wellbeing Board for Kent County Council (KCC) has developed a strategy to lead the system as it changes over the next three years. Two of the strategic priorities are directly related to the improved provision of sports facilities in Swale; '*Tackle key health issues where Kent is performing worse than the England average*' and '*Tackle health inequalities*'

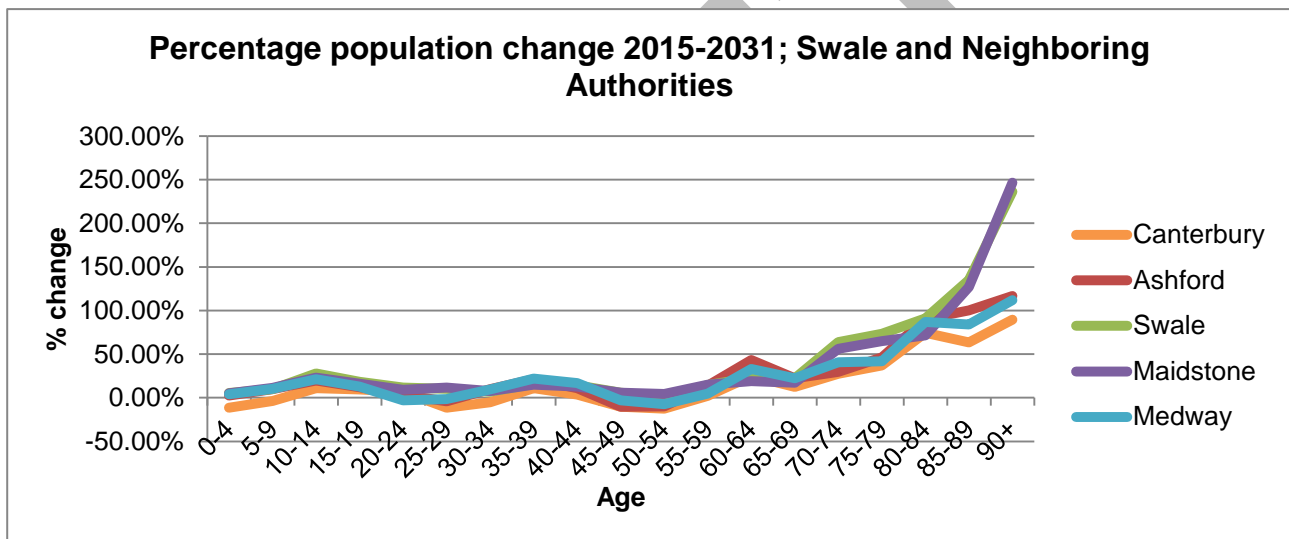
2.4.12 The strategy highlights the prevalence of obesity in children in more deprived areas, stating that KCC will promote a healthy weight for all children, particularly in areas where the need is greater; working with families to promote healthy eating and increase physical activity.

2.4.13 The strategy also suggests that Kent, with its 'miles of coastline, many country parks and green spaces' provides opportunities for improving physical activity. Utilising the natural assets of the Local Authority will therefore be a key feature of the facility strategy.

2.5 Demographic and health analysis of the Swale population

- 2.5.1 Swale currently has an estimated population of 142,528. Projected population figures suggest that by 2025 this will have risen to 158,961 (2015 Sub National Population Predictions, ONS).
- 2.5.2 These 2015 predictions provide figures regarding the age split of residents of Swale. The area has a smaller proportion of working-age adults (60%) when compared to the National average (62%). Swale also has a large young population with 23% of the population aged 0-17 compared with a national average of 21%.
- 2.5.3 Figure 2 shows the consistent rise in the 65+ population, compared with a relatively consistent population for 0-64. This ageing population is likely to increase demand for more accessible sports such as Bowls or low impact gym classes.

Figure 2 – Population Change in Swale and neighbouring local authorities. Source: ONS Statistics (2014)



- 2.5.4 With an ageing population, a key objective for Swale is to service it’s inactive and ageing population. This outcome is particularly vital as older adults who are physically active have a 30-50% lower risk of developing functional limitations. There is also a significant correlation between increased activity and reduced hip fractures (usually caused by falls). Furthermore in older adults, positive social benefits have been reported from exercise interventions including increases in satisfaction with life and a reduction in loneliness
- 2.5.5 In addition to this, the 2010 – ’15 Swale Housing strategy identified that Swale is the second most deprived borough in Kent, the ninth in the South East and is ranked 116th nationally (out of 355). There are pockets of severe deprivation with 15 neighbourhoods in the 20% most deprived nationally. 11 of these are located on the Isle of Sheppey.
- 2.5.6 Taking into account the above statistics, the current picture of provision has been presented against a backdrop analysis of the indices of deprivation. This means that proposals of future provision will consider a population with low levels of disposable income and will focus on increasing access to sports with low barriers to entry.

- 2.5.7 Swale has a lower than average ethnic minority population at 9% (compared to 10% national average). As explained in SBC's Gypsy and Traveller Corporate Policy (2014), Swale also has one of the largest gypsy and traveller populations (approx. 700 residents representing 0.5% of total population) in Kent and the South East. This is likely to have an influence on the demand for sporting provision in Swale for a number of reasons as Gypsy's and Travellers are;
- ◀ Unlikely to travel long distances to participate in sporting activities
 - ◀ Unlikely to have high levels of disposable income and therefore unlikely to pay for classes or organised sport
 - ◀ Unlikely to integrate with the local community, therefore limiting demand for organised or team sports
- 2.5.8 The Gypsy and Traveller community will be considered as part of the action plan, especially when focussing on East Sheppey. Due to the relatively low population, however, they are unlikely to have a significant impact on supply and demand balances and will therefore not be treated exceptionally during calculations.
- 2.5.9 As reported in the 2014 Health Profile for Swale, the state of health in Swale varies significantly between the most and least deprived areas. There is a 6.3 year difference in average age between the two ends of the deprivation scale, with 23.3% of children currently living in poverty.
- 2.5.10 In 2012, 28% of adults were classified as obese, which is 5% worse than the average for England. Swale also has a lower percentage of physically active adults at 50.7% against a national average of 56.0. When compared to the best rating in England of 68.5% this relative inactivity is likely to lead to a lower than average demand for general recreational sporting facilities. Furthermore it will have an impact on the success of specific marketing and participation campaigns, with activities that appear simpler and with lower barriers to entry likely to be more successful.
- 2.5.11 Table 3 below shows that Swale has a higher percentage of overweight adults (68.8%) compared with South East (63.1%) and England (63.8%). Additionally the childhood obesity rate in Swale of (18.0%) is higher than the average in South-East (16.5%) but below the national average (19.2%).

Table 3 – Obesity Figures for Swale. Source: Public Health Report – Swale 2014

Geography	Overweight Adults	Childhood Obesity
Swale	68.8%	18%
South East	63.1%	16.5%
England	63.8%	19.2%

- 2.5.12 With high levels of deprivation in Swale, it is important that provision of community facilities is affordable and accessible to a significant percentage of the population. A high level of physical inactivity represents a challenge for sports and recreation providers. In order to re-balance these statistics, focussed marketing campaigns and activities with low barriers to entry are required.

2.6 Sports Profiling

- 2.6.1 In order to understand sports participation in Swale, a number of Sport England tools have been utilised to analyse participation rates and understand the key trends in activity across all demographics.
- 2.6.2 Table 4 shows an extract from Sport England's' local sport profile, showing the participation rate of Swale (1 x 30 min session per week) alongside four neighbouring local authorities.

Table 4 – Participation data for Swale and neighbouring Local Authorities. Source: Sport England Active People Survey

	Time period				General Trend
	2010/11 (APS5)	2011/12 (APS6)	2012/13 (APS7)	2013/14 (APS8 Q2)	
Swale	33.2%	29.5%	38.7%	26.1%	Decrease
Maidstone	35.9%	34.6%	35.9%	31.9%	Decrease
Canterbury	36.2%	40.1%	31.8%	42.7%	Increase
Ashford	25.3%	32.4%	33.8%	34.2%	Increase
Medway	24.3%	33.5%	33.5%	27.6%	Increase

Note: This data is for 16+ only

- 2.6.3 Table 4 illustrates that Swale has a lower participation rate than its neighbours, as well as the greatest reduction in participation between APS5 and APS8. These statistics further support the objectives highlighted earlier in the section and demonstrate the importance in this strategy focusing on participation and improving obesity and health standards.
- 2.6.4 In order to understand the nation's attitudes to sport, their motivation and barriers, Sport England have developed a market segmentation tool, the 19 sporting segments (as defined by SE) have been analysed to show the dominant groups of participants in the area, which will provide further context on the type of provision that should be supplied in Swale. Within the study area of Swale, the most common sport profiles are 'Phillip', 'Tim', 'Elsie and Arnold' and 'Roger & Joy'. The description of each profile is as follows:
- ▶ Elsie and Arnold – Retired singles or widowers, predominantly female, living in sheltered accommodation
 - ▶ Philip – Mid-life professional, sporty males with older children and more time for themselves
 - ▶ Tim – Sporty male professionals, buying a house and settling down with a partner.
 - ▶ Roger & Joy – Free-time couples nearing the end of their career
- 2.6.5 In line with the population trends of the borough, the dominant groups are middle aged or older, supplemented by a relatively significant proportion of active mid-life professional. The action plan will reflect this mix of users and provide appropriate programming and facility proposals.
- 2.6.6 Due to Swale's proximity to the coast and the possibility of utilising this natural resource to increase participation, Table 5 focusses on the trend in participation for watersports across the UK. Due to the sample size, it is not possible to provide this information for Swale as an individual Local Authority.

Table 5 – National watersports participation trends. Source: Sport England Active People Survey

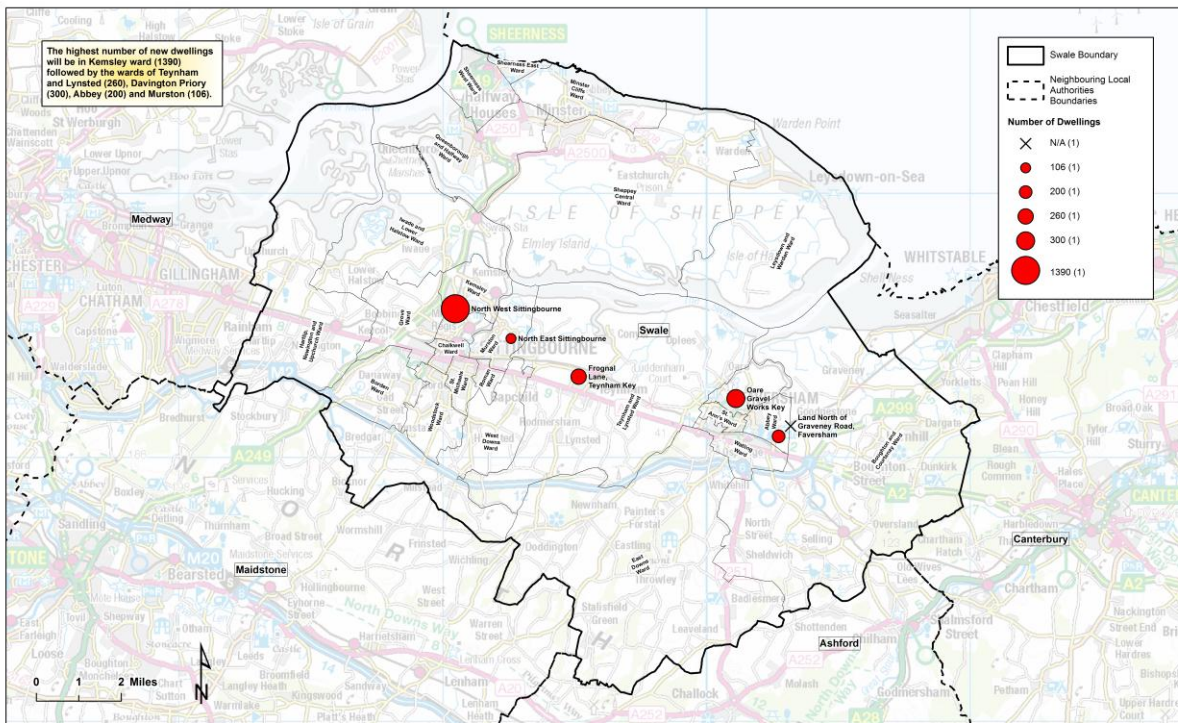
Measure	Time period			
	2011/12 (APS6)	2012/13 (APS7)	2013/14 (APS8)	2014/15 (APS9 Q2)
Sports participation - At least once a week	0.44%	0.40%	0.42%	0.41%
Would like to do more sport - Currently active	0.54%	0.51%	0.55%	0.40%
Would like to do more sport - Currently inactive	0.19%	0.42%	0.21%	0.12%

- 2.6.7 These results indicate that across the UK, ‘on-water’ watersports participation has been relatively consistent in the past four years. When analysing the latent demand (demand of those who would like to participate), Table 5 shows that watersports are unlikely to be undertaken by people who are currently inactive. This is likely to be due to the perceived barriers to entry of watersports, driven by the initial cost and maintenance of equipment
- 2.6.8 The declining participation rates coupled with the ageing population, to be further discussed in the following section, is a key issue for SBC and will therefore be prioritised as part of the action plan. Future investment and management strategies in the area may choose to reflect the requirement to increase participation, citing the health benefits and cost of inactivity explained above.

2.7 New developments

- 2.7.1 The housing allocations made in the local plan, will ensure that the Kent and Medway structure plan target of 9,100 new houses in Swale between 2001 and 2016 is met.
- ◀ This target has been split between the two planning areas as follows:
 - ◀ Thames Gateway planning area-8,100 new houses
 - ◀ Faversham and rest of Swale planning area-1,000 new houses
- 2.7.2 To understand how future demand may change due to growth in population, Map 2 also shows the proposed new housing developments, represented spatially across Swale.
- 2.7.3 SBC has sought to maximise the use of previously developed land within the existing urban areas and to ensure that the full potential is obtained from sites already permitted by increasing development densities.
- 2.7.4 Together with the existing planning permissions, the opportunities for new housing identified in the plan provide the capability to meet the full range of housing needs in the Borough on a diverse portfolio of sites and in a variety of locations. A mixture of small and large sites, meeting the requirements of local, regional and national house builders, will ensure that a wide choice of housing will be provided over the next ten years. These housing developments need to be considered in conjunction with current and future demands that an increased population would place on existing built sports facilities.

Map 2 – New housing developments in Swale



New Housing Developments

2.8 Linking Swale’s strategic context to the facility strategy

2.8.1 The plans, frameworks and strategies released by SBC focus on the need to improve health and well being throughout Swale. In particular, issues of obesity and deprivation have been highlighted in national, regional and local strategies, with the promotion of healthy eating and increased physical activity suggested as solutions.

2.8.2 Increasing sports participation and activity is a proven approach to address issues with obesity and health. There is also a clear correlation between participation statistics and the quantity, quality and accessibility of sports provision. This strategy will therefore analyse how the sports provision in Swale can be improved in terms of;

- ▶ Quantity: Are there enough sports facilities in Swale to meet the demand of the local residents?
- ▶ Quality: Are the sports facilities in Swale of a high standard and do they encourage further participation through peer-to-peer recommendations?
- ▶ Accessibility: Is it easy to undertake sport in Swale’s facilities? Does the programming attract new members and keep existing ones? Is it financially viable for all Swale residents to undertake sport?

2.8.3 After analysing each of the key types of sports facility in Swale and providing site-by-site proposals on how the facilities can be improved or maintained, borough wide proposals will also be suggested, incorporating programming suggestions and collaborative plans with specific National Governing Bodies.

3 ANALYSIS AND FINDINGS – FACILITIES

3.1.1 This section analyses the quantitative and qualitative need assessment undertaken for indoor and built facilities in the Swale borough. This has been broken down by facility type and focuses on Pools, Halls, Gyms/Health & Fitness and Artificial Grass Pitches (AGP).

3.2 Pools

Introduction

3.2.1 This section analyses the quantitative and qualitative need for swimming pools and wet leisure in the borough. The primary local authority owned centres considered are as follows;

- ◀ Faversham Pools (6 lane 25m indoor pool) There is also a 6 lane 33m outdoor pool on the same site, which is owned by Faversham Swimming Pool Trust (who also manage the indoor pool)
- ◀ Sheppey Leisure Complex (6 lane 25m indoor pool and teaching pool)
- ◀ Swallows Leisure Centre (6 lane 25m indoor pool and teaching pool with leisure water and features)

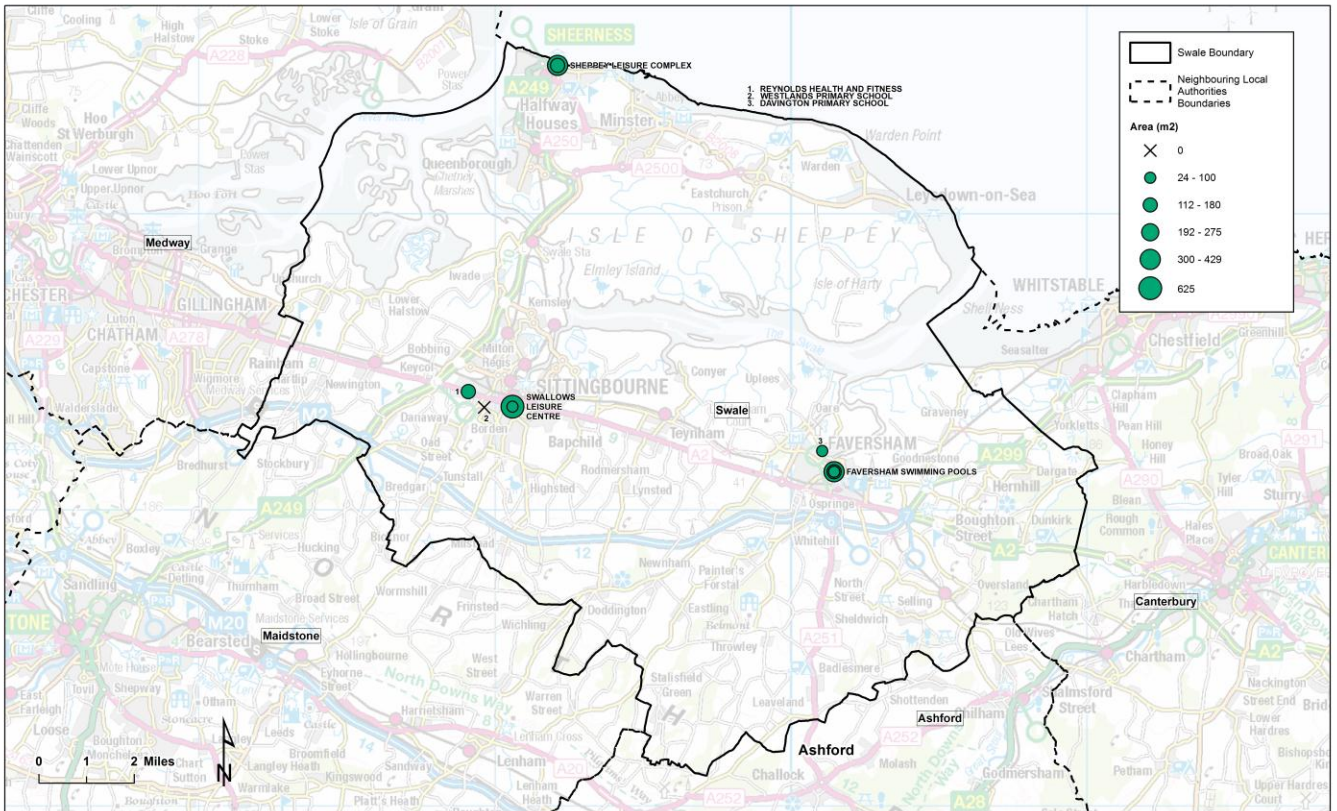
3.2.2 Faversham Pools has the highest throughput with over 100,000 more visits per annum than either Sheppey Leisure Complex or Swallows Leisure Centre. This mainly reflects that the centre is focussed only on swimming, has indoor and outdoor pools and accessibility to teaching and healthy exercise classes, and has extensive public availability throughout the day. Another key contributing factor is that Faversham has the largest service area (by distance) of any of the three main pools.

Supply

3.2.3 Map 3 shows the pools in Swale, mapped by size. This illustrates that the east of Sheppey does not have any council funded pool facilities but it is noted that there are a number of swimming pools provided by holiday camps, some of which are open to the general public.

3.2.4 As explained in more detail later in the report, an estimated population of 6,656 in Eastern Sheppey only creates enough demand for 0.3 pools (4 lane 25m) and this is unlikely to be enough demand to justify further pool provision.

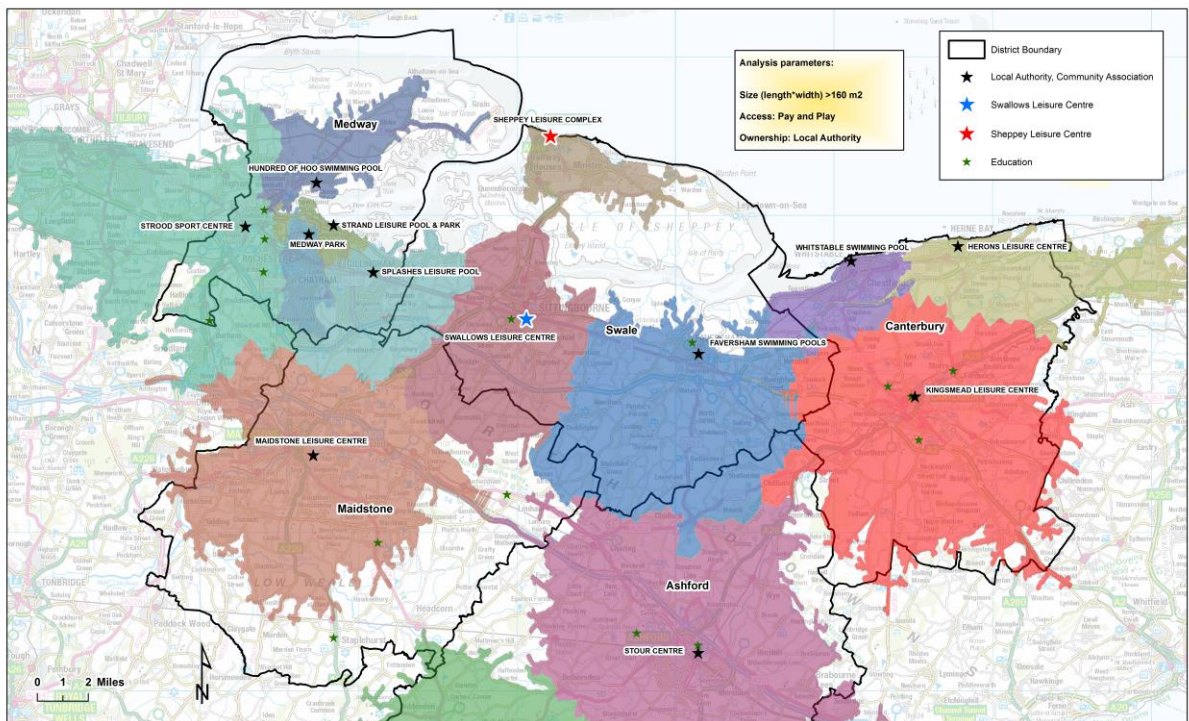
Map 3 – Supply Audit for Swimming Pools in Swale



Swimming Pool provision

Map 4 illustrates the supply of the area, with the service area (area residents would recognise as their closest facility based on drive time, up to a 15min drive time catchment) of the three leisure centres, together with service areas of core wet side facilities in neighbouring authorities.

Map 4 – Services Areas for Swimming Pools in Swale



Service Areas (Up to 15 Minute Drive Time) - Swimming Pools

- 3.2.5 Map 4 suggests that there are significant areas of Sheppey that have limited access (within a 15 minute drive time) of pool provision. When considering travel times it is likely that Swale pool provision will also be servicing the population outside of the borough boundary to the south and east. Similarly pools in Splashes Leisure Centre in Medway will be attracting demand from the west of the borough and migration of residents.

Demand projections for pools in Swale

- 3.2.6 The population breakdown from the service areas of each of the centres has been extrapolated and analysed, including factoring future projections as shown below in Table 6 The full table can be found in Appendix D

Table 6– Change in Population 2015 – 2025. Sources: ONS population Data (2012)

Summary Age Group	Service Area (Change between 2015 and 2025)		
	Sheppey LC	Swallows LC	Faversham Pools
0-19	334.92	183.49	494.92
20-64	458.39	540.73	1,380.59
65+	1,392.80	1,065.12	1,493.07
Total	2,186.11	1,789.34	3,368.58

- 3.2.7 The following conclusions can be drawn from Table 6;
- ◀ All three services areas are showing a growing population, with Faversham increasing at the fastest rate.
 - ◀ All three areas have a diminishing 0-19 population and a growing 65+ population, indicating an ageing population.
- 3.2.8 The Sport England Sports Facility Calculator was created in April 2014 to help local planning authorities quantify how much demand for the key community sports facilities is generated by a given amount of population. The tool has been used in conjunction with ONS population projections to predict how much pool space will be required at each of the three key facilities. The service area of each of the pools, as shown in Map 4 has been used to calculate the projected population
- 3.2.9 Sheppey Leisure Complex, Swallows Leisure Centre and Faversham Pools will need 1.9, 3.5 and 2.1 pools (25m four lane units) respectively in 2025. This calculation represents the following balance of demand in 2025 if the current facilities stay the same size.
- ◀ Sheppey: 21% under-demand
 - ◀ Swallows: 57% under-demand
 - ◀ Faversham: 43% over-demand

Note: This is based on the assumption that demand will stay consistent and includes private and net balance.

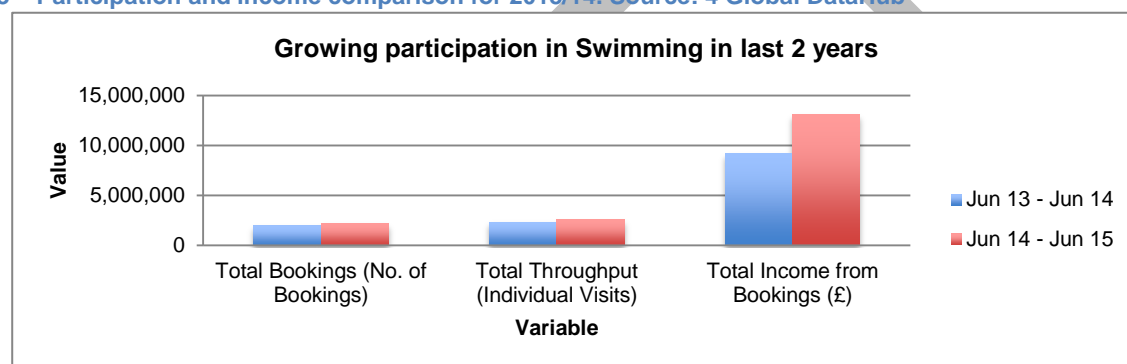
- 3.2.10 This balance is based on projected figures and therefore should be treated with caution, however indicates that the current pool provision is not suitable for the expected growth in population over the next 10 years. The Supply and Demand Balance calculation in this section will provide a more accurate view of under or over capacity as this utilises actual demand (visit per week) data.

3.2.11 Furthermore, the change in demographic profile (as shown in Table 6) in Swale over the next 10 years suggests greater demand for low impact activities, which can be undertaken by an ageing population. Sport England's Market Segmentation Tool suggests activities such as casual swimming and aerobics are the most popular for participants over 65. This projected increase in demand should be considered for future pool investment in light of Section 2 – Strategic Context, which highlighted the growing proportion of elderly residents and the risk of this demographic not remaining active into their old age.

Demand for swimming across the UK

3.2.12 To understand the trend of the wider sector, Figure 3 illustrates the national trend in swimming participation, by utilising data from 4 global's DataHub (sample of over 100 similar local authority owned pools). Total UK throughput, membership and income are compared for 01/06/13 – 01/06/14 with the same period in 2014/15. They show an increase in all three variables, indicating growing participation by both members and non-members.

Figure 3 – Participation and income comparison for 2013/14. Source: 4 Global DataHub



Supply and Demand Balance

3.2.13 Table 7 shows the utilisation data for Swallows Leisure Centre and Sheppey Leisure Complex and Faversham Pools, as well as the capacity calculation for each centre. The table also compares the actual demand (as provided by the leisure centres via utilisation figures) with the capacity projections from Sport England's Facilities Planning Model (FPM).

Table 7 – Supply and Demand Balance for Swale

Facility	Utilisation Data provided by Leisure Centres		Capacity (vpwpp) – as defined in FPM	% Of Capacity Used (Using LC Demand Data)
	Visits (Peak Month - Aug)	Average estimated visits per week (peak period)		
Swallows LC	11,623	2684	3,400	79%
Sheppey LC	12,905	2980	3,062	97%
Faversham Pools	18,116	4203	4,346*	97%
Total	42,644	9,867	10,808	91%

*Capacity of Faversham (Indoor and Outdoor) is an estimate as FPM does not account for lido's.. This is based on a 1.5 multiplication factor of stated Faversham capacity, to allow for outdoor pool being utilised for half of the year due to weather.

The following pools were not included in the FPM and therefore this analysis;

Table 8 – Pools not included in analysis

Facility Name	Main Reason for Exclusion
Reynolds Health and Fitness	Too small to be considered in FPM calculation
Upchurch River Valley Golf Course	Lido
Westlands Primary School	Missing information
Davington Primary School	Lido

3.2.14 Table 8 illustrates that for all three centres there is ‘oversupply’ when analysed against the FPM recommended supply figures. This is calculated by taking the theoretical capacity of the pools from the Facility Planning Model and comparing it with the amount of visits during peak time in 2014/15. For all three facilities, the capacity is greater (in visits per week) than the peak demand (number of actual visits per week), therefore each facility has an **oversupply** of pool facilities.

3.2.15 Using the population growth projections, Table 9 summarises the supply and demand balance for 2015 and 2025, calculated in ‘lanes’.

Table 9 – Supply and Demand balance for Swale pools. Note: Supply calculated in Lanes

	2015				2025			
	Supply	Capacity	Demand	Balance	Supply	Capacity	Demand	Balance
Faversham Pools	12	97%	11.64	0.36	12	108%	12.98	-0.98
Swallows Leisure Centre	6	79%	4.74	1.26	6	88%	5.29	0.71
Sheppey Leisure Complex	6	97%	5.82	0.18	6	108%	6.49	-0.49

3.2.16 Table 9 illustrates that with the existing supply of pools in Swale and the projected increase in demand driven by population growth, there will be an undersupply of pools by 2025. It is key to understand, however, that this is calculated using peak demand figures and therefore does not represent the picture for the whole year.

3.2.17 Although an oversupply has been calculated for 2015, it is key to understand that all three facilities are at greater than 75% capacity. This suggests that none of the facilities are significantly under utilised and, supported by suggestions about preparing for an ageing population and low impact sports, proposes that all facilities be retained for future use.

3.2.18 Regarding the projected under-supply in 2025, the negative balance represents less than 1 lane of unmet peak demand. This minor level of unmet demand does not warrant the building of new facilities, especially as the projected figures are currently estimates.

3.2.19 A review of the programming of these pools could provide a suitable wet side provision for Swale.

3.2.20 Further supply of wet-side facilities is also provided in the form of the nearby coastline, which is a significant natural resource that could be utilised to provide watersports and complement the current offering of the pools. Sheppey Leisure Complex in particular could benefit from programming that utilised the natural water space. Many activities, which train or meet outside in the summer, would require an indoor facility in the winter due to the weather and Sheppey Leisure Complex could provide this supply.

Stakeholder Consultation Responses

3.2.21 In order to understand the views of leisure owners and users, a consultation was undertaken with a number of key stakeholders. These are summarised in Table 10 below.

Table 10 – Stakeholder Consultation Responses for Swale Pools

Stakeholder	Feedback	Study relevance
Faversham Pool Trust	<p>Suggested the pool provides value for the Faversham area and brings in people from some distance.</p> <p>Trust has previously undertaken a feasibility study to identify options for extension of teaching pool and improved changing and outdoor space.</p> <p>The centre is currently funded through an £80k grant, which is believed to be good value for SBC.</p>	<p>Largely positive feedback with large catchment area.</p> <p>This reflects that the pools indoor & outdoor offer is relatively rare, is easily accessible within the historic town and is well presented and cared for by the Trust.</p> <p>The proposed development will enhance the potential to increase the teaching programme in particular (usage & income) and address a key customer requirement (fit for purpose changing facilities).</p>
Swale Community Leisure	<p>2 separate buildings are not ideal. Separation between other sporting provision and pool limits participation.</p>	<p>Same location/easy access to associated/other services ie. health & fitness, social etc. would enhance current swim only offer.</p>
NGBs	<p>ASA do not have a facility strategy/input but focus on programming balance between public swim, club use & teaching programmes. Currently work with Swale Community Leisure Limited (SCLL) but not Faversham Pools.</p>	<p>A lack of an ASA facility strategy for swimming leaves decisions to be made locally.</p>
Swimming Clubs	<p>Demand for more club time to meet competitive training requirements is a key factor for them.</p>	<p>Swale clubs level of performance reflects their access to leisure centres. See more detail in proposals section.</p>

3.3 Halls

Introduction

3.3.1 This section analyses the quantitative and qualitative need for halls and dry leisure in the borough. The primary local authority owned centres being considered are as follows;

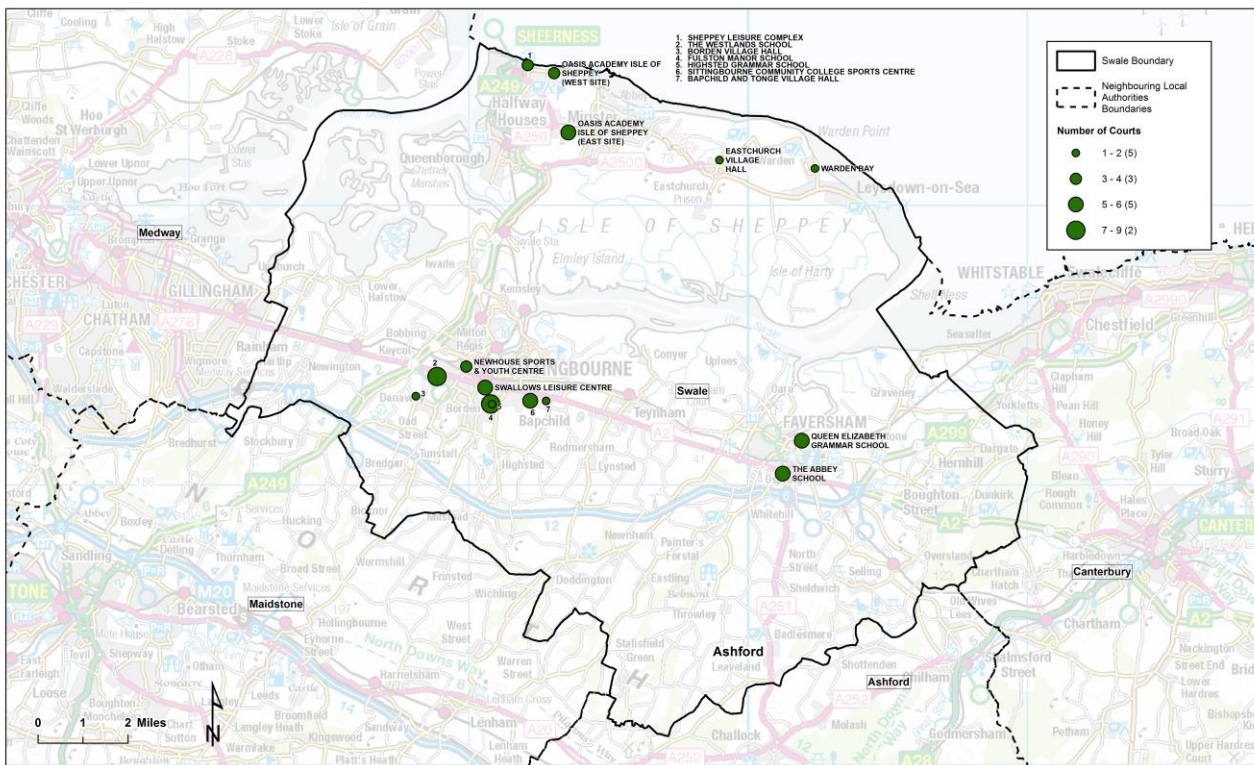
- Sheppey Leisure Complex (4 Badminton Court Hall)
- Swallows Leisure Centre (6 Badminton Court Hall)

3.3.2 This section utilises data from Sport England’s FPM and stakeholder consultations undertaken with the owners and managers of leisure, school and parish facilities. The requirements and commercial implications for councils in respect of hall provision in general is driven by the level of secured community use of facilities (court availability) outside of core leisure sites.

Supply

3.3.3 Map 5 shows the supply of the halls with at least three badminton courts in the borough, identifying the service area (maximum 15 min drive time) of the main indoor centres.

Map 5 – Sports Hall Supply Audit Map



Sports Hall provision



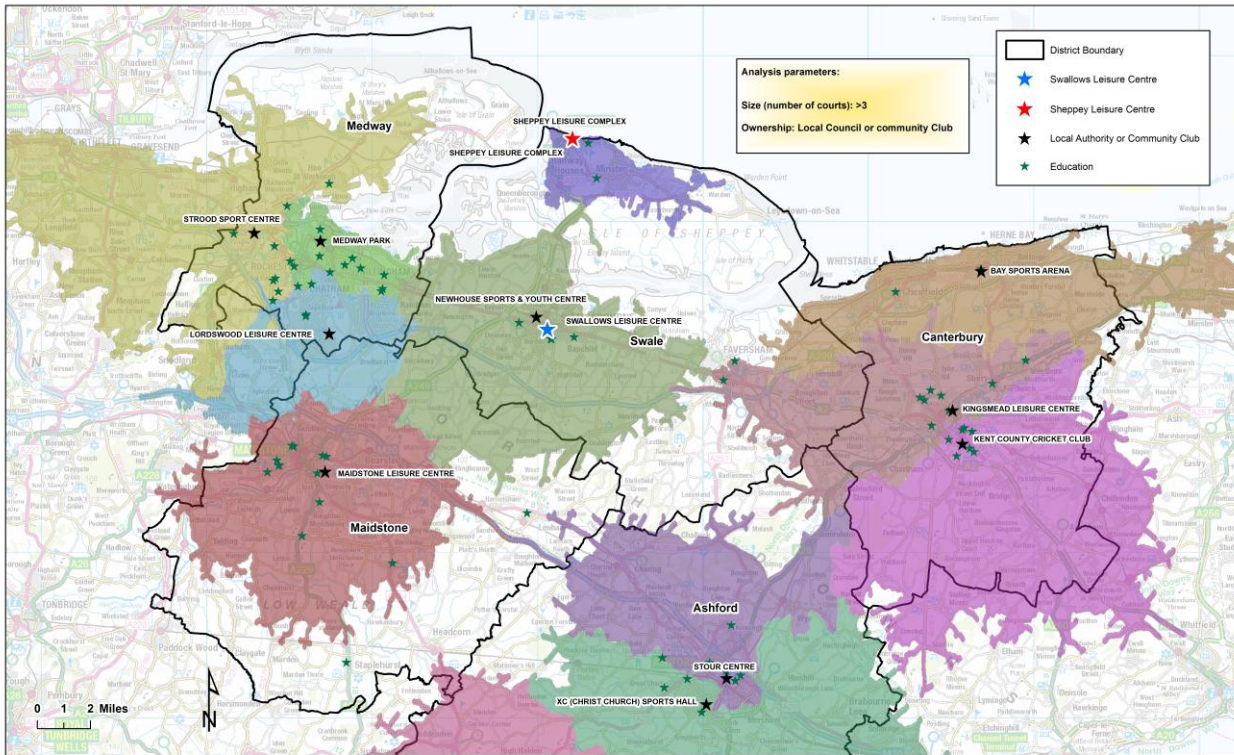
3.3.4 The following schools also provide halls, the majority of which can be utilised out of school time. The complete analysis of hall capacity in schools can be seen in the appendices.

- | | |
|-------------------------|---------------------------------|
| Fulston Manor | Sittingbourne Community College |
| Highstead Grammar | The Abbey School |
| Oasis Academy | The Westlands |
| Queen Elizabeth Grammar | |

Demand

3.3.1 The demand for sports hall is explained below using 4 global's data hub information. The service area (expected length of travel for each centre) is also represented spatially in Map 6 below.

Map 6: Service Area for Swale Halls



Service Areas (Up to 15 Minute Drive Time) - Sports Halls



3.3.2 The population break down from the service areas of each of the centres has been extrapolated and analysed, including factoring future projections. The following conclusions can be drawn:

3.3.1 Utilising 4 global's DataHub, Table 12 shows the participation rates for top 5 hall sports nationally.

Table 12 – Participation Trend for top 5 Hall Sports in UK.

Activity	Casual Participation	Member Participation	Total Participation
Badminton	170,811	197,302	368,113
Indoor Football	164,477	28,861	193,338
Dance	120,831	30,443	151,274
Body Combat	11,576	122,356	133,932
Pilates	9,809	119,972	129,781

- 3.3.2 This data illustrates the popularity among casual members of Indoor Football and Dance across the UK. These trends may be considered when deciding on the facility mix for Swale, as these activities could be used to attract prospective members. Targeted conversion campaigns can then be undertaken to retain these casual participants as full members.
- 3.3.3 Sport England's most recent Active People survey suggests demand for general hall space across the UK has reduced minimally (<0.5%) over the last 4 year. The South East has also remained consistent, with only a minimal increase (0.5%) over the same period. The main activities that are increasing in popularity area are badminton, exercise movement and dance and short-mat bowls.
- 3.3.4 The Sport England Sports Facility Calculator was created in April 2014 to help local planning authorities quantify how much demand for the key community sports facilities is generated by a given amount of population. The tool has been used in conjunction with ONS population projections to predict how much hall space would theoretically be required to satisfy the demand in East Sheppey.
- 3.3.5 Using an estimated population for East Sheppey of 6,656 (using population of 3 wards in Sheppey), there is a demand in the area for 1 small indoor hall (2 badminton courts). This is not currently provided by community facilities and therefore represents latent demand.
- 3.3.6 The change in demographic profile of the area over the next 10 years suggests greater demand for low impact activities such as Badminton, Pilates and Keep Fit Classes

Supply and Demand Balance for Leisure Centres

- 3.3.7 Table 13 shows the supply and demand data for Swallows Leisure Centre and Sheppey Leisure Complex, utilising Sport England's FPM (2014) The table also compares the actual demand (as provided by the leisure centres) with the projections from the FPM. Supply data from local educational sites can also be considered, as shown in Appendix E.

Table 13 – Supply and Demand Balance for Halls in Swale

Leisure Centre (LC)	Visits (Peak Month - Jan 13)	Average estimated visits per week (peak period)	Capacity (vpwpp)	% Of Capacity Used (Using LC Demand Data)
Swallows LC	2,860	661	1,140	58%
Sheppey LC	2,206	509	710	72%

- 3.3.8 Table 13 illustrates that for the two analysed Centres, there is over supply when analysed against the FPM recommended supply figures. These figures are for peak demand (January) and therefore the oversupply will be greater throughout the rest of the year.
- 3.3.9 A full consultation has also been undertaken by schools in the area, with the full record available in Appendix E. This consultation indicates that there is also community accessible supply available in many of the school facilities in Swale and this is summarised in Table 14.

3.3.10 In summary, the Oasis Academy was found to provide a high quality of facility however is near full capacity, especially October to March. Sittingbourne Community College was also favoured by clubs due to the standard and range of facility, however this is no longer available due to the decision to close the facility for community use. The reduced size AGP has high spare capacity, especially Oct – March, and could be used for alternative activities. The Abbey school functions as a leisure centre in the gym and therefore utilises all of the school facilities out of school hours.

Table 14 – Capacity of school halls in Swale. Source: Consultations with schools

School	Type of Hall	Current usage of facility during community hours (estimated %; 100% = At FULL capacity)	
		October - March	April - September
Fulston Manor	Sports Hall	60%	40%
Oasis Academy – East	All halls	100%	80%
Queen Elizabeth Grammar School	All halls	90%	85%
Sittingbourne Community College	Sports Hall	90%	60%
	Gymnasium Hall	30%	10%
	Gymnasium Hall	30%	10%
	Studio	30%	30%
	Fitness Gym	60%	70%
The Abbey School	All Halls	90%	90%

Note: Schools halls that are not available for community use, do not have any capacity or where data was not available, are not included in the above table. See Appendix E for this information.

3.3.11 Table 14 illustrates that there is further capacity in Swale’s school facilities, especially during the April – Sept period, when days are longer and activity can be undertaken outside.

3.3.12 It should be noted that following consultation with Sittingbourne Community College, the facility will no longer be available for community use. This will have a significant impact on availability of hall space in Swale, which is reflected in Table 15.

3.3.13 In addition to the school facilities Meads and Great Easthall community centres are also currently being built, with estimated completion date in 2015 and 2017 respectively. While it is predicted that these will provide space for informal activities such as Zumba or Pilates, they are unlikely to provide significant indoor sports provision and therefore will not influence the overall supply and demand balance.

3.3.14 In order to understand the overall balance for supply and demand of sports hall in Swale and how this will change over the next ten years, the Table 15 utilises figures from Sport England’s Facility Planning calculator to predict how much sport hall space is required for Swale. This uses the population figures from Section 2 – Strategic Context, to define how much theoretical demand there will be in 2015 and 2025 calculated in Badminton Courts and Halls (4 court halls).

3.3.15 This demand has been compared with the supply of all halls (main leisure facilities, school halls and village halls) in Swale to provide an overall balance.

Table 15 – Overall Sports Hall balance for Sheppey. Source: Sport England Facility Planning Calculator

Measure	2015			2025 (Projected)		
	Supply	Demand	Balance	Supply	Demand	Balance
Courts	54	39.4	14.6	50	44.8	6.2
Halls	14	9.8	4.2	13	11.2	1.6

3.3.16 Table 15 shows that there will be an over-supply in sports hall space for the next ten years. This calculation takes account of the closure of Sittingbourne Community College for community use.

3.3.17 It should be noted that with a 10% comfort factor, which would allow the centres to cope with periods of extreme demand, the projected supply would satisfy the demand without additional facility build.

3.3.18 Investment could be focussed on improving the quality of supply and ensuring programming is fit for purpose and meets the needs of local residents.

Stakeholder Consultation

3.3.19 Table 16 below summarises the consultations that have been undertaken with local leisure stakeholders in Swale, such as Parish councils who own facilities, leisure facility owners and users, sports clubs and community associations.

Table 16 – Stakeholder Consultation Results for Halls in Swale

Stakeholder	Feedback	Study relevance
Swale Leisure – (Management of Sheppey Leisure Complex)	<p>Two separate buildings are not ideal – Sports Hall use is low, with the new Academy now providing provision.</p> <p>The links with the Healthy Living Centre (Sheppey Matters) brings some challenges and also potential brand/identity issues.</p> <p>The dry-side facilities are in need of investment and it has been questioned whether there is a need for the site to continue to provide sport halls.</p> <p>Currently the Beachfields project, which seeks to invest in the site, could consider remodelling or developing the centre to lose the dry-side and relocate to the pool site. In order to satisfy the current demand for Swallows Pool users, a joint membership would be required with Swallows Leisure Centre, converting current members.</p> <p>Dry-side investment would also be required at Swallows, to satisfy programming demand and ensure overall demand is met.</p>	<p>Feedback indicates an aged centre in need of re-investment. Split building arrangement does not encourage casual or impromptu sports hall use.</p> <p>Clear suggestions from stakeholders to remove the dry-side and focus only on the pool facilities with complementary health and fitness (and studio provision). This fits better with a leisure tourism destination concept.</p>
Swale Leisure – (Management of Swallows Leisure Centre)	<p>Overall the centre has had investment in health and fitness and redevelopment of the old community hall.</p> <p>Consideration as to how the overall site should work going forward, in particular whether there is the opportunity to modernise the facility in light of the planned town centre regeneration.</p> <p>The sports hall is well utilised and provides some of the dedicated public accessible space in the borough as</p>	<p>Largely positive feedback from stakeholders, and seen as the premier facility for dry-side activities in Swale.</p>

	opposed to dual use – there is limited other competition/provision.	
Sports Clubs (Various)	Of the various clubs that responded to the club survey and selected halls as their primary facility, the Net Promoter Score (NPS - how likely they are to recommend the facility to another club) is 5.6.	This NPS score is relatively low and represents the poor experience of halls for local clubs. Specific issues highlighted included condensation following heavy rain (Swallows LC) difficulty with booking selected slot (QE Grammar School) and poorly marked halls (Newhouse Youth Centre).
National Governing Bodies (NGBs)	Squash and Basketball NGB's have been consulted as part of this hall analysis with neither identifying Swale borough as a strategic area or priority (within their forthcoming Whole Sport Plans 2017-2021). Further detail of this consultation can be seen in Appendix C.	This represents a potential risk for SBC. The facility proposals and actions from this Strategy will look at how targeted NGBs can be engaged, as per the ASA and RYA to date.
West Faversham Community Association	Currently have a hall, which delivers sports (1 badminton court size). Are seeking to develop a new sports hall (3 badminton courts) to support the communities to the west of Faversham as all the provision for sports halls is in the east of the town Believe there is a need to deliver to the communities, which have higher levels of deprivation (socio-economic disparity analysis and resident conversion rates (to leisure members) is contained in the main strategy.	It would appear from the supply and demand that there is a lack of provision for sports halls in the east of the borough.
Parish Councils	Over 60% of respondents suggested that their facilities did not meet the need of local residents, highlighting the poor quality of facilities as their main issue. Respondents suggested that investment should be prioritised around new flooring or court surfaces.	This survey response highlights the poor quality of village facilities in Swale, which is likely to be a contributing factor to the poor participation rates.

3.4 Gyms (Health and Fitness)

Introduction

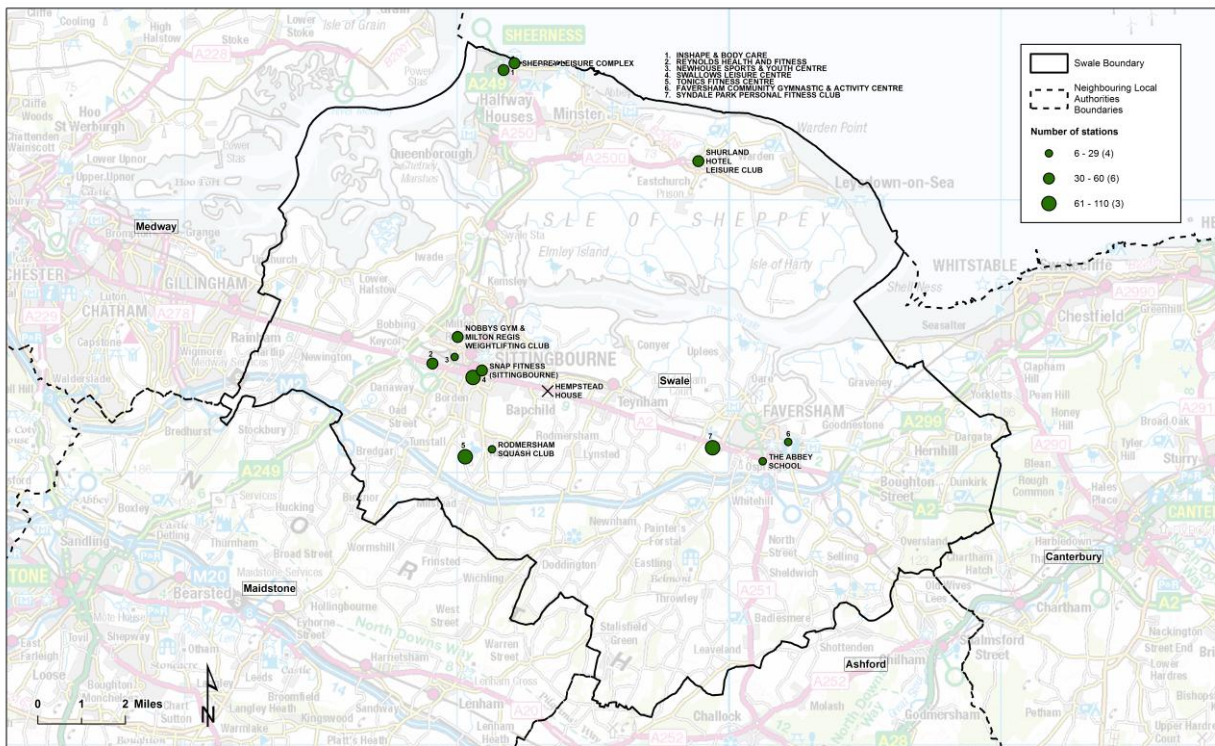
- 3.4.1 This section analyses the quantitative and qualitative need for gyms in the borough. The following gyms are located in Swale, owned by both commercial organisations and community funded facilities.

Table 18 – Gyms in Swale

Gyms owned by SBC	Commercially Owned Gyms
Swallows Leisure Centre (70 stations)	Inshape & Body Care (50 stations)
Sheppey Leisure Complex (30 stations)	Nobby's Gym and Milton Regis Weightlifting Club (53 stations)
	Reynolds Health and Fitness Club (35 stations)
	Rodmersham Squash Club (28 stations)
	Newhouse Sports & Youth Centre (10 stations) – <i>gym no longer in use</i>
	Shurland Hotel Leisure Complex (43 stations)
	Snap Fitness (45 stations)
	Syndale Park Personal Fitness Centre (80 stations)
	The Abbey School (22 stations)
	Faversham Gymnastics Club (10 stations)

3.4.2 The gym facilities identified above are also represented spatially by Map 7 below, with the larger dots representing the larger sites (based on number of stations/single pieces of equipment). Map 7 illustrates the low supply of gyms on the Isle of Sheppey, with only three small facilities. The rest of the gym facilities surround Faversham and Sittingbourne, servicing these relatively populous areas with a range of gym facilities, from local leisure centres to private, commercial gyms and fitness suites.

Map 7– Supply of Gyms in Swale



Health and Fitness provision



Demand

- 3.4.1 Due to the sample size required to make a robust analysis, Sport England’s Active People Survey does not provide participation figures for health and fitness for individual local authorities such as Swale.
- 3.4.2 To understand wider national trends however, The Active People Survey illustrates that health and fitness participation in England has grown 0.5% over the past four years, with almost a 1% increase and in the South East over the same period. There has been a significant shift in trends towards group class activities, both in terms of throughput (booking income) and increasing membership retention.
- 3.4.3 Furthermore, using 4 global’s DataHub, the most popular studio based activities can be identified as bodypump, dance and pilates . This compares with those from Sport England’s Active Places Power, which identifies Yoga, Zumba and Pilates as the three most popular. The growing popularity of these low impact, fitness based classes suggests two key points;
 - ◀ The change in demographic profile in Swale over the next 10 years suggests greater demand for low impact general gym/keep fit activities as the population ages
 - ◀ Adequate and flexible studio space is a key requirement in order for this sector to grow, and ideally would therefore be protected and/or invested in

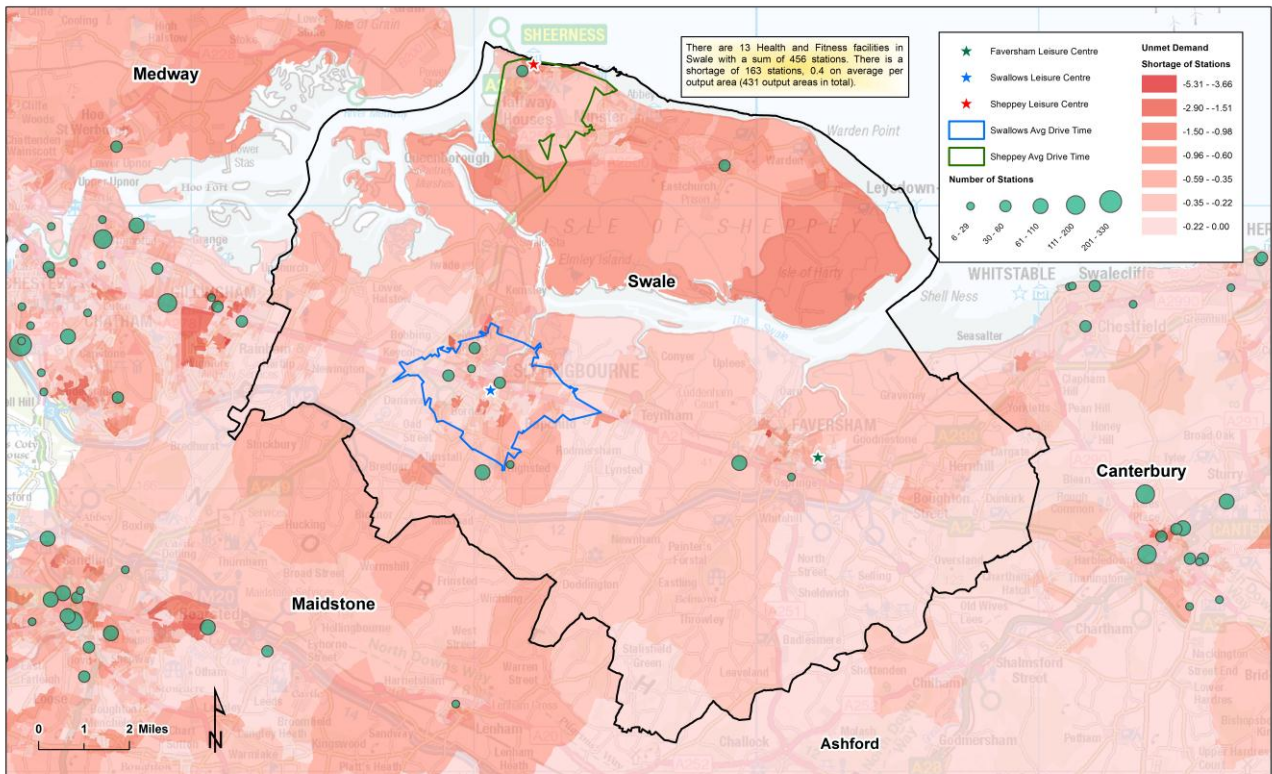
- ◀ Programming in leisure centres and village halls could be adapted to facilitate this growth, with suitable instructors trained or invested in by leisure providers

Supply and Demand Balance

- 3.4.4 To analyse the supply and demand of gyms in the borough, participation parameters have been utilised from the DataHub and compared with a detailed knowledge of supply in the area (capacity of sites based on station numbers). Map 8 illustrates the geospatial distribution of unmet demand.
- 3.4.5 The balance is calculated by understanding the total demand for this type of exercise by output area (max of 120 households – demand based on demographic profile and propensity to participate) and comparing to the supply of the catchment area around the output area (up to a 10 min drive time).

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Map 8 – Supply and Demand Balance Map: Health and Fitness



Health and Fitness Demand by Output Area - Swale

3.4.6 Map 8 suggests an overall shortage of 163 stations across the borough. The area of highest unmet demand is East Sheppey, which could support an additional 1 station per output area.

Stakeholder Consultation

3.4.7 In order to gain a greater understanding of the supply and demand of gyms in the area and how this affects the wider leisure facility mix, consultation was undertaken with a number of gym operators, both council and commercially owned. The feedback of this consultation is shown in Table 19.

Table 19 - Stakeholder Consultation for Gyms in Swale

Health and Fitness Facility	Studios /Rooms	Monthly Adult Member Price*	Pay and Play/Casual Member - Price per visit	No. Of Members	Available Capacity	Comments from Consultation
Inshape & Body Care	2	£25.00	£4.00	No data available		
Newhouse Sports & Youth Centre	1		Rent out sports hall at £25 per hour	0	Extra hall booking capacity over current youth centre commitments	Youth centre no longer has specialist gym facility
Nobby's Gym	1	£29.00	£5.00	100	1000.00	Have lost majority of student memberships

Rodmersham Squash Club	1	£20.00	£5.00	No data available		Actively looking for members
Sheppey Leisure Complex	1	£24.95	£6.75	1250	1400.00	Almost at capacity. Membership is fairly consistent at current level
Swallows Leisure Centre	3	£34.95	£7.50	2000 - 3000	No data available	Able to hold more members but current membership level has stayed consistent in recent years.
The Abbey School	1	£32.00	£5.00	190	Limited	Due to small floor area, maximum gym capacity of 25 - 30 at any time.
Tonic	4	£25	£6.90	+500	150 per day, no precise data available	1 squash court used as a dance studio for classes. Working at almost full capacity in the evenings, but quiet in the day
Syndale	1	£30/£55	No	No data available	No data available	Members only club, no casual/daily memberships. Monthly membership prices vary and could be tailored to each individual
Shurland	5	£25,95 on contract £35,95 pay as you go	£5	+600	No data available	Almost at capacity in the evenings, but, able to hold more members for mornings and afternoon use
SNAP Fitness	2	£25 per month	Data not available			
Reynolds Fitness Spa	2	£49 per month				

*Where membership options are available, price for a full peak membership with no classes is used

3.5 Artificial Grass Pitches (AGP's)

Introduction

3.5.1 This section analyses quantitative and qualitative need for artificial grass pitches (AGP's) in the borough. The primary local authority owned centres being considered are as follows;

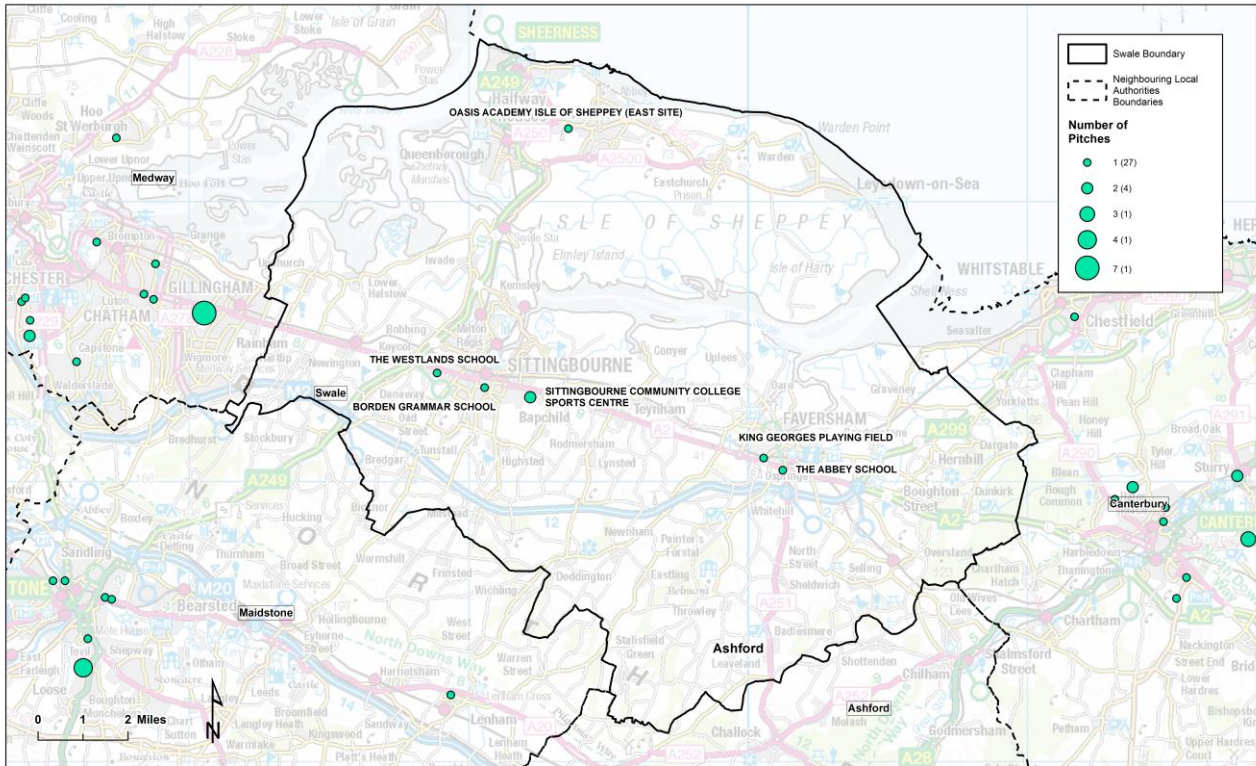
- Borden Grammar School – Sand Filled Floodlit (110 x 70m)
- Isle of Sheppey Academy (East Site – 3G Floodlit (100 x 60m)
- Sittingbourne Community College Sports Centre (SCC) – Sand Filled Floodlit and 3G Floodlit (both 100 x 60m)
- The Abbey School – 3G Floodlit (106 x 70m)
- The Westland's School – 3G Floodlit (100 x 60m)

- King Georges ‘The Mount’ – 3G Floodlit (100 x 60m)

Supply

3.5.2 An audit of the current supply of AGP’s has been undertaken and is illustrated by Map 9 below. This represents the clusters of AGP sites around Sittingbourne and Faversham, as well as the lack of supply on the Isle of Sheppey. There is one single AGP site, at the Oasis Academy, for all of Sheppey with no supply to the east of the island. This is a high quality facility with very little spare capacity.

Map 9 – Supply of AGP’s in Swale



AGP provision



Demand

- 3.5.3 Due to the sample size required to make a robust analysis, Sport England's Active People Survey does not provide participation figures for AGP's local authorities such as Swale.
- 3.5.4 To understand wider national trends however, The Active People Survey illustrates that participation in Hockey, Football and Rugby Union (main users of AGP's) has increased or stayed consistent over the past 4 years. In the south east, rugby union and hockey have increase minimally (0.5% participation).
- 3.5.5 The change in demographic profile of the area over the next 10 years suggests greater demand for low impact activities, most of which are not undertaken on an AGP.

Supply and Demand Balance

- 3.5.6 Table 21 shows the supply and demand data for AGPs (open for community use) in the borough's facilities, utilising Sport England's FPM. This illustrates that 5 of the 6 facilities are at 100% capacity, with the remaining site at 93%. This represents a high utilisation rate, which is validated by the provider consultation shown in the stakeholder consultation section.

Table 21 - AGP's in Swale

Name of facility	Surface Type	Year Built	Year Refurbished (if applicable)	Hours in normal peak period	Facility capacity (Vpwpp)	% Of capacity used
Borden Grammar School	Sand Filled Floodlit	2003		34	740	100
Isle of Sheppey Academy (East Site)	3G Floodlit	2013		34	740	100
SCC	Sand Filled Floodlit	2007		34	1,480	93
SCC	3G Floodlit			34		
The Abbey School	3G Floodlit	2012		18	540	100
The Westland's School	Sand Filled Floodlit	1992	2006	34	740	100

Key Stakeholder Consultation

- 3.5.7 Stakeholder consultation has been undertaken with providers of AGP's in the area, with results summarised in Table 22.

Table 22 – Stakeholder Consultation for AGP's in Swale

Facility	Type of AGP	Current usage of facility during community hours (estimated %; 100% = At FULL capacity)		% Block booking of facility (estimated % of block bookings)		General comments/observations through consultation
		Oct - Mar	Apr - Sep	Oct - Mar	Apr - Sep	
Borden Grammar school	Sand filled	85%	10% (very low)	100%	100%	The AGP is heavily used by football clubs during the winter months and also used regularly by the on-site hockey team (Old Bordenians).
Oasis Academy - East	3G	100%	70%	70%	70%	The 3G is FA licensed to allow FA regulated football matches to be played on the pitch.
SCC	3G	100%	50%	80%	80%	The 3G pitch at the college is heavily used during the winter months for mainly football training. The astro turf pitch accompanies the 3G but is not full size and does not receive the same amount of usage.
SCC	Sand filled	40%	20%	50%	50%	
The Abbey School	3G	90%	20%	98%	98%	The 3G is heavily utilised until the height of summer where there is little football played between seasons and is not utilised for any other sports.

3.5.8 The consultations illustrate a trend to heavy winter use, with high usage between October and March. There is greater spare capacity in April – September, with Borden Grammar School, the Abbey School and SCC (sand-filled) particularly under utilised.

3.5.9 The 2013 PPS report made the following recommendations, which are considered. The report identified an undersupply of 0.2 pitches (Hockey) and an oversupply of 2 pitches (Football);

- “Ensuring demand for hockey is met on existing provision in Swale. This may require additional provision of 3G pitches to service football demand and thereby releasing capacity at key sand based AGPs”
- “Refurbishment or replacement of AGPs at Isle of Sheppey Academy and Borden Grammar School in the next couple of years”

4 Facility Analysis - Other Sports

4.1.1 To understand the complete leisure position in the borough, a number of other sporting organisations were consulted as part of the data gathering process. Table 24 shows the key results of these and associated emerging proposals, which account for quantitative analysis.

Table 24– Summary of findings for Other Sports

Sport	Supply	Demand	Comment	Options for Next Steps
Athletics	There is not currently a synthetic athletics track in the borough. Central Park Arena in Dartford	There are a number of athletics clubs in operation, all using grass tracks.	Swale Athletics club focus on endurance and cross-country due to lack of track. There is insufficient funding to renew facilities.	Significant funding required to build a synthetic running track. Create shared membership scheme with nearby synthetic

	is the nearest synthetic facility (30 miles from Sittingbourne)			facility. Note: Faversham members likely to use Julie Rose stadium in Ashford. Sittingbourne members likely to use alternatives, such as Deansgate ridge.
Netball	<p>Only 1 league (Sittingbourne & District Sunday League) as there is a lack of supply for suitable venues.</p> <p>Indoor facilities at Fulston manor (Seen as expensive)</p>	National Netball participation on an upward curve. Circa 200 involved in 'friendly' Sittingbourne. Further demand currently goes to strong nearby Medway league	Most competitive players go to Medway due to disintegration of Swale offer. Comets are a regional standard club and play at Abbey School. Would prefer to play at Sittingbourne Community Centre, as it is well located for players. This is now not an option with the recent decision to close Sittingbourne Community College for community use	Build Netball into adapted facilities mix for specific programming strategy at Swallows Leisure Centre.
Bowls	4 main clubs in area with more nearby in neighbouring Boroughs. Provides a range of indoor and outdoor options.	Ageing population drives a growing demand for bowls. Low barriers to entry are attractive in less affluent areas	Largely positive feedback, although provided by very little support from SBC.	<p>Continue to allow bowls organisations to work as private organisations.</p> <p>Utilised focussed conversion campaigns to take advantage of retired/elderly gym members ending their membership and convert to bowls. This is likely to increase according to projections.</p>
Wheeled Sports	One skate facility in each of Sittingbourne, Faversham and Sheppey. Further development is planned in Faversham.	Local facilities appear to be used well and low cost leisure is popular in the Borough.	<p>There is permission for a new skate park in Sittingbourne. This is being managed and fundraised by group of local young people.</p> <p>Current funding of £300k and agreement from SBC to support.</p>	Encourage young group to continue with their current plans. Will provide new, updated facility for younger demographic and will provide sporting opportunities with low barriers to entry.
Tennis	See Audit Map in Appendix F for details of all tennis courts in the borough. High concentration around Sittingbourne and little in rest of borough.	SE Market Segmentation identifies relatively high-unmet demand around centres of population.	There are high quality tennis clubs in neighbouring Canterbury and Maidstone, as well as Sittingbourne. High performance/serious players will travel for good quality facilities however lack of casual facilities is a limiting factor for basic participation data.	Work with LTA to create low cost, low impact casual tennis courts using 'key fob' technology to allow access without full time supervision. Focus on areas outside of Sittingbourne and co-ordinate with LTA to encourage taster sessions and short-tennis introductions.

<p>Watersports</p>	<p>Water is highly accessible due to nearby coast. No dedicated clubs or facilities currently installed</p>	<p>Nearby Dover watersports facility achieves high participation, suggesting high demand in the area.</p>	<p>Currently the Dover facility (see Case Study in Appendix G) claims to be the only dedicated watersports facility in the South East. A similar programme in Swale would make this more accessible to local residents and provide an alternative route to participation improvements</p>	<p>Work with RYA to become strategic priority for sailing in the UK. Utilise Dover as a case study and conduct a detailed business case on potential ROI and participation impacts associated with new Swale facility.</p>
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5 APPENDICES

5.1 APPENDIX A –SPORT CLUB CONSULTATION SUMMARY

5.1.1 A survey of sports clubs was undertaken, focussing on non-PPS clubs. The results are shown in the table below.

Question	Answer	Comments/Benchmark against similar local authorities
Responses Collected	25 (complete)	
Most popular (volume of responses)	Bowls (4), Cricket (3), Football (3)	
Affiliation	92% of clubs are affiliated to a national governing body	Comparable with similar sports club surveys in other local authorities
Usage of facility	47% of clubs use their primary facility for more than 12 hours a week	
Membership	68% of clubs have greater than 50 members	High proportion of large clubs. Greater encouragement for small, casual clubs could increase uptake from current non-participants, therefore increasing overall participation statistics.
Accessibility	84% of clubs believe the majority of their members travel to their main facility by car.	High proportion of car users is influenced by rural nature of the area. Greater accessibility to clubs around large centres of population (such as provision of taster sessions in town centres) would encourage non-participants.
Change of Membership	44% of clubs believe that their membership has increased over the last 3 years.	Does not correlate with general decline in participation. Identifies significant shortage in casual participation.
Rating of Facility	Ease of booking and Value for money were rated highest at 4.18 or higher (out of 5(very good)). Childcare facilities were rated the lowest at 2.85 (adequate).	High scoring for value for money indicates that this is unlikely to be the main barrier to entry for participation.
Suggested areas for investment	38% respondents stated that surfaces (floor or walls) should be prioritised for investment.	This prioritisation indicates lack of major investment in facilities, as flooring is the most expensive element of the centre to replace or repair.
Net Promoter Score (How likely are you to recommend your facility to other clubs?)	Avg 7.76.	Indicates a relatively strong recommendation rating, but lower than neighboring local authorities
Future Projections for membership	89% of clubs are projected to grow in membership over next 3 years.	
Impact of future growth	91% of clubs who project growth, stated that this would require an increase in provision of facilities	

	and/or equipment.	
How can aspirations be achieved over the next 3 years	<p>31% of clubs stated that they required funding for additional facilities.</p> <p>23% of clubs stated that they required more formal links with major/large clubs in the nearby area</p>	

5.2 APPENDIX B – PARISH CONSULTATION SUMMARY

5.2.1 A survey of parishes was undertaken, with parish clerks filling out an online survey on behalf of their residents. The results are shown in the table below.

Question	Answer	Comments/Benchmark against similar local authorities
Parish Responses	9 (complete)	Stalisfield, Norton Buckland & Stone, Selling, Newington, Bredgar, Lower Halstow, Teynham, Oare Minster-on-Sea
Do the sports facilities meet the need of your local residents?	66% No 37% Yes	This highlights the strong belief within the parish's that an improvement of sport and physical activity facilities are required. These figures can be compared to the results of further parishes, which have completed the survey. The 65% of those who said 'no' is much higher than the average (58.5%) response of 'no' in the other parishes.
Specific Comments - Newington		<p>In relation to specific facilities, the recreation ground in Newington is claimed to be too small and in need of major refurbishment, also there is no wheelchair access, no external lighting or parking facilities. At Newington a multi function venue is something the residents have suggested would be of use where they want to play a variety of sports like basketball, tennis, athletics etc. This however, would be very expensive option. A more appropriate alternative may be to improve transport links to Swallows leisure centre, which is only 3.3 miles away from Newington. This facility has a huge amount of equipment such as a swimming pool, a fitness suite, tennis and badminton courts, and can cater for a variety of sports such as 5 a side football, basketball, netball etc.</p> <p>Additionally Newington has a 5-acre field with an out-dated pavilion and a village hall. Neither of these are specific sports venues and could be areas for future facilities. This site could be used to further improve the sport facilities of Newington. This is an area where a further cricket field could be developed or football posts could be put into the area. The pavilion could have a slight refurbishment and act as changing rooms. The site also currently has a 6-item adult gym equipment. The amount of equipment for the gym could be increased to allow more residents to partake. The village hall could be better utilised within the community where some sporting activities could take place to improve the amount of sport available to the local residents.</p>
Specific Comments - Oare		Suggested that adults would like outdoor gym equipment. Children would like more equipment for different age ranges. Within Oare an outdoor gym facility is preferred as it would improve fitness of local residents and allow them to spend more time outdoors. At Lower Halstow and Stalisfield it is suggested there are no sport facilities available which is something that needs to be addressed. However, an option for these areas would be to improve transport links to surrounding areas that have the

	<p>necessary sport facilities.</p>																				
<p>Specific Comments - Minster</p>	<p>Although, Minister-on-sea has excellent sports clubs in the area, more needs to be done to reach the young people congregating within the area. Previously Charlton athletic had a scheme, which was hugely successful. This suggests the area has number of keen participants and has the required area but it needs more schemes to get people involved. In areas such as Selling, other than the cricket pitch, which is run by a Canterbury club, there are no further indoor or outdoor sites, which is a problem for local residents. There are however, many modern facilities in Canterbury, which is only a short distance away. An example facility that could be used is the Kingsmead leisure centre, which if the transport links were improved could be a useful sporting facility for Selling residents.</p>																				
<p>Specific Comments - Stalisfield</p>	<p>New village hall could be used for more sporting activities. There is a demand for the ability to play table tennis, which should be made a priority, as there has already been interest by residents in starting up a table tennis club. A table tennis club could be run in this facility, which could create a positive environment for the residents who are interested in table tennis.</p>																				
<p>Main sports played in Village Halls</p>	<div style="text-align: center;"> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Main sports played in Village Halls</caption> <thead> <tr> <th>Sport</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Cricket</td> <td>25%</td> </tr> <tr> <td>BOWLS</td> <td>25%</td> </tr> <tr> <td>BADMINTON</td> <td>13%</td> </tr> <tr> <td>YOGA</td> <td>7%</td> </tr> <tr> <td>FOOTBALL</td> <td>6%</td> </tr> <tr> <td>DANCE</td> <td>6%</td> </tr> <tr> <td>ZUMBA</td> <td>6%</td> </tr> <tr> <td>RUGBY</td> <td>6%</td> </tr> <tr> <td>ATHLETICS</td> <td>6%</td> </tr> </tbody> </table> </div> <p>Of those who responded, it is clear the cricket and bowls is the most popular sport within the parish. The positive cricket/bowls culture within the parish should be maintained and the facilities i.e. the pitches should be protected after to allow this participation to continue.</p>	Sport	Percentage	Cricket	25%	BOWLS	25%	BADMINTON	13%	YOGA	7%	FOOTBALL	6%	DANCE	6%	ZUMBA	6%	RUGBY	6%	ATHLETICS	6%
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ATHLETICS	6%																				

5.3 APPENDIX C - NGB CONSULTATION RECORD

Peter Griffiths – England Basketball Facility Lead

Questions	Comments
How do you view the profile of your sport in Swale? Is it high/ low profile?	Low priority – Urban conurbations have the greatest potential and therefore are the main focus for Basketball England.
What are the general participation trends now and in the future?	AP9 – shows that basketball participation has increased even though Sport England funding was cut from Basketball England in 2014 due to them not hitting their previous Active People targets. The AP9 increase could be legacy of Ball Again and IM basketball programmes that Basketball England used to promote. Mixed economy model now being used through alternative organisations to deliver basketball that are receiving Sport England funding e.g. British Basketball Foundation, Reach and Teach. Basketball England still received some funding from Sport England for Satellite clubs programme, which is one of the most successful Satellite programmes amongst NGBs, and are currently working on a higher education specific satellite clubs model.
What are the main facility issues with your sport in Swale? Quality, quantity and accessibility issues (location in the borough, design and disability access etc)?	Nothing that NGB has put in specifically at the moment. Also that unlikely that these areas will be beneficiaries for any capital funding. Investment predominately gone into large Urban locations. Would have to have a really good case to get capital funding as their pot is £1.8m in last 2009-13. Main issues from NGB that they receive from clubs are: the cost of a basketball court, size of the courts not being appropriate for national league competition (small halls). Competition with other sports e.g. Badminton.
Is there unmet demand for facilities?	There is unmet demand. There needs to be better access to school sites. Currently working with Sport England on this.
Are there any new facility developments planned for Swale?	None in these areas or the surrounding areas.
Do clubs travel into or out of the borough to access facilities?	Do not have the intelligence at a national level to know this. It would be a local call for the county/regional basketball association.
What development initiatives are on-going to help promote the sport?	Satellite clubs is the only one at the moment. Looking ahead to 2017 onwards Whole Sport Plan.
Are there any funding streams available for facility improvements in Swale?	£1.8m pot for the last 4 years (2009-13) is all Basketball England have.

Darren Clark – LTA

Question	Comments
How do you view the profile of your sport in Swale? Is it high/ low profile?	Low profile, in Swale
What are the general participation trends now and in the future?	Fairly low. Rob had no official participation figures for the area. Much of the focus has been high population density areas as previously they have tried to go everywhere but have spread themselves too thin.
Which are the key clubs participating in your sport in Swale?	Mostly leisure centres where they provide tennis courts on a casual basis. Often these courts are multi- purpose and are used for five a side and netball. Faversham tennis centre is small and therefore not a huge priority
What are the main facility issues with your sport in Swale? Quality, quantity and accessibility issues (location in the borough,	Lacking indoor tennis centres, leisure centres and availability. Many pitches are multi-use and therefore lack focus on tennis

design and disability access etc)	
Is there unmet demand for facilities?	Rob was not sure but thought not. Again indoor tennis courts on the supply side were mentioned
Are there any new facility developments planned for Swale?	No.
Do clubs travel into or out of the borough to access facilities?	No
Are there any specialist facilities required?	Indoor facilities
What development initiatives are ongoing to help promote the sport?	<ul style="list-style-type: none"> • High population centres, • 10 fast track centres. • Nearest Medway. • Great British tennis events. • Marketing materials are available • Touch tennis is being pushed in Surrey to get all people into tennis
Are there any funding streams available for facility improvements in Swale?	<p>Three funding streams Total 4.7 million four years</p> <ul style="list-style-type: none"> • Community tennis funds largely from Sport England for Parks and High priority therefore high population areas. Swale not high population • Easy access loan system. Any facility can apply for these for improvement. see MSB • Growing the game. Used to drive participation more. Onerous and competitive selection process. Clubs pitch how they will grow the game. Funding rounds in May and September
Anything else the NGB would like to add:	<ul style="list-style-type: none"> • Looking for local authorities that really want to work with LTA • Priority with high population areas

Lynn Barker – Canoeing Development Officer

Questions	Swale
How do you view the profile of your sport in Swale? Is it high/ low profile?	Trying to improve participation, can't identify paddlers as not organised
What are the general participation trends now and in the future?	<ul style="list-style-type: none"> • Uses Active People Survey data • Canoeing still growing. Increased year on year. • Increase in 14-25yrs. • Push with programs in Schools & universities.
Which are the key clubs participating in your sport in Swale?	She was not sure going to get back to Doug via email
What are the main facility issues with your sport in Swale? Quality, quantity and accessibility issues (location in the borough, design and disability access etc)	<p>Accessibility- paddle ability program that is inclusive. Access to water, growth of centre and clubs in the area. Groups organisation</p> <p>Guided tours</p>
Are there any new facility developments planned for Swale?	Weight board and canoeing park in Swale proposal. Sheerness canal
Do clubs travel into or out of the borough to access facilities?	<ul style="list-style-type: none"> • Large groups and clubs will come from a variety of places to use coast • National Parks in area also help attract people to area
What development initiatives are ongoing to help promote	<p>UCanoe</p> <ul style="list-style-type: none"> • Wired ergometer canoeing and

the sport?	<ul style="list-style-type: none"> Unleashed to do outside Go Canoeing <ul style="list-style-type: none"> go canoeing starter session, guided tours & events digital platform to provide information Paddlesport Challenge <ul style="list-style-type: none"> Events to improve participation Paddle- Ability <ul style="list-style-type: none"> Program to improve participation amongst the disabled
Are there any funding streams available for facility improvements in Swale?	Clubs and centres apply directly for funding to the capital grants funding system

GB Triathlon Development Officer

Questions	Comments
How do you view the profile of your sport in Swale? Is it high/ low profile?	Fastest growing Olympic Sports Very recent push with leisure trust GoTri participation small distances Sittingbourne Striders
What are the general participation trends now and in the future?	Four miniature events they have had two events and two more events Demand 50 people limited people, not to scare people. First event 30 people roughly which is good for the start Park run event Second
Which are the key clubs participating in your sport in Swale?	Sea based and pool Any space that is open to them Pool based is best beginners way various methods and get breaks Sea based needs some experience and wet suit
What are the main facility issues with your sport in Swale? Quality, quantity and accessibility issues (location in the borough, design and disability access etc)	Book whole pool for area Is the booking of the pool, GoTri events need whole pool space Transition area for changing for next phase. Where there are going onto their bike Sheppey Leisure centre perfect
Is there unmet demand for facilities?	Can't put on events herself Facility can put them on themselves Don't have time and necessary promotion Get clubs involved in order promote and provide volunteers Event organiser will hire
Are there any new facility developments planned for Swale?	Not sure
Do clubs travel into or out of the borough to access facilities?	In Wittstable people will travel for the sea based promotion
Are there any specialist facilities required?	Lane ropes necessary Disability access allows for all inclusive Fire door for transition Parking
What development initiatives are ongoing to help promote the sport?	Coaches education courses with councils
Are there any funding streams available for facility improvements in Swale?	Apply for Inspired facilities through Sport England. Kent sport and Triathlon help support

5.4 APPENDIX D – POPULATION DATA

2015 Swale Populations by age group. Note: Colours show significance of change.

Age Group	Difference (2025-2015)								
	Males			Females			Persons		
	Sheppey	Swallows	Faversham	Sheppey	Swallows	Faversham	Sheppey	Swallows	Faversham
0 – 4	46.39	79.98	112.86	43.08	-8.08	40.09	89.46	71.89	152.94
5 – 9	213.78	409.08	-69.35	176.89	31.34	173.65	390.67	440.42	104.30
10 – 14	-68.39	-139.63	323.79	-76.81	-189.19	-86.11	-145.21	-328.83	237.68
15 – 19	-8.78	-15.53	176.56	-7.99	-79.90	-9.40	-16.77	-95.44	167.16
20 – 24	-7.37	-10.45	302.32	-8.10	21.43	-2.22	-15.47	10.98	300.09
25 – 29	103.89	190.99	167.02	108.96	119.54	90.82	212.85	310.53	257.83
30 – 34	91.12	214.51	60.30	90.12	74.61	101.38	181.24	289.12	161.67
35 – 39	-46.53	-119.59	179.62	-57.69	-35.89	-75.84	-104.23	-155.48	103.78
40 – 44	-91.21	-180.35	170.26	-105.95	-15.92	-114.33	-197.16	-196.27	55.93
45 – 49	-15.61	-22.79	-34.64	-14.61	6.58	-9.93	-30.22	-16.21	-44.57
50 – 54	229.69	336.55	-114.28	198.71	39.35	182.23	428.41	375.91	67.94
55 – 59	137.98	257.16	78.31	137.22	-12.20	170.29	275.20	244.95	248.60
60 – 64	-125.77	-259.24	442.69	-166.46	-63.56	-213.38	-292.23	-322.80	229.31
65 – 69	282.98	426.41	-286.62	206.87	-51.35	203.58	489.85	375.06	-83.05
70 – 74	155.86	270.53	139.94	183.10	-56.37	214.59	338.97	214.15	354.53
75 – 79	122.17	294.97	106.54	138.65	-33.89	225.07	260.82	261.07	331.61
80 – 84	28.58	77.39	245.27	41.83	-118.01	75.91	70.42	-40.62	321.18
85 – 89	68.95	205.02	111.55	104.21	-12.61	199.38	173.16	192.41	310.93
90 and over	18.39	63.05	144.85	41.20	-	113.01	59.58	63.05	257.86
All ages	1,136.13	2,078.03	2,256.97	1,033.21	-384.13	1,278.77	2,169.34	1,693.91	3,535.74

2025 Swale Populations by age group

Age Group	2015								
	Males			Females			Persons		
	Sheppey	Swallows	Faversham	Sheppey	Swallows	Faversham	Sheppey	Swallows	Faversham
0 – 4	1,243.72	2,138.98	1,091.17	1154.886143	2,098.24	1,066.25	2,398.61	4,237.22	2,157.42
5 – 9	1,203.53	2,316.02	1,148.18	995.849147	2,064.78	1,000.85	2,199.38	4,380.80	2,149.03
10 – 14	1,087.01	2,232.79	1,216.80	1220.841887	2,639.28	1,418.98	2,307.86	4,872.07	2,635.78
15 – 19	1,206.15	2,134.46	1,042.36	1097.021872	1,796.72	1,004.54	2,303.18	3,931.18	2,046.90
20 – 24	1,023.58	1,526.34	710.35	1125.185563	1,484.71	705.43	2,148.76	3,011.05	1,415.78
25 – 29	1,019.28	1,873.45	877.66	1068.971012	1,902.83	869.46	2,088.25	3,776.29	1,747.12
30 – 34	915.88	2,172.56	978.06	905.803669	2,327.18	1,045.55	1,821.68	4,499.74	2,023.61
35 – 39	855.79	2,208.71	1,120.17	1061.047953	2,685.21	1,380.49	1,916.84	4,893.92	2,500.66
40 – 44	1,019.83	2,017.83	1,067.06	1184.665882	2,280.46	1,255.24	2,204.50	4,298.29	2,322.30
45 – 49	1,227.19	1,878.03	1,028.67	1148.654969	1,665.71	1,002.97	2,375.84	3,543.74	2,031.64
50 – 54	1,341.10	1,974.41	1,208.84	1160.229225	1,654.29	1,050.71	2,501.33	3,628.70	2,259.55
55 – 59	1,158.29	2,155.44	1,329.52	1151.863494	2,349.24	1,459.59	2,310.16	4,504.68	2,789.11
60 – 64	1,005.25	2,073.07	1,353.54	1330.542258	2,763.65	1,720.01	2,335.79	4,836.72	3,073.55
65 – 69	1,130.32	1,713.04	1,131.71	826.311266	1,232.83	817.56	1,956.63	2,945.87	1,949.28
70 – 74	810.73	1,406.29	991.06	952.417372	1,529.38	1,117.42	1,763.15	2,935.67	2,108.48
75 – 79	589.19	1,429.08	969.19	668.694727	1,757.32	1,101.31	1,257.88	3,186.40	2,070.50
80 – 84	345.40	918.41	585.23	505.523637	1,380.11	900.18	850.92	2,298.52	1,485.40
85 – 89	185.25	552.86	343.40	279.966871	832.56	552.86	465.22	1,385.42	896.26
90 and over	70.59	242.02	171.43	158.139531	566.41	411.63	228.73	808.43	583.06
All ages	17,438.09	32,963.79	18,364.39	17,996.62	35,010.91	19,881.01	35,434.71	67,974.70	38,245.41

2025/2015 Population Balance for Swale

Age Group	2025								
	Males			Females			Persons		
	Sheppey	Swallows	Faversham	Sheppey	Swallows	Faversham	Sheppey	Swallows	Faversham
0 – 4	1,290.11	2218.95769	1,204.03	1197.96179	2090.15495	1106.335472	2,488.07	4,309.11	2,310.37
5 – 9	1,417.31	2725.091663	1,078.84	1172.736974	2096.12648	1174.496155	2,590.05	4,821.22	2,253.33
10 – 14	1,018.62	2093.157803	1,540.59	1144.028542	2450.08468	1332.867879	2,162.65	4,543.24	2,873.45
15 – 19	1,197.37	2118.925852	1,218.91	1089.035611	1716.81773	995.1437391	2,286.41	3,835.74	2,214.06
20 – 24	1,016.21	1515.892595	1,012.67	1117.086685	1506.141552	703.2049046	2,133.30	3,022.03	1,715.87
25 – 29	1,123.18	2064.441879	1,044.68	1177.92949	2022.370407	960.2794612	2,301.11	4,086.81	2,004.96
30 – 34	1,007.00	2387.069851	1,038.36	995.9225108	2401.787355	1146.926338	2,002.92	4,788.86	2,185.29
35 – 39	809.26	2089.114523	1,299.78	1003.355038	2649.323361	1304.650065	1,812.61	4,738.44	2,604.43
40 – 44	928.62	1837.487478	1,237.32	1078.712357	2264.533342	1140.912496	2,007.33	4,102.02	2,378.23
45 – 49	1,211.58	1855.240325	994.03	1134.043258	1672.294161	993.0360825	2,345.62	3,527.53	1,987.06
50 – 54	1,570.80	2310.963582	1,094.56	1358.942518	1693.642802	1232.932852	2,929.74	4,004.61	2,327.49
55 – 59	1,296.28	2412.597741	1,407.83	1289.078767	2337.036137	1629.875664	2,585.35	4,749.63	3,037.71
60 – 64	879.48	1813.826624	1,796.23	1164.078966	2700.097444	1506.625883	2,043.56	4,513.92	3,302.86
65 – 69	1,413.30	2139.448972	845.09	1033.1826	1181.481866	1021.13926	2,446.49	3,320.93	1,866.23
70 – 74	966.59	1676.816418	1,131.00	1135.519967	1473.002132	1332.006773	2,102.11	3,149.82	2,463.00
75 – 79	711.35	1724.046945	1,075.73	807.3479644	1723.426249	1326.388147	1,518.70	3,447.47	2,402.11
80 – 84	373.98	995.7974137	830.50	547.3573796	1262.099379	976.0865017	921.34	2,257.90	1,806.59
85 – 89	254.20	757.8848059	454.95	384.174094	819.9512065	752.2439034	638.37	1,577.84	1,207.19
90 and over	88.98	305.0631782	316.28	199.3355433	566.408274	524.6353016	288.31	871.47	840.91
All ages	18,574.22	35,041.83	20,621.36	19,029.83	34,626.78	21,159.79	37,604.05	69,668.60	41,781.15

5.5 APPENDIX E – SCHOOL STAKEHOLDER CONSULTATION RECORDS

School	Indoor sports facility available at the site (e.g. Sports Hall, Squash Court)	Weekday hours available for community use	Weekend hours available for community use	Current usage of facility during community hours (estimated %; 100% = At FULL capacity)		% Block booking of facility (estimated % of block bookings against casual pay and play use)		General comments/observations through consultation
				October - March	April - September	October - March	April - September	
Fulston Manor	Sports Hall	25	0 (is available if requested)	60%	40%	80%	80%	The school caters for a variety of sports including indoor football, badminton, cricket nets. There is definitely scope for further use however the site is not available during the school holidays due to staffing issues.
	Gymnasium Hall	25	0 (is available if requested)	60%	40%	80%	80%	
Highstead Grammar School	Sports Hall							
Oasis Academy - East	Sports Hall	25	(Available all weekend when requested)	100%	80%	70%	70%	The Academy provides community use on weeknights and weekends and is used for a wide variety of sports and clubs. In the winter months, the site is at capacity and demand is there for further space.
Oasis Academy - East	Studio	25	(Available all weekend when requested)	100%	80%	70%	70%	
Oasis Academy – West Site	Sports Hall	25	(Available all weekend when requested)	100%	80%	70%	70%	

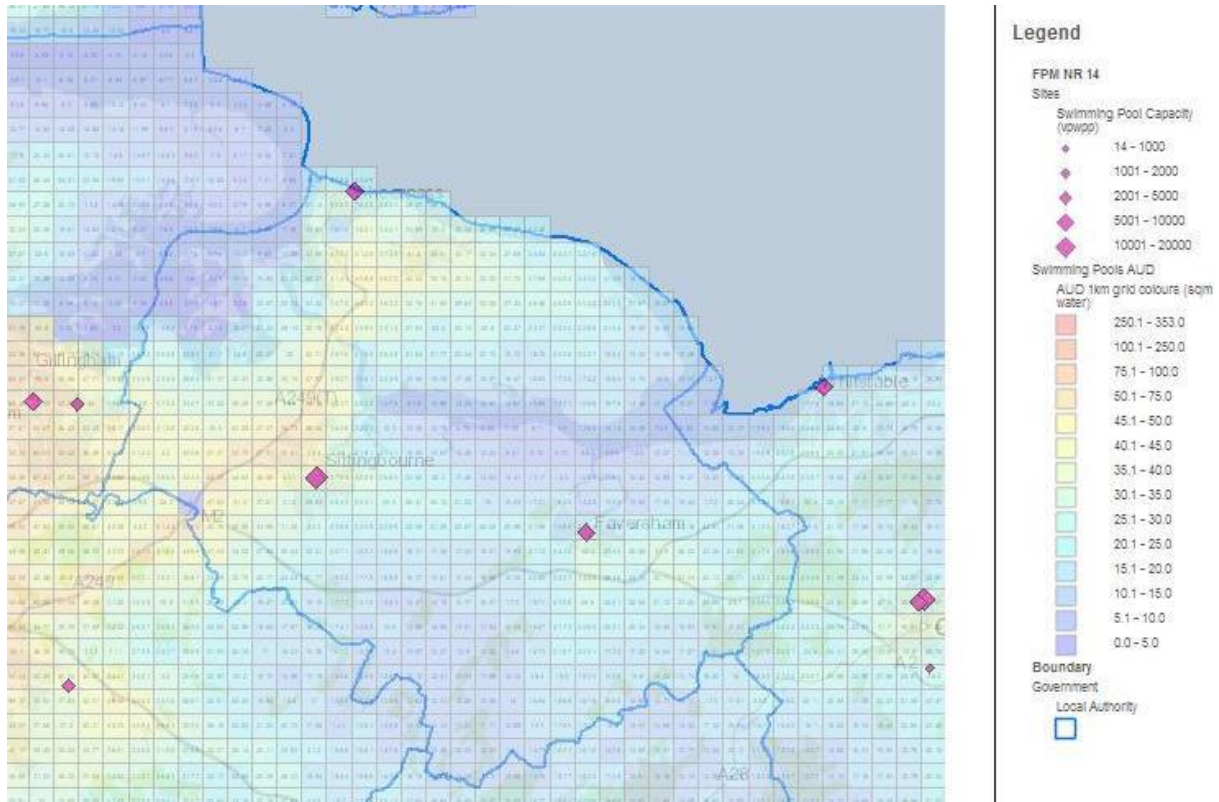
Oasis Academy – West Site	Studio	25	(Available all weekend when requested)	100%	80%	70%	70%	
Queen Elizabeth Grammar School	Sports Hall	20	0	90%	85%	100%	100%	The school lets out both sports halls as well as a variety of other areas/rooms for community use. Other than 2 weeks at Christmas, sports hall lettings are not affected by school holidays. The school relies on block bookings by a variety of sports clubs and doesn't receive any pay and play. The school is almost at capacity on weeknights and is certainly utilised well.
	Gymnasium Hall	20	0	90%	85%	100%	100%	
Sittingbourne Community College	Sports Hall	Not available for community use		N/A	N/A	N/A	N/A	The decision in July 2015 to close this site for community use will have a long term impact on the provision of indoor sports in Swale. This facility has previously been highly utilised and therefore this demand will need to be displaced to another facility.
	Gymnasium Hall			N/A	N/A	N/A	N/A	
	Gymnasium Hall			N/A	N/A	N/A	N/A	
	Studio			N/A	N/A	N/A	N/A	
	Fitness Gym			N/A	N/A	N/A	N/A	
The Abbey School	Sports Hall	22.5	16	90%	90%	98%	98%	Abbey Sports Centre takes over indoor facilities after school use. The gym and fitness suite

The Abbey School	Gymnasium Hall	22.5	16	90%	90%	98%	98%	at the site is open all day. The indoor halls at the site are heavily utilised by sports clubs while consultation has identified the site as at 90% capacity with incredibly insignificant pay and play usage.
The Abbey School	Fitness gym	22.5	16	N/A	N/A	N/A	N/A	
The Westlands School	Sports Hall	Not available for community use	Not available for community use	N/A	N/A	N/A	N/A	The school informed 4 global that the indoor sports facilities at the site are not available and hired out for community use.
The Westlands School	Gymnasium Hall	Not available for community use	Not available for community use	N/A	N/A	N/A	N/A	
The Westlands School	Gymnasium Hall	Not available for community use	Not available for community use	N/A	N/A	N/A	N/A	

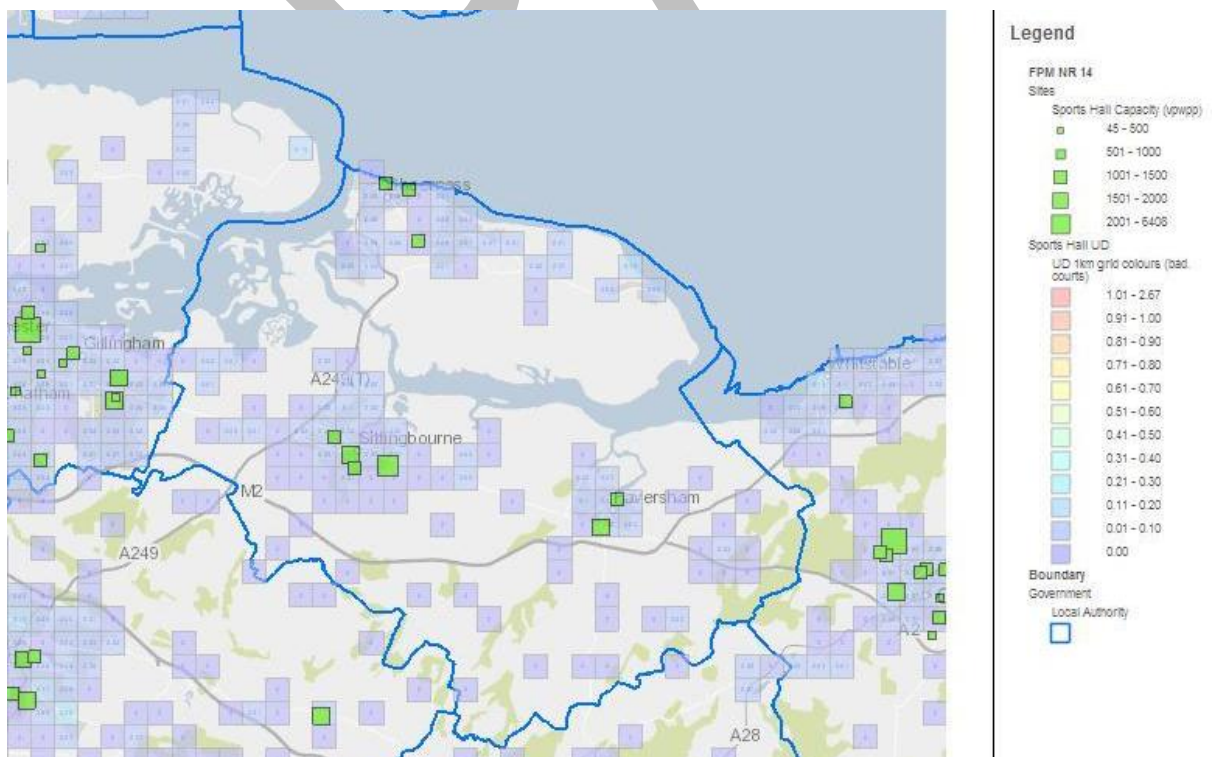
School	Type of AGP	Weekday hours available for community use	Weekend hours available for community use	Current usage of facility during community hours (estimated %; 100% = At FULL capacity)		% Block booking of facility (estimated % of block bookings against casual pay and play use)		General comments/observations through consultation
				October - March	April - September	October - March	April - September	
Borden Grammar school	Sand filled	20	18	85%	10% (very low)	100%	100%	The AGP is heavily used by football clubs during the winter months and also used regularly by the on-site hockey team (Old Bordenians).
Oasis Academy - East	3G	25	18	100%	70%	70%	70%	The 3G is FA licensed to allow FA regulated football matches to be played on the pitch.
Sittingbourne Community College	3G	27.5	20	100	50	80	80	The 3G pitch at the college is heavily used during the winter months for mainly football training. The AstroTurf pitch accompanies the 3G but is not full size and does not receive the same amount of usage.
Sittingbourne Community College	Sand filled	27.5	20	40	20	50	50	
The Abbey School	3G	22.5	16	90%	20%	98%	98%	The 3G is heavily utilised until the height of summer where there is little football played between seasons and is not utilised for any other sports.

5.6 APPENDIX F – MAPS

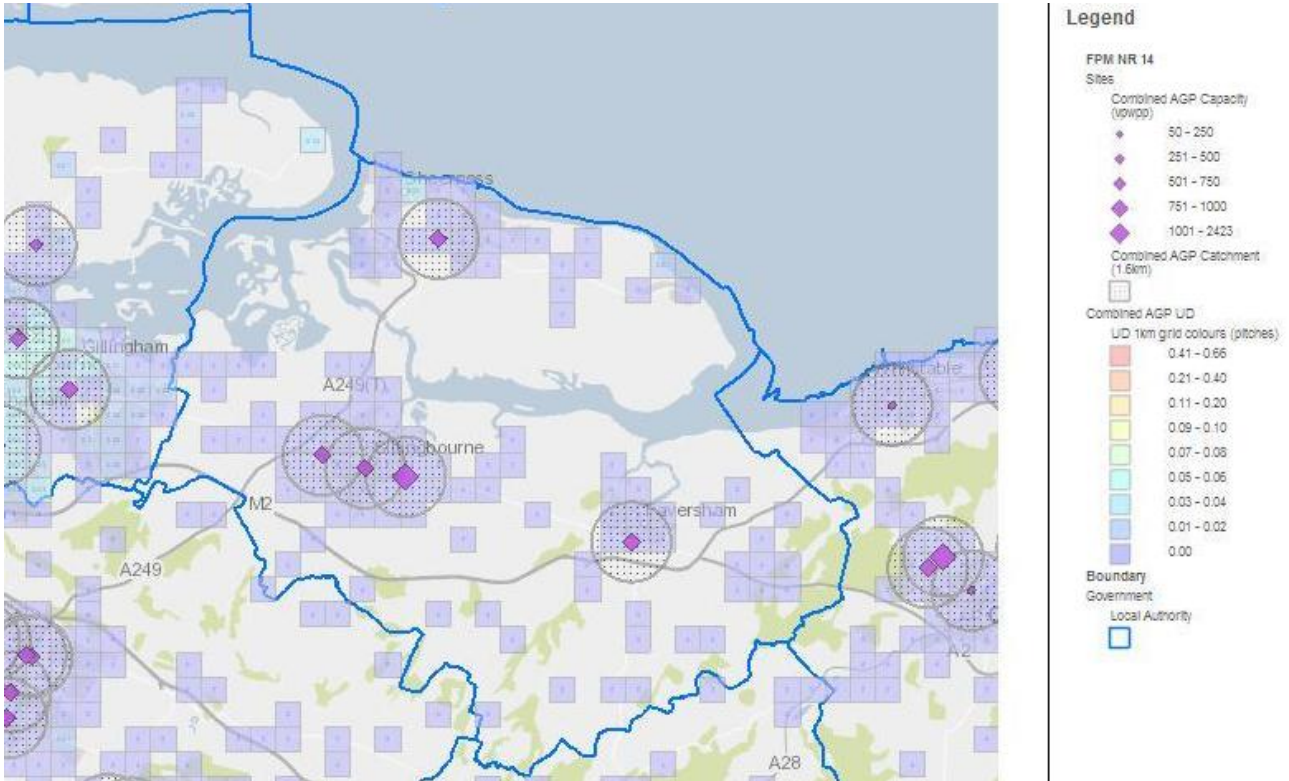
Unmet Demand: Pools



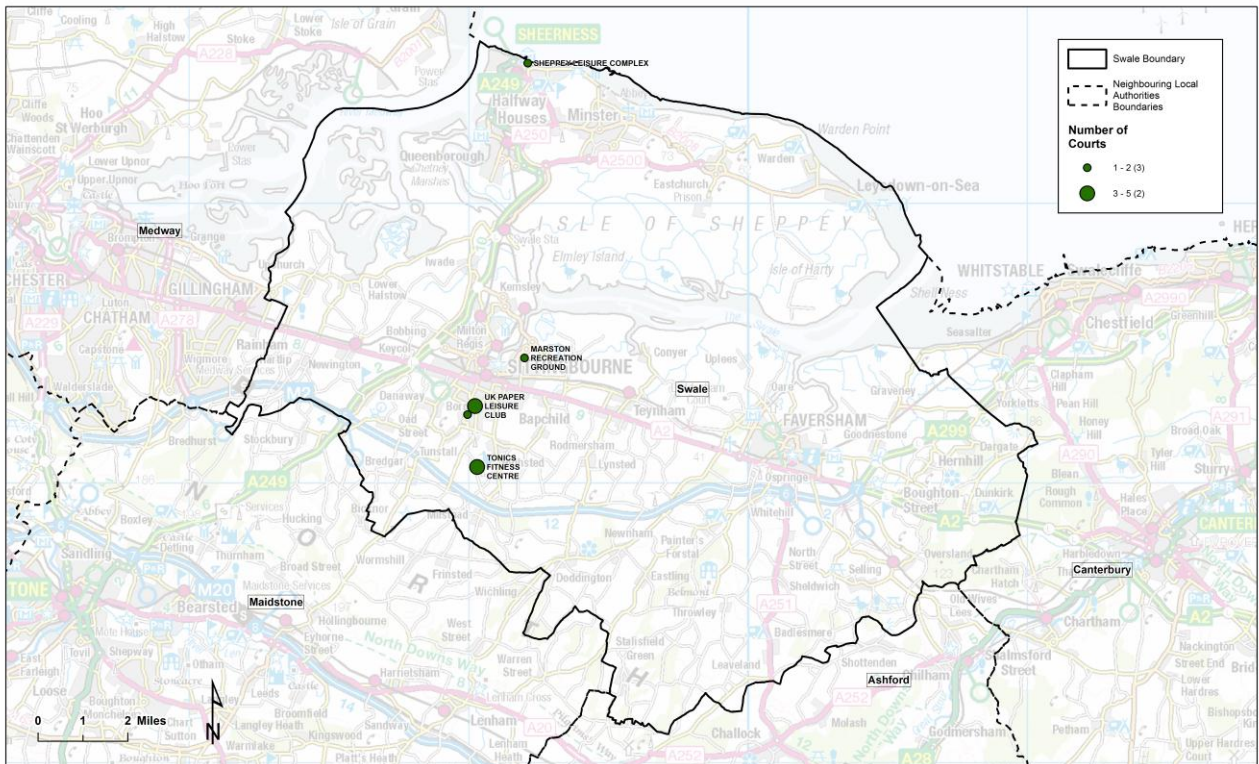
Unmet Demand: Halls



Unmet Demand: AGP's



Tennis Court Supply



Tennis Court provision

Policy Development and Review Committee		Agenda Item: X
Meeting Date	18 November 2015	
Report Title	Local Engagement Forums and Swale Rural Forum Reviews	
Cabinet Member	Cllr Mike Whiting, Cabinet Member for Localism, Sport, Culture and Heritage	
SMT Lead	Kathryn Carr, Director of Regeneration	
Head of Service	Emma Wiggins, Head of Economy and Community Services	
Lead Officer	Brooke Buttfield, Economy and Community Services Coordinator	
Recommendations	To review Swale Borough Council’s Local Engagement Forums and Swale Rural Forum in order to make changes or improvements for future years or indeed that the forums are no longer required as a means for the Council to engage with the public.	

1 Purpose of Report and Executive Summary

- 1.1 This report sets out details of work that has been undertaken to assist the Policy Development Review Committee to undertake a review of the effectiveness of Swale Borough Council’s Local Engagement Forums and Swale Rural Forum.

2 Background

Local Engagement Forums

- 2.1 Kent County Council and Swale Borough Council established three local engagement forums (LEFs) across the borough in January 2009, to engage, inform and consult residents across Swale in order to achieve their ambition to create better services, build positive relationships with communities, and to create confident and skilled community members. The LEF Terms of Reference is attached Appendix I.
- 2.2 The LEFs are consultative forums and have no decision making powers. However, the outcomes of the LEFs are discussed at Cabinet every quarter.
- 2.3 As consultative forums, LEFs provide an opportunity for the public to meet with County, District and Parish Councillors, the Police and Fire Brigade, and other public bodies such as AmicusHorizon.

- 2.4 As such they provide an opportunity for residents of Faversham, Sheppey and Sittingbourne and their surrounding areas to ensure that their elected representatives and key public sector agencies who deliver services locally can hear their views on issues affecting their community.
- 2.5 The LEFs are held quarterly in each of the high population areas of Swale; Faversham, Sittingbourne and the Isle of Sheppey. The meetings are kept as informal as possible and all residents are encouraged to come along and take part in the discussions. Residents can ask for relevant topics to be added as discussion points at the meeting. The topics are agreed before the meeting takes place. An agenda is published on the Council's website, and publicity is sent out and put on the Council's Facebook page to advertise the meetings to encourage people to attend.
- 2.6 A review of the LEFs took place in 2011, with a report discussed at Cabinet in March 2011. A further evaluation took place in March 2012 to assess the performance of the LEFs in 2011/12. This review builds on these previous reviews. The review report is attached in Appendix II.
- 2.7 KCC withdrew its acknowledgment of the LEFs after the KCC elections in 2013. SBC agreed to continue with the forums, but taking both the chair and vice-chair positions due to SBC becoming the sole sponsors of the LEFs. KCC does offer support by way of officer time and funding for hire of halls etc., but SBC no longer report back to the KCC Cabinet.

Swale Rural Forum

- 2.8 Swale Borough Council established the Swale Rural Forum in December 2005 to discuss issues and make recommendations regarding rural problems, given the ambition to create better rural services and build positive relationships within the rural community. The Forum was established to 'rural proof' relevant policy and strategy documents and, where appropriate, respond to consultations from local, County, regional and national level organisations.
- 2.9 Like the LEFs, the Rural Forum is a space for debate and discussion, and has no decision making powers – it can only make recommendations to SBC's Cabinet. Its Terms of Reference is attached Appendix III.
- 2.10 The Swale Rural Forum is held quarterly in various rural areas of Swale. Membership comprises of Councillors in the Leader Programme Area, the Ward Member for Borden Ward, the Cabinet Member for Environment, three representatives from the Kent Association of Parish Councils, three representatives from the Swale National Farmers Union, and a representative from each the following: Diocese of Canterbury, SEESwale, Action with Communities in Rural Kent, Greening the Gateway Kent and Medway (now dissolved), Council for the Protection of Rural England, and Kent Rural Police Force.

- 2.11 A review of voting rights in relation to the Swale Rural Forum was last reviewed by General Purposes Committee on 3 February 2014. A review of the Rural Forum year is attached in Appendix IV.
- 2.12 The Leader programme has been reviewed in 2015 to widen its definition and incorporate a greater numbers of wards. This has resulted in an increased amount of Councillors eligible to attend the Rural Forum in a voting capacity.

3 Proposals

- 3.1 To review Swale Borough Council’s Local Engagement Forums and Swale Rural Forum in order to make changes or improvements for future years or indeed that the forums are no longer required as a means for the Council to engage with the public.
- 3.2 To help with the review, in addition to the work set out in this report, a pros and cons assessment for the LEFs and Swale Rural Forum is attached in Appendix V.

4 Alternative Options

- 4.1 Not to carry out a review of the LEFs and Swale Rural Forum. However, the Cabinet Member for Localism, Culture, Heritage and Sport requested in a letter to the PDRC Chairman dated 31 July 2015 that PDRC conduct such a review during the 2015/16 municipal year.

5 Consultation Undertaken or Proposed

- 5.1 The Chairpersons and Lead Officers for each Forum have been consulted on the reviews. It is also proposed that an eight week consultation with the public takes place (December – February 2016), including a consultation at the LEFs and Rural Forum which will take place in December 2015, before any final decision on the future of the Forums is taken by Cabinet/ General Purposed Committee in April/ May 2016.

6 Implications

Issue	Implications
Corporate Plan	<p>The LEFs and Swale Rural Forum contribute towards all three SBC corporate priorities as they are key projects for empowering local residents.</p> <p>In particular, they contribute to the aims of enabling members to champion communities and improving local consultation and engagement.</p>

Financial, Resource and Property	LEFs and Swale Rural Forum are administered through officer resource from Kent CC and SBC's Economy and Community Services Team.
Legal and Statutory	<i>None.</i>
Crime and Disorder	Residents can engage directly with senior police officers at the LEFs and Swale Rural Forums.
Sustainability	<i>None.</i>
Health and Wellbeing	<i>None.</i>
Risk Management and Health and Safety	<i>None.</i>
Equality and Diversity	The aim of the Forums is to engage with all Swale residents by providing Forum meetings across the Borough and also in rural areas. These are publicised through a variety of channels to encourage public engagement. Members of the public are also able to have their say at meetings.

7 Appendices

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

- Appendix I: LEF Terms of Reference
- Appendix II: LEF Review Report 2014/15
- Appendix III: Swale Rural Forum Constitution
- Appendix IV: Swale Rural Forum Review Report 2014/15
- Appendix V: Pros & Cons Assessment

8 Background Papers

8.1 LEF paper Cabinet March 2011
<http://services.swale.gov.uk/meetings/CeListDocuments.aspx?MID=292&RD=MInotes&DF=16%2f03%2f2011&A=1&R=0>

**Swale Local Engagement Forums (LEFS)
Terms of Reference
July 2011**

Introduction

This document sets out the terms of reference and governance arrangements for Swale's Local Engagement Forums. This document will be reviewed on an annual basis.

Terms of Reference

Purpose

To provide an opportunity for local residents and communities in Swale to come together in Faversham, Sheppey and Sittingbourne and meet local councillors and public service officers. This is to discuss local issues and have a say on service delivery, so people feel they are involved in civic society and enabled to take part and have a say in how council and other public services are run.

Aims

- To create local forums for the Borough where everyone feels able to participate and engage, knows how and where to make their voice heard and make a difference.
- To help create cohesive, active and sustainable communities.
- To enable locally elected representatives, as leaders of their communities to engage with and respond to local communities needs.
- To put citizens at the heart of public services with dialogue and consultation with community leaders so they are more able to take responsibility for their own communities and service needs.
- To create opportunities for residents to have greater interaction with public service providers and partners.

Objectives

- Develop a shared understanding of local issues and priorities for improving the quality of life of local people, their neighbourhoods and the Borough.
- Drive improvement in public services by advising the public sector bodies on service improvement.
- Refer issues of local concern to the relevant organisation / partnership, to monitor action and negotiate the resolution of issues, including submission of regular update reports to the Cabinets of Swale Borough Council and Kent County Council.

- Maintain and enhance strong and robust links with local communities.
- Communicate issues of local partnership arrangements across the Borough supporting information dissemination.
- Develop a mechanisms/framework to support community engagement in the design and evaluation of services.
- Enhance local democracy and community cohesion by identifying and providing opportunities for meaningful community consultation and participation in a constructive and inclusive manner.
- Advise and consider potential development of joint service provision, facilities and resource allocation.
- Support the implementation of local plans and strategies.
- Represent a cross section of interests.

Principles

LEFs will:

- provide an opportunity for genuine dialogue and open discussion, enabling and encourage an informal and participatory approach to community engagement;
- encourage discussion and debate on 'hot topics' of local interest;
- be open, transparent and inclusive;
- will encourage bottom-up involvement from the community in decision making through an accessible format and style of meetings;
- ensure wherever possible, practical and lawful, that each Council represented will not withhold from discussion, matters of service delivery or local concern that are of genuine public interest;
- ensure that as elected representatives of the community, members of County, Borough and Parish/Town will have the primary role of engaging with the LEF and taking delegated decisions/recommendations to their appropriate Cabinet on behalf of the community; and
- provide a 'critical friend' challenge to executive policy makers and decision makers through developing a constructive working relationship with both Executive bodies (KCC & SBC) colleagues and external partner agencies.

Membership

The forums are open to all members of the community to attend. The standing membership is limited to the following:

	Name	Organisation
Faversham LEF		
Chairperson	Cllr Anita Walker	SBC
Vice Chairperson	Cllr Bryan Mulhern	SBC
Lead Officer	Mark Radford	SBC
Sheppey LEF		
Chairperson	Cllr Ken Pugh	SBC
Vice Chairperson	Cllr Ken Ingleton	SBC
Lead Officer	Abdool Kara	SBC
Sittingbourne LEF		
Chairperson	Cllr Sue Gent	SBC
Vice Chairperson	Cllr James Hunt	SBC
Lead Officer	Pete Raine	SBC
Support Officers:		
	Bill Ronan	KCC
	Brooke Buttfield	SBC

PLUS

- Representatives of elected members of all tiers of Local Government (Parish Council; Kent Association of Local Councils; Swale Borough Council; and Kent County Council) elected in the three forum area's (Faversham; Sittingbourne; and Sheppey);
- Representatives from Public Sector Partners;
- Private Sector Partners;
- Voluntary and Community Sector Partners;
- Swale Community Empowerment Network (SCEN) representatives;
- Youth Forum and Youth Action Group; and
- Local Community Groups.

Role and Responsibilities of Members

- To be champions in their organisations for the LEFs and the localism agenda.
- To support and resource the LEF, encouraging and supporting multi-agency working within their organisation.

- To ensure that relevant information is fed back through their organisation and that where required information is shared at a suitable level between partners that will improve the workings of the LEF.
- Commitment and attendance at meetings by officer representation at a senior level. If a designated member is unavailable, a briefed deputy should be sent in their place.

Accountability

LEFs are part of the Locality Board structure and a summary of the 'You said we did' reports will be presented to the Locality Board for feedback and two way dialogue. They are also accountable in an advisory capacity to the Cabinets of Swale Borough Council and Kent County Council reporting annually.

Monitoring

Monitoring of the 'You said we did' reports will undertaken by the LEF support officers.

Standing Agenda Items

- Welcome and introductions
- Apologies for absence
- Feedback on Notes of Last Meeting (You said we did)
- LEF Grant Scheme
- Question Time
- Hot Topics

Governance

- Local Engagement Forums will report and feed back via the 'You Said, We Did' format to both Cabinet structures and the Swale Locality Board.
- LEFs represent both Kent County Council and Swale Borough Council's commitment to co-operate and work together on local public service issues within their remits.

Meetings

Meetings will be held quarterly in Faversham, Sheppey and Sittingbourne in venues that are accessible and central, in agreement with the Chair and Vice Chair.

Before the meeting:

- Requests for agenda items will be advertised six weeks before the LEFs.
- Four weeks before the LEFs, The Chairman, Vice Chairman and Officers will liaise to prepare the agenda for the next meeting and a work programme for future

meetings. The LEF may also hold private meetings to consider business related to the LEF (e.g. planning agendas, venues, actions) where the public/press are not invited.

- The agenda will be publicised two weeks prior to the LEF meeting, via SBC website, email and in hard copy.
- Invites and posters to publicise the meetings will be promoted two weeks before the meeting.

At the meetings:

The Chairperson will be responsible for the order and timekeeping of the meeting and encouraging open and accessible dialogue, with support from the support and lead officers.

After the meeting:

- Notes of the meeting will be publicised two weeks after the meeting.
- The You said we did report will be issued two weeks after the meeting.

Procedures

- All meetings are expected to last no more than two hours.
- People attending LEF meetings must sign the attendance list or ensure the Community Engagement Manager (or representative) records their presence.
- The Chairs and Vice Chairs are to be elected every year.
- Terms of reference reviewed annually.

Appropriate Behaviour

Local Engagement Forums are public meetings, and will be conducted in a good manner. Any improper or offensive behaviour will not be tolerated. The Chairperson will ensure meetings are conducted accordingly. This may include suspension of the meeting.

Conflict of Interest

All participants are expected to consider whether they have a personal and/or prejudicial interest in any matter under discussion on the agenda, and declare it accordingly at the relevant part of the meeting.

Rights to Attend and Speak

Local Engagement Forums are open public meetings, and all citizens and community groups are warmly invited to attend and speak.

Attendance of officers at meetings

Council officers are expected to attend any LEF meeting when asked to do so by the Chairman or on their behalf by the Community Engagement Manager. Such requests must be reasonable in terms of notice, demand and expectation.

Actions

These will be recorded on the You Said, We Did performer, and copies will be held on the web site of the Borough Council. It is expected that LEF Chairman will take the lead in pursuing actions resulting from meetings in consultation with the Community Engagement Manager and nominated officers.

Resourcing

- Each council shall bear its own costs incurred in the operation of the LEF.
- Swale Borough Council will provide support services for the LEF and work in partnership with KCC via the Community Engagement Manager.
- Assistance from statutory and other agencies may be required in preparation of papers and reports as required.
- The Council will also be responsible for the administration of the meetings; timely preparation and distribution of agendas, notes and papers; and booking of meeting venues and refreshments.

Publicity

LEFs will be publicised in an accessible way to encourage attendance.

Measuring Success

This will be measured through numbers participating and outcomes arising for the You said we did reports. LEFs will be evaluated annually through annual report to Cabinets.

Risk Management

A risk assessment for each LEF will be undertaken by the support officer to ensure any risks identified at LEF meetings are mitigated.

Finance Management

There are grant schemes that SBC and KCC administer that are available to local community group to apply for in 2011/12. A standing item on LEF agendas is details of spend and promotion of the grants and how to access them.

Local Engagement Forum's Review Report 2014/15

Introduction

The purpose of this evaluation is to assess the impact of the LEFs, which will enable the successes and areas for improvement from 2014/15 to be identified, and any changes or improvements to the LEFs to be made for 2015/16 onwards.

The effectiveness of the Local Engagement Forums (LEFs) can be measured by participation rates, outcomes delivered as a result of discussion, and service improvements based on comments received.

Background

As consultative forums, LEFs provide an opportunity for the public to meet with County, District and Parish Councillors, the Police and Fire Brigade, and other public bodies such as AmicusHorizon.

They provide an opportunity for residents of Faversham, Sheppey and Sittingbourne and their surrounding areas to ensure that their elected representatives and key public sector agencies who deliver services locally can hear their views on issues affecting their community.

The LEFs are held quarterly in each of the high population areas of Swale; Faversham, Sittingbourne and the Isle of Sheppey. The meetings are kept as informal as possible, and all residents are encouraged to come along and take part in the discussions. Residents can ask in advance for relevant topics to be added as discussion points at the meeting. The agenda topics are agreed before the meeting takes place. The agenda is published on the Council's website, and publicity is sent out and put on the Council's Facebook page to advertise the meetings to encourage people to attend.

Evaluation

(A) Attendance

Over the course of the year, there were approximately 90 attendees across all three LEFs in each round, giving an average of 30 attendees at each individual LEF, though in practice this varies from LEF to LEF and from round to round..

Graph 1 shows how the attendance figures over the past year have fluctuated greatly across each LEF meeting.

Graph 1: LEF attendance level 2014/15

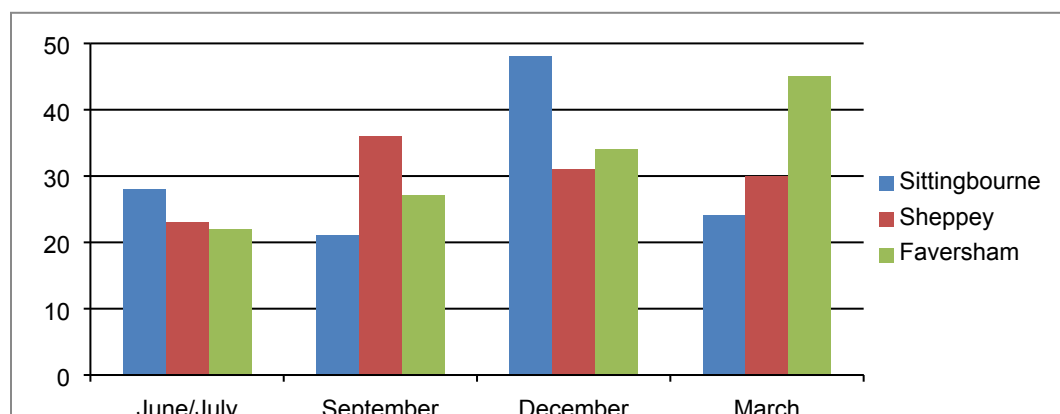


Table 1: Breakdown of LEF meetings 2014/15

Date and Venue	Public Attendance	SBC Councillor Attendance	Parish Councillor Attendance	Agenda Items
Faversham				
1 July 2014, The Alexander Centre	9	8	5	<ul style="list-style-type: none"> ▪ Parking Enforcement ▪ Faversham Foodbank
9 September 2014, Creek Creative	11	10	6	<ul style="list-style-type: none"> ▪ Swale Borough Council – Local Plan ▪ Sport and Physical Activity Grants
2 December 2014, West Faversham Community Centre	21	6	7	<ul style="list-style-type: none"> ▪ Heavy Goods Vehicles ▪ South Eastern Railways and Transport Issue ▪ School Parking and Traffic Management
4 March 2015, The Alexander Centre	24	8	13	<ul style="list-style-type: none"> ▪ Capital Investment – Faversham Pools ▪ Capital Investment – Faversham Creek Swing Bridge ▪ Transfer of Allotments to Faversham Town Council ▪ WW1 Centenary Grant Scheme
Sheppey				
10 June 2014, Blue Town Heritage Centre	10	7	6	<ul style="list-style-type: none"> ▪ Breastfeeding ▪ Green Doctor and Sustainable Sheppey Project

23 September 2014, Oasis Academy Isle of Sheppey	23	7	6	<ul style="list-style-type: none"> ▪ Swale Borough Council – Local Plan ▪ Safety Measures on Sheppey Crossing ▪ Sport and Physical Activity Grants
9 December 2014, Leysdown Village Hall	21	6	4	<ul style="list-style-type: none"> ▪ Peel Ports Masterplan ▪ 50mph Speed Limit – Sheppey Crossing
10 March 2015, Seashells Sheerness Children & Families Centre	18	7	5	<ul style="list-style-type: none"> ▪ WW1 Centenary Grant Scheme ▪ Queenborough Creek Development Plan ▪ Sheppey Cliffs ▪ Sheppey Crossing ▪ Transfer of Allotments to Queenborough Town Council
Sittingbourne				
17 June 2014, Fulston Manor School	12	10	6	<ul style="list-style-type: none"> ▪ Spirit of Sittingbourne ▪ Parking Enforcement
16 September 2014, Phoenix House	11	6	4	<ul style="list-style-type: none"> ▪ Swale Borough Council - Local Plan ▪ Sport and Physical Activity Grants
16 December 2014, Coniston Hotel	26	15	7	<ul style="list-style-type: none"> ▪ Police and Crime Commissioner – Ann Barnes ▪ ‘Lights Out’ KCC
17 March 2015, Phoenix House	10	10	4	<ul style="list-style-type: none"> ▪ Spirit of Sittingbourne ▪ Sittingbourne Skate Park ▪ Parking Issues – Kemsley Clock Tower Hall ▪ WW1 Grant Scheme

The clear message that can be derived from Table 1 is that attendance figures are impacted dramatically by the agendas set and topics of discussion. As an example, Anne Barnes, Kent’s Police and Crime Commissioner, attended the Sittingbourne LEF in December 2014 to discuss crime figures in Swale, and there were 48 attendees at that meeting alone. Another example is the Faversham LEF which took place in March 2015 - the agenda had two very current items for discussion that residents were interested in, Faversham Creek Swing Bridge and Capital Investment for Faversham

Pools. In short, Table 1 indicates that when topics are contentious or of significant local interest, then more people are likely to attend the LEFs.

With regards to stakeholder participation and attendance at the LEFs, representatives from Kent County Council, Kent Police and Kent Fire and Rescue, as well as many other public sector organisations including AmicusHorizon, attend each meeting to provide updates on the services over the last three months and to answer questions raised by the public. These organisations have reported using the LEFs as a key method of engaging with the public, leading to improved services based on comments received.

(B) Issues raised and resolved

When looking at the number of issues raised in total across the LEFs, the majority of issues have been solved at the meeting or post the meeting through the ‘You Said We Did’ (YSWD) approach. Table 2 illustrates the current progress of the issues made at the LEFs during 2014/15.

Table 2: Progress of issues raised at LEFs




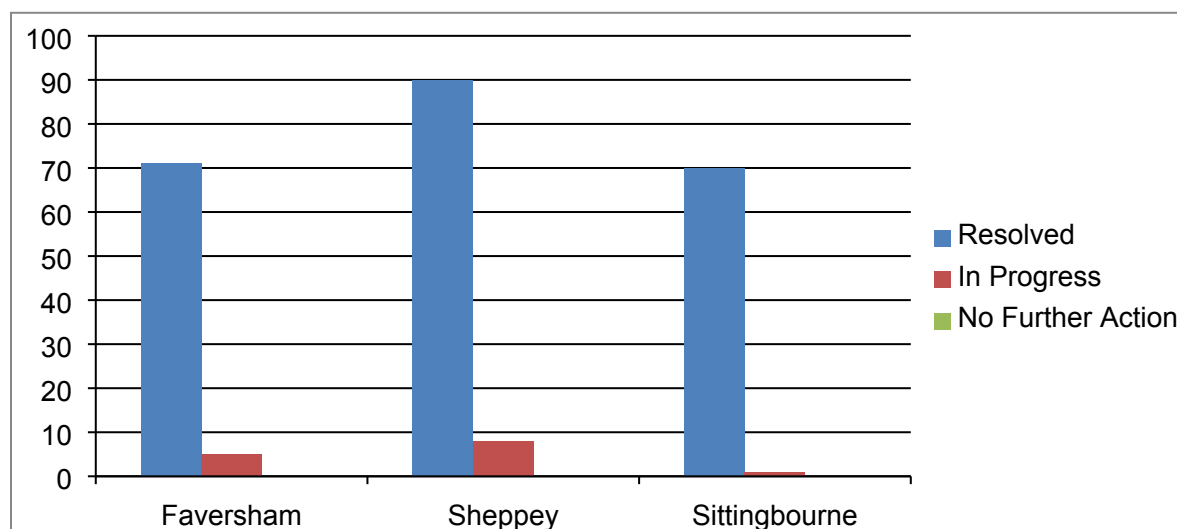
LEF	Issues Raised 2014/15	Actions Status		
		 Resolved	 In Progress	 No Further Action
Faversham	76	71	5	0
Sheppey	98	90	8	0
Sittingbourne	71	70	1	0
Progress		95%	5%	0%

Table 2 indicates that during 2014/15, 95% of the issues reported at the LEF as a result of discussion were resolved either at the meetings or recorded through the YSWD Reports. The 5% of outstanding issues raised were largely raised at the final LEFs of the year, and would be resolved by the June 2015 cycle of meetings.

LEFs encourage a listening culture within public services in Swale, and the YSWD approach ensures that responses are provided to all issues raised. Table 2 shows that this method of engagement is extremely successful as 100% of issues raised at the meetings were either resolved, or have been agreed to be resolved by the next round of LEF meetings.

Graph 2: Issued raised at LEFs



Graph 2 highlights a large disparity between each locality in the numbers of issues raised. Although more issues were raised at the Sheppey LEF, this does not correlate to the amount of time or resource spent in that locality as 'issues' vary in their scale and complexity – a 'single' issue raised from the Sittingbourne LEF may warrant as much officer time as three or four issues raised at the Sheppey LEF.

(C) Impact

The most common form of impact resulting from the LEFs is the raising of awareness surrounding a public sector service or policy or intention. By helping to raise the local community's awareness of public sector practices, the LEFs enable residents to scrutinise local services and contribute towards their improvement, with comments and actions being recorded in the YSWD report.

Actions established through the LEFs also enable the community to engage in local decision-making. The statements made by the public are conveyed to the appropriate service and taken into account during any upcoming service reviews by being recorded in a YSWD report.

Specifically, the action responses during 2014/15 have taken the form of:

- responding to a statement directly either at the meeting, or through the YSWD; and
- an action identified from the statement, which is set and reported through the YSWD.

Each of these types of responses has led to a range of measurable types of impact. The key impacts of each LEF meeting during 2014/15 are summarised by locality in the following quarterly Cabinet reports which are available online – <http://services.swale.gov.uk/meetings/ieListMeetings.aspx?CId=129&Year=0>

In summary key impacts are:

- increased awareness or knowledge about the public services in Swale. Although this impact is relatively immediate, it is valuable for improving local knowledge of and dispelling myths about services in the Borough. The information can also enable the community to bring about a change to a service as they will be aware of which policy and procedure to challenge. The response can also contribute to improving the perceived transparency of an organisation; and
- feedback at the LEFs have influenced organisational policies or intentions. A key example of this type was the addition of double yellow lines in Shortlands Road, Sittingbourne, to reduce irresponsible parking, which will allow Emergency Service vehicles to attend incidences in the area, after the issue was raised at a Sittingbourne LEF on 17 June 2014. This is a key example of where the LEFs are facilitating the ability of the local community to target and resolve local issues.

Despite the evidence of resolving the actions and issues raised statements at LEF meetings, there is a lack of feedback from residents about how they see the LEFs and whether they meets their requirements and expectations. Additional effort could be made to increase promotion and deepen the impact of the LEFs. Identifying ways of growing the dedicated LEF mailing list (by email and post), and greater promotion through social media, could contribute to a widening of the audience and an improvement in residents' engagement with the process.

Proposals

Based on the evaluation of the 2014/15 LEFs, it is proposed to:

- promote the purpose of the LEFs as a means of enabling the community to influence local decision-making;
- continue to develop the range of items covered in LEF agendas, to ensure that relevant issues are raised as a means of driving engagement and participation;
- increase distribution of the agendas and promotional material to ensure that the widest possible audience is being reached and made aware of the LEFs, including growing the dedicated LEF mailing list and greater promotion through social media;
- continue to explore alternative methods of engaging with the community through the LEFs; and
- gather further evidence to understand the impact of LEFs by consulting their audience.

During 2015/16, the Council will continue to use the LEFs as an opportunity for the public to raise local issues with County, District and Parish Councillors, the Police, Fire Brigade, and other public bodies. Using the proposals of this evaluation, Swale BC will continue to strive to improve the LEFs and ensure that a larger audience benefit from the opportunity of engaging with local decision making in Swale.

Swale Rural Forum Constitution

Membership

Voting membership of the Swale Rural Forum is 15 Members from the Wards in the Leader Programme Area, the Borden Ward Member, the Cabinet Member for Environment (including rural issues), one County Councillor and three KALC representatives, together with voting representatives from the following organisations:

- Kent County Council
- Swale National Farmers Union (NFU) - three representatives
- Diocese of Canterbury
- SEESwale
- Action with Communities in Rural Kent
- Council for the Protection of Rural England (CPRE)
- Kent Rural Police Force.

There are no delegations – it is a consultative forum.

Purpose

1. To provide an appropriate forum for public participation and consultation on matters relating to their area.
2. To consider and champion the needs of rural communities and businesses within the context of:
 - (i) The policies and services of statutory and non-statutory agencies operating within or on behalf of Swale.
 - (ii) Community and economic regeneration activity impacting upon Swale.
3. To consider "Rural proof" relevant policy documents and statements made at a local, County, regional and national level and, where appropriate, respond to them.
4. To identify issues impacting upon relevant communities and organisations and seek their views about those issues.
5. To draw together, through partnership working, existing available resources to pursue projects to the benefit of rural communities, businesses and other organisations.
6. To identify, promote and obtain external funding (including LEADER) and forms of support available to rural communities, businesses and organisations and to support projects to the benefit of rural communities and businesses.

Review of the Swale Rural Forum 2014/15

Introduction

The purpose of this evaluation is to assess the impact of the Swale Rural Forum, which will enable the successes and areas for improvement from 2014/15 to be identified, and any changes or improvements to the Rural Forum to be made for 2015/16 onwards.

The effectiveness of the Swale Rural Forum can be measured by participation rates, recommendations made to Cabinet and other Committees as a result of discussion, and service improvements in relation to rural areas of the Borough, based on comments received.

Background

Swale Borough Council established the Swale Rural Forum in December 2005 to discuss issues and make recommendations regarding rural problems, given the ambition to create better rural services and build positive relationships within the rural community. The Forum was established to "rural proof" relevant policy documents and statements made at a local, County, regional, and national level and, where appropriate, respond to them.

Like the LEFs, the Rural Forum is a space for debate and discussion, and has no decision making powers - it can only make recommendations to SBC's Cabinet. Its Terms of Reference is attached Appendix III.

The Swale Rural Forum is held quarterly in various rural areas of Swale. Membership comprises of Councillors in the Leader Programme Area, the Ward Member for Borden Ward, the Cabinet Member for Environment, three representatives from the Kent Association of Parish Councils, three representatives from the Swale National Farmers Union, and a representative from each the following: Diocese of Canterbury, SEESwale, Action with Communities in Rural Kent, Greening the Gateway Kent and Medway (now dissolved), Council for the Protection of Rural England, and Kent Rural Police Force.

Evaluation

(A) Attendance

Over the course of the year, there were approximately 22 attendees at each individual meeting. Graph 1 shows the level of attendees per Swale Rural Forum. It is clear that the attendance figures over the past year have fluctuated greatly across each Rural Forum.

Graph 1: Swale Rural Forum attendance level 2014/15

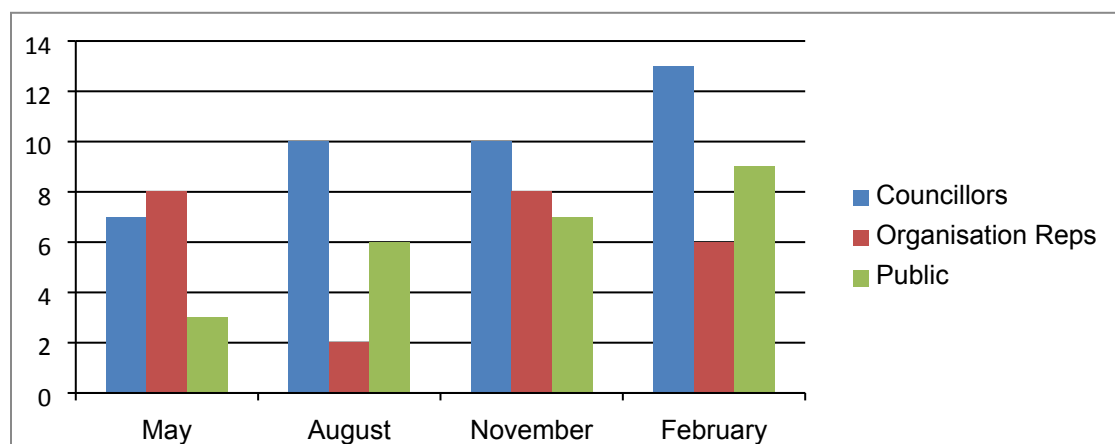


Table 1: Breakdown of Swale Rural Forum meetings 2014/15

Date and Venue	Public Attendance	Committee Member Attendance	Agenda Items
27 May 2014 Rodmersham Village Hall	3	15	<ul style="list-style-type: none"> ▪ Parking Problems outside village schools and speeding in rural areas ▪ Diocese of Canterbury work with Parishes ▪ Rural Business Opportunities
19 August 2014 Leysdown Village Hall	6	12	<ul style="list-style-type: none"> ▪ Information Item - Ann Barnes (Kent Crime Commissioner) ▪ Rural Apprenticeships ▪ The Leader Programme ▪ World War I Commemorative Events and Activities ▪ Rural Business Opportunities ▪ Parking Problems outside village schools and speeding in rural areas ▪ Information Item - Market Survey and Analysis of the Irrigation Services Sector in Kent
18 November 2014 Selling Village Hall	7	18	<ul style="list-style-type: none"> ▪ Market Survey and Analysis of the Irrigation Services Sector in Kent ▪ Update on the fibre high speed broadband for Wormshill and Throwley exchanges ▪ Revision of the Community Warden Service' ▪ Rural Business Opportunities

10 February 2015 Lower Halstow Memorial Hall	9	19	<ul style="list-style-type: none"> ▪ Leader Programme Update ▪ Loss of hedgerow along the Lower Road (A2500) ▪ Facilities for Young People in 2015/16 ▪ Lack of Bridleways ▪ Rural Business Opportunities
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It is clear from Table 1 that public attendance is impacted by the agendas and topics of discussion. As an example, the agenda on 10 February 2015 had a contentious item for discussion, the loss of hedgerow along the Lower Road, that residents were very interested in, and as a result there was a total of 28 attendees. When topics are contentious or of significant local interest, then more people are likely to attend the Swale Rural Forum.

In terms of Councillor attendance, this has increased over the year. In 2015 the Leader area has been expanded to incorporate most wards in Swale. As such more councillors are eligible to attend the Rural Forum, based on the definition in the Forum’s Constitution. Indeed, it could now be argued that the Rural Forum is no longer specific to ‘rural’ areas (depending on the definition of ‘rural’), but covers such a wide area that it replicates the LEFs.

With regards to stakeholder participation and attendance at the Swale Rural Forums, all participating organisations have reported using the Swale Rural Forums as a key method of engaging with residents of rural areas in Swale, leading to improved services based on their comments received.

(B) Issues raised and resolved

When looking at the number of actions raised and recommendations made to Cabinet across the Swale Rural Forums in 2014/15, the number is extremely low. Across all four forums that took place during 2014/15 there were only 11 actions produced as a result of discussion, and no recommendations were made to Cabinet.

Given that the purpose of each Swale Rural Forum is to discuss issues and make recommendations to SBC’s Cabinet regarding rural problems, as a means of creating better rural services and building positive relationships within the rural community, then this purpose has largely not been fulfilled in 2014/15.

(C) Impact

The most common form of impact resulting from the Rural Forum is the raising of awareness of public sector rural services or policies or intentions. By making the rural community more informed of public sector practices, the Swale Rural Forum enables residents to scrutinise local services and contribute towards their improvement, with actions being recorded in the minutes, and recommendations being made to Cabinet.

Actions established through the Swale Rural Forum have also enabled the community to influence local decision-making. The statements made by the public are conveyed to the appropriate service and taken into account during any upcoming service reviews.

Specifically, the action responses during 2014/15 have taken the form of:

- responding to a statement made at the meeting, either at the meeting, or through the minutes; and
- an action identified from the statement, which is followed up and then reported through the minutes.

In summary, the key impacts of the Rural Forum are increased awareness or knowledge about public services in rural areas of Swale. Although this impact is relatively immediate, it is valuable for improving local knowledge of and dispelling myths about services in the rural parts of the Borough. The information can also enable the rural community to bring about a change to a service, as they will be aware of which policy and procedure to challenge. The response can also contribute to improving the perceived transparency of an organisation.

The Swale Rural Forum can therefore be seen to be achieving the aim of discussing issues with the rural areas of the Borough. However, there is a clear lack of actions and recommendations being made to Cabinet as a result of the discussions, which highlights concern as to whether the Forum is meeting this expectation.

Proposals

Based on the evaluation of the 2014/15 Swale Rural Forum, it is proposed:

- to consider whether there is still a need to continue with the Rural Forum given the broadened scope from revised Leader boundaries, and therefore whether the Forum continues to add value to the LEFs as a means of public engagement;
- should the Forum continue, to ensure that it focuses on strategic issues and those where recommendations can be made to Cabinet to improve rural areas; and
- should the Forum continue, to use it to champion rural issues and ensure the Borough benefits from Leader funding.
- should the Forum continue, consider changing eligibility criteria to narrow its focus and not be the same as Leader.

Pros and Cons Assessment

Pros	Cons
Local Engagement Forums	
The LEFs provide an opportunity for the public to meet with County, District and Parish Councillors, the Police, Fire Brigade and other public bodies, including Amicus Horizon, Swale Community and Voluntary Services and Swale CCG.	Lack of residents attending and taking part in the meeting to share their concerns publically. There is limited attendance and normally the same people which doesn't indicate a true representative of residents of the areas.
The LEFs enable residents to have an opportunity to discuss issues affecting their community with their elected representatives and key public sector agencies who deliver services locally.	Not all public sector agencies are attending each meeting on a regular basis, despite the forum requesting their attendance and invitations being extended to these agencies.
Residents are able to shape each LEF by asking for relevant topics to be added as discussion points at the meeting, or if not, raise them under the public questions section of the forum.	Advertisement of the LEFs doesn't seem to be drawing in new attendees to the meetings and therefore, it is questionable whether advertisement is being effective to its full advantage.
	The last item on the agenda is 'Public Questions' which in fact limits residents' ability to raise their own issues that aren't on the agenda. This also reduces the amount of engagement SBC, KCC and other public bodies are having with the residents due to the meeting coming to an end by the time agenda items have been presented and discussed.
	Possible duplication in Faversham and Sheppey where Town Council and Parish Council meetings are held.
Swale Rural Forum	
Provides an opportunity for the residents of rural areas to discuss issues and make recommendations.	Membership comprises of Councillors in the Leader programme and due to the boundaries being extended, almost every Councillor is able to become a member of the forum
Provides opportunity for stakeholders involved in rural issues to come together to discuss relevant topics	Strategic discussion limited and has being a 'talking shop', with no recent recommendations to Cabinet

Policy Development and Review Committee		Agenda Item: X
Meeting Date	18 November 2015	
Report Title	Draft Customer Access Strategy 2016 to 2019	
Cabinet Member	Councillor Andrew Bowles, Leader	
SMT Lead	Dave Thomas, Head of Commissioning & Customer Contact	
Head of Service	Dave Thomas, Head of Commissioning & Customer Contact	
Lead Officer	Dave Thomas, Head of Commissioning & Customer Contact	
Recommendations	<ol style="list-style-type: none"> 1. Add recommendation 2. Add recommendation 3. Add recommendation etc 	

1 Purpose of Report and Executive Summary

- 1.1 The Council has developed a draft revised Customer Access Strategy (at Appendix i) which sets out our approach and priorities for providing effective and efficient ways of accessing and delivering of services to our customers, in ways which meet their needs and preferences.

2 Background

2.1 The Council's first Customer Access strategy was adopted in 2013. This effectively documented the way in which we were delivering our services, particularly since the inception of the Customer Service Centre (CSC) and recognised the wider breadth of ways in which customers want to transact with the Council. It also introduced the Customer Charter, which defines the broad standards of service that we strive to deliver and our commitment to Customer Service Excellence which defines a framework for customer service, looking at provision from the customers' perspective.

2.2 The initial draft of the revised strategy maintains many of the current themes, but significantly acknowledges the emerging technologies and customer preferences to access services through different means which are more convenient and readily available.

2.3 The MKIP service transformation project which has seen a successful bid for Transformation Challenge Award funding for Swale, Maidstone and Tunbridge Wells Councils, centres on providing the technical infrastructure needed in order to deliver

our services through different channels. The revised strategy recognises this and explores different ways of service provision which exploit the general demand for self-service access through various devices such as mobile devices, and using social media to interact with the Council, where appropriate.

2.4 To this end, the strategy will be aligned with the emerging Communications strategy to ensure compatibility.

3 Proposals

3.1 This report invites the Committee to consider whether the draft revised Customer Access Strategy achieves our aims of ensuring that our customers will be able to access our services in an easy and convenient manner, which is balanced with the need for the Council to provide these services in an efficient and cost effective manner as possible.

3.2 Feedback from the Committee is specifically sought on the following areas:

- Is the title of the strategy correct? Is Customer Access Strategy clear for people to understand?
- Is the context of the strategy right, in terms of balancing the need for improved efficiency and cost effectiveness when designing service delivery methods.
- Are the overarching aims and objectives of the strategy correct, or do we need to add any other aspects?
- Are the five key themes correct? Do we need to add more context or detail to any of these themes, or the outline actions in order to deliver them?
- Any other general comments?

4 Alternative Options

4.1 No alternative options have been considered at this stage, but this will be revisited following feedback from the Committee and public consultation.

5 Consultation Undertaken or Proposed

5.1 Some customer feedback has previously been used to shape the current strategy and more recently the Customer Charter.

5.2 Besides consideration by the Committee, we propose to consult more extensively with our customers once we have a working draft of the proposed strategy

6 Implications

Issue	Implications
Corporate Plan	This strategy support the Corporate Plan, specifically a Council to be Proud of and the outcome: an organisation which continually and actively seeks new ways of achieving better results at lower cost, and in which all employees are supported to experiment and innovate to improve the way they do their jobs.
Financial, Resource and Property	There are no Financial implications to consider at this stage. There will be individual requirements for investment to overhaul some service areas, some of which will be covered by the TCA project funding, and other by individual specific funding bids to transform service areas. Efficiency savings will also be derived form the overall programme, though it is not possible to identify them specifically at this stage
Legal and Statutory	There are no Legal and Statutory implications of this strategy
Crime and Disorder	There are no Crime and Disorder implications of this strategy
Sustainability	No specific sustainability issues, other than by making access to services available through digital means will ensure that costs are kept to a minimum and therefore services may be more sustainable as a result.
Health and Wellbeing	There are no Health and Wellbeing implications of this strategy
Risk Management and Health and Safety	There will be some risks associated with migrating some service to a digital self service basis, in that customers will be able to access these services without the need for intervention by officers who might be able to redirect customers if an opportunity is seen. It will be incumbent on the design of the services to minimise such issues and to ensure appropriate levels of take-up of the new services takes place to justify the investments made in transforming them.
Equality and Diversity	It is intended that by providing a wider number of opportunities and routes to access our services that they will be more widely available and accessible. This will be factored into the service redesign projects

7 Appendices

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

- Appendix I: draft Customer Access Strategy 2015/16.

8 Background Papers

8.1 None.

Swale Borough Council

Customer Access Channel Strategy 2016-2019

*Ensuring easy, clear and convenient
access to Swale's services, information
and communications*

October 2015

Version 0.1

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Introduction

This strategy sets out clear guidelines for staff, elected members and our customers showing how we aim to provide excellent customer service. It also clarifies what customers can expect of us when accessing any of the Council's services we provide for them, irrespective of the method of communication used

Swale Borough Councils purpose is *Making Swale a better place*, of which the provision of excellent customer care is very important to us.

This strategy therefore demonstrates our commitment to providing a variety of ways in which our customers will be able to access information and our services and focusing on understanding our customers' needs in order to deliver outcomes that matter to them.

The current revision of this strategy brings into play recent advances in technology and specifically customer preferences in terms of doing business with all service providers, including Swale Borough Council. Customers are embracing new technologies more than ever before. The internet is used widely, not just through personal computers but mobile devices also, generating more demand of online and easier to access services, when the customer needs it, not centred on office opening hours.

As well as the emergence of different channels, customers are now contacting the Council through different means, often social media such as Facebook and Twitter and this is recognised by the Council, though

It is widely recognised that local authorities need to continue to enhance service transformation to endeavour to provide better services and better value for money. Many customers now turn to the web and automated services as their first port of call for any public service, such as car tax renewals, and Swale needs to meet this challenge by building services which reflect this change in society and customer expectations.

We will therefore seek to change the way we deliver services through new ways of working supported by the use of technology. Technology is transforming the way people carry out their day-to-day activities and, although there will continue to be a role for more traditional methods of service delivery, we want to be at the forefront of change to ensure we meet the expectations of our communities. To do this we will work towards 'channel shift' with the aim of 'all of our business that can be done digitally, will be done digitally'

At the heart of digital delivery is the council website, now accessed more than ever, and often from a mobile device. Digital delivery of services has moved from being desirable, to being essential.

Whilst we seek to 'channel shift'; by making more of our services more accessible through self-service means, for economic and efficiency drivers, we fully

acknowledge that not all of our customers are able to access such channels and we will ensure that there will still be face to face and telephone access to services for these customers.

This strategy also reflects the increased partnership activities undertaken by the Council, including the Sheppey Gateway and Mid Kent Improvement Partnership (MKIP) activity.

Key to this is the successful MKIP Transformation Challenge Awards (TCA) bid, which has provided the funding to put in place the necessary ICT infrastructure to deliver more on-line services through a variety of different channels, to meet with customer preferences.

The Council is committed to better understanding the needs of our customers and to ensure that we tailor the provision of our services and information to best meet these needs. This will be achieved through greater use of customer profiling data, more robust and informed customer feedback and learning from the complaints and compliments we receive from our customers.

This strategy supports the Corporate Plan, the Communications Strategy and our Customer Charter which are key to meeting Swales, priorities and values.

Accelerating 'channel shift' and moving towards a truly inclusive digital service, with technology being there to serve our residents and not the other way round. Focusing the web service we provide to be 'customer centric', where understanding the user needs and designing a website that reflects this.

The Council is committed to providing easy-to-use, trusted and flexible information and transactional services that support our 'digital by desire' approach. For those resident where digital channels are less accessible we will ensure access is maintained through a network of 'assisted digital' service provision.

Aims

The Access Strategy aims to focus the organisation as a whole in terms of its approach to customer contact and the provision of consistently high standards of customer service across the Council, irrespective of the service being sought, or the method of contact used by the customer.

It communicates our approach and vision to customer access and what actions and projects are needed to ensure that we interact with our customers in a more targeted and effective manner. It concentrates on the activities to be undertaken over the period 2016 to 2019.

We aim to improve service delivery through better use of technology and the manner in which the Council is able to provide alternative and more convenient access to information and services including usage of the website and social media.

The Council's Customer Access Strategy aims to continue to improve the quality and consistency of information and services received by its customers and to deliver such services in the most effective manner possible in support of a long term vision that:

- Allows customer-driven delivery: the Council needs to deliver the service where the customer needs it.
- Moves towards successful channel shift initiatives, by concentrating on ease of access, content, personalisation, forms, payment/integration and mobile services.
- Ensures that services meet the needs of customers.
- Ensures that service users can identify where services have improved.
- Increases levels of access to, and, satisfaction with, council services.
- Empowers our employees to manage and respond to customer contact positively.
- Improves access to services for hard to reach and minority groups.
- Exploits technology to enhance service delivery and information provided.
- Gets it right first time
- Continues to evaluate and progress joint working opportunities with partner organisations where this is mutually beneficial to the Council and its customers
- Creates an effective and positive presence for the Council in the social media sphere
- Heightens public interaction with us about where there are issues and to help us provide assistance where it is most needed

Objectives

The objectives of this strategy are to ensure that:

- There is an appropriate and convenient choice of ways to access our services; whilst we will introduce more self service facilities as a means of customer access, we appreciate the importance of maintaining face to face and telephone access for those who need or prefer such methods
- We have a clear knowledge and understanding of our customers' needs
- Services are delivered in an efficient and cost effective manner, with our customers' needs and preferences in mind and in accordance with the stated service standards
- Our customers will, wherever possible, have to contact us only once and may easily track the progress of their enquiries
- We will deliver the services in an efficient and cost effective manner
- Information and communication to be provided clearly and concisely
- Encourage feedback, be it good or bad, and use to enhance the way we deliver services
- We work with and learn from others, through MKIP, Kent Customer Service Group, the Kent Channel Shift Project and other examples of good practise that we are able to learn from.

In delivering against these aims and objectives, and given the work undertaken to date, the Council will continue to focus on six main areas:

- Reviewing and recommending how best to deliver services and access channels in efficient and cost effective ways
- Continuing to design and deliver services to meet the needs and choices of customers, using technology to offer digital solutions and providing self service options wherever possible
- Continuing to improve internal and external communication in conjunction with Swales Communication First Strategy
- Expanding user feedback, engagement and consultation
- Improving customer data collection and performance measurement
- Embedding "Customer Service Excellence" standards and maintaining and achieving further national recognition

Ways of accessing services and information

Swale Borough Council will take a strategic approach to reviewing customer access and ensuring that all of our services are available through as many convenient channels as possible.

We recognise that whilst the most cost effective way of service provision is through the website and automated services, which also provides access to services at all times, it is neither accessible nor preferable for all of our customers. We will therefore maintain face-to-face service provision in cost effective locations for our key services for those who need it, as well as phone access to all services where possible in partnership with other agencies, such as through Gateways.

Technology will be optimised to deliver digital self-service facilities as well as utilisation of the website and social media to provide clear and concise information.

We will promote new channels (ways to access our services), through greater publicity, resources to support new channels, mediation to support use of new channels and flexibility by responding to feedback in the use of the new channels.

Whilst promoting new service delivery channels, we will ensure that we consider issues such as access to technologies, training needs of our users and the need to encourage our customers to use different methods, through behavioural change initiatives.

Fundamental to the success of providing customer focussed services is the need to redesign our services, putting the customer requirement at the forefront of the provision. We will ensure that all services are regularly and effectively reviewed to ensure that the aspect of customer focus is key to our methods of delivery and access to the services. Information and Communications Technology (ICT) is a key enabler to the transformation of our services.

We will work with our service managers to carry out fundamental reviews of the way we deliver our services to our customers and how we interact with them. We will develop a toolkit based approach for these reviews and provide support for the managers to deliver the improvements and learn from emerging best practise elsewhere.

Swale will continue to explore opportunities to improve ways of working through partnership with other service providers and through the actual customers experience and views.

In summary, we will:

- *Work towards the design and implementation of multi-channel services through digital means, putting our customers' needs at the heart of our service design*

- *Encourage more customers to transact digitally by offering various choices of contact*
- *Develop our services to be accessed on a self service basis through our website, mobile devices (tablets and smart phones including web chat facilities and apps where appropriate*
- *Provide means of access through a single interface “Single Citizen Account” so our customers can access and view all service requests through a single point, irrespective of contact method*
- *Build upon the successful implementation of the automated phone payments facility by providing a wider choice of services through this means*
- *Increase levels of customer engagement and accessibility of services*
- *Improve customer satisfaction through the provision of increased and more convenient ways of doing business with the Council*
- *Utilise social media to share information and promote Swale*
- *Ensure that the Council provides better value for money in terms of more cost effective service provision*
- *Ensure that customer information is maintained with full confidentiality and integrity of the information that is used to conduct business, with decisions based on data classification.*
- *Ensure that residents are not unfairly disadvantaged by the ‘digital divide’ by ensuring that key services are available through traditional (face to face and telephone) channels for those who need this, and by supporting those who wish to embrace the new technologies.*

Customer engagement and feedback

We will engage with our customers and other stakeholders to determine that their service requirements are met through effective commissioning and value for money procurement. We will value all customer feedback, whether positive or negative. We will respond to feedback in a fair, honest and timely manner.

We will work to better understand the requirements of our customers and ensure that service provision is built around these needs; and not those of the provider. This will include ongoing reviews of our performance in delivering these services in order to achieve best value for our customers.

Customer insight and profiling information will be fully utilised to identify and deliver information and service provision which best suit the groups of customers most likely to use each of our services.

Through closer dialogue with stakeholders (customers and service providers) we will fulfil our “duty to involve” by ensuring that our services are fit for purpose through more effective commissioning. Commissioning is the process by which decisions are made about what goods and services are required.

We welcome customer feedback about our services and anything relating to the Council, be it good or bad. We promise to listen to comments and complaints about the services we provide and the way in which we deliver them to our customers and where possible continually improve our services to ensure they meet the needs of all residents.

There is a clearly defined procedure for submitting complaints to the Council

In summary, we will:

- *Use customer profiling to inform our service provision*
- *Where appropriate, create service specific focus groups with to identify opportunities for service improvement. This includes user testing on our website with real people*
- *Clearly publish and promote our comments, compliments and complaints process and positively encourage our customers to use the system*
- *Regularly publish information relating to complaints received, including how promptly we have responded and what actions were taken to resolve complaints*
- *Invite regular feedback on how we are doing and act on such feedback and let our customers know when we improve our service provision as a result of feedback received.*
- *Provide a choice of channel and have a consistent user experience across all channels.*

Customer Charter

Swale Borough Council is committed to providing the best customer service we can in accordance with the organisations core values; FIRST:

- **F**airness, **I**ntegrity, **R**espect, **S**ervice and **T**rust

When you use our services we will...

- Listen to your views
- Be professional, polite and helpful
- Take responsibility for your enquiry and deal with it as quickly as possible
- Treat everyone fairly
- Ensure our staff are trained to do their jobs effectively and efficiently
- Work with local people to provide local services

Our aim is to...

- Answer phone calls promptly and make sure that you can speak to someone who can help you
- Reply to letters and emails within 10 working days
- See personal callers as quickly as we can
- Get things right first time and say sorry if we don't
- Provide a choice of ways to easily access our services and communications
- Communicate with you in a clear and understandable way
- Meet the departmental service standards that our staff are committed to
- Regularly review working practices to provide great service and value
- Make Swale a better place

You can help us by...

- Giving us the information we need to help you
- Treat staff politely and with respect at all times - we will not be able to help you if you are aggressive, intimidating, threatening, violent or use bad language
- Letting us know when we do a good job or where we can improve our service

(Note: This section needs further development to cover social media)

Standards

Corporate and service level standards will be published so that everyone who accesses our services knows exactly what they can expect and when they can expect the service to be provided. The standards will also make it clear what is expected of our customers when they access our services to help us deliver them in the most efficient manner.

We will regularly publish our performance levels against each of our service standards so that everyone can see how we are doing and what we intend to do to make improvements where they are needed.

Each service area will publish service standards specific to the services they provide, so that customer will know when and how they can expect the service to be delivered and how to track progress and follow up enquiries.

In summary, we will:

- *Ensure that all staff are aware of what is expected in terms of customer service provisions; specifically service standards and are properly trained in order to provide services to the stated standards*
- *Publish our customer service standards in our buildings and on our website so that our customers can clearly see what they can expect from us. These can be viewed at www.swale.gov.uk*
- *Issue corporate guidelines and policies for all contact methods, including social media and web publishing*

References

Equality and Diversity: <http://www.swale.gov.uk/equalities-scheme/>

Freedom of Information: <http://www.swale.gov.uk/freedom-of-information/>

Compliment, Complaints & Feedback: <http://www.swale.gov.uk/comment-complain-feedback/>

Communication First:

Data Protection:

DRAFT

Policy Development and Review Committee - Policies, plans and strategies due for review in 2015/16

Policies, plans and strategies	Service unit	Due date for publication of new/revised policy, plan or strategy	Policy Development and Review Committee dates	Commentary
Local Engagement Forum review	Economy and Community Services		18 November 2015	
Sports Facilities Strategy	Economy and Community Services	March 2016	18 November 2015	
Access Strategy/Digital First	Commissioning and Customer Contact Unit		18 November 2015	
Corporate Equality Strategy	Policy and Performance	March 2016	20 January 2016	The Committee considered an earlier report on this on 18/03/15.
Busking Policy	Economy and Communities	March 2016	20 January 2016	
Corporate Plan Annual Update	Policy and Performance	March 2016	20 January 2016	
Volunteering Strategy refresh	Economy and Communities	By March 2016	24 February 2016	
Revised Property Asset Strategy 2016-19	Property Services	May 2016	24 February 2016	
Review of Council's policy on use of Section 215 of the Town and Country Planning Act 1990	Planning Services	-	24 February 2016	Section 215 of the Town and Country Planning Act 1990 provides local planning

Policies, plans and strategies	Service unit	Due date for publication of new/revised policy, plan or strategy	Policy Development and Review Committee dates	Commentary
powers				authorities with a power to require land to be cleaned up when its condition adversely affects the amenity of an area.
Open Spaces Strategy, incorporating Play Policy	Commissioning and Customer Contact		2016/17	

Policy Development and Review Committee dates 2015/16:

Committee meeting	Deadline for reports
Wednesday 18 November 2015	Friday 6 November 2015
Wednesday 20 January 2016	Friday 8 January 2016
Wednesday 24 February 2016	Friday 12 February 2016