

## AGENDA

### POLICY DEVELOPMENT AND REVIEW COMMITTEE MEETING

Date: Wednesday, 17 January 2018

Time: 7.00 pm

Venue: Council Chamber, Swale House, East Street, Sittingbourne, Kent, ME10 3HT

Membership:

Councillors Sarah Aldridge, Mike Baldock, Monique Bonney, Andy Booth (Vice-Chairman), Lloyd Bowen (Chairman), Nicholas Hampshire, James Hunt, Peter Marchington, George Samuel, Ben Stokes and Tony Winckless.

Quorum = 3

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Pages

1. Fire Evacuation Procedure

The Chairman will advise the meeting of the evacuation procedures to follow in the event of an emergency. This is particularly important for visitors and members of the public who will be unfamiliar with the building and procedures.

The Chairman will inform the meeting whether there is a planned evacuation drill due to take place, what the alarm sounds like (i.e. ringing bells), where the closest emergency exit route is, and where the second closest emergency exit route is, in the event that the closest exit or route is blocked.

The Chairman will inform the meeting that:

(a) in the event of the alarm sounding, everybody must leave the building via the nearest safe available exit and gather at the Assembly points at the far side of the Car Park; and

(b) the lifts must not be used in the event of an evacuation.

Any officers present at the meeting will aid with the evacuation.

It is important that the Chairman is informed of any person attending who is disabled or unable to use the stairs, so that suitable arrangements may be made in the event of an emergency.

2. Apologies for Absence and Confirmation of Substitutes

3. Minutes

To approve the Minutes of the Meeting held on 25 October 2017 (Minute Nos. 295 - 302) as a correct record.

4. 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.

(c) Where it is possible that a fair-minded and informed observer, having considered the facts would conclude that there was a real possibility that the Member might be predetermined or biased the Member should declare their predetermination or bias and then leave the room while that item is considered.

**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 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**

5. Visitor Economy Strategy

1 - 18

The Committee is asked to consider the Visitor Economy Strategy.

The Cabinet Member for Regeneration and the Economy and Community Services Manager have been invited to attend for this item.

6. Active Lives Framework

19 - 38

The Committee is asked to consider the Active Lives Framework.

The Cabinet Member for Housing and Wellbeing and the Community (Sport and Physical Activity) Officer have been invited to attend for this

item.

7. Committee Work Programme

39 - 42

The Committee is asked to review and discuss the Committee's Work Programme (attached) for the remainder of the year.

**Issued on Monday, 8 January 2018**

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

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<b>Policy and Development Review Committee</b>	
<b>Meeting Date</b>	Wednesday 17 January 2018
<b>Report Title</b>	Visitor Economy Framework
<b>Cabinet Member</b>	Cllr Mike Cosgrove, Cabinet Member for Regeneration
<b>SMT Lead</b>	Emma Wiggins
<b>Head of Service</b>	Charlotte Hudson
<b>Lead Officer</b>	Lyn Newton
<b>Key Decision</b>	Yes
<b>Classification</b>	Open
<b>Recommendations</b>	1. That Policy and Development Review Committee consider the Visitor Economy Framework for 2018 – 2023 to be submitted to Cabinet on 7 February 2018

## **1 Purpose of Report and Executive Summary**

- 1.1 That PDRC is asked to consider the Visitor Economy Framework for 2018 – 2023 which sets out six priorities to maximise the contribution of the visitor economy to Sittingbourne, Faversham and the Isle of Sheppey. A budget of £250,000 has been identified for delivery of the framework from the shared business rates pool with Kent County Council and that a request is made to release monies to support local delivery.
- 1.2 This high level framework seeks to increase the contribution of the visitor economy to Swale and support to the Council's Medium Term Financial Strategy through business growth and business rate retention.

## **2 Background**

- 2.1 The difference between Tourism and a Visitor Economy Framework is that whilst tourism is a function of people's active interests and can be shaped and supported, a Visitor Economy Framework is the strategic leadership by the Council of the tourism industry and economy within a policy framework that enables stakeholders to fully play their part.
- 2.2 The premise driving this is that the Visitor Economy Framework creates economic as well as social benefit, and creates growth, employment and skills. The Framework is a cross Council activity that includes factors that will create a

multiplier effect on the visitor experience such as infrastructure, car parks, green space and the Council's large investment in leisure in Sittingbourne.

- 2.3 The visitor economy in Swale supports economic growth and creates employment in the tourism, leisure and hospitality sectors. The economic impact assessment (2015) shows that tourism continues to be one of the drivers of the local economy and supports sector sustainability. Tourism remains important to Swale economic growth (comparable to the health and social care sector) and is the fourth highest performing sector (after wholesale and retail; transport and storage and manufacturing).
- 2.4 Tourism is a long-standing corporate priority and the Council has invested in its open spaces seafronts and keeping the borough clean for both residents and visitors. Sector businesses are also being supported through bespoke tourism business support as well as access to the wider business support service. Alongside the £11,000 used to support the industry through Visit Kent projects and activities including the Visit Swale web portal, there are a range of corporate projects that support the Visitor Economy including enhancements at Minster Leas which has seen significant investment over recent years of £159,000 for resurfacing works, £124,000 for beach hut development and annual seasonal costs of £64,000. The investment in the regeneration of Sittingbourne will also see a wider cultural and leisure offer. The successful Stage 1 HLF bid to enhance Faversham Recreation Ground has secured £117,000 and could lead to an investment of £1.7m.

### **3 Proposals**

- 3.1 We will have a Visitor Economy Framework with six key priorities
- Identity, marketing and promotion
  - Infrastructure and connectivity
  - Public realm improvements
  - Sector support
  - Developing the cultural offer
  - Market segmentation and information management
- 3.2 The implementation of the Visitor Economy Framework will support a buoyant tourism, leisure and hospitality sector in Swale creating a more positive perception of place. The framework will provide a five year timeframe for place shaping and set out clear principles to help Swale achieve its potential in a global tourism economy as a visitor destination. The Borough will become a more prosperous place with distinctive identities and image that will help attract new inward investment, visitors and sustainable jobs. We will be measured on the numbers of jobs created, new accommodation providers and bed spaces with an increase in room occupancy, greater visitor satisfaction, strong industry and public sector partnerships characterised by sharper communication.

- 3.3 A budget of £250,000 from the shared business rates pool is identified for the five- year Visitor Economy Framework (2018-2023). It is proposed that in addition to the ECS Manager and the ECS Project Officer there will be a re-alignment of other officer resources of up to 2 FTE posts equating to £85,000 per annum to deliver against this Framework. This will be agreed by the Head of Service as part of the annual service planning together with continuing discussions with higher academic institutions continue with a view to securing tourism interns. Our approach will be to also seek match funding along with partnership funding for initiatives e.g. S106, Coastal Communities Fund, EU PROFIT) to provide additional leverage and resources for delivery.
- 3.4 Preliminary actions will include establishing a new baseline position through an Economic Impact Assessment (more commonly known as the Cambridge Model); industry leads are currently being identified from the three geographical areas whose role will be to develop area action plans. A Council led Officer Working Group will agree investment against the six priorities identified in the framework.

## **4 Alternative Options**

- 4.1 Do nothing - this is not recommended given the current and future potential of sector growth and a contribution to the Council’s Medium Term Financial Plan. Sector support is a corporate priority and the Council’s desire to increase activity and industry performance.
- 4.2 Status Quo – there is currently no strategy in place and this is not recommended. There is opportunity to increase sector growth and make a contribution to the Council’s Medium Term Financial Plan. Sector support is a corporate priority and there is a desire to increase activity and industry performance.
- 4.3 Other organisation – this is not recommended but the Council could consider passing the function to an external body. This is likely to require a start-up approach possibly including funding and capacity building and is not recommended.

## **5 Consultation Undertaken or Proposed**

- 5.1 A cross authority officer workshop followed by an extensive period of industry consultation undertaken from May through to September 2017 through survey, focus groups and partnership meetings, 1 to 1 meetings, telephone calls and emails.

## **6 Implications**

Issue	Implications
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Corporate Plan	<p><b>A Borough To Be Proud Of</b> – this priority theme focusses on the Council’s aspirations for Swale as a physical place. In particular the following are relevant:</p> <ul style="list-style-type: none"> <li>• A redeveloped town centre for Sittingbourne which acts as a catalyst for the wholesale regeneration of the town, fostering economic and cultural renewal</li> <li>• Delivery of smaller scale regeneration projects elsewhere in the Borough it improves the appearance and facilities of our towns and villages</li> <li>• A Borough which is noticeable, clean and well maintained, in which the natural and built environments are respected, conserved and enhanced for future generations</li> <li>• A Borough with a strong brand which is recognised nationally and internally for its advantageous business environment and for its wealth of visitor attractions</li> </ul> <p>The relevant high-level objectives under this priority theme include:</p> <ul style="list-style-type: none"> <li>• Enhance the Borough’s economic and tourism offer</li> <li>• Keep Swale clean and tidy</li> <li>• Protect and improve the natural and built environments</li> </ul> <p><b>A Community To Be Proud Of</b> – this priority theme focuses on the Council’s aspirations for the people of Swale. In particular the following are relevant:</p> <ul style="list-style-type: none"> <li>• Communities across Swale which people work together to solve the issues that confront their local areas</li> <li>• A diverse, flourishing and well supported voluntary sector working to improve lives across the Borough</li> </ul> <p>The relevant high-level objectives under this priority theme include:</p> <ul style="list-style-type: none"> <li>• Foster economic growth and prosperity for all</li> <li>• Encourage active communities and support the voluntary sector</li> </ul> <p>Use our influence to ensure local skills are matched to local jobs.</p>
Financial, Resource and Property	<p>Delivery of a five year action plan will include the need for industry leads to be identified, working groups and work programmes and priorities to be agreed collaboratively with the Council. The current tourism service has one 0.5 FTE (ECS Project Officer) and one 0.25 FTE (ECS Manager) and will be supported with up to an additional 2 FTE at an annual cost of £85,000 to manage the Council’s investment of £250,000 and delivery of the Framework. The Head of Service will co-ordinate and steer an internal Officer Working Group where Council intervention and influence is needed</p>



	<p>to facilitate and support local action and stimulate growth.</p> <p>The Council is also looking to collaborate with higher education Kent through its tourism degree courses to acquire additional resources through its funded intern programme and for the life of the Visitor Economy Strategy. It is envisaged that funding of £250,000 from the shared business rates pool with Kent County Council is used for delivery of the framework. In addition, match funding and partnership funding will be sought. The sector contributes significantly to economic growth and jobs and in part contributes to the Council's Medium Term financial strategy which is based on business rate growth.</p>
Legal and Statutory	Provision for the section is not a statutory function of the local authority but does contribute to regeneration through place shaping. The economic impact assessment forms part of the Local Plan which is a statutory document.
Crime and Disorder	None identified at this stage but quality sought-after destinations support civic and community pride in place.
Environmental Sustainability	None identified at this stage but the VES links with other key strategic documents such as Green Grid Strategy and Biodiversity Action Plan
Health and Wellbeing	Partnership delivery will be explored through existing partnership arrangements with new opportunities sought to promote healthier lifestyles both for resident communities and visitors. The Swale Green Grid Partnership will facilitate this
Risk Management and Health and Safety	None identified at this stage
Equality and Diversity	The Visitor Economy Framework will provide facilities and services directly and indirectly to residents and visitors but is high-level and does not focus on key attractions but destinations and themes (coast, country, marshland, heritage and events) in terms of place. Different services and facilities provided through the sector could have the potential of different impacts on groups with different characteristics; public sector projects would need to be assessed independently.
Privacy and Data Protection	Database preparation to support industry liaison and consultation with regard to the VES has been undertaken by the Consultant. The Council maintains principal point of contact with industry through the Visit Swale and social media messaging. The sector is being advised on future legislative challenges through commercial lawyers.

## **7 Appendices**

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

- Appendix I: Visitor Economy Framework 2018-2023

## **8 Background Papers**

Not applicable

# SWALE

## Your destinations of choice

A Visitor Economy Framework for  
Sittingbourne, Faversham and  
Isle of Sheppey 2018 – 2023



# Foreword



Cllr. Mike Cosgrove  
Cabinet Member for  
Regeneration

Swale is geographically well placed to offer visitors and residents memorable experiences. By drawing on a rich and colourful past, a vibrant present and an even more exciting future the Council is keen to maximise the contribution of the visitor economy to Swale.

We will retain our local distinctiveness which creates our unique sense of identity in Sittingbourne, Faversham and the Isle of Sheppey. Each destination will be celebrating different offers; all will exhibit a cohesive, joined-up approach locally, working smarter with the resources available, and placing an emphasis on what really matters in each destination.

With more of us holidaying in the UK and an increasing reliance on social media to make those decisions we are investing to make sure our visitors, residents and an increasing global travel market benefit from this investment. We will maximise the contribution of the visitor economy to Swale through:

- Identity, marketing and promotion
- Infrastructure and connectivity
- Public realm improvements
- Sector support
- Developing the cultural offer
- Market segmentation and information management

Swale's visitor economy will have seen real and tangible change in five years and we aim to add another £25m to the bottom line by 2023 increasing tourism's value from £193m to £218m an increase of 11.5%. In order to achieve growth we will invest our money to improve our spaces, change perception and increase confidence in place as well as create higher tourism values from a less seasonal industry. Swale will be prepared, inspired and more effectively placed to drive growth, jobs, local pride, interest and vitality through a more effective, engaged and supportive visitor economy. Using a dedicated team and working with partners and businesses we can increase and develop the contribution that our visitors make to our local economy.

Together we can make it happen...



Photo courtesy of Shepherd Neame





Sittingbourne, Faversham and the Isle of Sheppey are distinctive places in which to live, work and visit.

# The National and County Context

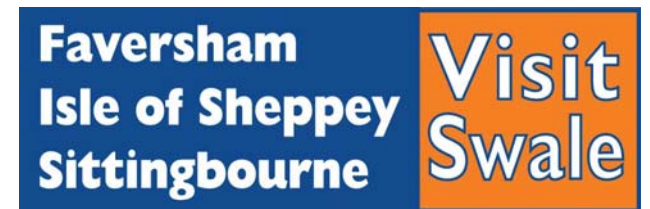
The visitor economy is the fourth largest industry and contributes in England alone £106 billion to GDP and supports 2.6 million jobs making it an important sector within the national economy. Inbound tourism is set to grow at 3.5% every year until 2025. The Council will work collaboratively through Visit England and Visit Kent to maximise Swale's opportunities. It works closely with other sectors including, sports, museums and the arts, fishing and farming, transport and retail\*. Kent's visitor economy continues to show growth contributing £3.6billion and supports 72,000 jobs.

## Our Visitor Economy

The value and importance of the visitor economy as a core sector is widely recognised across Swale and is reflected in the Corporate Plan and Local Plan. The visitor economy plays an important part of Swale's success being the fourth largest sector in terms of jobs and skills as well as economic performance. In an increasingly competitive visitor market we will grow our investment in place. We will continue to appeal to all key visitor markets and grow our visitor performance through an enhanced offer in our coast, country, marshland, heritage and events.

The majority of our visitors come from within the UK and we need to better understand who they are, where they come from and why they are visiting. There is opportunity to grow our market share from visitors from further afield. We are committed to develop the growth of Swale's visitor economy to the benefit of Swale's businesses and communities through sector investment to ensure the industry remains resilient, flexible and ready to face changing visitor demands.

There needs to be new offers to meet new visitor demands. The visitor experience will be both exceptional and experiential drawing upon the unique qualities and distinctiveness of the areas - Sittingbourne, Faversham, the Isle of Sheppey and the surrounding countryside and marshes. The marketing needs to reflect current trends around accessing information with greater emphasis placed on online and social media information.



\*Source: <https://www.visitbritain.org/value-tourism-england>



# Our priorities

To deliver results our strategy is based on six key priorities:

- Identity, marketing and promotion
- Infrastructure and connectivity
- Public realm improvements
- Sector support – Open for Business
- Developing the cultural offer
- Market segmentation and information management

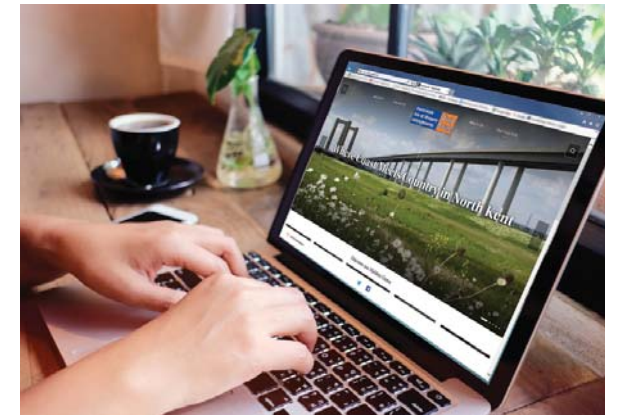


Photo courtesy of Macknade Fine Foods

A joined-up approach on delivery will provide clarity, reduce duplication and provide efficiencies. An improved visitor offer will create more reasons to visit Sittingbourne, Faversham and the Isle of Sheppey. A five year strategy and action plans will provide a framework for collaboration and partnership. There is an enhanced budget of £250,000 in place with an additional officer resource to ensure delivery.

Our strengths lie in our outstanding landscapes – coast, country and marshland; our rich and varied heritage; our festivals and events alongside our local food and drink which celebrates Kentish culture and diversity.

Our weaknesses come from poor infrastructure, a limited knowledge of our consumers based on weak market intelligence and the fast changing pace around accessing information requiring improved on-line and social media opportunities.



# Our current performance

## SWALE

**5 million** trips

**£193 million** visitor spend

**4,561 jobs** supported

**59%** of our visitors are on holiday

**41%** of our visitors are here for other reasons  
(including meeting family and friends and business)

## KENT

**60 million** trips

**£3.6 billion** visitor spend

**72,000 jobs** supported



Source: Cambridge Model based on 2015 data.  
The national benchmark tool used by Kent to measure tourism performance. Data extracted from surveys must be interpreted with a degree of caution





Photo courtesy of Elmley Nature Reserve



Photo courtesy of Visit Kent

To support the growth of Swale’s visitor economy to the benefit of local businesses and communities, making the most of our local resources and assets.

## Outcomes

### Identity, marketing and promotion

*Promote a positive image of the area to inspire visitors*

Key actions are:

- To use campaigns to target specific audience groups that will grow footfall increase dwell time and deliver greater visitor economy revenues
- To further develop and enhance Visit Swale
- To support and develop industry partners so they can actively engage with their customers and potential customers and improve on-line and social media activity
- To develop new audiences through the use of on-line and social media opportunities
- To highlight and promote the identity of the area through greater collaboration with Screen South and Kent Film Office

### Infrastructure and Connectivity

*Enhance the visitor experience*

Key actions are:

- To work with partners to create travel incentives (including joint ticketing where possible) for residents and visitors
- To improve promotion of the destination through a Swale App
- To promote high quality transport connections
- To increase the number of car and coach parking facilities to improve access to the coast as well as town centres
- To increase destination infrastructure for shared use routes
- To review highways infrastructure and signage

### Public Realm and Place Shaping

*Be a beacon for the visitor economy*

Key actions are:

- To deliver consistent and improved signage to aid residents and visitors (vehicular and pedestrian)
- To deliver improvements to the public realm in our town centres and strategic gateways to create a more visitor-friendly environment (car parks, lighting, street furniture, signing)
- To enhance our beaches, coastal paths and open spaces
- To improve visitor services and facilities
- To encourage and promote quality upgrade and minimum standards to meet resident and visitor expectations





## Sector Support – Open for Business

### *Support businesses*

Key actions are:

- To support and encourage visitor economy businesses to develop new products and packages to stimulate additional visits and bookings
- To develop a Welcome Programme
- To increase tourism investment through flexible planning
- To boost productivity by extending and promoting year-round tourism through targeted funding to increase out of season offers through festivals, green tourism, wildlife promotion and activity breaks
- To improve the quality of the tourism offer
- To create better career and education opportunities (including apprenticeships) to boost recruitment, skills and long-term careers

## Developing the cultural offer

### *Create experiences*

Key actions are:

- To develop a range of new and unique and distinctive experiences to include food and drink, sport and leisure, festivals and events, arts and culture, history and heritage and outdoor activities in coastal and rural destinations
- To deliver enhancements to Sittingbourne, Faversham and the Isle of Sheppey's physical environment that benefit residents and visitors as well as develop a Welcome Programme
- To promote local distinctiveness through quality specialist street markets that enhance, animate and promote the individual towns
- To increase access opportunities

## Market Segmentation and Information Management

### *Create a one-stop sector resource*

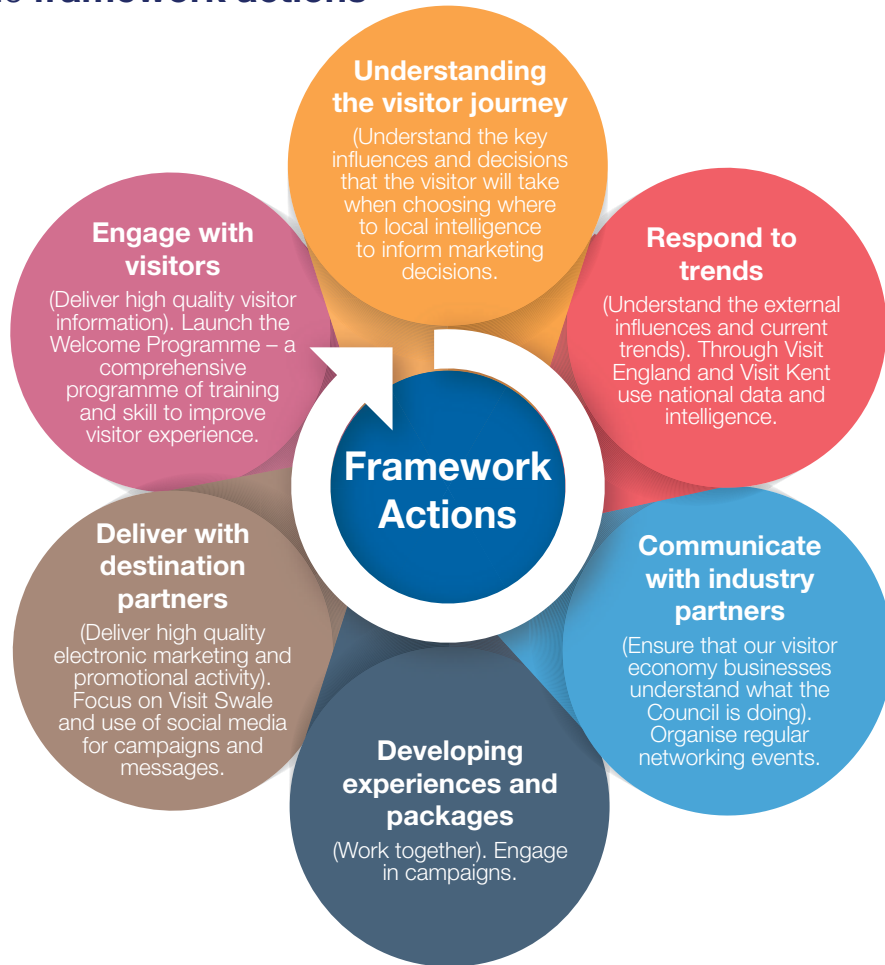
Key actions are:

- To commission an economic impact assessment bi-annually
- To develop collection of relevant visitor economy data and intelligence to ensure businesses are better informed (key facts, attractions monitoring, visitor survey, business tourism, hotel occupancy, visitor economy intelligence)
- To undertake market segmentation to inform key marketing campaigns



# Measuring Performance

The outcomes will be delivered over the next five years using the **framework actions**



Measuring and understanding our performance is vital to success. We will undertake surveys and market intelligence studies moving forward. Swale Borough Council will share destination intelligence enabling partners to review and benchmark their own performance, monitor trends and respond to new opportunities.



Photo courtesy of Robert Canis



## Contact Us

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

Customer Service Centre 01795 417850



Photo courtesy of Visit Kent

<b>PDRC Meeting</b>	<b>Agenda Item: 6</b>
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<b>Meeting Date</b>	17 <sup>th</sup> January 2018
<b>Report Title</b>	Active Lives Framework
<b>Cabinet Member</b>	Cllr Ken Pugh, Cabinet Member for Housing and Wellbeing
<b>SMT Lead</b>	Emma Wiggins, Director of Regeneration (Interim)
<b>Head of Service</b>	Charlotte Hudson, Head of Economy and Community Services (Interim)
<b>Lead Officer</b>	Russell Fairman, Community Sport and Physical Activity Officer
<b>Recommendations</b>	1. To consult on the draft Active Lives Framework 2017 – 2022, prior to cabinet approval on 6 <sup>th</sup> March 2018 following public 8 week consultation period.

## 1 Purpose of Report and Executive Summary

- 1.1 This report provides PDRC with an update on the framework that was adopted in 2012 by the council to support the Sport and Physical Activity (SPA) sector. The current framework expired in 2017 and the proposed Active Lives Framework 2017 – 2022 is out for public consultation until the end of January 2018.
- 1.1 This report highlights that although significant work has been developed and positive progress made in the borough, the population still has a significant number of individuals that are inactive and poor health related data compared to other Kent authorities.

## 2 Background

- 2.1 In 2012 the current Sport and Physical Activity Framework “Move Ourselves” was adopted, which provided a platform for the sector in Swale to contribute to improving the health and wellbeing of the borough. This also provided a step change in the Council from direct delivery to an enabling and supporting role to ensure that we maximised the support that we could provide to the sector. The reduction in staff and budget allocation initially reduced the Councils visibility but with the Sports Grants the Community Officer is able to engage, support and provide a valuable service to SPA community organisations.
- 2.2 The 2012-17 SPAF focused on 6 objectives and has successfully made progress against all of them. Some of the key achievements are detailed on page 5 in the Active Lives Framework.

- 2.3 The 2012 – 17 SPAF also had a number of targets to measure impact but due to significant changes in collection through Sport England’s Active Lives survey there are no comparable figures. However, the data that is available is documented in the revised Active Lives Framework on Page 6.
- 2.4 With the expiration of the current framework, a review and assessment of progress against priorities, national and strategic drivers and consultation with the local Sport and Physical Activity sector have taken place. This identified that there has been a national shift in approach from traditional sector approach to develop sport for sport sake to help use SPA to support more active and healthier lifestyles in the wider community. This is demonstrated nationally and locally with Sport England’s strategy - ‘Towards an Active Nation’ and the KCC Kent Sport Team’s strategy of ‘Towards an Active County’.
- 2.5 The Swale Active Lives Framework – Towards an Active Swale 2017- 2022 (attached in Appendix I) has thus been developed and focuses on the following key priorities:
- **Active You** – offering activities that are in the right places at the right time and will enable residents of all abilities to participate and challenge themselves in a supportive environment.
  - **Active and Healthier Lives** - development of programmes and campaigns that help residents understand the benefit that an active life can have on their health.
  - **Active Facilities** – making the best use of the facilities available in Swale including open spaces, land and water, ensuring they are as accessible and affordable as possible to encourage participation and usage.
  - **Active Learning** – identifies opportunities through SPA to develop activity specific skills and general learning to support the social and personal development of the volunteers delivering opportunities in Swale.
  - **Active Together** – ensuring the SPA infrastructure in Swale is strong with almost 300 known organisations offering activities but the cultural differences can provide barriers to partnership work, opportunities should be explored to help develop partnerships.
  - **Active Promotion** – co-ordinating the promotion of the benefits of a more active lifestyle with activity at the heart of the message will raise the profile and recognition of the SPA partners.
- 2.6 Progress against the delivery of this framework will be measured through Sport England’s Active Lives survey which now breaks the population into ‘Active’ and ‘Inactive’ with the later taking part in less than 30 minutes of exercise/activity a week. This is now forming the new focus for Sport England’s work to address ‘Inactivity’ and improving ‘Healthier Lifestyles’ whilst continuing to support the traditional ‘Sporting’ offer.



### 3 Proposal

- 2.7 To feed into the consultation and adoption of the draft Active Lives Framework – Towards an Active Swale 2017 – 2022 following the 8 week public consultation period.

### 4 Alternative Options

- 2.8 To not adopt the revised Active Lives Framework this is not recommended as there are significant health inequalities in the borough, which SPA have a significant impact. The framework also ensures the delivery of the Council's Sport Development function is prioritised on these areas of greatest need.

### 5 Consultation Undertaken or Proposed

- 2.9 In March 2017 two consultation events and an online consultation were held with the SPA sector to review the previous framework, the consultation on the draft new framework is during December 2017 and January 2018.
- 5.2 Internally Planning, Housing, Open Spaces and Property Services were consulted.

### 6 Implications

Issue	Implications
Corporate Plan	The support to the Voluntary and Community Sector support the Corporate Priority, 'A Community to be Proud of'.
Financial, Resource and Property	The priorities of the Active Lives Framework will be largely delivered within the network of partners and their existing resources. Internally it will be within the current Economy and Community Services team and budgets; providing the conduit to identify and co-ordinate any external resources.
Legal and Statutory	None identified at this stage.
Crime and Disorder	Sport and Physical Activity can provide a successful diversion from Anti-Social Behaviour.
Environmental Sustainability	None identified at this stage.
Health and Wellbeing	Increased activity within inactive residents will have an impact on the individual's health and wellbeing; SPA can support this and currently Sport England is leading the sector to explore how the SPA offer can be evolved contribute to the Health sector priorities.
Risk Management	None identified at this stage.

and Health and Safety	
Equality and Diversity	<p>The Active Lives Framework will aim to support SPA partners directly and indirectly to ensure provision of programmes meet requirements and assess implications for all groups to engage.</p> <p>Through the Active Lives Framework the Council will ensure that when services are provided and or advised upon equality and diversity will be key during planning, delivery and evaluation.</p>
Privacy and Data Protection	Any data held by the SPA function of the Council will adhere to the Councils policies to secure personal and sensitive information.

## 7 Appendices

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

- Appendix I: Swale Active Lives Framework – Towards an Active Swale 2017-2022

## 8 Background Papers

- 8.1 Swale Borough Council Move Ourselves – A Sport & Physical Activity Framework for Swale 2012 - 17  
<http://www.swale.gov.uk/spa-framework>



# Towards an Active Swale

Swale Active Lives Framework 2017 – 2022



**Swale**  
BOROUGH COUNCIL

# Foreword



I am pleased to introduce the Swale Active Lives Framework that sets out our vision for the borough and how all stakeholders can play their part in enabling our residents to be active and thus lead a more healthy and sustainable lifestyle. This framework builds upon the success of the Sports and Physical Activity Framework for Swale 2012 – 2017 with a greater focus on the 23.9% of individuals in our communities that are currently inactive.

Whilst it is important to continue to support the organisations, clubs and residents that are running, supporting or participating in current and traditional activities in the borough, the Council needs to follow the lead organisations in the Sport & Physical Activity (SPA) sector to investigate how it can adapt its and the local provision within the SPA network to increase activity levels and the wellbeing of residents.

We believe by working holistically across the public, private and voluntary sector we can all contribute to the health of the borough. So if it is from gaining motivation to start to live a healthier lifestyle or the aspirations of those to compete at an elite level of sport this framework provides opportunities for organisations to get involved and help work 'Towards an Active Swale'.

**Cllr Ken Pugh,**  
Cabinet Member for Housing and Wellbeing



# Introduction



The Council adopted the Sport and Physical Activity Framework for Swale 2012 – 2017 (SPAFS) in July 2012, 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 Framework has evolved into the 'Active Lives Framework' to explore how Sport and Physical Activity (SPA) can contribute to the wider health and wellbeing for our residents.

The Active Lives Framework remains the overarching document for SPA in the borough and drives the strategic priorities that SPA provision delivers against. It draws together the suite of strategies both that Swale Borough Council has developed and those from external bodies to review the existing priorities for the borough.

The Active Lives Framework takes forward the direction of SPA work of the Council to ensure that positive achievements help address the issues of inactivity and increase participation. During the life of the SPAF there has been a shift in government and the Sports Governing Bodies thinking towards SPA, recognising that 'sport' for the enthusiast is a key focus but less formal options of their sport can be used to help inactive residents to become more active.

At a local level this provides the SPA networks and providers with an opportunity to review their programmes to make them more inclusive, with a real opportunity to tap into resources that are focused on those at risk of health issues due to an inactive lifestyle and helping to encourage an Active Swale.

## Methodology

The Active Lives Framework has been developed by:

- Drawing on data and research available and through consultation with Active Swale Network.
- Analysing the key national, regional and local strategic drivers that influence and can be influenced by the Active Lives Framework in Swale.

The Active Lives Framework sets out:

- A Vision for promoting Active Lives in Swale for all levels and abilities.
- Ways for the SPA network to support each other to sustain and increase participation.
- How the SPA network can work together, adapt and grow to encourage inactive individuals to make a positive change to their lifestyle.
- How success can be measured.



# Sport and Physical Activity Framework for Swale 2012 – 2017

The 2012-17 SPAF focused on the following 6 objectives:

## 1. Provide the right activities in the right places to the right people



2. Encourage active and healthier lives through regular participation in sport and physical activity

3. Provide accessible, affordable and good quality facilities and places to participate in sport and physical activity

4. Enable opportunities to develop skills, learning and achieve potential through sport and physical activity

5. Work with the voluntary and community sector and education sector to be more involved and increase participation in sport and physical activity

6. Raise the profile and recognition of sport and physical activity in contributing to wider outcomes



# Delivery Highlights

During 2012 – 2017 the SPA partners have delivered a wide range of programme and activities to enhance and develop activity in Swale. Some of the highlights include:

- Reallocation of Council resources to provide an ‘enabling and facilitating’ role. This new focus has enabled the Council to be more responsive to the needs of SPA partners, supporting over 40 different partners when called upon to assist with their own issues and priorities;
- Creation of a Sports Grant Scheme of £20k per annum, since 2014 the scheme has distributing 68 grants of up to £1000 to local organisations to help increase participation in their programmes;
- Piloted a Physical Activity Health Trainer Programme to increase physical activity within the Health Trainer programme, over 700 inactive residents are being supported to be more active;
- Transfer of Assets from Council ownership to local football organisations;
- Continued funding for local leisure provision at Sheerness, Sittingbourne and Faversham;
- Annually support the Swale Youth Development Fund (SYDF) with a grant of £3,690 that compliments their own fundraising to distribute to young people with talent in Swale;
- Re-establishment of the School Games Organiser in the Sittingbourne and Sheppey school sport area to manage a programme of activities; whilst establishing links with the East Kent Coastal School Games Organiser that supports Faversham Schools;
- Since 2014 the Council has managed the Sport England Satellite Club Programme in Swale to develop community links with schools securing over £30k to support after school activities;
- Active Swale breakfast network and evening sessions have been provided covering funding, coach/volunteer training, research, Elite performer support, Kent School games;
- Established Sittingbourne Parkrun with 1800 participants in the first year;
- Local businesses have engaged with the Kent Healthy Business Awards and the ‘Workplace Challenge’ to address the health and wellbeing of their staff;
- Faversham FC have secured external funding to develop the facilities at Salters Lane;
- Efforts of volunteers within all clubs to maintain and increased participation in SPA;
- Volunteers have re-established the Swale School Football Association to help raise the profile of talented players in Swale;
- Isle of Sheppey Sailing Club developing plans to improve the club facility and access to its programmes;
- Brents Residents Association fund raising to install an outdoor gym in Faversham;
- Millfield Allotment Association developing a club house to provide opportunities all year and weathers.



*Photo courtesy of James Bell*

The SPAF listed success measures that would use research undertaken by external partners to gauge how Swale is performing in regards to SPA and Health indicators. A number of the measures were directly taken from research undertaken by Sport England either through their Active People survey, that was replaced in 2016 by Sport England with the ‘Active Lives’ survey or specific programmes of work. As a result of the change in the survey and how the figures are reported we are unable to provide direct comparisons to some of the measures, shown in *Table 1*.



**Table 1 SPAFS measures**

Measure	Baseline	Most recent data		Commentary
		Result	Year	
<b>Increased participation of adults in sport and physical activity</b>				
Original measures: Adults with zero days of physical activity per week At least 30 mins of physical activity per week At least 5 x 30 mins of physical activity per week	51.9% 10.5% 11.5%	Not available Not available Not available		Original measures were drawn directly from Sport England's Active People survey. This was replaced in 2015 by the Active Lives survey, from which the new measures are drawn. The change in survey methodology means that recent results for most original measures are unavailable.
New measures: Inactive (no physical activity ) Insufficiently active (1-20 mins activity per week) Active (150-599 mins of physical activity per week) Active (600+ mins of physical activity per week)	28.6% 18.8% 30.6% 22.1%	32.4% 13.5% 32.3% 21.8%	2015/16 2015/16 2015/16 2015/16	
<b>Other Measures</b>				
Child obesity rate	18.1%	17.1%	2014	Swale CCG
Adult obesity rate (Swale Borough)	30.2%	30.9% 24.1%	2014	East Kent Coastal CCG
Satisfaction with sport and leisure facilities	49%	60%	2015/16	Taken from Sport England's Local Sport Profile
Quality accreditations secured: • Quest at Leisure Centres • Green Flags • Quality Coast Award / Blue Flags • Club Mark	2 2 2 58	2 2 2 52	2016 2016 2016 2013	Blue Flag replaced Quality Coastal Award
Adults regularly volunteering to deliver sports and physical activity at least an hour a week	6.2%	10.1%	2012/14	Active People survey for 2014/16 insufficient response to provide result
Sports Leaders identified Sports Makers recruited	250 120	250 1,015	2011/12 2013	County programme ended in 2012 Kent only total provided – National Join In campaign replaced post-Olympic volunteer programme



# Current Situation

## Swale Context

- Swale is made up of countryside, coastal and urban areas and has 3 distinct parts: Faversham, Sittingbourne and Isle of Sheppey plus a large rural hinterland.
- Swale is the third most deprived local authority area in Kent.
- 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. 23.1% of children are currently living in poverty, significantly worse than the national average of 19.2.
- In the Census 2011 - 92.9% of Swale's residents classify themselves as White British, 2.6% as White Other, 0.6% as White Irish, 1.2% Mixed/multiple ethnicity, 1.2% as Asian/Asian British and 1.0% Black/African/Caribbean/Black British. The diversity of the borough is increasing.



## Sport and Physical Activity



- Active Lives survey (Jan 2017) classifies 23.9% of adults in Swale as 'Inactive' doing less than 30 minutes in a week; this is above the national average of 22%.
- Active Lives survey (Jan 2017) classifies 14.7% of adults in Swale as 'Insufficiently Active' taking part in 30-149 mins of activity compared to 12.6% Nationally; 61.4% are classified as 'Active' taking part in 150+ of activity compared nationally with 65.4%.
- Low cost, subsidised activities and family-friendly activities are the most popularly cited when asking for views on how to get more people active.

## Health and well being

- Significant health inequalities exist, with a 11.7 year difference in life expectancy between the two ends of the deprivation scale.
- In 2014 the adult obesity rates in Swale CCG (Sheppey and Sittingbourne) was 30.9% with Canterbury and Coastal Kent CCG (which incorporates Faversham) at 24.1%, with the England figure at 24.1%. The worst figure for a CCG area in England was 30.9%.
- 69% adults have excess weight, worse than the national average of 64.8%.
- 17.1% of children are obese, which is slightly better than the national average of 19.1%.



- 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.
- Local sport profile identifies that associated Health cost of physical inactivity is over £2m.

## SPA Infrastructure



- In 2015, 59.6% of those using local sports provision were satisfied.
- 22.4% of residents in 2015/16 are currently members of or regularly join activities of sports and recreation clubs.
- There are 204 known sports clubs in Swale and 159 partners that are linked to the Active Swale Network.
- 52 sports clubs have completed or renewed their Clubmark accreditation.
- There are 285 sports facilities in Swale.
- The Local Sports Profile identifies there are 55 sports related businesses in Swale contributing £48m economic value of health benefits of participating in sports.

## What you said

A consultation was held during March 2017 with the SPA network and feedback was provided as to whether the existing vision and priorities were the right ones to guide the Council in the next 5 years with regards to SPA. The 25 partners that attended the two open sessions and the nine that completed the electronic survey all indicated that both the vision and priorities were still relevant and identified areas of focus for 2017–22. In addition to SPA network consultation other public sector agencies and Council departments were consulted. The summary of the feedback is detailed below:

- There is a desire to help increase activity levels but the capacity of the facilities and volunteers focuses on ensuring the current members are provided for rather than helping inactive residents take up a sport.
- For clubs to offer a non-traditional, non-competitive sport alternative there would need to be investment of resources to ensure the needs of the inactive are met.
- Support from the Health sector would need to be provided to ensure clubs and organisations are offering an appropriate activity as well as helping promote and motivate the inactive to try activities.
- Club facilities play an important role in the borough to provide local opportunities and the ability of the owners to diversify their offer to supplement income without detracting from the sport offer.
- Swale has a mix of private, public and voluntary sector facilities that provide a range of opportunities.
- Small grants through the Council are easy to access and adaptable to ensure it is used to meet the needs of the club / organisation.
- Recruiting and maintaining the volunteer workforce of a club is a consistent pressure for a committee, support with both sport specific and general club management courses is a constant requirement.
- Linking with schools is proving difficult due to the cultures i.e. volunteers having full time jobs and working during school hours.
- There needs to be the ability for voluntary clubs and schools to communicate and develop opportunities to support each other in both promotion of sport and the benefits it can have for students mentally and physically.
- The marketing of SPA in the Borough needs to be developed to ensure that digital and social media is better used to promote the activities and benefits of being active and a healthier lifestyle.



# Strategic Fit

The national and local drivers the ALF needs to take into account of have been analysed to ensure that the ALF priorities are in line with the strategic direction and outcomes being pursued by partner agencies. Table 1 on page 6, provides a summary of the strategies:

National/ Regional	Local
<ul style="list-style-type: none"> <li>• Sporting Future: A new Strategy for an Active Nation (Cabinet Office, 2015)</li> <li>• Towards an Active Nation Strategy 2016 - 2021(Sport England)</li> <li>• Moving More, Living More (Cabinet Office, 2014)</li> <li>• Everybody Active Every day (PHE, 2014)</li> <li>• Change4Life campaign (PHE)</li> <li>• Strategic Plan for the next 4 years: Better outcomes by 2020 (PHE, 2016)</li> <li>• Childhood Obesity Strategy (Cabinet Office, 2016)</li> <li>• Towards an Active County – Kent Sport Strategic Framework for Sport in Kent &amp; Medway.</li> <li>• Kent’s Joint Health and Well Being Strategy 2014 – 2017 (currently being reviewed)</li> </ul>	<ul style="list-style-type: none"> <li>• Making Swale a Better Place: Corporate Plan 2015-2018</li> <li>• Swale’s Local Plan</li> <li>• Health and Well Being Improvement Plan</li> <li>• Playing Pitch Strategy – 2016 - 2026</li> <li>• Open Spaces &amp; Play Strategy – 2017- 2022</li> <li>• Indoor &amp; Built Facility sports Strategy 2015 - 2025</li> <li>• Equalities Scheme 2016 - 2020</li> </ul>





# The Vision

That the residents of Swale are encouraged, motivated, informed and have the opportunity to be more active and healthier. Enabling them to live life to the full, be happy and well, reaching their full potential.

## The Priorities

### Active You

This priority is about offering activities that are in the right places at the right time and will enable residents of all abilities to participate and challenge themselves in a supportive environment.

Partners wanting to contribute to this priority could:

- Provide welcoming and supportive environments that focus on the needs of the customer.
- Provide opportunities so individuals can regularly participate at their level of ability.
- Promote being active as well as playing sport.
- Provide activities that safely raises the heart rate and gets you moving.
- Work with other organisations and agencies to enhance your offer.
- Explore opportunities within the workplace.
- Understand what creates barriers for people to join in and see if you can address them. e.g. cost or transport.



### Active and Healthier Lives

This priority is about the development of programmes and campaigns that help residents understand the benefit that an active life can have on their health.

Partners wanting to contribute to this priority could:

- Raise awareness and campaigning to inform behaviour change and create more resilient habits that will cement more active and healthier lifestyles
- Explore partnership opportunities to engage with non-traditional SPA organisations to widen the scope of the local SPA offer
- Provide opportunities to engage with families of participants to become more active with multi-generational opportunities
- Link with national campaigns and events that showcase local and national examples of good practice to cover all aspects of a healthier lifestyle
- Identify new technologies that will help raise the awareness of the benefits and results of being active
- Promote the social benefits of volunteering within local community organisations
- Use of wider healthier lifestyle programmes to promote to SPA providers i.e. National garden and grow schemes

# Active Facilities

This priority focuses on making the best use of the facilities available in Swale including open spaces, land and water, ensuring they are as accessible and affordable as possible to encourage participation and usage.

Partners wanting to contribute to this priority could:

- Provide facilities that are safe, good quality, multi-sport, accessible and affordable
- Create the right outdoor and indoor spaces to be active
- Work in partnership to utilise facilities and open spaces
- Utilise new technologies in conjunction with existing facilities to widen provision
- Support existing and new opportunities to transfer facilities to community organisations
- Review facility use and diversifying the offer to community
- Support improvement of facilities
- Promote the full range of community facilities within Swale
- Enhance facilities through the utilisation of developer contributions as per the requirements identified in Open Spaces and Play Strategy, Playing Pitch Strategy and Built Facilities Strategy



# Active Learning

This priority identifies opportunities through SPA to develop activity specific skills and general learning to support the social and personal development of the volunteers delivering opportunities in Swale.



Partners wanting to contribute to this priority could:

- Raise awareness of the commitment and benefits of having skilled coaches
- Explore and promote opportunities for skill/workforce development
- Encourage volunteering within SPA providers to inspire others
- Offer support for new and existing SPA partners



# Active Together

This priority is about ensuring the SPA infrastructure in Swale is strong with almost 300 known organisations offering activities but the cultural differences can provide barriers to partnership work, opportunities should be explored to help develop partnerships.



Partners wanting to contribute to this priority could:

- Develop partnerships between organisations for shared outcomes
- Create links between the voluntary and education sector to increase participation
- Share information on partner's activity priorities to increase participation
- Create links and offers between Health and SPA sectors to lead healthier lives
- Support borough networks that encourage partnership working
- Share knowledge and experiences to motivate residents to be more active

# Active Promotion

This priority is about co-ordinating the promotion of the benefits of a more active lifestyle with activity at the heart of the message will raise the profile and recognition of the SPA partners.

Partners wanting to contribute to this priority could:

- Contribute to a wider marketing brand of SPA within Swale
- Engage with national campaigns and events to promote healthier lifestyles
- Incorporate new technologies to help promote the SPA network.
- Contribute towards a system to review information and promotion of SPA
- Advertise and update their activity offer for the borough



# Activities and Case Studies



## parkrun UK in Sittingbourne Project

To establish a 5km running route in Milton Creek Country Park

### Cost

£6,000 to establish.  
Free for all participants.

### Support

Swale Borough Council  
Friends of Milton Creek  
Parish Hall/Church  
KCC – Kent Sport

### Achievements

Over 1,800 different participants in its first year February 2016 to January 2017.  
Average of 20 volunteers a week supporting the runners and event.



## Boughton Bowls club Project

Resolve planning and build new club house

### Cost

Club House Build - £153,000.

### Support

Viridor Credits  
Swale Borough Council  
Kent County Council  
Club Members  
Community of Boughton-Under-Blean

### Achievements

Club House funded, built and opened on 21st April, establishing a permanent home for bowls in Boughton-under-Blean.



## Health Trainer project Project

Three year pilot to increase activity levels in clients linked to the Kent Community Health Foundation Trust.

### Cost

£108,000 to fund the pilot  
Free for clients to access

### Support

Funding and delivery –

- National Lottery & Sport England
- Swale Borough Council
- Kent Community Health Foundation Trust

### Achievements

731 individuals engaged over the 3 years – 2014 to 2017.  
10,664 sessions attended by the individuals, average of 14.5 sessions per person.



# Satellite Club Funding – Sport England Project

Support Kent Sport to secure Sport England Satellite Club funding to create Secondary School and Community Club links in priority sports identified by the schools in Swale.

## Cost

In kind contribution for secondary school facilities and staff time

## Support

Sport England  
Kent Sport  
Swale Borough Council  
Secondary Schools in Swale  
Identified Community Clubs  
Governing Bodies of Sport

## Achievements

All secondary schools in Swale have engaged with the programme and collectively secure £40k since 2014.

Helped establish Heads of PE meetings 3 times a year.

737 participants through the programme since 2014



# Swale Borough Council Sports grants Project

To provide small grants for local organisations to increase participation and activities available to residents.

## Cost

£56,100 distributed in 68 applications

## Support

Swale Borough Council

## Achievements

Equipment included in 40 applications

Training for volunteers included in 18 applications

New activities established within 15 applications





# Outcomes/Success Measures

## SPA Indicators

The Sport England 'Active Lives Survey' has replaced the 'Active People Survey' and is new way to measure sport and activity throughout England providing data on the levels of activity at a local, regional and national level.

Activity Levels		Swale	Kent	England	5 year target
Inactive	0-30 mins	23.9%	21.4%	22.0%	↓
Active	31-149 mins	14.7%	13.0%	12.6%	↑
Active	150 mins +	61.4%	65.6%	65.4%	↑

## Health Indicators

The following information has been taken from both the KCC Public Health Observatory that provides 'Analysis, knowledge and evidence to improve health and wellbeing across Kent: starting well, living well and ageing well'; and the Sport England Local Sport Profile tool.

Measures	Swale	Kent	5 year target
Reception year obesity	9.4	8.7	↓
Year 6 Obesity	18.9	18.29	↓
Reception year excess weight	23.6	21.6	↓
Year 6 excess weight	33.7	32.8	↓
Excess weight in adults	69%	65.5%	↓
Life expectancy at birth	79.4	80.8	↑
Life expectancy ay 65 years	18.85	19.61	↑
Mental Health contact rate (16-64)	27.91	28.31	↑
Mental Health contact rate (65+)	65.09	60.02	↑

## Be involved

We all have a role to play in encouraging and motivating more people to choose to be more active, more often. It is hoped that the ALF will be adopted by key agencies involved in SPA in Swale. We welcome contact from any organisation interested in playing its part.

## How to use the Framework

The Active Lives Framework has been developed to help support partners to both sustain their current provision and explore options to adapt and develop their programmes to help increase opportunities for inactive residents. It will be through partnership working and aligning SPA organisations priorities that the network will be able to maximise resources.

The Active Lives Framework will help:

- Evidence the role SPA can take to support healthier lifestyles
- Support organisations to take ownership of SPA provision
- Build on existing and encourage new partnerships
- Diversify partners programmes to meet changing needs of the sector
- Provide a focal point for the SPA network
- Promote equality and safeguarding good practise in provision
- Sustain organisations and celebrate the SPA heritage in Swale
- Identify funding sources to invest in SPA in Swale
- Put the varying needs of the user at the centre of services and activities

## Further information

If you would like to help achieve the priorities set out in the Active Lives Framework or for more information on the Active Swale Network then contact:

Russell Fairman – Community (SPA) Officer  
Swale Borough Council  
russellfairman@swale.gov.uk

## Contacting Swale Borough Council

The Customer Service Centre deals with all enquiries across the Council; it should be your first stop when contacting us.

If you would like alternative versions (i.e. large print, audio, different language) we will do our best to accommodate your request. Please contact the council at:

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

**Customer Service Centre**  **01795 417850**

**Policy Development and Review Committee - Policies, plans and strategies due for review in 2017/18**  
 (nb. An updated schedule will be tabled at the meeting)

Policies, plans and strategies	Service unit	Due date for publication of new/revised policy, plan or strategy	Policy Development and Review Committee dates	Commentary
Visitor Economy Strategy	Economy and Community Services	Spring 2018	17 January 2018	Leisure and tourism was previously the subject of a review undertaken by the Scrutiny Committee which resulted in a report and recommendations to Cabinet.
PD 39 Active Lives Framework	Economy and Community Services	Spring 2018	17 January 2018	Public consultation on the draft framework will still be underway when this is considered by PDRC on 17 January.
Tenant Strategy Refresh	Resident Services	Spring 2018	13 February 2018	
Regeneration Strategy	Economy and Community Services	Winter 2018	13 February 2018	Could be taken as a linked agenda item along with the Sheerness Regeneration Framework
Sheerness Regeneration Framework	Economy and Community Services	Winter 2018	13 February 2018	
Revised Open Spaces/Play	Commissioning and Customer Service	Spring 2018	[13 February 2018?]	

Policies, plans and strategies	Service unit	Due date for publication of new/revised policy, plan or strategy	Policy Development and Review Committee dates	Commentary
Strategy				
Beach Hut Policy	Commissioning and Customer Service	Spring 2018	[13 February 2018?]	
Update Tree Policy	Commissioning and Customer Service	Spring 2018	?	
Homelessness and Housing Strategy	Resident Services	?	?	
Housing Allocations Policy	Resident Services	?	?	
Interim Air Quality Action Plan	Environmental Health	?	?	A request has been made to the Chairman of PDRC by a ward councillor for this to be reviewed by the Committee. A report to Cabinet on 4 October confirms that PDRC will be consulted on the Plan.
<b>Policies likely to be considered in 2018/19 Municipal Year</b>				
Corporate Plan review	Policy and Performance	To be decided	To be decided	

**Policy Development and Review Committee dates 2017/18:**

- 17 January 2018; and
- 13 February 2018.
- Consideration is being given to scheduling an additional meeting in March 2018.



**Provisional Policy Development and Review Committee dates 2018/19 (subject to agreement at Annual Council)**

- 6 June 2018;
- 18 July 2018;
- 12 September 2018;
- 24 October 2018;
- 27 November 2018;
- 16 January 2019; and
- 12 February 2019.

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