

Faversham Recreation Ground: Activity Plan

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FAVERSHAM RECREATION GROUND ACTIVITY PLAN

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1 Where we are now – Existing Site Description

1.1 Changes in Swale Borough in the past 20 years

Over the last 20 years most of the villages and towns in Swale have experienced growth, which has been most rapid in the towns. Over the last 60 years, population growth has been amongst the most rapid in Kent. Now, Swale has the third largest district population in Kent and similarly, built development has physically grown - in the last 10 years more employment floor space has been built than anywhere else in the county and Swale has the fourth highest level of dwelling completions over the 10 years to 2014.

1.2 Project background – Faversham The Rec

Faversham Recreation Ground (the Rec) is an 8-ha site located in the centre of Faversham, established in 1860 and of Victorian design. It is owned by Faversham Municipal Charities and leased to the Council on a 50-year lease dated 26th August 2010.

The Rec is just a 3-minute walk from the main high street and town centre. Its size establishes it as the primary park in the local area, it is unfenced and open to the public at all times of day. There is a large, central area of open grassland with sports pitch markings which is bound by a wide perimeter path with avenues of established, mature lime and maple trees. This general arrangement survives from the original Victorian layout when the park was opened.

There are two car parks with free parking for stays under 3 hours, public conveniences, a sports pavilion building, and a Grade II Listed Victorian gardener's lodge used as the clubhouse and steward's accommodation for Faversham Rugby Club. Faversham Tennis Club and Faversham Recreational Bowls Club have clubhouses and facilities on site.

As well as the bowling green and tennis courts, the Rec provides 3 soccer pitches, a full-size rugby pitch, MUGA, skatepark, BMX trail and an equipped children's play area.

The Council's lease from the Municipal Charities requires certain works to be undertaken by the Council to restore past features that have been lost over the years or that cause operational difficulties:

- Replace boundary fencing
- Replace the bandstand
- Introduction of parking controls

In addition, while maintained over the years, it is accepted the general feeling is of a very important, but tired park.

1.3 Funding background

The aim of the project is to use external funding already received and further external funding raised, to deliver a series of improvements to the Rec.

A significant Section106 development contribution from the adjacent Eurocentre site along with several smaller sites has secured a total of £361,139 external funding. The Tennis Club were allocated £42,029 toward the replacement of the tennis pavilion (completed in Aug 2013) and a further £25,996 has been spent on fees (Allen Scott Associates) to develop the initial stage 1 Heritage Lottery bid.

Following consultation and development of a masterplan agreed by Cabinet, an HLF Parks for People development grant bid was made in February 2016. This was successful with the Council awarded £117,800 toward a £145,440 development project, with the ultimate aim of securing funding for a delivery project of £1,967,909.

1.4 Aims of the Project

Following initial consultation, surveying and design in Round 2, the delivery phase, if successful will include the refurbishment of built structures such as the listed gardener's lodge, refurbished pavilion & toilets including provision of a café kiosk, improved play area, new boundary fencing, performance space and interpretation. In addition, the project would provide a small amount of additional employment, increase income and provide opportunities for volunteer work both during the development phase and following delivery.

2 Where we are now – Organisation and Policies

2.1 Corporate Plan – Making Swale a Better Place

The Council's statutory remit combines responsibility for a wide range of local government services with a focus on the borough of Swale, one of the 12 districts which make up the county of Kent.

Swale is located on the County's north coast between Medway, Maidstone and Canterbury, around 45 miles from London. It includes the towns of Sittingbourne, Faversham and Sheerness, as well as an extensive rural hinterland which takes in the whole of the Isle of Sheppey and part of the Kent Downs Area of Outstanding Natural Beauty. The borough covers an area of 140 square miles, roughly one-tenth of Kent, and is home to 140,800 residents.

Swale's economy has historically been most strongly associated with manufacturing, port activities and agriculture, but the last 25 years have seen a successful diversification towards a broad range of small and medium-sized businesses.

Swale is ranked by central government as the 99th least well-off area out of 326 in England, meaning that on average, residents' socio-economic wellbeing is among the lowest third of local authority areas in the country.

The Council is responsible for providing or commissioning a wide range of public services in the borough. Many of these are concerned with its physical appearance and the amenities it offers, including street cleaning, leisure facilities, open spaces, and management of the countryside and coastline.

The Council consults with residents to establish the planning framework within which building is permitted and works with developers to oversee construction projects. It is actively engaged in economic development, promoting the borough for tourism and inward investment, and supporting existing employers to thrive.

The Council also provides or commissions many services for individual customers, whether on a universal basis – such as household refuse collection and running national and local elections – or in a way which is targeted at people who are most in need. The latter includes a wide range of housing-related services, such as accommodation for homeless households, home adaptations to keep people out of residential care, regulation of private landlords, and the administration of housing benefit. The Council is also actively involved in supporting people affected by crime and disorder and domestic abuse.

The Council's annual revenue budget is £15.2m funded through a combination of Council Tax Government grants and retained business tax. Government funding has reduced by 40% since 2010/11.

2.2 Relevant Council Corporate Policies

2.2.1 Priority Theme One: A borough to be proud of

A borough which is noticeably clean and well maintained, in which the natural and built environments are respected, conserved, and enhanced for future generations. Facilities for residents and visitors alike.

2.2.2 Priority Theme Two: A community to be proud of

A community in which everyone plays their part in maintaining their own physical and mental wellbeing through healthy lifestyle choices, but where people have easy access to world-class healthcare when things go wrong

2.2.3 Swale Borough Council - Shaped by our location

Swale is the bridging point between north and east Kent, named after the narrow channel of tidal water between mainland Kent and the Isle of Sheppey. Swale has strong communication links. It is close both to London and mainland Europe and well connected to the national motorway network. The M2 runs east-west across the borough, providing access to destinations between the Channel Ports and London. London is accessible in a little under an hour by high speed rail services. As a coastal Borough, the Port of Sheerness gives access, via its deep-water berths, to the largest ships in the world; its imports distributed to all corners of the UK. Swale is also within easy reach of other major Kent centres - Canterbury, Ashford, Maidstone and the Medway Towns.

2.2.4 How the project will contribute to these policies

The restoration of the Rec will align with priority theme one: 'a borough to be proud of' by delivering a conservation and enhancement project that can benefit the expanding community in Faversham and the surrounding villages.

The community interest in the project is already high; more than 500 people responded to the on-line questionnaire about the project between September and November 2017. The activities planned through the project can offer an opportunity for this engaged community to take part in events and volunteering that can contribute to the healthy lifestyle which is priority theme two in the corporate plan.

As the community in and around Faversham continues to grow there will be more pressure on the open spaces to provide active and passive recreation for all ages. The restoration of the Rec will not only offer new facilities to the growing population but through restoration of degraded features will provide a more welcoming place for the population to enjoy outdoor activity close to the town centre.

2.3 Parks Policies

2.3.1 The Swale Open Spaces and Play Strategy 2017

In October 2017, the council published a consultation draft of an Open Spaces and Play Strategy which shows how the council, with the support of partners and residents will protect, enhance and maintain their open space assets over the next 5 years

This Strategy attempts to focus on what's important for Swale's open space provision for the next 5 years in consideration of previous studies and strategies, recent audits, consultation and the adopted Swale Borough Local Plan (2017).

2.4 Key policies and conclusions

The key policies and conclusions in the strategy, which relate to the Rec are:

- There is sufficient provision of council owned and managed open spaces across seven open space typologies for the current population, with the exception of cemetery capacity.
- The focus for the next 5 years is on enhancing the quality of existing open spaces that were assessed as low quality, with particular attention to play areas where 1 in 3 of all council - owned current play areas are of low quality.
- A rolling programme to refurbish a number of play areas during the life of the strategy.
- To invest at least £100,000 per year for 5 years on existing open spaces through Section 106 developer contributions held in reserves supplemented, where possible, by securing grant funding.

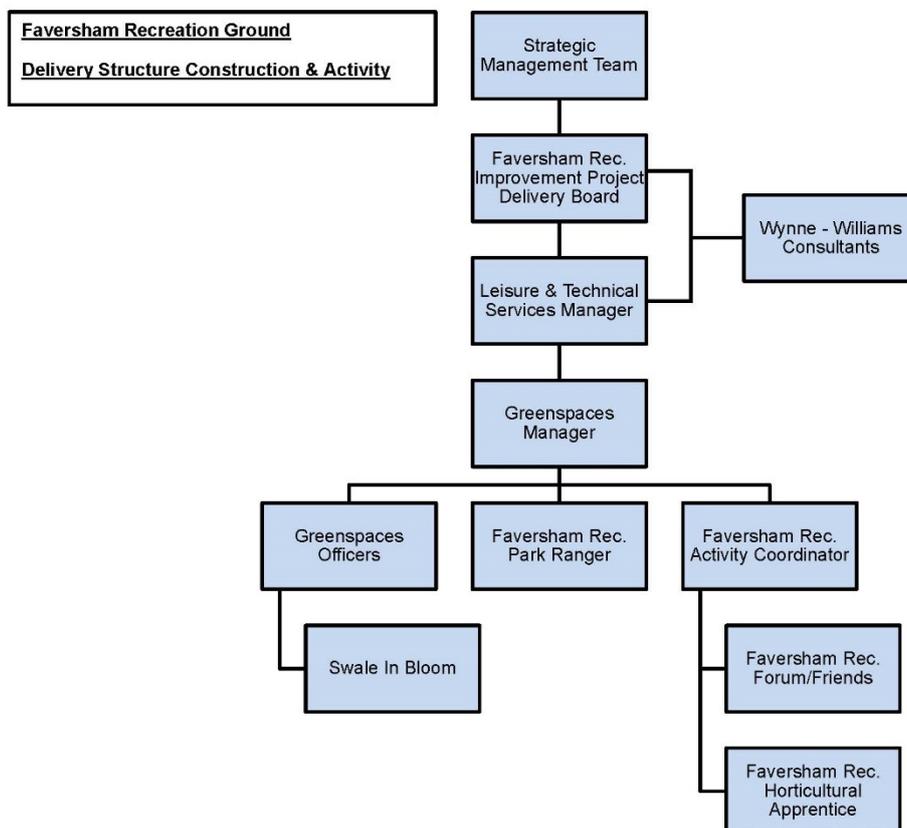
Through the Open Spaces Strategy, the Council has targeted achieving 3 Green Flag Awards over the next 5 years and will be reviewing the operation of its open spaces, with a view to potential commercial ventures to help meet the ongoing cost of maintenance. Swale Borough Council have currently achieved 1 Green Flag Award for Oare Gunpowder Works Country Park.

The Rec project will support the strategy by:

- Delivering improvements which address the quality of the play area and open space and will invest more than £1 million in the open space.
- The improvements which the HLF funded project will bring would enable the council to apply for a Green Flag award for the site
- The provision of a kiosk and lettable space at the pavilion will offer commercial opportunities to support the costs of maintaining the Rec
- Improvements to the pavilion will allow a wider range of sports clubs to train at the site and increase income from bookings

2.5 Project Delivery Team

The project will be delivered by the Swale Borough Council team who have been in place for the Round 2 bid, supported by a consultancy team of project manager, CDM co-ordinator, landscape architect, architect, engineers and cost consultant.



3 Where are we now? Audiences and Activities

This section sets out the existing events and activities provided in the park and the audiences engaged with the park through a variety of means. Gaining an

understanding of the existing situation will help us to formulate activities designed to engage a wider audience in the future.

3.1 Current Activities

Currently, the majority of organised activities which take place at the Rec are sports related.

There is no formal friends group associated with the park and volunteering is limited to occasional litter picking. The Faversham Municipal Charities (who own the site) take an active interest in the condition and management of the Rec and have been fully involved in the development phase of the project.

3.1.1 Sports Activities

There are franchises of nationally recognised workout/exercises classes that run on the rec which include:

- Buggyfit; twice weekly, paid class
- Parkfit; weekly, paid class approximately £9.50 a session or monthly fee

2 soccer clubs use the pavilion and pitches on a regular basis during the football season for adult teams: The Bull FC and Oare FC. Match fees are payable to the council for use of the pitches and pavilion changing rooms.

Faversham Recreational Bowls Club operates from a clubhouse within the Rec. Having been in operation since 1926, it is a private club requiring a subscription fee. The club had a new clubhouse in 2009 and various matches and tournaments are played against other clubs throughout the year. The club also hosts and runs a tournament between businesses on behalf of the Council. They are responsible for the maintenance of their bowling green and provide short mat bowls sessions for members outside of the outdoor bowling season. The clubhouse and bowling green occupied through an annual management agreement with shared responsibility for maintenance.

Faversham Tennis Club also have a clubhouse at the Rec. It is a private club for juniors and adults requiring subscription fees. It had a new clubhouse in 2013 and recently installed new junior training courts. Various levels of tournaments are held throughout the year. The courts are available to members of the public when not in use by the club but there is no system for booking which is a barrier to public use. The clubhouse and courts are occupied under a management agreement with maintenance responsibility shared between the club and the council.

Faversham Rugby Union Football Club; a private club with a subscription fee has been based at the Rec since 1994. The club has both a men's and a ladies' team, fixtures run from September to April and the clubhouse and steward's accommodation are located in the Lodge building. The club use an external fenced area behind the Lodge for storage of training equipment and social activities. Match fees are payable to Swale BC and the club currently lease the Lodge building on a peppercorn rent under a management agreement with the council. Responsibility for repairs and maintenance is shared between the council

and the club. The terms of the lease are currently under review and the proposed new heads of terms are set down in the lease agreement document submitted with the Round 2 bid.

The visiting clubs include other rugby clubs playing fixtures and football clubs making use of the marked sports pitches for team games

The team games play an important role in the park and it is associated with many members of the local community who are either directly or indirectly involved. Members of the public can observe the matches held on the pitches free of charge. Matches and tournaments held in the bowls and tennis clubs are not publicly accessible due to the enclosed nature of their boundaries. Public practice sessions are provided but are currently limited.

3.1.2 Youth Activities

Brogdale CIC, who have the youth services contract for Kent County Council, used to run a youth club located in the pavilion building. The club has ceased to operate from the site after problems with managing a shared space that was also used by the sports clubs. Brogdale CIC is now interested in re-establishing a base at the Rec.

3.1.3 Events

A funfair visits the park twice a year; once in July and once during the town's carnival in October, it sets up on the triangular parcel of grass to the north of the Tennis Club.

Whilst there is no formal designated event at the Rec during the town's 'Hop Festival' in September, usage of the park significantly increases during this time from people informally using it for gathering, picnics and drinking.

3.1.4 Interpretation

There is currently no interpretation signage within the park providing information about any of the heritage features. There is one bespoke bench with a graphic panel referencing the first world war relating to a story of tanks being parked on the Rec however, the story is somewhat lost due to the lack of associated information.

3.1.5 Volunteering and training

Currently no apprenticeship schemes or other forms of training take place at the Rec. The only volunteering is occasional litter picking.

3.2 Management and maintenance

A brief overview of the different organisations and companies involved in the maintenance of aspects of the park is given below, more comprehensive information can be found in the Management and Maintenance Plan, a separate document also submitted as part of the bid.

The Rec is currently managed by several departments within Swale Borough Council. The grounds maintenance is organised by the Leisure Services Department and contracted out under a borough-wide contract to Blenwood Grounds Maintenance, who also undertake litter and refuse collection from the site.

The lodge is currently occupied by Faversham Rugby Union Football Club who have the responsibility of repairing the inside of the building. Responsibility for external repairs remains with Swale Borough Council.

The pavilion and toilets are managed by the Leisure Services Department, cleansing is undertaken on a contract run by the Contracts and Procurement Department.

The bowls and tennis clubs are maintained privately by their respective clubs.

3.3 Audiences

3.3.1 Visitor Numbers and Current Use

In Round 1 of the HLF Bid it was estimated that the park has approximately 70,000 users per year. The aspiration is that through the project the visitor numbers will be increased to 105,000.

Since then more research has been carried out as well as a series of head counts over different periods to get a sample size of people using the park at different times of the day; including whether users are adults or children and the numbers of vehicles being parked. To gain an understanding of specific use of play provision, people using the play areas and skate park were also noted separately.

Across all three days, the peak time for adults using the general park was between 9am and 10am in the morning, whilst the peak time for children ranged between 2pm and 4pm. The weekends saw a significant increase in cars being parked in the Rec with number counts totaling 446 and 411 compared with 258 on the week day. The use of the play area nearly doubled throughout the day in the summer holidays count compared with the weekend count outside of school holidays. The skate area consistently showed a peak in its usage across all 3 days at 4pm and in the summer holidays usage peaked again at 7pm.

3.3.2 Informal Use

Like many parks, the Rec sees a rise in its popularity during the summer months when the weather is better and people are more comfortable spending time outside for light recreation, play or picnics. It also sees a rise in use at the weekends in the football / rugby season when there are formal sports fixtures happening. Dog walking is very popular at all times. Other informal use throughout the year includes informal recreation like ball games, running, walking and people using bikes or other wheeled sports.

The perimeter paths and their circular nature are particularly conducive to active use. The two play areas in the park are segregated by age appropriateness and are generally well used although there is a perception that the younger area has a higher number of users compared to the junior area. The skate park tends to be used by a younger audience during the day and then by older children and teenagers towards late afternoon and early evening.

The head counts showed that during the day, the park is well used as a pedestrian cut-through / commuter route by people walking to and from the direction of town in the North-

west to the South-east, where there is an entrance allowing people to continue in the direction to the local train station.

The online survey showed that use after dark significantly reduces due to people's perception of a reduced level of safety at this time and a lack of activities to bring people into the site in the evenings.

3.3.3 Consultation

In order to develop the Activity Plan and understand how the facilities and activities at the Rec could reach more people and a wider audience, consultation has been carried out.

Consultation started in 2014 when the draft masterplan proposals were being drawn up. The consultation at that time indicated strong support for the proposals with 89.2% of respondents indicating that they liked or strongly liked the proposals shown in the Landscape Masterplan.

As part of the development process a consultation plan was drawn up and current users, formal and informal stakeholders, residents, councillors, local businesses, schools, youth providers, the Town Council and the Borough Council have been consulted. Please see Appendix 2 for the project consultation plan.

A variety of methods were used, they included:

- Online and paper questionnaire
- Children's play focused questionnaire
- Stakeholder walkabout and Q&A session on site
- Stakeholder meetings with local providers
- School liaison
- 2 public consultation days in the park
- Press release in local publications
- Targeted discussions with particular interest groups (sports clubs, youth provider, uniform groups, arts and heritage groups)
- Meeting with the local police and community support officers
- Meetings with a project board drawn from the Swale BC departments who manage the Rec and with councillors
- Meeting with the Board of the Municipal Charities (land owners of the Rec)
- Meetings with Faversham Rugby Club (tenants of the Lodge)

3.3.4 Results of the questionnaire

A questionnaire was used to gather a range of baseline information about the park users and to establish the level of support for changes in facilities and activities on offer at the Rec. More than 670 people completed the questionnaire at two consultation days and on line, providing valuable background information and a good indication of the likely popularity of future events and activities at the Rec.

The full results of the questionnaire can be found in Appendix 3

3.3.5 Frequency and length of use

Nearly half of people surveyed in the questionnaire visit the Rec on a weekly basis (43%) and 21% visit on a daily basis meaning that on the whole, users enjoy the space as part of a regular habit or routine.

The majority of people surveyed will mostly spend from half an hour up to 2 hours at the Rec (67% combined answers). Just over 17% spend half an hour or less and it is this group that could potentially be encouraged to spend longer at the site.

3.3.6 Profile of Visitors

Respondents of the questionnaire were asked a series of demographic questions to establish an overall profile of visitors to the Rec; questions covered age, gender, disability, ethnicity and employment status and sector.

According to our survey, the vast majority (over 53% total) of visitors fall between ages 35 to 59, with 27.7% being aged 35-44 and 25.6% aged 45-59. The next two largest groups are those aged 26 -24 (13.7%) and the combined group of the over 60's comprising people aged 60-64 (4.6%) and the over 65s (8.5%). Most respondents, under the age of 10 would have filled out the play questionnaire, hence only 2 people represented this category. Besides this group, the fewest responses were gathered from those aged between 17 – 25 (total 4.8%).

Just under two thirds of respondents were female (61.8%), just over a third were male (34.5%), just over 3.1% (total) were non-binary / third gender or preferred to self-describe and the remainder of those that answered preferred not to say.

The vast majority of respondents do not consider themselves to have a disability (92.2%) whilst just under 5% do consider themselves as disabled and the remainder preferred not to say.

Out of 590 respondents, 508 people identified themselves as being White: British which was by far the largest group. 32 people preferred not to say whilst 25 were White: other, 8 were White; Irish and 4 were Mixed: British. Other ethnic groups were only represented by one or two people each and included White; Gypsy, Mixed; White / Black Caribbean, Mixed; White / Black African, Mixed; White / Asian, Mixed; other, Asian; other, Black; British, Black; Caribbean, Arab and any other ethnic background.

15.1% of respondents were either students, long term unemployed or had never worked and 4.9% preferred not to say. Of the remaining 80%, almost half work in a modern professional occupation such as a teacher, nurse, artist, physiotherapist and such like. Senior managers or administrators such as finance managers or chief executives was the next most common profession with about 17%. Professions with more than 10% of respondents included traditional professional occupations and Clerical and intermediate occupations. Those represented by under 10% of respondents were middle or junior managers, semi-routine manual and service occupations, technical and craft occupations and routine and service occupations.

3.3.7 Reasons for using the Rec

It is important for us to understand how the site serves the community at the moment, how people are making use of it and enjoying it. Going forward, it is desirable to preserve and enhance, where possible, the elements that are well liked. It is also important to ensure existing audiences who are engaged with the park are not displaced through any future changes.

Main reasons in order of popularity for people using the Rec are:

- Walking / running (Over 300 of respondents)
- Using the play area (Over 300 of respondents)
- Meeting friends
- Cut through
- Sitting and relaxing
- Dog walking
- Sports activities and observation
- Riding bikes / skate
- Taking part in events and activities
- Observing wildlife

The data provided by survey respondents shows that most users of the site are from within Faversham itself, but some visitors are attracted from further afield. Respondents provided post code data which indicated that besides the more local ME postcodes, around 2% of people were from CT postcodes CT1, 3, 5 and 6 as well as one person with an Ashford postcode. There was also a survey completed by a person with a Galashiels postcode on the Scottish / English border, which was the furthest and only postcode outside of Kent.

3.3.8 Playground questionnaire

As part of the consultation, a children's questionnaire was drawn up to test the popularity of the existing facilities and to inform the design of new features aimed at children.

The questionnaire was filled out at the two consultation days, by children at the Faversham youth club and by children at St Mary of Charity Primary School (close to the site). The full results and breakdown of responses are included in Appendix 4.

Perhaps unsurprisingly, the most popular activity for the children at the Rec is play and their biggest disappointment with the Rec is that there isn't enough equipment, children are also widely concerned about the amount of litter in the Rec. On average, the play areas scored 6.8 out of 10 which, whilst not a terrible score, is not ideal for the town's main open space. Children highlighted existing dynamic items like the cableway and roundabout as some of their favourites and when asked about how they like to play, jumping, climbing and swinging were the most popular answers. Trampolines was the most popular unprompted suggestion in the free space provided for their comments and ideas at the end of the survey.

3.4 Potential Audiences

3.5 Faversham is one of three distinct areas (and one of four towns) in the mostly rural borough of Swale; a coastal district in the county of Kent, southwest England. The southern part of the district is largely an Area of Outstanding Natural Beauty (AONB), the Kent Downs, from which Faversham town is approximately 1.5 miles. According to the Office of National Statistics (ONS), the population of Swale at the 2014 mid-year estimate was 140,800 people of which 19,300 were based in Faversham. In the next five years a further 400 houses will be built in and around Faversham, primarily family homes which will increase the local population by 8.7%.

Faversham is increasingly seen as a heritage market town which is attracting tourist visitors from London, the south east and group visits from northern Europe.

A 1km radius from the park in Faversham crosses 3 wards which are the most local and therefore likely users, these comprise Abbey, St Ann's, Watling and Priory. The following ward population data is available from the 2011 census:

2015 Election Ward	Number of residents	Percentage of residents – female (%)	Percentage of residents – male (%)	England percentage of residents - female (%)	England percentage of residents - male (%)
Abbey	4,949	53.1	46.9	50.8%	49.2%
St Ann's	5,268	51.3	48.7		
Priory	2,593	50.9	49.1		
Watling	6,506	51.8	48.2		
Average total		51.8	48.2		

The age profile in Swale is slightly older than the country as a whole and the predicted increase is 11.3% by 2031, 88% of which will be in the 65+ age group.

Age Profile	Swale (%)	Kent & Medway	South East	England
0 - 14	18.7	18.1	17.9	17.7
15 -29	17.9	18.7	18.2	19.6
30 -44	18.6	18.7	19.7	20.0
45 - 64	26.7	26.0	25.9	25.3
65+	18.1	18.5	18.3	17.4

The Index of Multiple Deprivation is used to understand living standards, conditions and levels of poverty by ranking areas across the country. Swale has fallen in its ranking to 77th out of 326 local authorities in England, meaning it now has a higher level of deprivation. Davington Priory ward (now Priory) was amongst the most deprived wards in Swale and North Preston and Ospringe /Lower Road in Faversham are also noted as showing very high levels of deprivation, areas which are within 1.5km of the site.

Every year a study is conducted to understand local perceptions of the areas in Swale; people in urban Faversham are most satisfied (87%) out of all the sub districts. People are also asked to rank features that are important for making a place a good place to live and features that need improving in the town. 'Activities for teenagers' was ranked as an amber level feature in the key driver analysis.

The profile of visitors to Faversham Rec is evidenced by people who responded to our survey and is described in section 3.3.6. In comparison with wider data available for Swale Borough Council for 2016, our survey had a greater proportion of people representing age groups 30-44 and 45-64 than the wider area's figures. Our survey had fewer people representing 65+ year olds in comparison with the wider area; our survey had just 8.5% of such respondents compared with 18.1% in the wider population.

Our survey received responses from a greater number of women compared with regional data (61% in ours versus 51% regionally), meaning men are slightly under represented in our figures. Also worth noting is that regional data on gender is split between just male and female and so it is difficult to say how well other categories such as third gender / non-binary compare.

In terms of ethnicity, general ethnic groups including 'White' and 'Mixed' were reasonably represented compared with regional figures. The ethnic groups of respondents that were under represented in our survey were 'Asian' and 'Black' whilst 'Any other ethnic group' was more highly represented in our survey.

4 Barriers to Participation and Use of the Rec

In developing our activity plan, we need to understand why people are not visiting the Rec, only spending a short time there or finding the current activities unappealing. By identifying the barriers to use, we can develop the design work and the plans for activity with a firm basis. We asked responders to our questionnaire to tell us how they thought the Rec could be improved and the results supported the elements identified in the Stage 1 bid to the HLF. The barriers to use fell into several categories.

4.1 Intellectual barriers

The Rec is located at the eastern end of the town centre. From the town centre there is no information or signage to tell visitors about the Rec, so if you visited Faversham you would only find it by accident or if your route in was via the Whitstable Road.

Survey respondents noted that there is no historical interpretation within the Rec, so visitors are largely unaware of its history. There is also no interpretation of wildlife and the natural environment and no maps to show the features within the Rec.

Schools and uniform groups are occasionally using the site for education purposes, but much could be done to encourage more of this by providing resources to attract school and study groups of all ages.

4.2 Physical barriers

The Rec has a good network of paths and a public right of way running through the middle of the site. A perimeter route allows for a 1km walk around the grounds and links the key features. Generally, the paths are not in good condition. Tree root damage to edges, erosion and use by vehicles have all contributed to the degradation of the surface. In some places there are trip hazards.

The site is open all year round with no physical barrier to enter; however, the paths are often restricted at the weekend by cars which park along pedestrian routes, on the grass as well as double parking in the car park. The uncontrolled car parking in parts of the park is a potential safety hazard and restricts pedestrian and cycle access at certain times of the week. The council have recently installed additional bollards along the paths to control the vehicular use, however, some areas remain open to cars.

There is no flush access into the central space at the pavilion from outside the building. The only access is via the changing room corridors. This restricts use of the large central room as entry is via a step.

The pavilion does not have a dedicated community room. Sharing the central space between sports teams and community or training users has proved unsuccessful in the past.

The changing rooms at the pavilion are all interconnected with a single corridor. This means that youth user groups are presented with safeguarding issues and female teams are presented with issues from using the changing facilities at the same time as the male teams. In practice, there are no youth teams using the site, and although there is a ladies' rugby team realistic opportunities for them to use the pavilion are limited.

The physical dilapidation of the pavilion building makes it unappealing for groups other than the sports clubs to use. Activities such as a drop-in playgroup, which operated from the pavilion in the past, have ceased.

The pavilion is only used during the winter sports season as no year-round or summer sports organisations currently operate from it. This effectively means that an open space asset is 'mothballed' from May to September each year.

Although there are male and female WCs at the Rec, there is no disabled WC. Feedback at public consultation also indicated that the design and layout of the WCs with a lobby space and cubicles was not appealing to users and resulted in parents not taking their children into the WC block – which reduced the amount of time they spent at the Rec.

Because there are no maps indicating the layout or the distances involved in reaching the various facilities, visitors could be discouraged from exploring the full potential of the site.

In response to the public consultation survey question 'What would encourage you to use the park more?', people noted physical attributes such as better toilets, improved lighting, better maintenance regime (litter clearing) and the need for a social meeting place such as a café, which indicates that these practical matters have a bearing on the amount of time that people are spending at the Rec.

The play area is popular but has a limited range of equipment. A ROSPA survey has been commissioned as part of the development phase work and has indicated that a number of items are reaching the end of their design life. Over 260 of respondents to the questionnaire cited better play areas as a reason to use the park more. None of the play equipment is suitable for children with physical disabilities. In addition, the size of the play area (just over 1095m²) limits the amount of activity that can take place there. In addition, there is only very limited seating available in the play areas.

Lighting within the site is limited and in some places in poor repair or missing. This limits the use of the site to mainly daylight hours and deters some people from using the Rec after dark. Some improvements to lighting have been made during the development stage of the project with new LED lighting installed to the main right of way. The area around the Lodge remains very dark in the evenings and has been the location for antisocial behaviour and vandalism in the past.

The project will address many of these issues by improving signage and accessibility to different areas. It will also deliver lighting improvements around the Lodge building. The details of the work planned to achieve this are set down in the Landscape Design Specification submitted with this Round 2 application.

5 Potential audiences and key groups

The aim of the project is to engage with as many people as possible to promote enjoyment of the Rec, its physical features and heritage. The Rec is a fantastic resource close to the town which is underutilised at present.

Clearly, there is a great deal of use of the Rec – mainly for casual recreation and sports but the buildings are underutilised (the pavilion is only in use for the winter sports season and the Lodge has no public facilities) and there is a limited events programme outside of the sporting fixtures.

To reach a wider audience, the activity offer, and the infrastructure to support it, needs to be broadened both in terms of physical facilities on the site and in terms of involvement, marketing and promotion.

In the Round 1 application we identified that a project to improve the Rec would benefit the community through:

- Increase to sports and leisure participation
- Potential for GP referrals for patients to participate in activities on offer
- Increased opportunities for volunteering in a range of activities
- Training
- Active engagement in heritage
- Greater appeal to older residents
- Activities for children and young people, particularly those from socially deprived backgrounds
- Families benefitting from an events programme and café
- Minority and migrant family groups (6% of the local population were born outside the UK)

- Older residents benefitting from activities

The consultation work undertaken in late summer and autumn 2017 and the public consultation responses have not altered this view of potential audiences for the site. The baseline surveys of park activity have reinforced the picture of the Rec as a popular site with a limited range of facilities and only occasional activities outside the sports programme – this project offers the real opportunity to broaden the appeal of the Rec to a much wider audience base.

The age range of respondents to the questionnaires and positive responses to suggested activities, demonstrated that there is cross generational interest in the Rec and an appetite for participation in new activities.

6 SWOT analysis – where we are now

This provides an overview of the current situation in the Rec

Strengths	Opportunities
<ul style="list-style-type: none"> • Located within Faversham • Conservation Area • Good example of a planned Victorian park • Victorian layout still exists in the Rec- the promenade paths • Original iron gates still exist to the Rec’s frontage • Features from the 19th century still exist • Maintained to good standard • Engaged interest groups and volunteers • Range of sports clubs available • Good avenues of mature trees • Close to town centre – 3 minutes’ walk from Market Place to the park • Open space large enough to hold major town events • Contains a PROW • A focal heritage feature – Grade II Listed Gardener’s Lodge • Sports fixtures are a popular attraction • Free car parking 	<ul style="list-style-type: none"> • To enhance the park and provide new facilities • To increase numbers of people using the park by focusing on attracting a wider audience • Increase dwell time • To deliver aims of the SBC Corporate Plan • To attract new audiences through development of activity, interpretation and a better-quality experience in the park • To halt and reverse the slow decline in the quality of the Rec • To improve accessibility to all sectors of users • Existing active In-Bloom committee and volunteers in the town could be encouraged to be involved with the Rec • To improve the car parking strategy to minimise pedestrian / car conflict and to be more conducive to clubs’ matches • To actively engage with young people through project work connected to the gardens, schools’

<ul style="list-style-type: none"> • Large pavilion building with room for sports and community facilities 	<p>resource packs, events and work experience</p> <ul style="list-style-type: none"> • To deliver training and enable people to learn new skills • To create a park forum and friends' group
<p>Weaknesses</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Degradation of the quality of features due to limited maintenance budgets • Dwell time in the Rec is short due to limited facilities e.g. no refreshments • Not promoted from the town centre so visitors may not find the Rec • No interpretation of any local heritage or heritage features • Accessibility is restricted in some areas • No disabled public conveniences • No outlet for refreshments or snacks reducing dwell time • Car parking restrictions are not suitable for resident sports clubs' users • Poorly managed car parking puts pedestrians at risk on busy days • Changing room arrangements in the pavilion restrict the available times when female sports players and youth teams can participate • Some facilities are tired and out dated e.g. the Lodge, pavilion, toilets, play area, skate park, bike park which reduces the attractiveness of the Rec • Play area is too small to provide facilities for a range of ages • Path surfacing is, in a number of places, in poor condition 	<ul style="list-style-type: none"> • Some features are in poor condition and it is beyond the scope of the project to rectify all of the problems • Limited maintenance budget to look after some features, including the Grade II Listed Lodge building, which are already in poor condition • Perceived threat of vandalism to items in the park based on past incidents • The Rec and buildings will need to be closed during the delivery phase – consider phasing the works and working outside the sports match seasons • Some key items will cost a lot to repair / replace leading to potential imbalance of spending within the limited budget • Ongoing cost of supporting interpretation and activities will need to be met by developing the business plan for the site. • Increasing reductions in the Council's budget

<ul style="list-style-type: none"> • Limited and broken lighting with no lighting of significant features • No boundary to Whitstable Road means balls stray onto the busy road and some parents are hesitant about letting children run free • No park forum or friends' group 	
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6.1 Where we are now - Conclusions

The Rec provides a great resource for the town; it is popular and offers some activities to residents and visitors. The sports offer is particularly strong. The site is not however achieving its potential in terms of activities and the HLF project would offer the opportunity to reach more audiences and offer a wider variety of benefits through both expansion of the physical 'offer' of the site and by delivering training and volunteering opportunities.

During the development phase of the project, we have focussed on gathering information through public engagement, stakeholder groups and through direct consultation with schools, youth providers and cultural and heritage groups in the town. This has given us valuable insight into possibilities for developing activities on the site.

6.2 Good practice from a local project

Milton Creek Country Park is an open space managed by Swale Borough Council in the neighbouring town of Sittingbourne. The park was developed in 2003 by capping 128 acres of a landfill site and developing habitats on site.

The Country Park has been a great success with a group of residents forming the Milton Creek Trust which raises funds and promotes volunteering. There is also a thriving friends group.

One of the big successes at Milton Creek has been the relationship building with a local social housing provider, Optivo. The park ranger has developed a good working relationship with the housing association, who have promoted events and activities to their tenants and this has led to a marked increase in participation in activities run at the Country Park. Optivo manage properties on the housing estates close to the Rec and it is the intention that the same model for building relationships and encouraging participation will be used at our site.

7 Where do we want to be?

7.1 Swale Borough Council's current Corporate Plan (2015-2018) has six priorities:

1. Provide important local services within available resources
2. Drive local economic and housing growth
3. Work with the Council's communities to ensure they remain clean and safe
4. Celebrate local heritage and culture
5. Stand up for local interests within the region
6. Work with the Council's partners on important services for the borough.

The Faversham Rec project fits with numbers 1, 3 and 4 of the above and through the development stage of the project we have sought to identify the best way of achieving these priorities.

7.2 What are we seeking to achieve?

7.3 By engaging with the local community and stakeholders, and by seeking the views of site users and managers we have formulated the following aims for the project:

- To address the poor physical condition of the Rec and its heritage features to provide a more attractive venue for residents, visitors and events.
- To widen the appeal of the Rec to different audiences through providing interpretation and improving accessibility and facilities
- To improve the heritage value of the Rec within the conservation area by restoring features and removing elements which currently detract from its appeal, such as poor street furniture
- To improve the offer of facilities on the site to attract a range of audiences of all ages.
- To establish a Forum for the Rec which will be actively engaged in the delivery of this project and future initiatives
- To engage with the local community and visitors to promote activity on the site and build on the strong support and community interest that the site currently enjoys.
- To encourage use of the Rec as an educational venue for a range of ages and to use the project as a training initiative
- To deliver a project which fits within the aims of the Swale Corporate Plan and Open Spaces and Play Strategy
- To stimulate interest in using the Rec for a range of events with a wide appeal
- To deliver facilities of good quality which will enable more users to access the site and enable Swale BC to increase income from the Rec in line with the business plan for the site

The project forms an important part of supporting the provision of open space for the growing town of Faversham and surrounding areas. Achieving a successful Round 2 application and delivery of the project would benefit the local community and visitors from a wider area.

Through the public consultation carried out in the development phase of the project there has been considerable support for the proposals and key activities have been identified through this process.

We would like the project to deliver these activities and for the Rec to become part of the already thriving volunteer and interest groups in the town.

7.4 Development of a wider audience for the Rec

In our Round 1 application we identified the following groups as audiences that we would like to develop through the project: new volunteers (including GP referrals for the physical and mental health benefits which could be provided); more older residents, more children and young people – particularly disadvantaged young people, BME groups and migrant families.

During the development phase we have engaged with the public, local interest groups and service providers and current stakeholders at the Rec. The first public consultation during the development stage focussed not only on the current use of the site, but also on the aspirations of the local community for a wider programme of activities and opportunities at the Rec. This has confirmed that we should continue with the aspiration to develop the key audiences identified in Round 1 and plan activities and partnerships to involve those key groups.

We have also worked with current stakeholders to review how we could achieve the audience development through the project and developed the following ideas for specific groups who could be involved in activities in the gardens:

- Residents
- Schools
- Uniform groups (i.e. brownies, scouts)
- Local performers
- Sports and physical activity groups (informal and formal)
- Local craftspeople / artists
- Local youth
- Plant lovers; Adopt- a- bed volunteer, training/ apprentices,
- Families – events and activities to involve the whole community including the disadvantaged families, BME families and migrant families
- Elderly residents
- Traders
- Food and drink providers

We have had discussions with a number of providers in the area and a wide range of new activity ideas have been generated. We have organised the activity ideas into our action plan under the headlines of: arts and performance, education and learning, heritage, horticulture and natural environment, sports and physical activity, events, marketing and promotion.

We consulted with the following organisations to test the feasibility and costs of providing the activities on the site:

- Arts and Performance: Creek Creative and Arts 31, storytelling practitioners, Mission Brass
- Heritage: The Faversham Municipal Charities, The Faversham Society

- Horticulture and Natural Environment: Swale In Bloom; Blenwood Grounds Maintenance, Brogdale CIC (not for profit company providing youth services and training for Kent), local uniform groups
- Sports and Physical Activity: Faversham Rugby Union Football Club, Faversham Tennis Club, Faversham Recreational Bowls Club; Oare FC; The Bull FC; Strike Force; the Queen Elizabeth Activity Centre; Swale Community Officer for Sports and Leisure
- Events: Swale Leisure Services Department; Creek Creative, Arts 31
- Education, Learning and Training: local schools, uniform groups, Brogdale CIC, Creek Creative; Arts 31, Swale Leisure Services Department

During the development phase we have also engaged directly with the schools in the town to seek the views of young people on the project. The secondary school pupils completed the consultation questionnaire and the primary school pupils completed a specially designed play questionnaire.

7.5 Developing Activities

At Round 1 we identified a number of activities to deliver via the project. These were:

- Development of skills through training and apprenticeships
- Enabling people to learn about heritage and the locality through improved interpretation information, facilities and specific projects such as oral history
- Increasing volunteer time by developing a wider volunteer base with different activities, including founding 'The Rec Forum'
- Improved play offer through development of the play area to appeal to a wider audience with increased dwell time
- A wider sports and physical activity offer
- Engage with new audiences and appeal to a wider range of people through a varied events programme

The work carried out through the development phase with the project board, through stakeholder engagement, focus groups and public consultation has enabled us to put together more detailed proposals for these aspirations. It has also allowed us to expand the ideas for activities as more people have become involved in the project thorough consultation.

7.6 Developing skills through training

We have engaged with Swale Leisure Services Department and Brogdale CIC, as well as local schools and arts organisations, to talk about how training can be delivered through the project.

In our Round 1 application we identified the possibility of an apprenticeship within the Leisure Services Department as an aspiration for the project to deliver. The Department already has one apprentice and the project would offer a second opportunity, focussed on the Rec. It is intended that the apprentice will be appointed on a 2-year contract to work towards an NVQ level 3 qualification. This would enable 2 apprentices to be trained during the project.

Two new, part time posts will be created for a Park Ranger and an Activity Coordinator. These posts will both enable training to be given to the post holders and to facilitate training in the community through project activities. Full job descriptions are included in Appendix 5

Apart from the creation of the new posts, a number of opportunities for using the Rec and the project for training have been identified. These are:

- Event Management training for volunteers
- Health and Safety training for volunteers
- History workshops
- Art and performance workshops
- Digital archive
- Sports training
- Horticultural training
- Catering training

Training in events management to encourage local people to organise and promote events in the gardens would be provided by an outside trainer / Swale BC staff.

On completion of the delivery phase, the Rec can be used by Brogdale CIC as an additional training ground for their horticultural training programme for young people which is run from the nearby Brogdale Farm.

The refurbished community room can be used by Brogdale CIC for their catering and hygiene training and used as a youth café for hospitality training. Brogdale CIC have also expressed an interest in running the kiosk / café at the Rec as a training initiative.

7.7 Enabling people to learn about heritage through improved interpretation information and facilities

Improved interpretation of the heritage was a popular improvement that our survey respondents asked for.

Our approach will be to provide a range of interpretation to attract different audiences and to link this to key features of the site. Our proposals are:

- signage at main entrances to introduce the Rec and describe facilities
- themed sign board interpretation linked to specific locations within the site
- use the existing lodge building to provide interpretation as part of the refurbishment and the community room at the pavilion to display heritage related project work
- develop a digital sound and photo archive of memories
- develop study resource packs for schools and uniform groups
- provide better direction signage and mapping to help visitors locate themselves in relation to key features
- use art to engage people of all ages in interpretation through project work

We have developed an interpretation strategy for the site, which is explored further and detailed in our separate Masterplan report for the site.

7.8 Increasing volunteer time by developing a wider volunteer base with different activities

During the development phase, we have been consulting with the local community to gauge the appetite for volunteering at the Rec. 171 people who completed the questionnaire chose to give details and indicated that they would be interested in volunteering.

Children in the town showed an interest in being involved in activity at the Rec with the local scout pack actively seeking to be more involved in the site.

Both the primary and secondary schools were interested in contributing to activities such as art workshops during the delivery phase.

7.9 An improved play offer

The current play facilities are somewhat limited, and the 2017 play inspection report revealed that some equipment is in need of replacement. The consultation revealed that the play offer is both popular with users and an aspect of the site which could be greatly improved. To deliver an improvement, it is proposed that the existing toddler and junior play areas are enlarged with new equipment and improvements to the landscape setting and that natural play features are developed elsewhere on the site to widen the appeal.

7.10 A wider sports / physical activity offer

The current sports offer comprises the bowling green, tennis club, rugby and football pitches, BMX equipment and local skatepark. The formal team sports are dominated by adult male teams. The site has been identified in the Swale Open Spaces Strategy as a key space for delivering sport and as such it could support a wider ranging sports offer. This could be delivered in a variety of ways:

- An outside provider to run sports training for children and young people focused on developing youth and female involvement
- Gentle adult exercise and walking sessions led by a local provider/ park ranger to focus on the elderly population
- New physical activity classes outside / inside the community room
- Provision of an adult gym rig
- Distance markers on paths to encourage people to walk / run further
- Developing Junior Park Run on a 2km course around the Rec
- Bug hunts / nature walks to encourage children and families to explore the site and take physical exercise whilst on the hunt
- An annual sports and healthy living event where the existing clubs open their doors to potential new members and taster sessions for different sports and physical activities are held

7.11 Engage with new audiences and appeal to a wider range of people through a varied events programme

There is no shortage of ideas for events which could be held on the site. Everything from festivals to themed children's days, markets and seasonal events were suggested during the development stage.

Finding volunteers or operators to run events is the key action to making the Rec a successful venue.

Through the project we aim to stimulate the events' potential by:

- Training volunteers in events management
- Planning 3 new, annual family events at the site; the Lantern Festival and the Sports and Healthy Living Day and Summer Arts Programme at the Lodge
- Working with youth provider (Brogdale CIC) and housing association (Optiva) to reach wider audiences

7.12 Project Interest Groups

Throughout the development phase we have been engaging with different groups and stakeholders in the community and have received a great deal of support. We are eager to develop these relationships going forward to create a sustainable interest in the Rec and the activities which will happen there.

Faversham Town Council has supported the process by attending our stakeholder meetings and helping publicise our consultation the project and supporting the aims of the bid.

The Swale 'In Bloom' co-ordinator has assisted in developing the strategy for involving more volunteers in maintenance at the Rec.

The Faversham Society has a wealth of knowledge about the town and its history. They have researched and maintain an excellent and detailed archive with a volunteer workforce. Their involvement in developing the interpretation aspects of the project and in supporting heritage activity would be a key to the success of those activities.

Brogdale CIC will be important partners going forward. Staff from Brogdale have given time to the project to help us develop the activities and identify training opportunities.

The sports teams who currently use the site have been involved in the development of the proposals and are key stakeholders in the sustainability of the sports offer at the Rec.

8 Overcoming barriers

8.1 Overcoming intellectual barriers

Our proposal is to:

- Ensure that the site and all it has to offer is signed and interpreted at the main entrance
- Widely publicise the Rec and events to raise awareness within Faversham and the surrounding area
- Develop an inclusive events programme that can appeal to the whole community

- Encourage participation through working with partners such as Brogdale CIC, the Queen Elizabeth Activity Centre and Optivo to reach the target youth audiences and more socially deprived households
- Create a clear and comprehensive interpretation plan which will have a signage and information strategy
- Support learning at the Rec through school resource packs

8.2 Overcoming physical barriers

Our proposal is to:

- Locate sign posts and interpretation in accessible positions
- Clearly signpost accessible routes around the Rec
- Improve lighting to the main public right of way and around the Lodge building
- Provide better WC provision including an accessible WC
- Provide an indoor venue for activities at the Pavilion with kitchen and accessible WC to allow for all year events and a comfortable venue for events for the elderly
- Restrict vehicular traffic on the site to improve safety and accessibility to the perimeter paths
- Repair paving which is currently in poor condition
- Provide more seating with the play area to encourage families to stay longer
- Provide refreshments at the Lodge via a kiosk concession
- Provide a venue for events / performances at the Lodge with external power, a back of house area and performance space

9 Engagement between Round 2 and delivery on site

During the project development stage many contacts have been made and many people have engaged with the project through the survey work, stakeholder meetings and individual contacts and conversations about the future of the Rec.

A large database of contacts has been built up and people have volunteered time to help not only with survey work but also with developing ideas for activities and providing costs for activities.

We want to keep this momentum going right through the project so that people feel that their contribution is valued and is contributing to the transformation of the Rec. We will give people the opportunity to join a forum for the Rec right away so that we can capture the enthusiasm which has been fostered in the development phase of the project.

We also want to keep our contacts alive so that once we are able to start hosting new activities at the Rec we can get those activities up and running very quickly.

We have therefore developed a programme for community engagement which will run from January 2018 through to the end of November 2019 (when we anticipate the works will be complete on site).

Swale Borough Council will provide the staff resources needed to support the programme which includes:

- Publicity through stakeholder bulletins, website, press releases and opening events
- Formation of the Rec Forum with meetings every 8 weeks
- Volunteer days
- Woodcraft days run by a Swale BC park ranger

Appendix 6 has a full programme for the engagement activities for this period.

10 Delivering Activities

Our project delivery team is shown in section 2.5.

We have identified a need for 2 new, part time posts; Activity Coordinator and Park Ranger, which would be provided as part of the project. We would recruit for these positions in Summer 2019 and the posts would be for 5 years. The job description for these posts are included in Appendix 5

An Apprentice post would assist the Activity Coordinator and the Park Ranger. The Apprentice post will be for 2 years so 2 people will benefit from this opportunity over the course of the project.

Some of the activities are provided or supported in part by professionals appointed for their expertise such as sports specific coaches or artists as facilitators.

In addition to the project team from Swale BC and the appointed professionals, there will be an emphasis during delivery on involving our volunteers and groups who have expressed an interest during the development. The delivery period will be a time of great activity on the site and bring about positive change. The Borough Council is committed to continuing the upkeep of the Rec following delivery to achieve a Green Flag Award for the site. Since our Round 1 bid there has been tremendous local support and as such the proposed action plan incorporates activities using a greater amount of volunteer time and involvement than we previously set out.

Several of the activities identified in our action plan are enabling training. We intend to use the delivery phase to create new volunteer roles and build capacity locally so that activity on the site can be maintained after the project is complete.

10.1 Monitoring and evaluation

We will measure the success of the activity plan in the following ways:

- Annual survey of users of the Rec
- Numbers attending training courses
- Numbers of events taking place
- Numbers, age profile and post codes of those attending events
- Events feedback
- Visits to digital archive website
- Downloads of school / uniform group information packs
- School group monitoring

- Numbers of volunteers actively participating on the site
- Feedback from Parks Forum
- Bookings for the Community Room
- Feedback from Sports Stakeholders

The monitoring and evaluation spreadsheet in Appendix 7 provides additional detail on the proposed monitoring and evaluation methods and regime.

10.2 Action plan

Our action plan covers a period of 5 years and identifies the activities that we have planned for the Rec over that period. A programme for the delivery of the activities is included at the end of the action plan section of the report.

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
1	Recruit and employ a part time Activity Coordinator (temporary contract)	Swale Borough Council Local people Visitors Young people Over 55s Lower Socio-Economic Groups Schools and badged groups	There will be more and a wider range of opportunities for people to engage with and visit the park through the programme of events and activities. There will be a recognized point of contact to make it easier for local organisations to connect with and use the park. The new position will provide a resource to support the growth of a new community and network of organisations	The park and its heritage will be better managed The local area/ community will be a better place to live, work or visit More people and a wider range of people will have engaged with heritage	Job advertisement, interviews and selection by Swale BC staff.	Advertise position March 2019 Interview April 2019 Post filled May 2019 Contract ends May 2024	Activity Plan is delivered Increase in visitor numbers to park and participants to workshops Public perception of the park will have improved in visitor surveys Green Flag is awarded	Activity Coordinator records and logs Register/ head count Feedback comment cards

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			using the park for the benefit of local people.					
2	Recruit and employ a part time Park Ranger (temporary contract)	Swale Borough Council Local people Visitors Young people Over 55s Lower Socio-Economic Groups Schools and badged groups	People will enjoy learning from and taking part in activities run by the park ranger. People will have a greater sense of pride in their local park knowing that a dedicated person is overseeing its management. The park will become a more attractive place to visit.	The park and its heritage will be better managed. The local area/ community will be a better place to live, work or visit.	Job advertisement, interviews and selection by Swale BC staff.	Advertise position May 2019 Interview June 2019 Post filled August 2019 Contract ends August 2024	Public Perception in surveys Workshops delivered Increase in visitor numbers to park and participants to workshops Green Flag is awarded	Park Ranger records and logs Register/ head count Feedback comment cards
3	Recruit and employ a part time Apprentice (temporary contract)	Swale Borough Council Local people Visitors Young people	The apprentices will have gained skills through the work they are involved in.	People will have developed skills. The park and its	2 Apprentice positions - Job advertisement, interviews and selection	2 x two- year contracted positions are recruited over the course of 5 years.	Workshops delivered Increase in visitor numbers to park and	2 people gain NVQ level 3 qualifications Apprentice records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
		Over 55s Lower Socio-Economic Groups Schools and badged groups	People will enjoy learning from and taking part in activities helped run by the apprentice. People will have a greater sense of pride in their local park knowing that a dedicated team is overseeing its management. The park will become a more attractive place to visit.	heritage will be better managed.	by Swale BC staff.	Advertise position June 2019/2022 Interview July 2019 / 2022 Post filled September 2019 / 2022 Contract ends 2022 / 2024	participants to workshops Green Flag is awarded	Visitor feedback surveys.
4	Training for volunteers to run activities (eg health and safety, event management)	Volunteers and Park Forum Group	Volunteers and others will be safer on site and will have gained skills to carry into the future in return for their efforts	People will have developed skills People will have volunteered time	Park Ranger Volunteers Specialist to deliver sessions in community room	4 sessions per year = 8 hours per year for 2020, 2021, 2022, 2023 & 2024 = 40 hours	4 Volunteers attending each of the 4 sessions per year	Volunteer timesheets and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
				The park will be better managed	Presentation equipment eg projector			
5	Local youth group skills training; e.g. Kitchen skills / hygiene certificate training days	Young people aged 13 – 18 Lower Socio-economic groups	Young people will enjoy learning new skills and can gain a recognized certificate they can take to further education courses. Young people will have fun developing new skills that will serve them throughout their lifetime. They can gain a certificate as evidence of their achievement.	People will have developed skills	Brogdale CIC Staff member, trained in SEN and disability needs Activity Coordinator Community room and kitchen	Minimum of 1 person trained per term; timetable suited to individual's special needs for the years 2020, 2021, 2022, 2023, 2024	3 people completing training per year	Feedback cards Attainment of certificates for students each year Activity Coordinator records and logs
6	Downloadable teaching resources linked with the	Young people - Lower Secondary	Young people will feel empowered in	People will have	Schools' Teaching Staff	Run over 6 weeks.	One class taking part in the	Activity Coordinator

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
	curriculum for geography / history field trips	School and Primary school aged children	developing materials for other young people to engage with. They will learn more about their local environment, park and its heritage which will help them to enjoy it more.	developed skills The heritage of the park will be better interpreted and explained	Activity Coordinator Online sharing platform and marketing	One resource pack produced in the last summer term each year; 2020, 2021, 2022, 2023, 2024	creation project each year. 4 packs downloaded each year Feedback from teaching staff and children on the effectiveness of the resources	records and logs Number of packs downloaded
7	Early evening youth club café run at the community room in the pavilion To include: Band / Music Drop In sessions	Young people - 8-18 year olds Lower Socio-Economic Groups Young people – 13 – 25 year olds	Young people will have an increased sense of ownership at the park and feel empowered that their needs are being met. They will develop their social skills and have a safe place to go to outside of home and school.	People will have volunteered time The local area/comm unity will be a better place to live, work or visit. More people and a wider range of people will have	Brogdale CIC staff Activity Coordinator Community room and kitchen for 3 hrs once a week, early evening.	Run for 2/3 hrs, once a week in term time, early evenings. Band sessions 1x week for 6 weeks in the school summer holidays each year for five years.	A group of at least 8 people regularly participate in the youth café and identify their own activity ideas	Activity Coordinator records and logs Register/ head count Feedback comment cards

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			Young people will feel inspired from engaging with practicing musicians and gaining their input. Participants will feel a greater sense of belonging from attending sessions they enjoy in the park.	engaged with heritage				
8	Development of 'Faversham Rec' Park's Forum; to establish an active role in the park, increase members and levels of participation	Local People Swale BC Volunteers	Members will have more effective communication about park issues, ideas for activities or improvements and management organization. They will feel a greater sense of	The park and its heritage will be better managed People will have volunteered time The local area/community will be a better	Activity Coordinator Apprentice Community room for meet-ups	Establish a modus operandi. Run monthly meetings every year and an annual review meeting every year.	Production and circulation of newsletter Increase membership to 30 members	Activity Coordinator records and logs Volunteer records and logs User survey/ feedback cards

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			belonging and empowerment as well as being able to influence the success and smooth running of the park.	place to live, work or visit. The park and its heritage will be in better condition.				
9	Development of volunteer force; volunteer drives, liaison with volunteer bureau	Local People Over 55s Lower Socio-Economic Groups Young People	People will feel a sense of belonging, purpose and pride through their active involvement with the park's volunteer groups. Visitors will enjoy a more attractive park that is welcoming and better presented. The park's maintenance team will be	People will have volunteered time The park will be better managed The local area/community will be a better place to live, work or visit. The park and its heritage will be in better condition	Activity Coordinator Park Ranger Online marketing Apprentice	Volunteer drives twice a year. Development of relationship with local volunteer bureau.	A bank of 15 volunteers is developed.	Volunteer timesheets/ logs Activity Coordinator records and logs User survey/ feedback cards

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			more supported in their general tasks around the park and during events where demands are perhaps increased or different from the usual routine.					
10	Development of social media marketing of the park and its activities and events	Local people Visitors Swale BC Young People Over 55s	People will gain a greater sense of understanding about what the park offers and will know where to find out about activities in the park.	More people and a wider range of people will have engaged with heritage The local area/comm unity will be a better place to live, work or visit. People will have	Activity Coordinator Park Forum Group Members Apprentice Laptop from marketing and materials budget	Weekly review of online information and updating as necessary. Quarterly marketing drives.	There is an active following on social media sites like Facebook, Instagram and Twitter.	Numbers of followers and friends are increased. Volunteer timesheets/ logs Activity Coordinator records and logs User survey/ feedback cards

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
				developed skills				
11	Development of relationship with Optiva Housing Association to provide and deliver appropriate and engaging workshops (eg creative café) and increase participation	Local people Lower Socio-economic groups Swale BC Young People Over 55s	Opportunities will be increased to engage with 'harder to reach groups'. People will feel involved and connected with. There will be an increased sense of understanding and confidence from all parties either from what to offer this group or around taking part.	The local area/community will be a better place to live, work or visit. More people and a wider range of people will have engaged with heritage People will have learnt about heritage	Activity Coordinator Park Ranger Materials for workshops	1 workshop a month every year for five years.	Numbers of people participating increase year on year. At least 5 people attend each workshop.	Volunteer timesheets/ logs Activity Coordinator records and logs User survey/ feedback cards
12	Community reading with Grandma/pa	Over 55s Young people Local people	Inter-generational relationships and communication will be fostered through an	People will have developed skills The local area /community	Volunteers to read to children DBS checks for volunteers Activity Coordinator	3 volunteers per session three times a year in the spring / summer for 5 years.	5 volunteers covering the reading to children each year with 30 children taking part each year.	Feedback from visitor surveys Volunteer timesheets/ logs Activity Coordinator

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			enjoyable activity, helping to build a sense of community and enhance wellbeing. People will gain increased confidence in reading through informal mentor relationships that develop between readers and listeners.	will be a better place to live, work or visit. People will have volunteered time.	Apprentice Publicity			records and logs
13	Art on the plinth - themed installation; could be natural artworks, heritage related	Secondary School Children Lower Socio-Economic Groups Young People	Young people will engage with heritage in an exciting way and feel a sense of pride when their work is publicly sited within the park. Visitors will learn about aspects of the	People will have developed skills People will have learnt about heritage People will have volunteered time	Activity Coordinator Abbey School Staff Community room display Materials for artworks	Run each year for five years with a rolling gallery developed on the website / social media pages.	20 children participate each year.	Feedback from participants comments cards Activity Coordinator records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			park's heritage in a new and intriguing way.	The heritage of the park will be better interpreted and explained				
14	Introductory Art Workshops; such as Sketching safari or Outdoor Mark Marking. The work, or images of the work, will be displayed in the Community room	Young people Local people Over 55s Lower Socio-economic groups	People will have fun joining in a creative activity, learning new artistic skills whilst meeting new people. They will find exciting and different ways of appreciating the park. People will gain pride in their achievements from having their work on public display	People will have developed skills People will have learnt about heritage Heritage will be better interpreted	Local arts provider such as Creek Creative Activity Coordinator Community room wallspace / hanging materials	2 x 1 day sessions at Easter and in summer = 4 per year for 5 years.	8 -10 people attend each session	Feedback from visitor surveys Volunteer timesheets/ logs Activity Coordinator records and logs
15	Photography workshop; smart phone	Over 55s Local people Young people	People will have fun joining in a creative activity,	People will have	Park Ranger Apprentice	4 workshops a year for five years, one	8 - 10 people per workshop.	Feedback from visitor surveys

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
	or digital camera based workshop where photographs can be uploaded to a revolving picture frame in the community room /	Visitors	learning new artistic skills whilst meeting new people. They will find exciting and different ways of appreciating the park.	developed skills People will have learnt about heritage	Community room display frame Production of calendar	calendar produced per year	Production and sales of calendar each year.	Volunteer timesheets/ logs Activity Coordinator records and logs
16	'Heritage Week' activities: e.g. Cross generational oral history for digital archive and on line resource Heritage based Community drop in days - old photos for online gallery or to be displayed on a rolling digital frame.	Swale Borough Council Local people Young people Over 55s Lower Socio-Economic Groups Schools and badged groups	Wider range of people will be drawn to the site to take part sharing memories and hearing stories. More information about the area, that may otherwise go unrecorded, will be available.	The heritage of the park will be identified/ recorded The heritage of the park will be better interpreted and explained People will have	Activity Coordinator Digital recording equipment Community room Volunteers Apprentice Display space in the community room using digital frame. Publicity	'Heritage Week' in the Community Room once a year 2020, 2021, 2022, 2023, 2024	2 volunteers carrying out 10 interviews or photo uploads over seven days each year run for four years, 2020, 2021, 2022, 2023	Feedback from visitor surveys Volunteer timesheets/ logs Activity Coordinator records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			A greater sense of community will develop from people coming together and finding out about the past.	developed skills People will have learnt about heritage People will have volunteered their time More people and a wider range of people will have engaged with heritage				
17	Develop 'Adopt a bed' or similar scheme with local volunteer gardeners	Swale Borough Council Local people; InBloom group Visitors Young people Over 55s	People will gain horticultural knowledge and benefit from physical activity New groups will be engaged within the gardens and more volunteers	People will have developed skills People will have volunteered their time The park and its	Volunteers from InBloom Park Ranger Apprentice	4 beds maintained per year for five years.	Green Flag award is achieved	Feedback from visitor surveys Volunteer timesheets/ logs Park Ranger records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
		Lower Socio-Economic Groups	will act as ambassadors for the site Young people will join in community activities	heritage will be in better condition				
18	Worshop / Uniformed groups badge packs e.g. bug hunts, bird observation, seed collection, food chain game, discovering trees, natural scavenger hunt,	Young people Local people	A new young audience will engage with the park; developing observational skills and learning about natural heritage whilst working towards earning a badge. They will also benefit from physical activity	People will have developed skills The heritage of the park will be better identified The heritage of the park will be better explained More people and a wider range of people will have engaged	Uniformed groups Local schools Park Ranger Apprentice Paper for printed certificates	Run 3 x a year for 5 years.	8 participants per year	Feedback from visitor surveys Volunteer timesheets/ logs Park Ranger records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
				with heritage				
19	Schools' bed competition. Classes will take part in a competition to design a flower bed, the winner will be chosen by InBloom and the design interpreted for planting. The entries will be displayed in the community room.	Young people from local schools	Young people will have fun taking part in a competitive, creative activity and feel a greater sense of involvement with their local area by putting forward ideas for flower beds. The InBloom volunteers will gain pride and satisfaction in interpreting the winning design and bringing it to life as well as sharing their knowledge with a younger generation.	People will have developed skills People will have volunteered time The park will be in better condition The local area will be a better place to live, work or visit	InBloom volunteers Park Ranger Swale BC staff School staff and students' time	1 x volunteer and one class of school children are involved with each competition run twice a year for 5 years.	Green flag award is achieved	Feedback from participants comments cards Feedback from visitor surveys Volunteer timesheets/ logs Activity Coordinator records and logs Park Ranger records and logs
20	Tree and wildflower ID	Local people Visitors	A new audience will engage with	People will have	Park Ranger	2 x year for 5 years	8-10 people per session	Feedback from visitor surveys

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
	walk / workshop	Over 55s Lower Socio-Economic Groups; Optiva housing association	the park; developing observational skills and learning about natural heritage. People will also benefit from physical activity	developed skills People will have volunteered time People will have learnt about heritage The local area will be a better place to live, work or visit	Materials for worksheets, clipboards			Volunteer timesheets/ logs Park Ranger records and logs
21	Park maintenance volunteer groups to include e.g. Planting / maintenance days and / or Litter Picks	Local people Over 55s Lower Socio-Economic Groups; Optiva housing association Optiva Young people	People will gain horticultural knowledge and benefit from physical activity, they will feel a greater sense of ownership having contributed to the site. New groups and more volunteers	The park and its heritage will be better managed The park will be in better condition People will have developed skills	Park Ranger Apprentice Volunteers Optiva housing association Relevant landscaping tools and sundries Sundries and protective	6 sessions per year for 5 years	Average of 8 volunteer workers per session Green flag award is achieved	Feedback from visitor surveys Volunteer timesheets/ logs Park Ranger records and logs Apprentice records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			will be engaged within the park. Different generations will come together to join in community activities.	People will have volunteered time The local area will be a better place to live, work or visit	wear (gloves, high vis etc)			
22	Girls Youth Football Taster Sessions	Young girls Lower Socio-economic groups	New groups will have fun in the park taking part in active hobbies and learning new skills that contribute to a healthy lifestyle, which they may otherwise not have gotten involved in.	People will have developed skills The local area will be a better place to live, work or visit More people and a wide range of people will have engaged with heritage	Strikeforce coach and equipment Activity Coordinator / Apprentice Pitch booking Changing rooms in the Pavilion Swale Leisure Services Officer	Strikeforce run a taster session three times a year	15 participants on average each session	Feedback from visitor surveys Activity Coordinator records and logs Apprentice records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
23	Boys Youth Football Taster Sessions	Young boys Lower Socio-economic groups	New groups will have fun in the park taking part in active hobbies and learning new skills that contribute to a healthy lifestyle, which they may otherwise not have gotten involved in.	People will have developed skills The local area will be a better place to live, work or visit More people and a wide range of people will have engaged with heritage	Strikeforce coach and equipment Activity Coordinator / Apprentice Pitch booking Changing rooms in the Pavilion Swale Leisure Services Officer	Strikeforce run a taster session three times a year	30 participants on average each session	Feedback from visitor surveys Activity Coordinator records and logs Apprentice records and logs
24	Dance in the park	Local people Young people; 13- 25 year olds Lower Socio-economic groups	New groups will have fun in the park taking part in active hobbies and learning new skills that contribute to a healthy lifestyle, which they may otherwise not	People will have developed skills The local area will be a better place to live, work or visit More people and a wide	Activity Centre / Swale Leisure Community Trust teacher Activity Coordinator / Apprentice Marketing and	6 sessions in the summer holidays	10 people participating in each session	Feedback from visitor surveys Activity Coordinator records and logs Apprentice records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			have gotten involved in.	range of people will have engaged with heritage	promotion online Sound equipment			
25	Support over the course of a year to trial Junior Parkrun; a weekly 2km circuit of the park for 4 – 14 year-olds.	Local people Young people Visitors Lower Socio-economic groups	Young people will be encouraged to use the site and will benefit from a group physical activity that happens in towns throughout the country. People who are aware of 'Parkrun' and who live further afield will be attracted to the park.	People will have developed skills People will have volunteered time The local area will be a better place to live, work or visit More people and a wide range of people will have engaged with heritage	Local Volunteer to drive the franchise Park Ranger Apprentice Other volunteers as marshalls Swale BC Equipment - Marking cones, signage etc.	Park Run takes place every Saturday morning for a trial year.	Average of 40 runners per run over the course of the trial year.	Feedback from visitor surveys Park Ranger records and logs Apprentice records and logs Junior Parkrun continues to operate beyond the bid's initial support period

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
26	Exercise for the over 55s e.g. Park Tai chi for; a series of regular sessions run outside in the park. Or Gentle adult exercise e.g. 'Walk and talk'; this could be walking, balance training /core stability etc and could incorporate a route taking in a local surgery / elderly residents home	Local people Over 50s Lower Socio-economic groups Visitors	A wider range of people will use the area for physical activities and benefit from a healthier lifestyle as well as socializing and increasing the sense of belonging to a community. A wider range of people will use the area for physical activities and benefit from a healthier lifestyle.	People will have developed skills People will have volunteered time The local area will be a better place to live, work or visit More people and a wide range of people will have engaged with heritage	(Activity Centre / Swale Leisure Community Trust?) Park Ranger Publicity; leaflets, posters etc. Local GP surgery coordination	Once a week for 6 weeks blocks – 3 times a year for 2020, 2021, 2022, 2023, 2024	Average of 6 people participating per session	Feedback cards Park Ranger records and logs Volunteer logs
27	The Lodge Summer Arts Saturdays: a programme of events run over one month to	Swale Borough Council Local people Visitors Young people Over 55s	People will have an exciting reason to visit the park and bring family and friends.	The local area /community will be a better place to live, work or visit.	Performers and leaders from local groups e.g. Art 31 Props and equipment	Annual 'season' run during August Saturdays every year for 5 years.	Numbers of people participating 200 total audience members each year.	Feedback from visitor surveys Volunteer timesheets/ logs Activity Coordinator

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
	activate the performance space. The season will include a range of events to target different audiences and focus local attention to the facility. E.g. Storytelling in the gardens / performance area by The Lodge Brewery Tales - local history talk and folk music entertainment Summer Brass Band	Lower Socio-Economic Groups Schools and badged groups	People will be entertained and enjoy aspects of their local heritage and community in fun ways. Performers will develop skills performing in a site-specific location and may have learned new skills for their production. Young people will be entertained and engaged with heritage through an exciting activity. Visitors and local people will learn more about the town, the park and its	People will have developed skills More people and a wider range of people will have engaged with heritage People will have learnt about heritage The heritage of the park will be better interpreted and explained People will have volunteered time	Performance area Chairs for audience/performers Marquee / cover for performers Sound equipment Activity Coordinator Publicity Faversham Society Activity coordinator Local Folk Music Society Local Brewery volunteer time Community room or Lodge performance space			records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
	Performances by local groups such as Art31		heritage through an entertaining and engaging experience. Wider groups of people of all ages will be drawn to the park to socialize and enjoy a novelty musical performance outdoors. People will feel a greater sense of wellbeing and pride in their local park when they appreciate the generous and uplifting performance from local musicians. Performers will have gained experience	The heritage of the park will be identified/ recorded	(weather dependent) Mission Brass Band performers			

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			playing outside to public crowds and will enjoy a sense of pride having made a worthy contribution to the public.					
28	Sports and Healthy Living event; community BBQ, pop up games - crazy golf, patank, hoopla, giant jenga etc, food stalls, cookery demonstration, health trainer at the outdoor gym rig, outdoor gym display from the Queen Elizabeth Activity Centre	Local Families Local people Visitors Young people Over 55s Lower Socio-economic groups	People will feel excited and inspired to go to the park and take part in healthy lifestyle activities which they will benefit from. Mixed groups of people will have fun playing unusual games they may otherwise not play very often.	People will have developed skills People will have volunteered time The local area/ community will be a better place to live, work or visit More people and a wider range of people will have	Activity Coordinator Park Ranger Apprentice Volunteers Pop up sports games Food stalls pay for a pitch BBQ Health trainer	Annual 2 day weekend event in early summer in 2021, 2022, 2023, 2024	75 people attend the event each year	Feedback cards Activity Coordinator records and logs Park Ranger records and logs Activity Coordinator records and logs Volunteer logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
				engaged with heritage				
29	Annual Lantern Festival	Local Families Local people Visitors Young people Over 55s Lower Socio-economic groups	People will feel excited and inspired to go to the park and take part in creative activities which they will benefit from.	People will have developed skills People will have volunteered time The local area will be a better place to live, work or visit More people and a wider range of people will have engaged with heritage People will have learnt about heritage	Activity Coordinator Apprentice Park Ranger Publicity; leaflets, posters etc. Performer Facilitators (artists) Materials Volunteers	Once a year in the winter of 2020, 2021, 2022, 2023,	50 people attend the event each year	Feedback from visitor surveys Volunteer timesheets/ logs Activity Coordinator records and logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
				The heritage of the park will be better interpreted and explained				
30	160 th Park Birthday Celebration e.g. ideas include a group 'promenade' in Victorian fancy dress, friendly sports matches, a series of local talks in the community room, traditional lawn games and food stalls, local bands outside the Lodge	Volunteers Park Forum Resident Sports Clubs Local People Local families Visitors Young People Lower Socio-economic groups Over 55s	People in the town will enjoy coming together to share a celebration signification to their local area. It will be a fun event that brings different audiences together to mark a special occasion. They will feel a sense of belonging and community when they enjoy the event and	People will have developed skills People will have volunteered time The local area/ community will be a better place to live, work or visit More people and a wider range of people will have engaged	Activity Coordinator Park Ranger Apprentice Volunteers Local badged groups Use of the Lodge performance space. Use of the Community room and kitchen with tables and chairs Local bands and lawn games	One off celebration event weekend day in August 2020.	50 people including volunteers, park forum members, sports club members and other staff will attend People will say they feel appreciated and rewarded	Feedback cards Activity Coordinator records and logs Volunteer logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			remember it in future years.	with heritage People will have learnt about heritage The heritage of the park will be better interpreted and explained	Costume hire for volunteers and staff			
31	Annual volunteer celebration; an annual gathering to celebrate the work and efforts from people giving up their spare time to help with aspects of the park	Volunteers Park Forum Resident Sports Clubs Local People Young People Lower Socio-economic groups Over 55s	Volunteers will feel a sense of pride when their efforts are appreciated and recognized. They will feel a sense of belonging and community when they enjoy the event specifically for them. People will feel better	People will have developed skills People will have volunteered time The local area/ community will be a better place to live, work or visit	Activity Coordinator Park Ranger Apprentice Volunteers Use of the Community room and kitchen with tables and chairs Buffet and drinks Recognition prizes	One celebration per year for 2020, 2021, 2022, 2023, 2024	50 people including volunteers, park forum members, sports club members and other staff will attend every year People will say they feel appreciated and rewarded	Feedback cards Activity Coordinator records and logs Volunteer logs

Item No	Activity	Audience	Benefits for People	Outcomes	Resources	Timetable	Measure of Success	Method of Evaluation
			connected and it will help to foster relationships between local people and park management staff.	More people and a wider range of people will have engaged with heritage				

11 Appendices list

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| Appendix 2 | Project consultation plan |
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| Appendix 5 | Job descriptions for activity co-ordinator, park ranger and apprentice |
| Appendix 6 | Engagement programme |
| Appendix 7 | Monitoring and evaluation spreadsheet |

12 Appendix 1 – Park user survey results

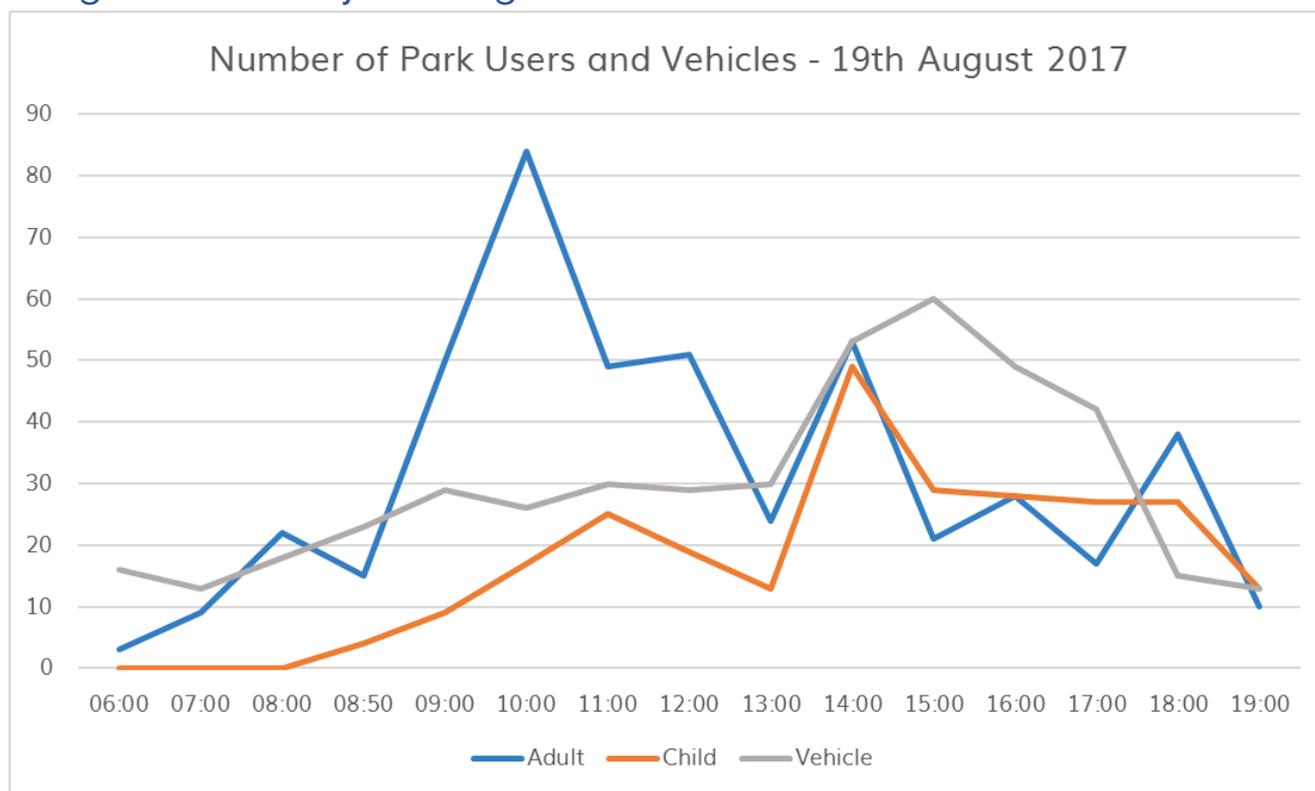
Version Control

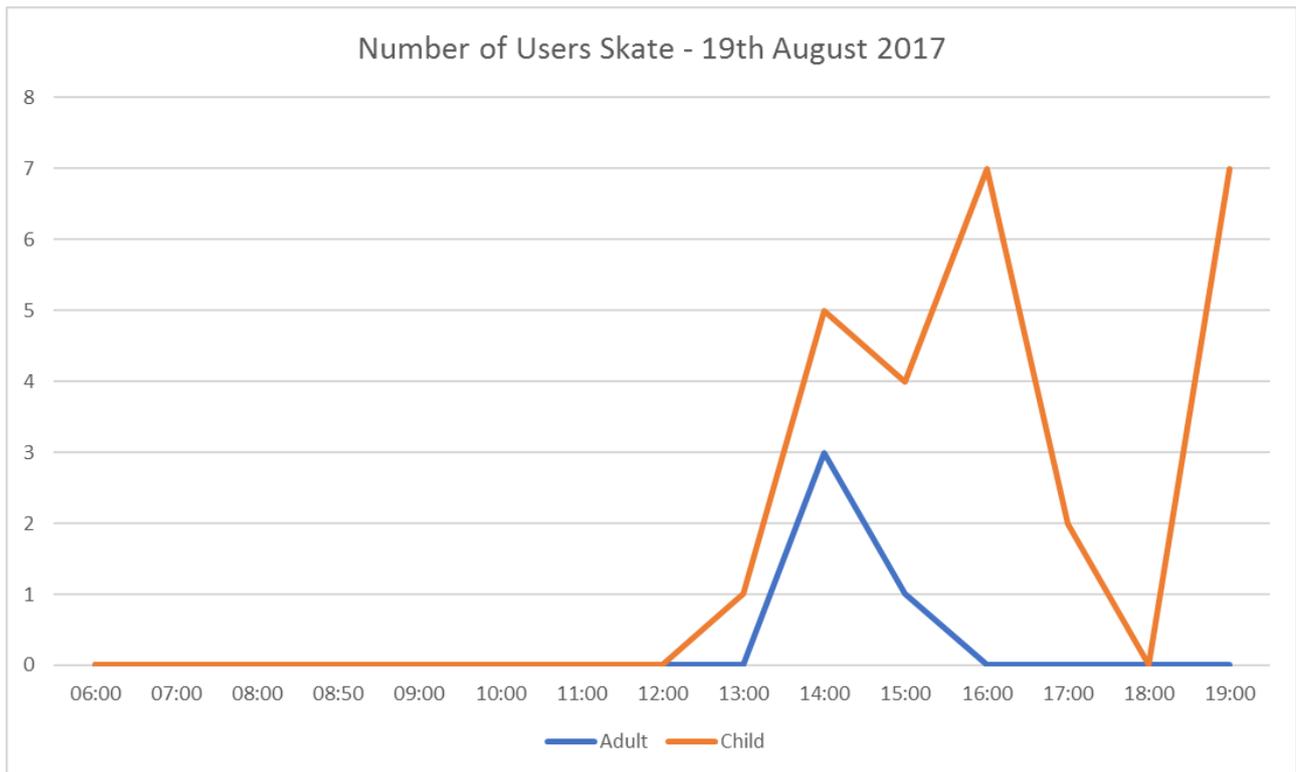
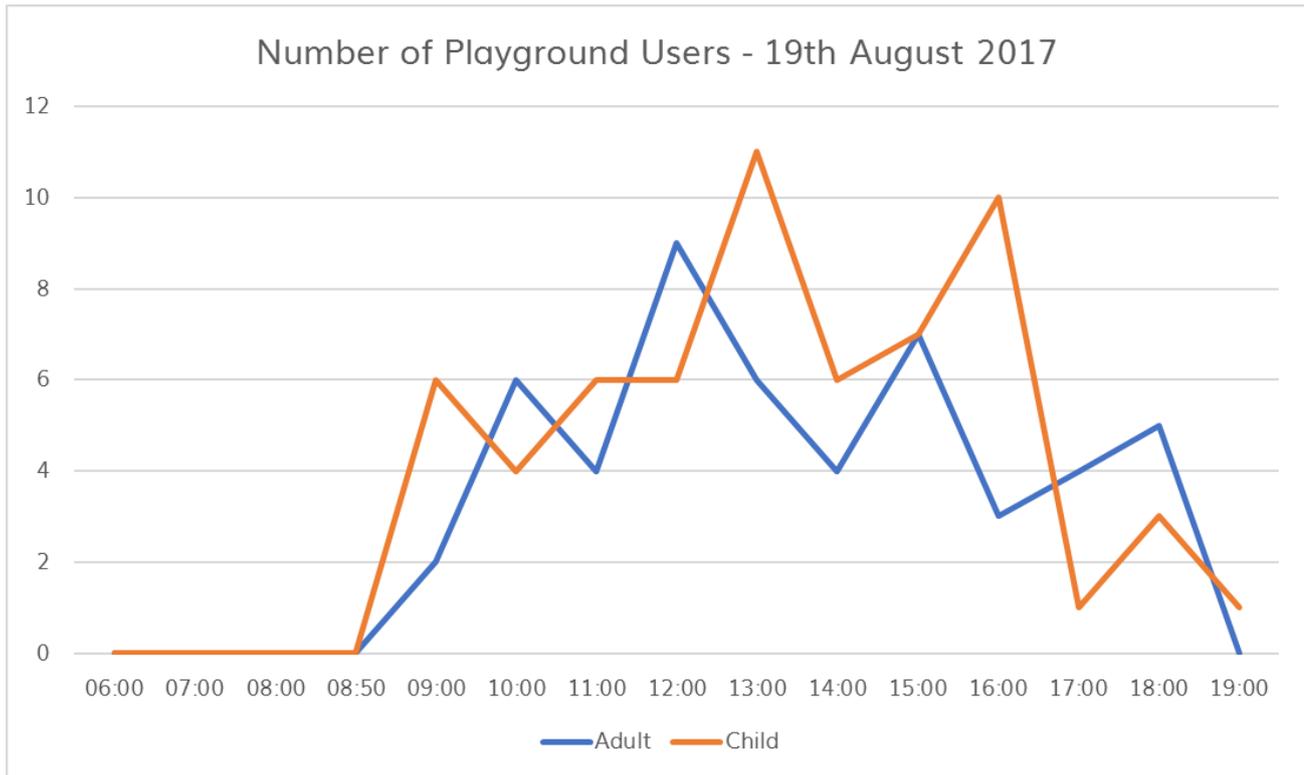
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Baseline Information

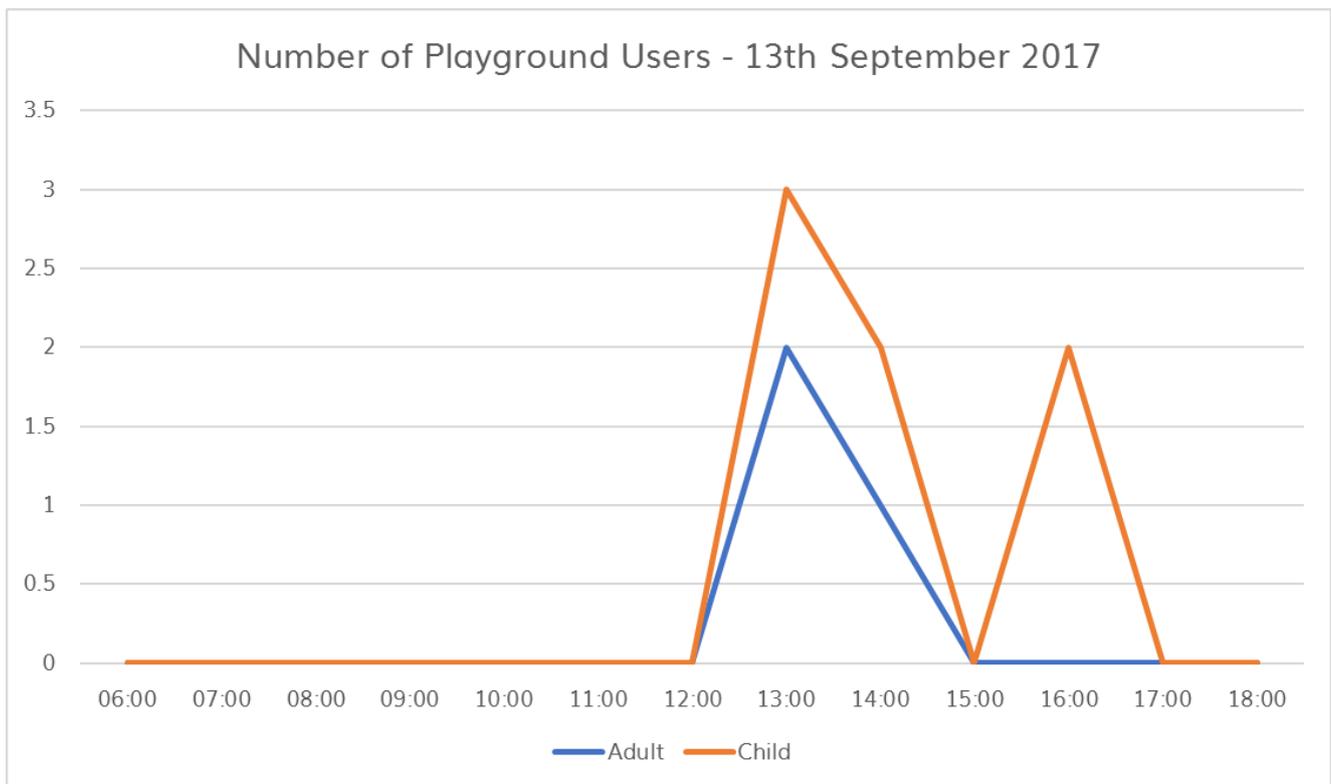
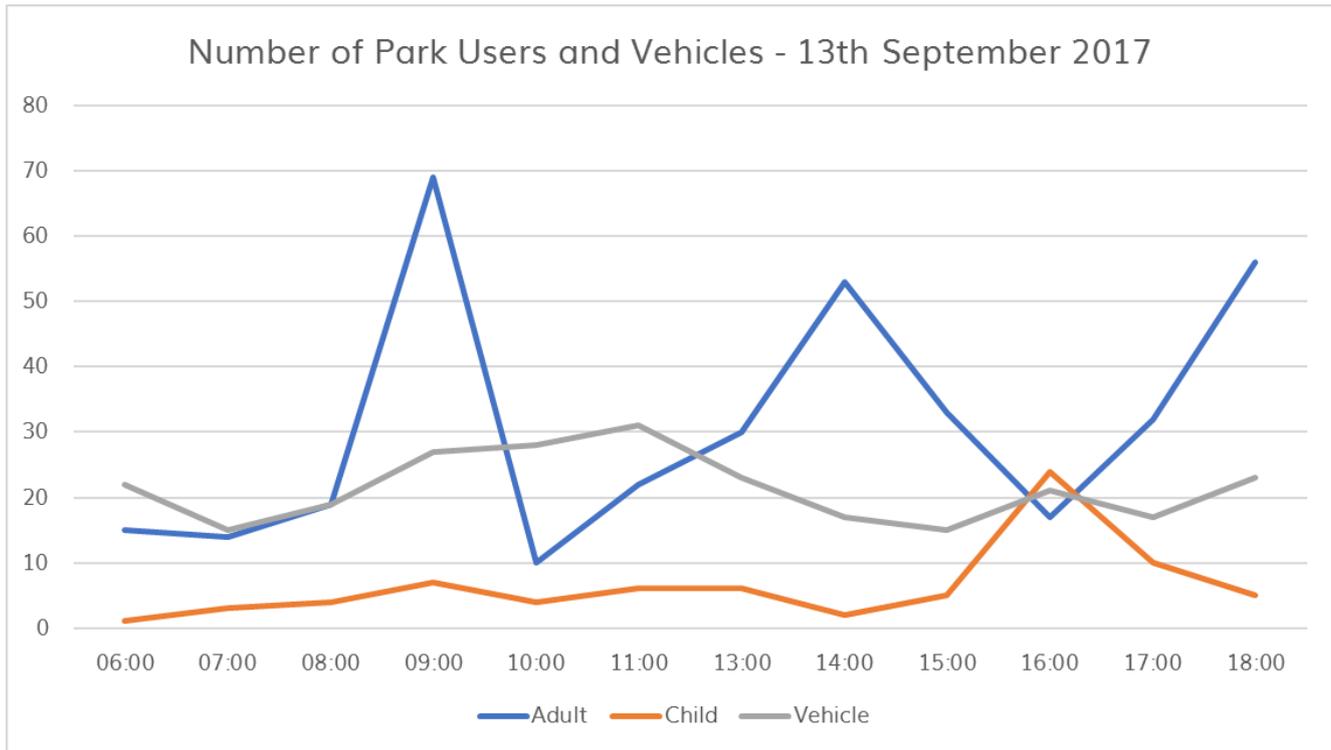
Field-counts of people using the site were carried out by volunteers across three separate sample days to gain a general indicator of the pattern of usage. The sample days included a weekend day during the school summer holidays, a weekday and a Sunday when the pitches were being used by sports clubs.

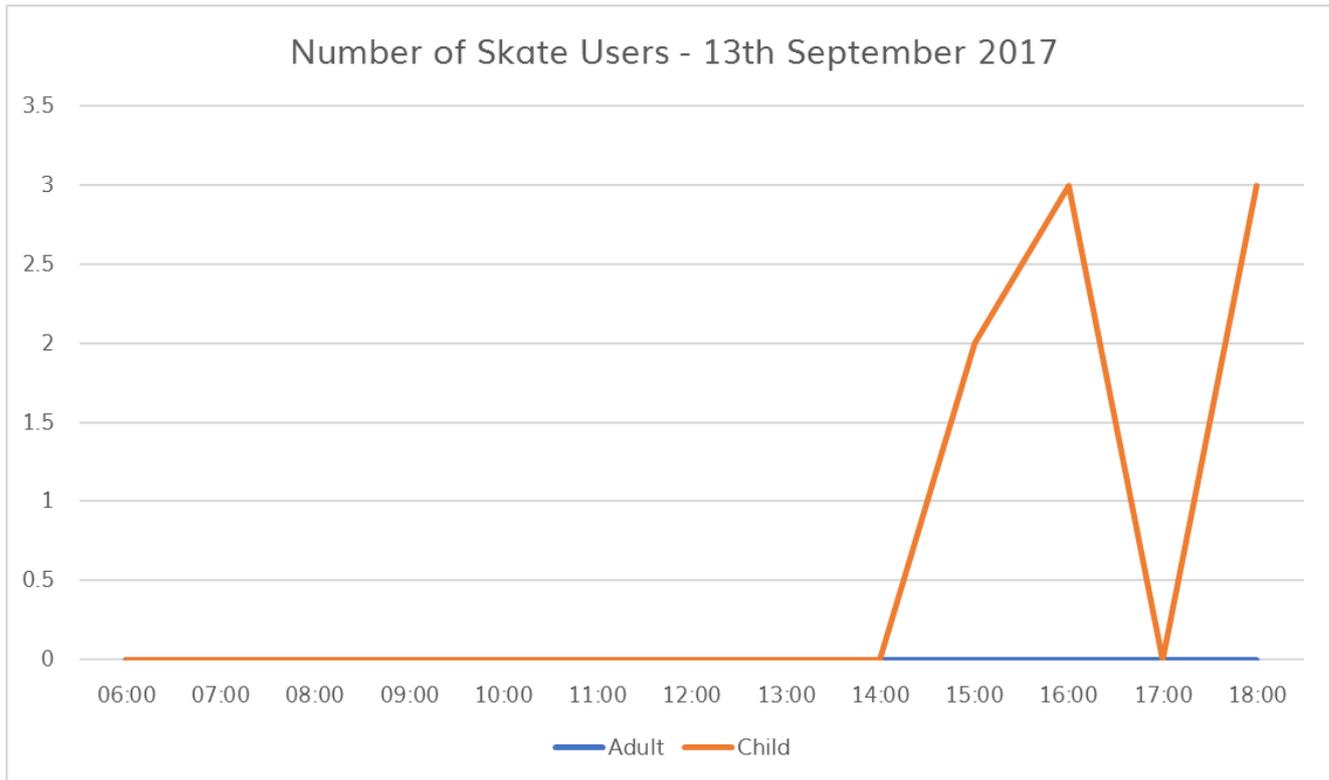
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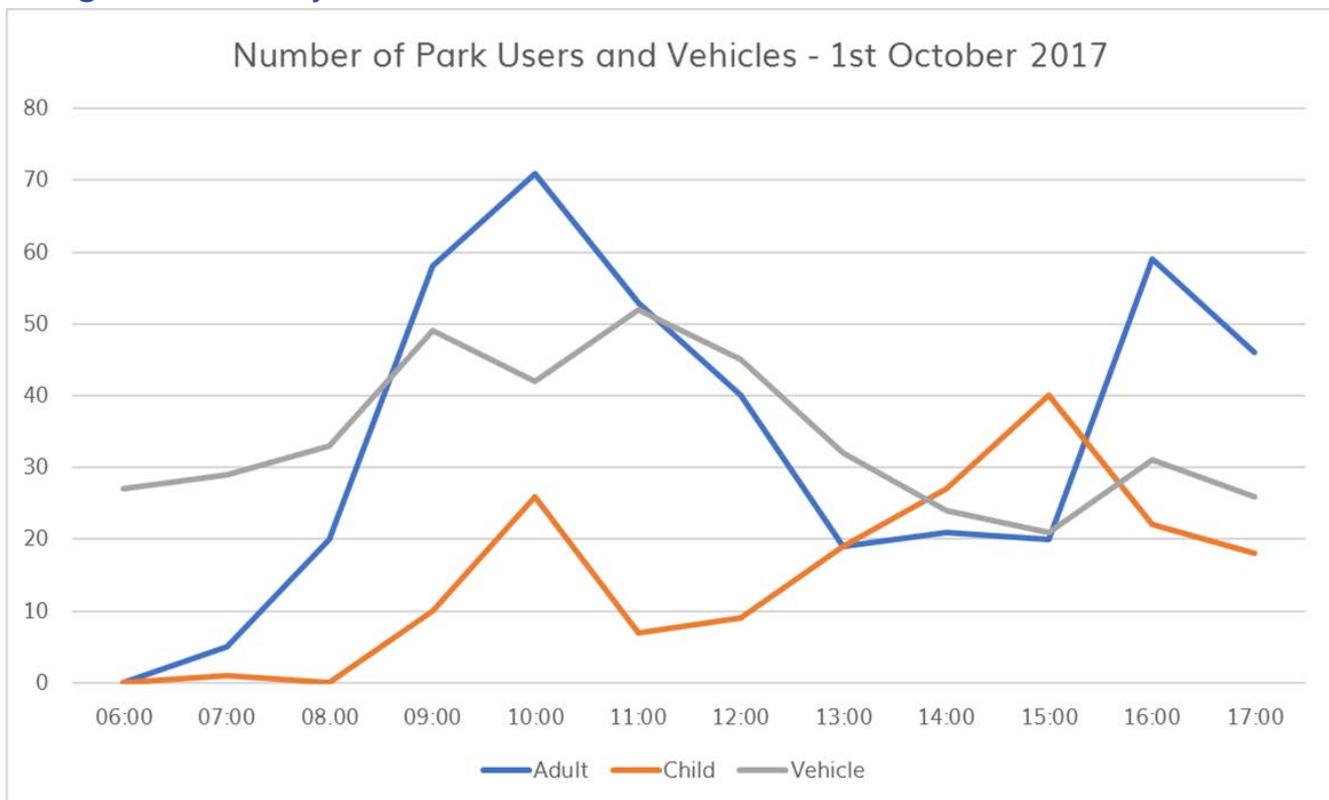


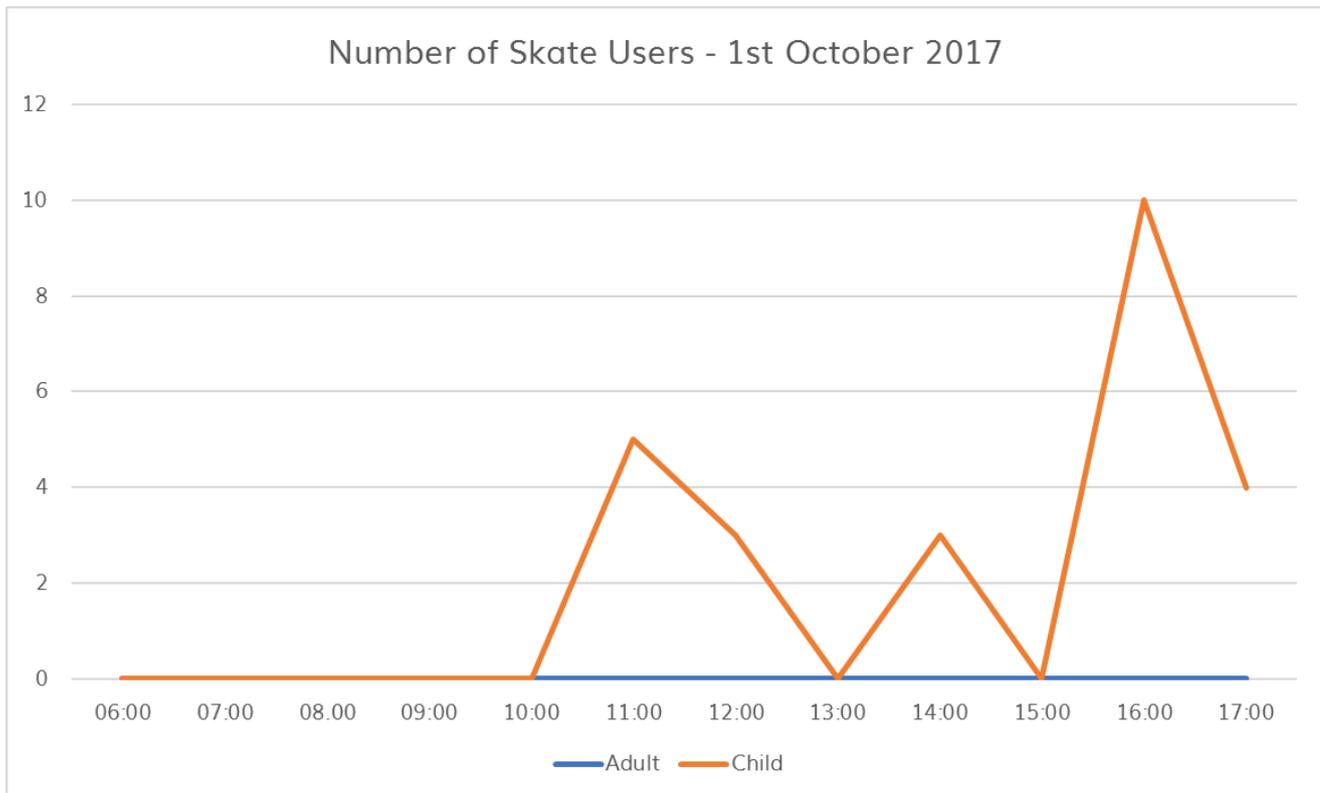
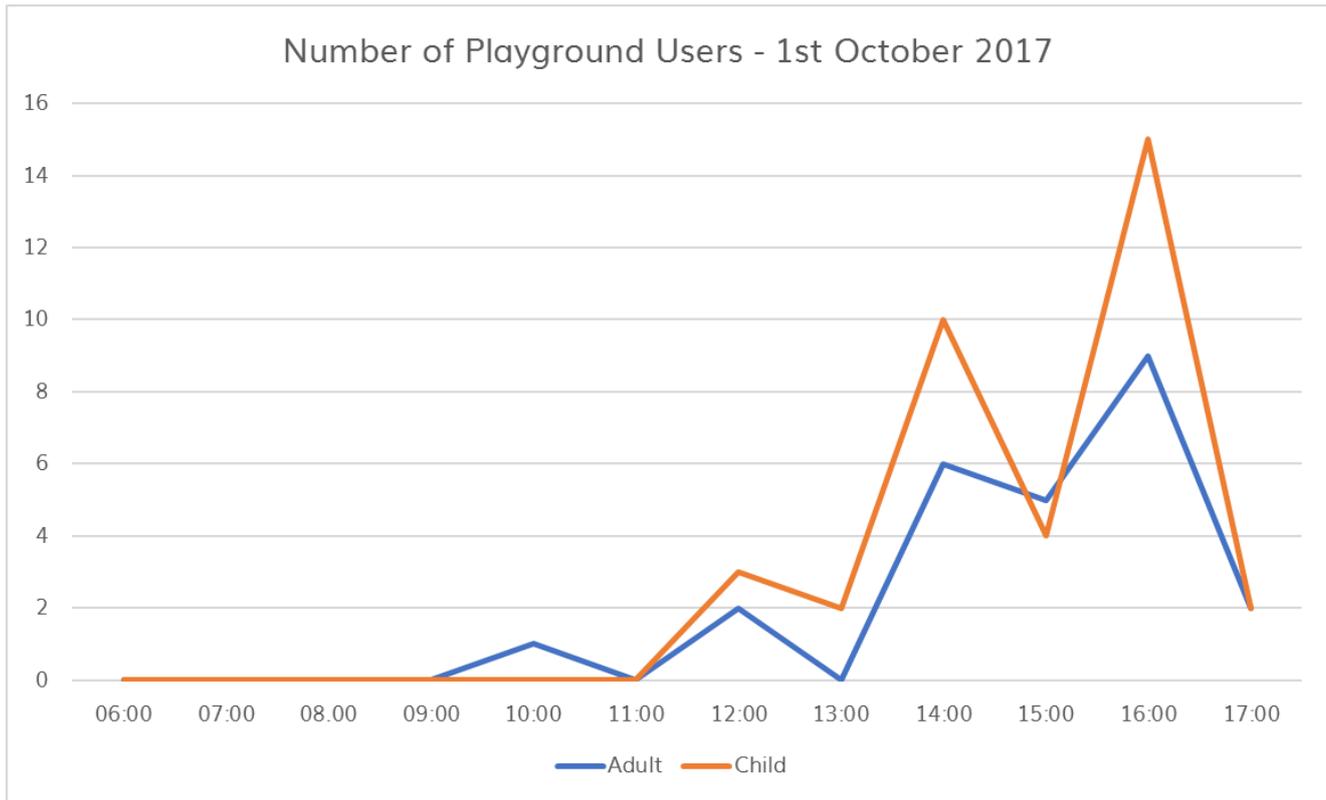
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13 Appendix 2 – Project consultation plan

Version Control

Version	Author	Changes from previous version	Checked by	Date checked
03	GWW / PR	TBC	KL	30.10.17

13.1 Baseline Information Gathering

Gathering information on current site usage will provide a baseline to enable the Council to monitor and evaluate the success of the HLF project. There are a number of key areas for which information can be gathered, some can be achieved through existing records but other information will have to be directly gathered through survey and research.

13.1.1 Numbers of people using the park and how they are using it

Head counts are to be undertaken by volunteers throughout the summer and early autumn. Volunteers will be positioned at agreed locations within the park for one hour, counting the numbers of visitors and capturing basic age information (adult, child under 18). They will move around the park throughout the day and the process will be repeated over 3 different days to include a bank holiday, a weekday and a Saturday in the summer of 2017.

Questionnaires at public consultations – why do people come to the park, what do they do there, how long do they stay, what do they get from their visit?

How many people access the buildings? What are the barriers to access and use of the park?

Data from sports clubs – number of members, events, training provided, facilities used

Determine the parks current role in health and wellbeing through focused questionnaires

13.1.2 Financial Information

How much does the council spend on maintaining the park? How is this broken down – day to day maintenance, repairs, one off costs, income from rents?

13.1.3 Any volunteers / community involvement?

Do volunteer groups use the park? How many? What for?

13.1.4 Events

What events take place each year/ timetable of events

13.1.5 Interpretation

How do people find out about the history of the park? Can they appreciate how it fits into the history of the town? Do they know about the Municipal Charities and their role in the park? Do they know about the architect and the original purpose of the lodge building?

13.1.6 Wildlife and Biodiversity

The phase 1 habitat survey will give a baseline on the wildlife in the park and identify opportunities for improving biodiversity.

13.2 Public and Stakeholder Consultation

13.2.1 Consultation Objectives

The consultation process for the Rec aims to engage with stakeholder groups, park users and town residents to promote the project, gather ideas and information and seek support for both the capital work, the activities and interpretation of the site from as wide an audience as possible.

The consultation will inform the detailed design work, activity planning, conservation plan and the ideas for interpretation of the site. The consultation process will run concurrently with the development of the different plans and the design development for the site to ensure that people are updated as the project progresses.

A key part of the consultation will be to gather information which can be used for monitoring and evaluation

13.2.2 Stakeholders and Groups

Following an inception meeting and review of the consultation carried out for the Round 1 HLF bid, the main stakeholders and groups within the town who could be involved have been identified as:

Stakeholders	
The Faversham Municipal Charities	Faversham Rugby Union Club
Faversham Recreation Bowling Club	Businesses on Jubilee Way
Faversham Tennis Club	Queen Elizabeth Activity Centre
Faversham Town Council	Faversham Strike Force FC
Faversham Youth Club (Brogdale CIC)	Oare FC
Swale in Bloom	The Bull FC
Mission Brass	Sentinels
Brogdale CIC	
Creek Creative Art Studios	
Art31	
Artestart Tuition	
Schools	
Abbey School	Elthelbert Road Infants School

Queen Elizabeth Grammar School	St Mary of Charity Primary School
Bysing Wood Primary School	
Davington Primary School	
Swale Officers and Borough Council Departments	
Commissioning and Customer Contact	Legal
Economy and Community Services	Finance
Leisure and Technical Services	Regeneration
Planning (Design, Conservation and trees)	

13.2.3 'Hard to reach' Groups

It is recognized that some sets of people can be harder to reach in consultation than others, groups such as youth, disabled and lower socio-economic groups. Such challenges will be taken into consideration during the consultation process and particular efforts made to seek to reduce any lack of feedback from these sectors. Examples of the action taken to engage with these groups include:

- Working directly with the local schools/ clubs to engage with youth
- Setting up a focus group for disabled play
- Working with Brogdale CIC to develop links with youth, lower socio-economic groups and the disabled community

13.2.4 The Consultation Programme

The timescale for the project is 6 months – July through to end of January 2017. The proposed approach to consulting within this period has been discussed with the project board and a programme agreed. The timetable for the events, their aims and the sort of information and feedback that will be gathered is summarised in the table below.

Faversham Recreation Ground - Consultation Timetable					
Action / Event	Date	Venue	Aim / Outcome	Material Needed	Who is organizing
Email to stakeholders and interest groups	14/ 7/17	N/A	Introduce the project and make aware of upcoming events. Invite people to be involved in site walk about with design team	Stage 1 masterplan Draft storyboard for gathering initial material for evaluation Questionnaire	WWA to draft letter for GT/ MM to review. Done GT to provide list and contact details Done WWA to issue invitation Done 13/7/17
Stakeholder walkabout	26/7/2017	Site and bowls club	Publicity for consultation events, feedback on masterplan, introduce design team	Stage 1 masterplan Draft storyboard for gathering initial material for evaluation Questionnaire	WWA to issue invite, record the comments GT to book bowls club for meeting. Done 13/7/17

Action / Event	Date	Venue	Aim / Outcome	Material Needed	Who is organising
Publicity for Public Consultation Session 1	10/8/2017	Rec	Good attendance at event	Poster at the Rec Email invites to stakeholders School / club publicity Local press / online article	WWA with sign off from GT and use comms team at Swale BC + Town Council Done
Public Consultation Session 1	9/9/2017	Site	Publicity for project and update on progress to the community. Consultation on options for play on the site. Consultation on activities.	Poster – draft and final Questionnaires Site plans Play options Activity options Building uses Opportunities to be involved Developing volunteer groups Questionnaire(adults) Questionnaire (children)	WWA to draft Done 7/9/2017 GT/MM to liaise with comms team and issue to press Done 9/9/2017
School liaison and consultation	7/17	varies	Introduce project to school. Publicize project and events to children, youth and their families	Project summary to start the process Ideas for projects/ involvement/competitions	WWA / SBC comms team Done 2/10/17
School newsletter	9/17	N/A	Publicity for project and events	Text	WWA Done 2/10/17
School visits – secondary age group	9/17	TBC	To agree best method for pupils to be involved	WWA to communicate via email and phone to discuss options for student led projects. Provide link to SurveyMonkey for students	WWA Done 2/10/17

				to complete. Letter via school newsletter	
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Action / Event	Date	Venue	Aim / Outcome	Material Needed	Who is organising
School visit – primary age group	9/17	TBC	To agree best method for pupils to be involved	WWA to communicate via email and phone to discuss options for student led projects. Play questionnaires issued for children to complete. Letter via school newsletter	WWA Done 2/10/17
Stakeholder meeting with Brogdale CIC	9/17	Faversham Community Centre	Discuss ways in which the project could link with local youth provision	Play questionnaires	WWA Done 27/9/2017
Stakeholder meeting – play and disability	9/17	Swale BC offices	To explore best practice in inclusive play and appropriateness of play proposals for the disabled	Outline sketch design for play area	WWA Done 10/10/2017
Stakeholder meeting – local sports provider	9/17	Queen Elizabeth Activity Centre	To discuss how a local provider might use the site and ways of reaching more people through active events	Reference map and outline masterplan of emerging proposals	WWA Done 27/9/2017
Stakeholder meeting – the arts local groups	9/17	Creek Creative Studios	To gain insights from people who have delivered similar events being considered for the Rec and to explore how the arts could reaching more people through creative events	Reference map and outline masterplan of emerging proposals	WWA Done 10/10/2017
Publicity for Public Consultation Session 2	9/17	On site	Good attendance at event	Poster at the Rec Email invites to stakeholders	WWA Done 19/10/2017

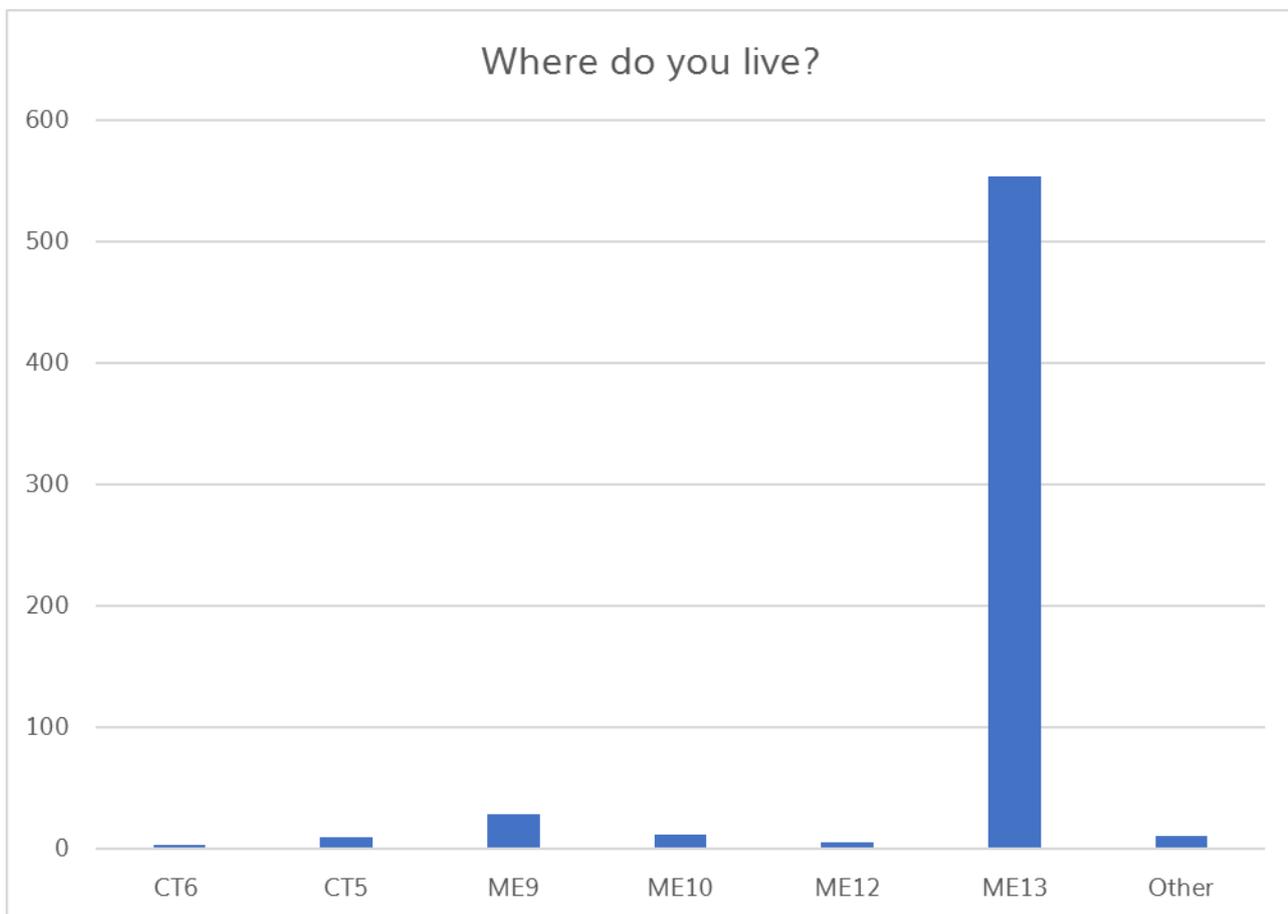
Public Consultation Event 2	10/17	On site	To feedback from Consultation 1 to stakeholders, and local community, present emerging plans, consult on volunteering, business and involvement in the project	Plans Example activities Example volunteering opportunities	WWA Done 21/10/2017
Feedback to stakeholders and consultation groups	Ongoing by email From July 2017 – Jan 2018	TBC	To keep community informed of project progress, decisions and opportunities to be involved	Varies	WWA/SBC comms team
Evaluation	TBC	TBC	To assess and evaluate the project outcomes	Questionnaires, head count in the Rec, sessions with stakeholders	WWA/SBC

14 Appendix 3 – Consultation questionnaire results

Version Control

Version	Author	Changes from previous version	Checked by	Date checked
00	PR	None	GWW	21.12.17

Question 1

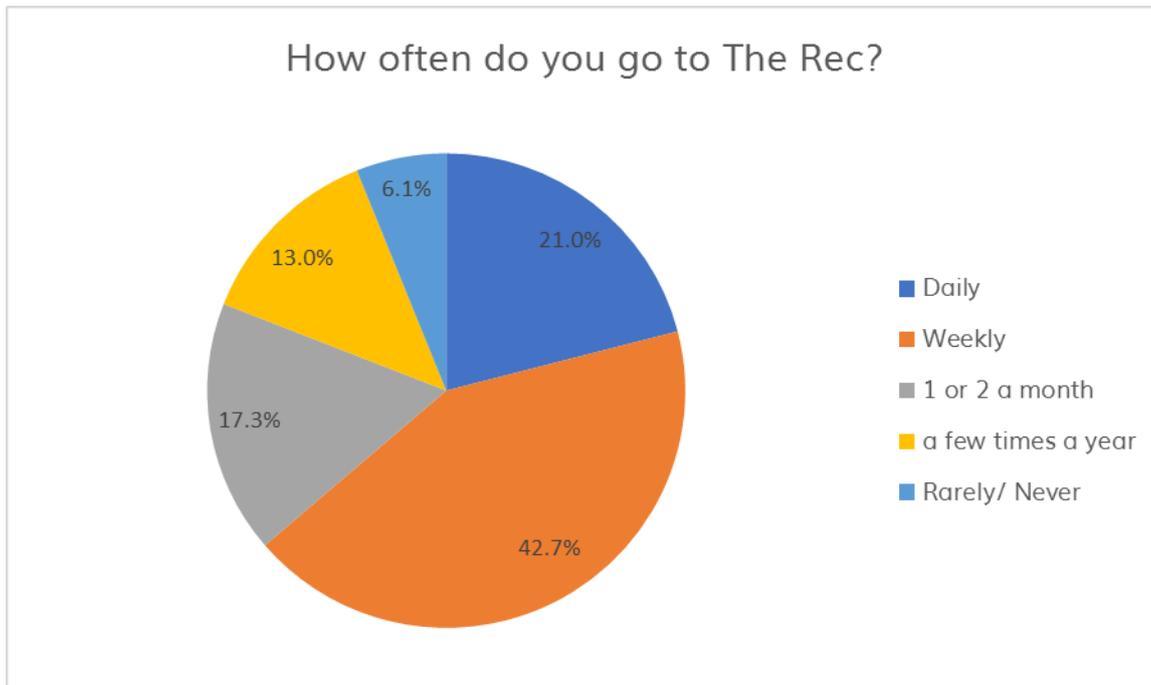


Other includes: M14, CT3, CT1, TN23, ME16, ME23, ME24, TD9 9HZ.

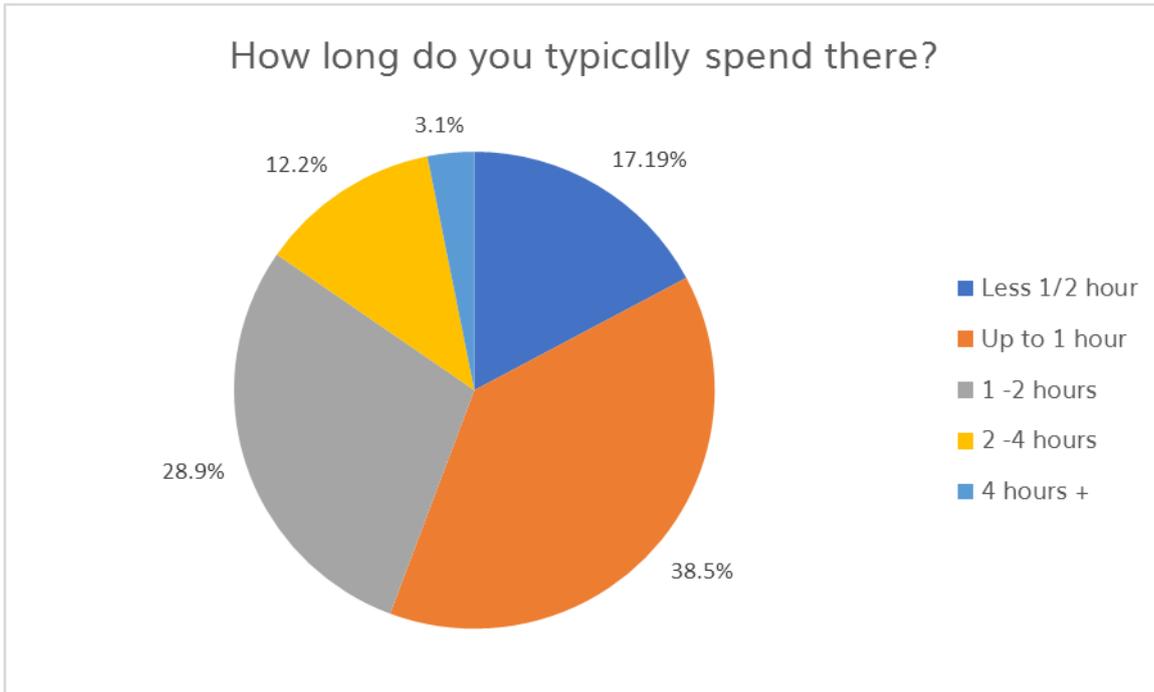


The above map shows the postcode areas in the region of the site and the green dot shows the approximate location of the Rec. The lion's share of respondents are local and in the same postcode region as the site, ME13.

Question 2



Question 3

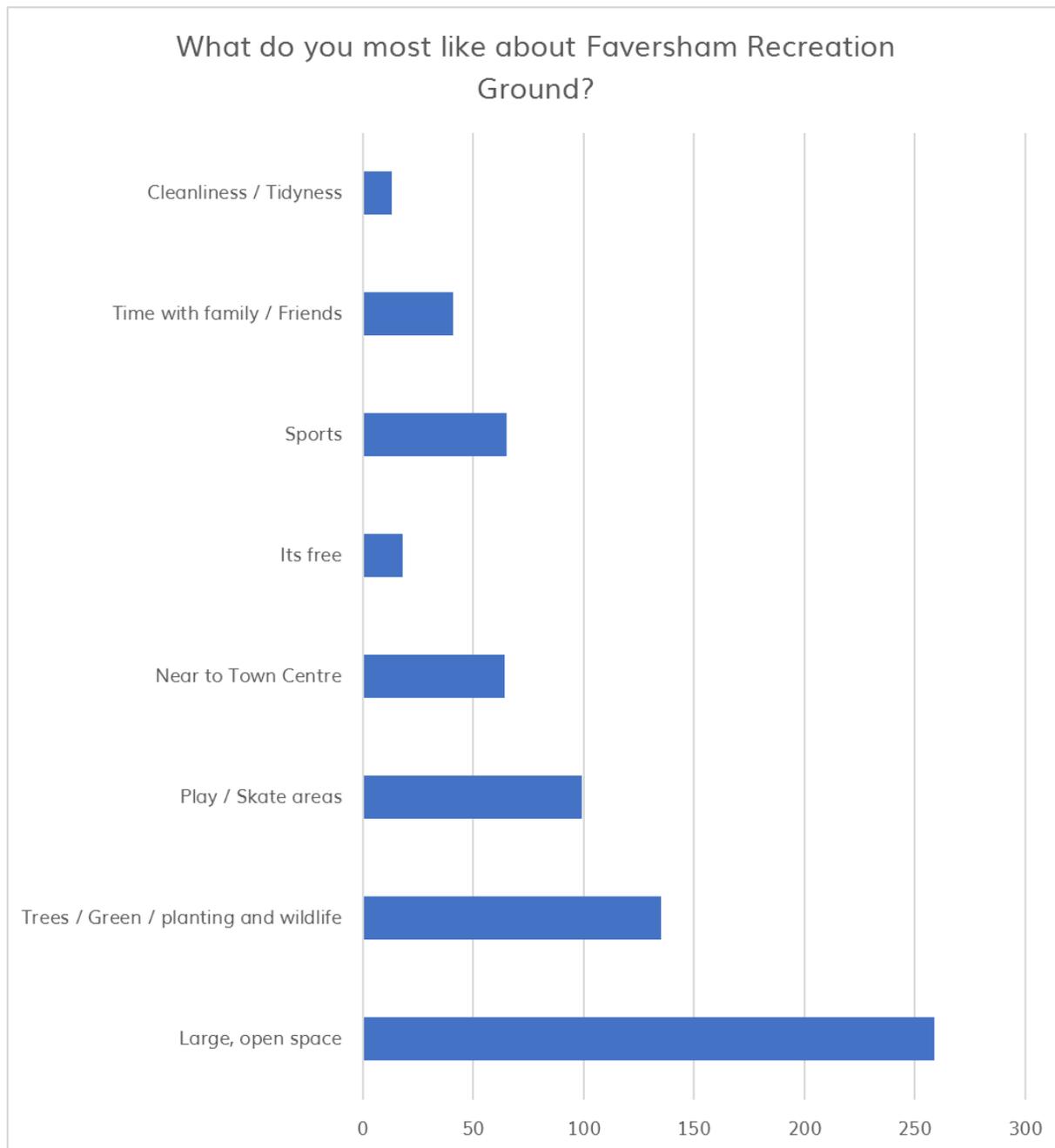


Question 4



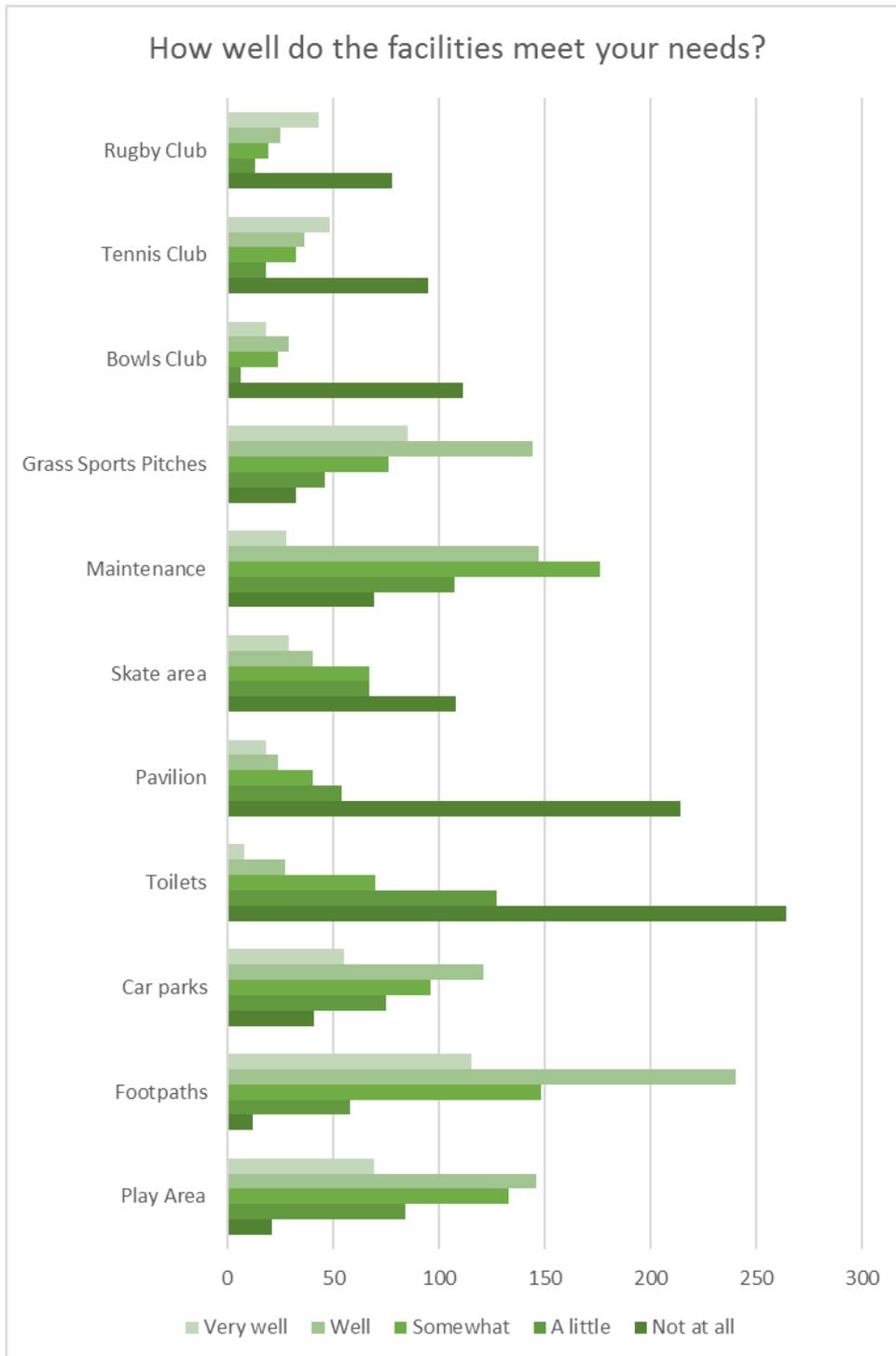
Sports activities include rugby, football, bowls and tennis as well as people spectating. Other activities include picnics/eating, spending time with family / kids / friends, going to the carnival, sports classes and rehabilitation.

Question 5

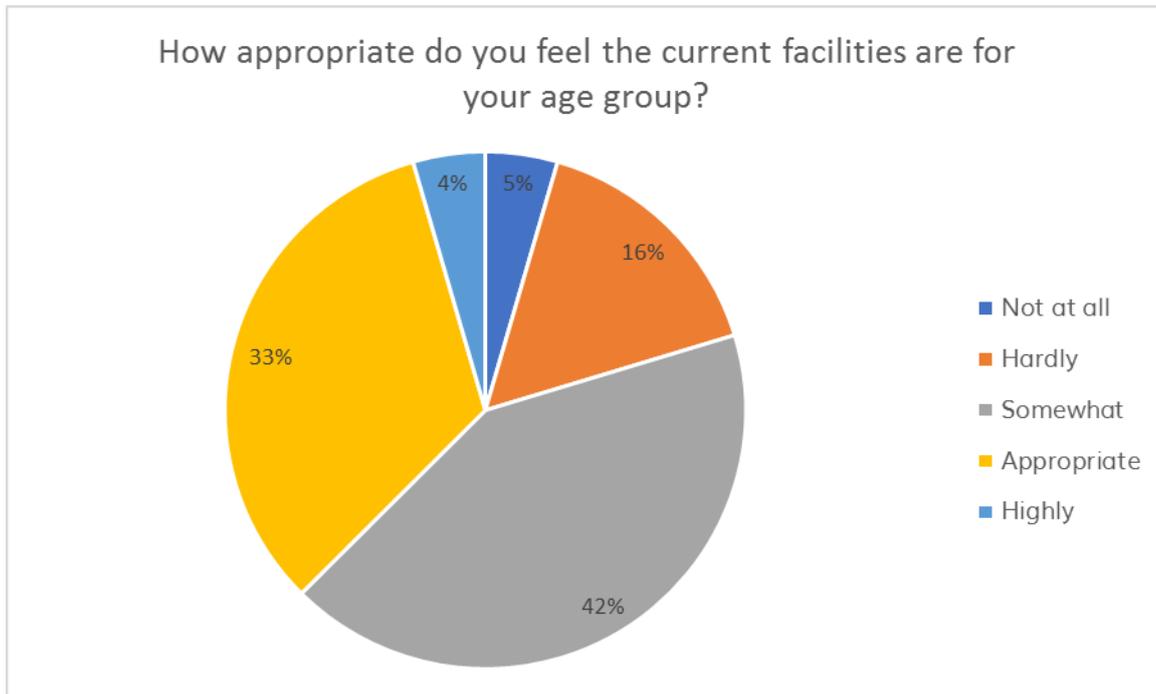


This was an open-ended question, responses have been reviewed and themes extrapolated, answers were then coded based on their themes, which could contain more than one theme. Respondents have a huge amount of appreciation for the openness and expanse of space at the Rec. The amount and maturity of the trees, greenness and wildlife fell into the second most frequently mentioned category closely followed by the play area.

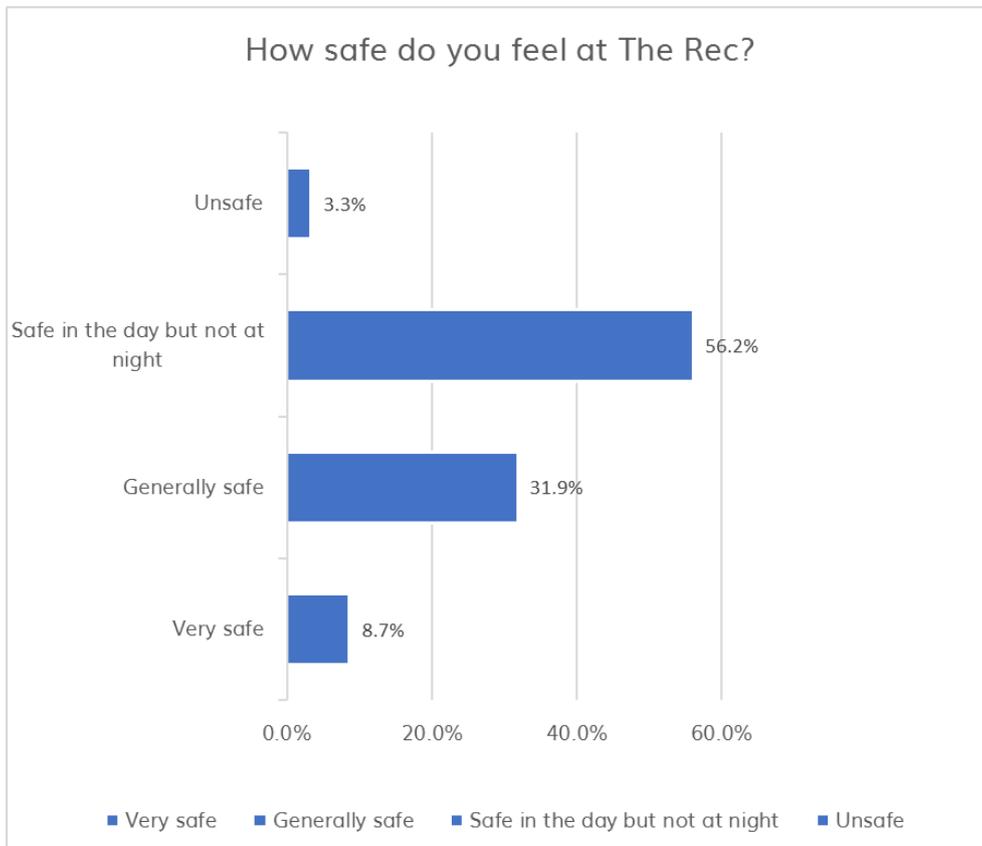
Question 6

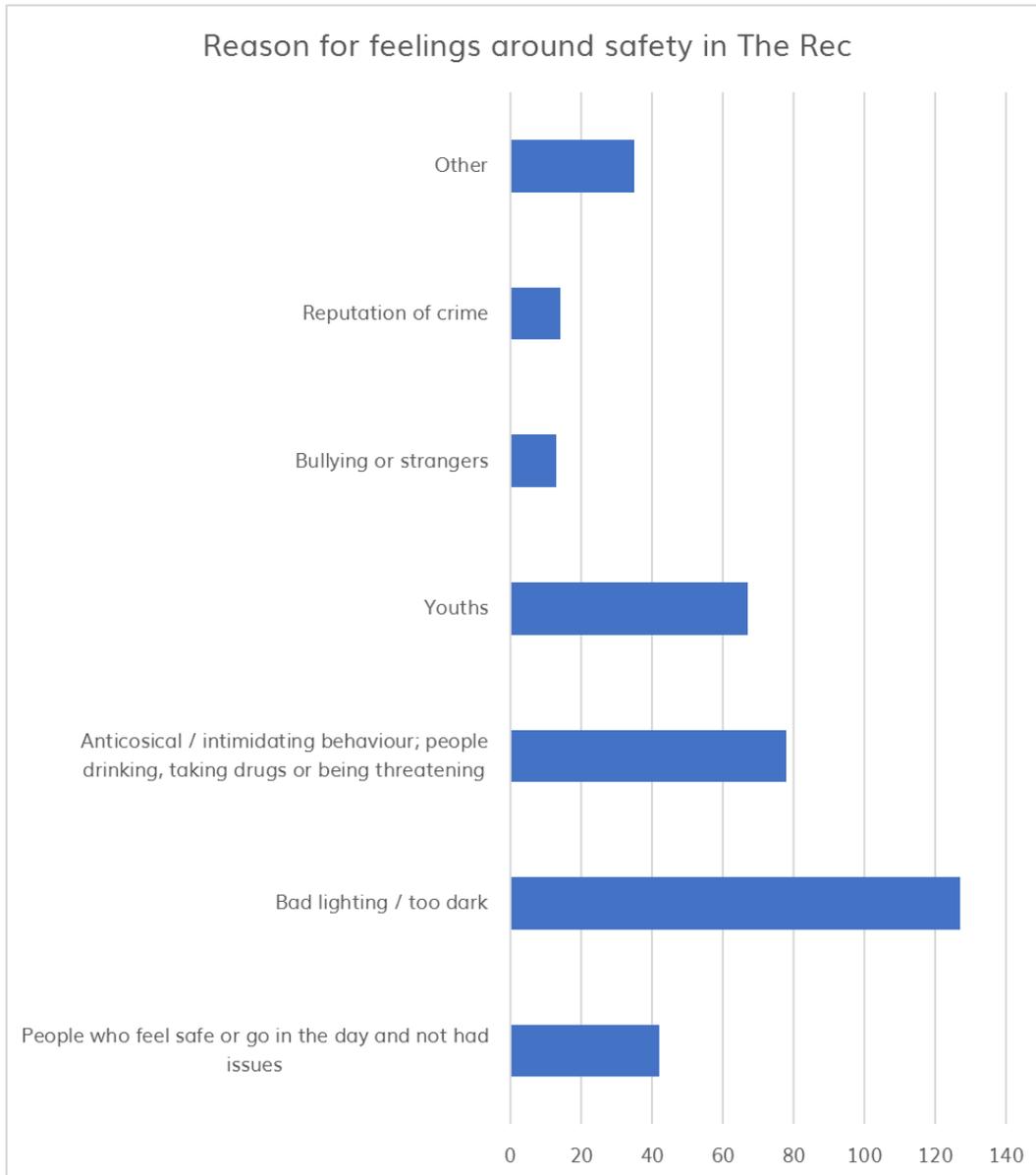


Question 7



Question 8



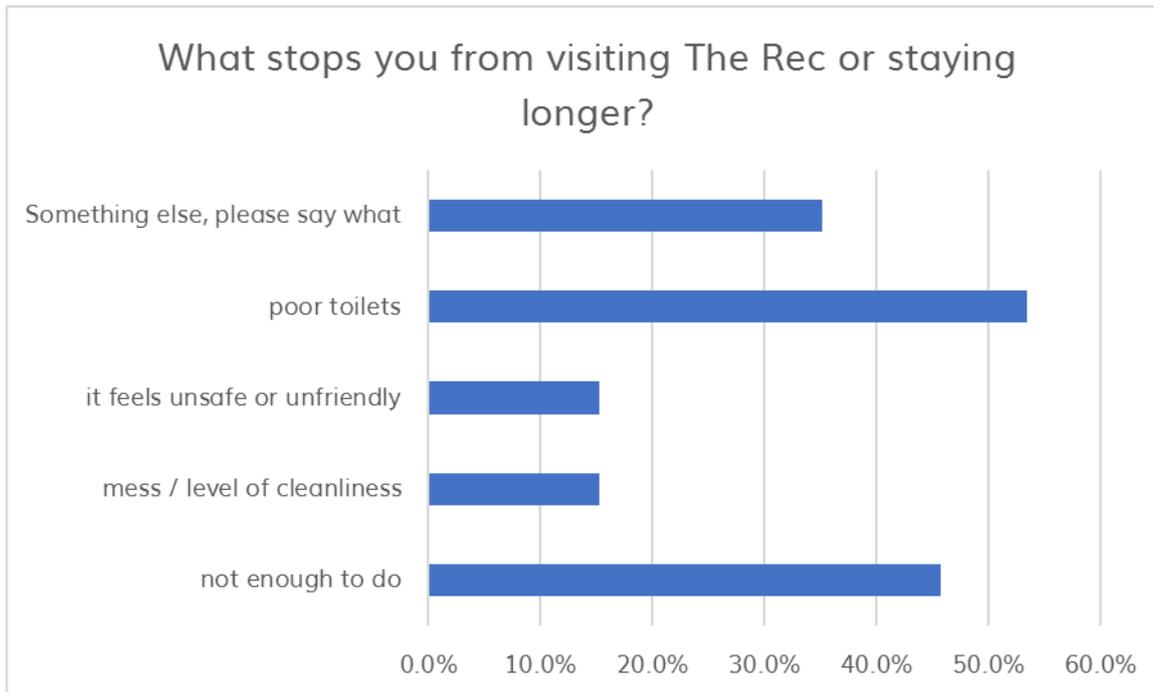


'Other' comments include people talking about being there on their own versus with other people and feeling safer in a group, the amount of rubbish, the top end being very dark and poor condition of paths, people also mention cars driving around where they shouldn't be

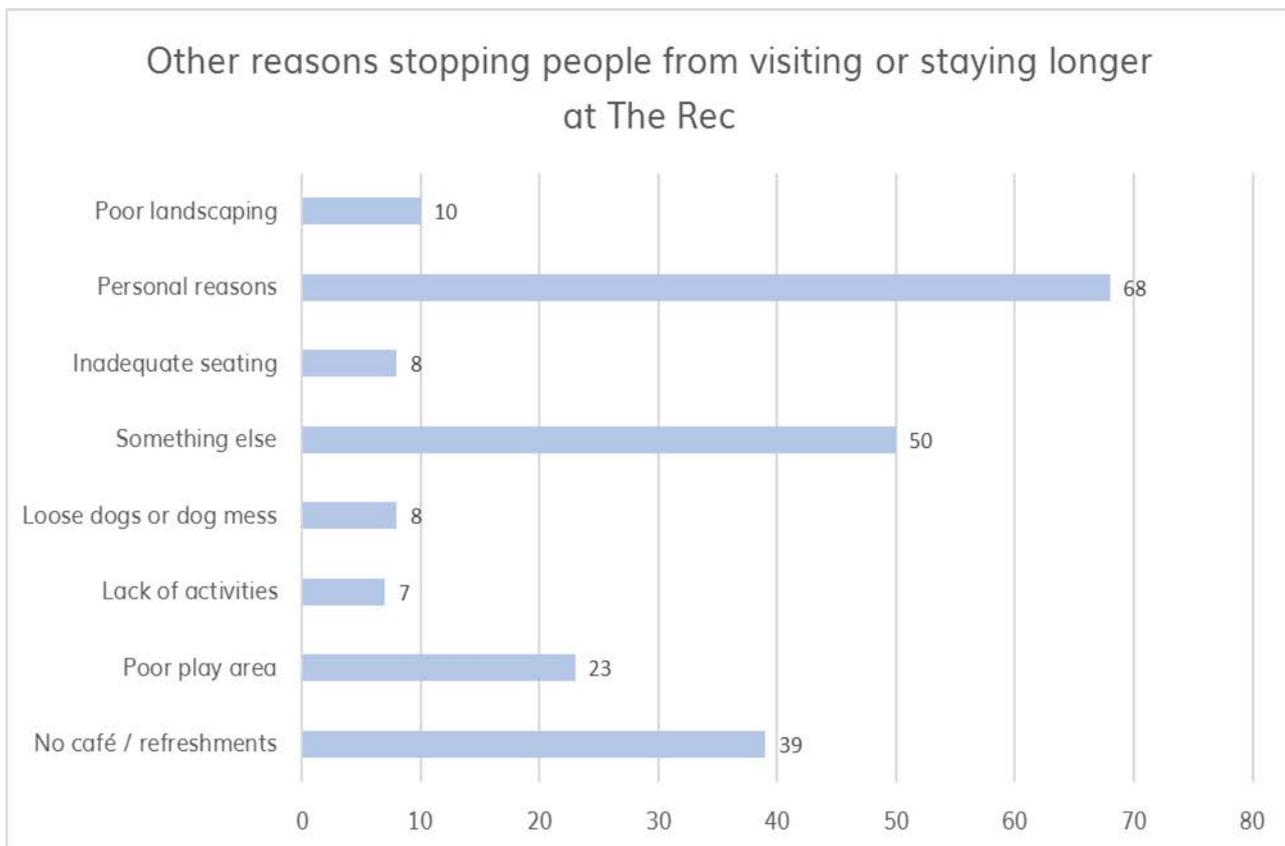
'There is not a lot of lighting and large groups of teenagers gather at night'

'Lighting makes running and walking unsafe (have tripped in dark) & cant see other people. Teen groups at night are intimidating, when you can only hear them'

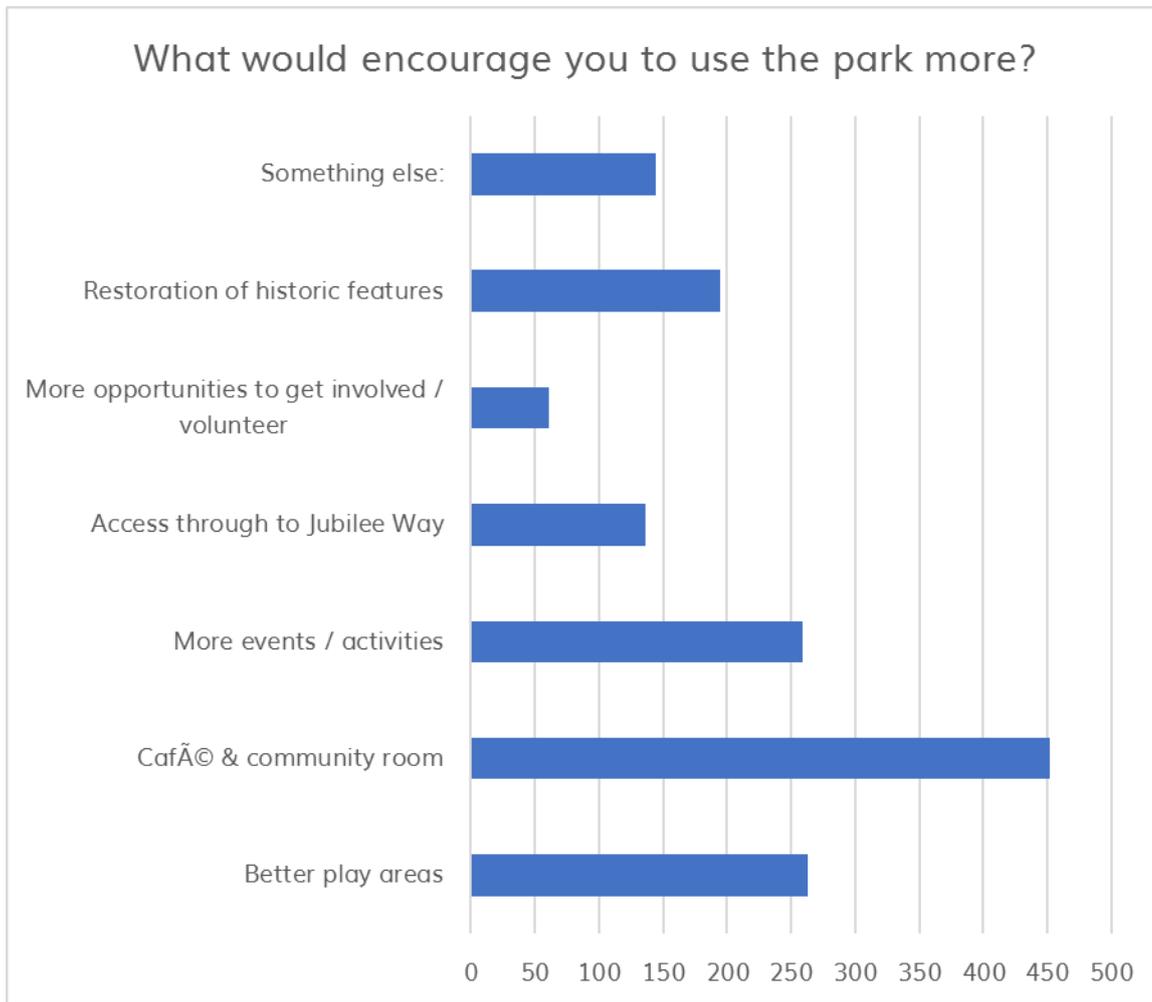
Question 9



Something else - below

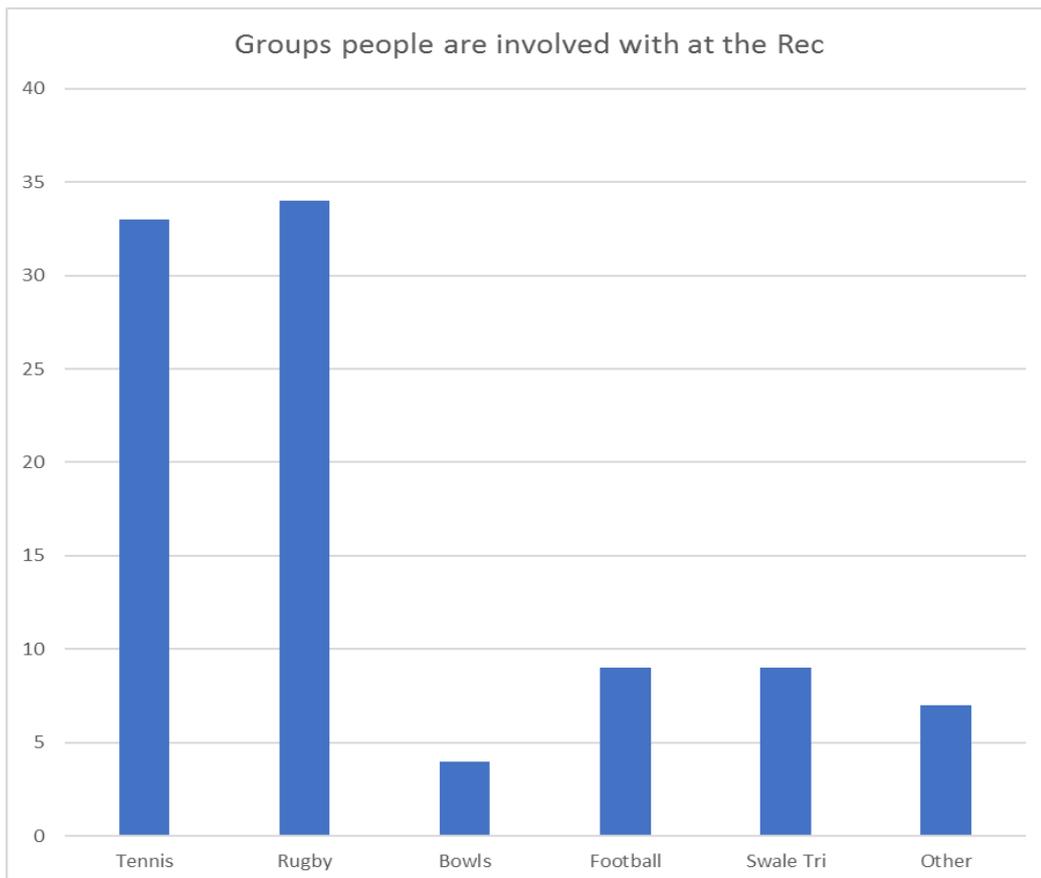
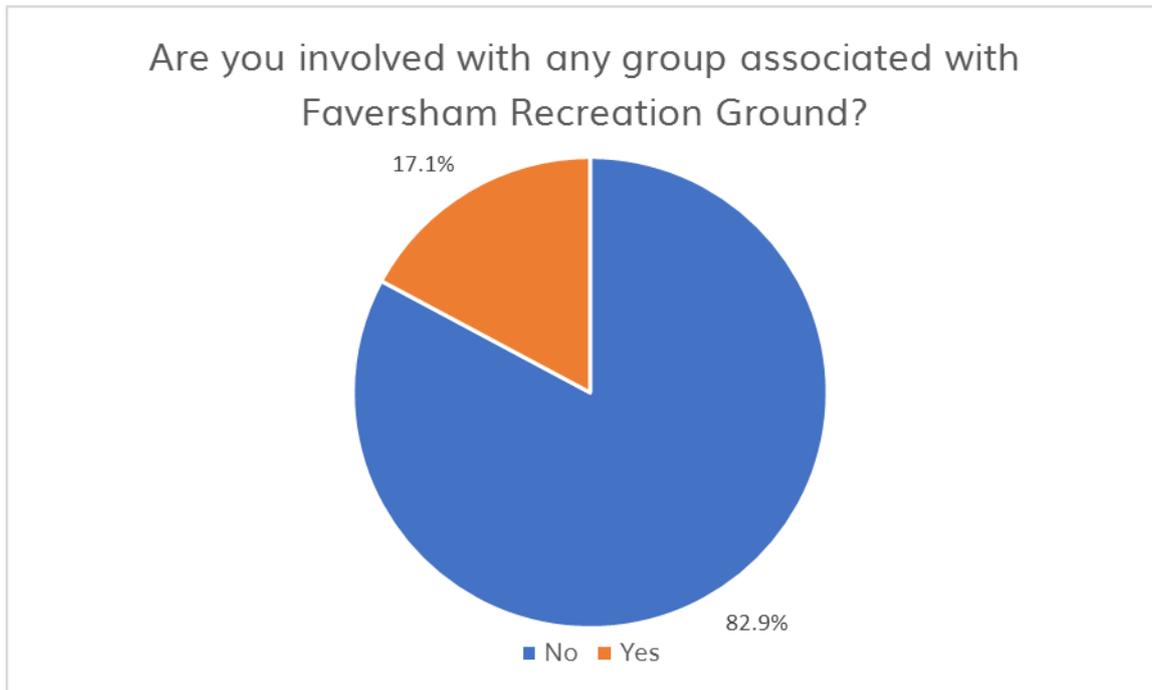


Question 10



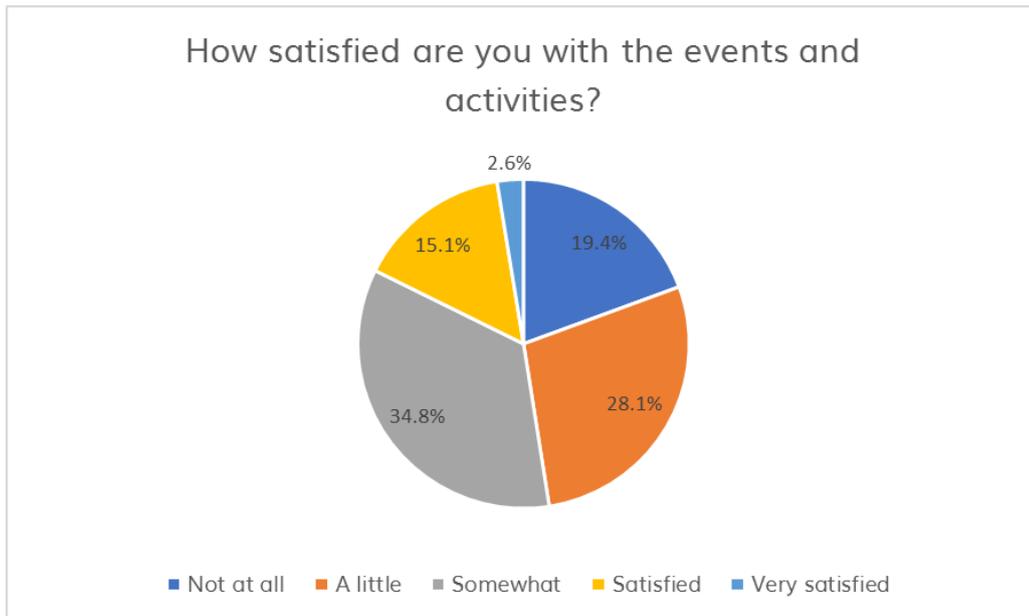
'Other' Included comments on: Better lighting / security, Litter clearing, Better loos, Better planting / gardens / wildlife area – more landscaped features, Outdoor gym / trails, Better play area, Café / refreshments, Dog park / clearing of dog mess, Family events, Markets, gardening, festivals

Question 11

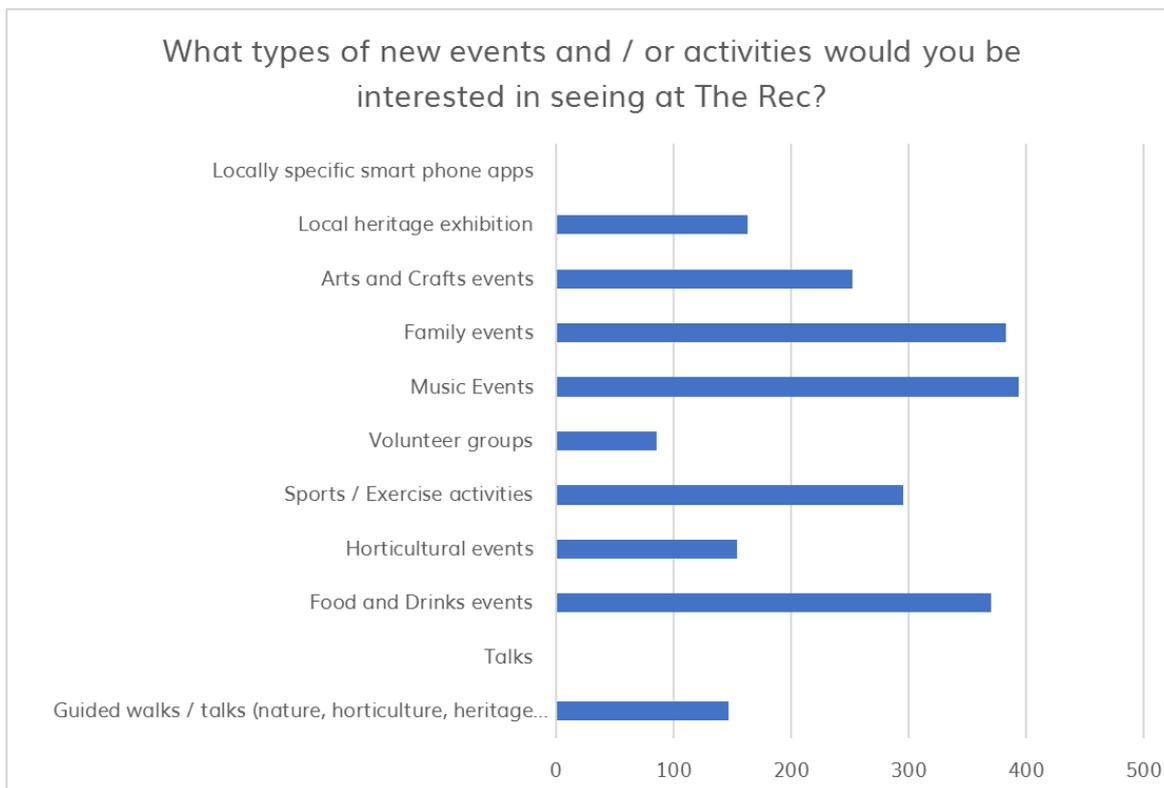


Other includes: Faversham Municipal Charities, Faversham RFC/Physio Rehab, Faversham Running Club, Arden, Parkfit and Buggyfit

Question 13



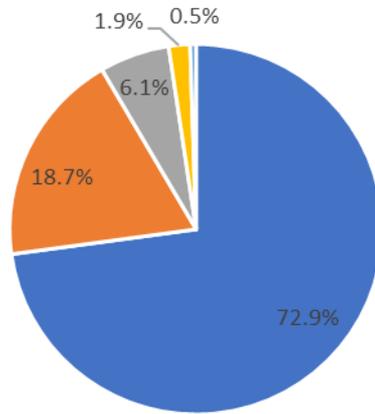
Question 14



Other suggestions included: Open air cinema / theatre, outdoor gym, Parkrun, football events, garden / nature based activities and working with the community.

Question 15

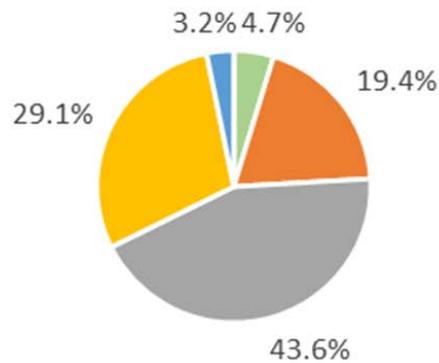
How well does The Rec provide people with an understanding of its history?



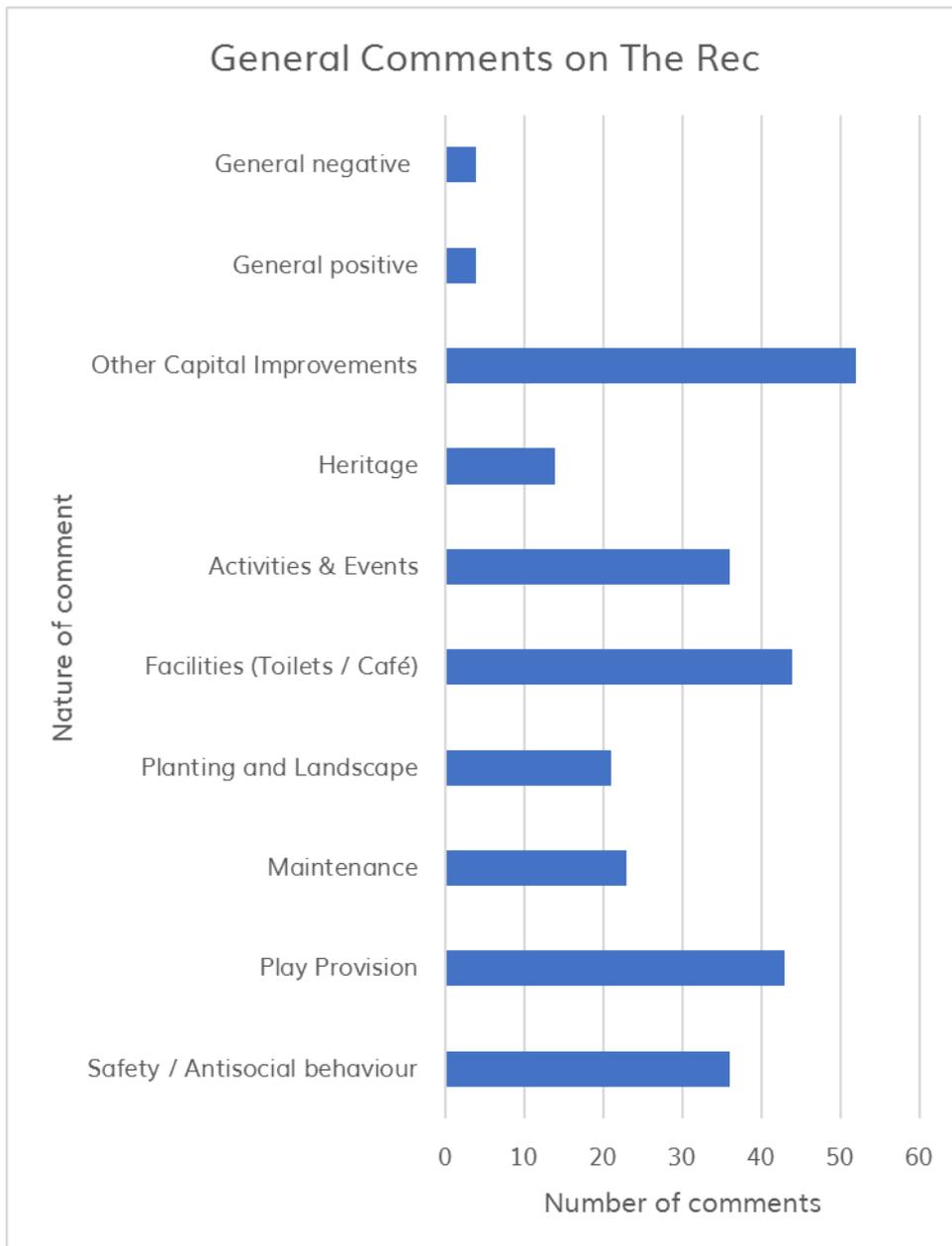
■ Not at all ■ A little ■ Somewhat ■ Well ■ Very well

Question 16

How satisfied are you with The Rec?



■ Not at all ■ A little ■ Somewhat ■ Satisfied ■ Very satisfied



General comments:

People were able to provide general comments about any aspect of the Rec at the end of the survey, there were in the region of 160 comments. The above graph shows the overall trends the nature these remarks took and are summarized below.

Safety / Antisocial behavior

Most comments revolve around people not feeling safe or intimidated by antisocial behavior, some people ask for better lighting and suggest it may help with this issue at night. A few people talk negatively about the noise generated from events like the fun fair.

Play Provision

Largely, people ask for the play areas to be updated due to tired, out of date or broken equipment. Some people also mention the need for more natural areas and / or planting. A few people mention other play areas that are good examples which include Westgate park/toddlers cove Canterbury, Reculver and Whitstable Castle and Swanley Park.

Maintenance

This includes both collection of litter / broken glass and maintenance to amenities and landscape, which is generally perceived as lacking although one person does praise the efforts of the team. People note the rubbish that is left after events like the Hopfest and the Fun Fair as well as generally around the park. Dog mess is also mentioned by some and the request for more signage or bins.

Planting and Landscape

People are generally positive towards the green aspects of the Rec and appreciate it as an uplifting green space in the town. A good number of people in this category ask for more planting although one person requests less. There are some people asking for better maintenance of the trees / planted areas and a few suggest naming plants for interested people.

Facilities (Toilets / Café)

People are unhappy with the state of the toilets and the lack of a café, they note other nearby parks where facilities are much better. A couple of people ask for a changing places toilet for disabled access. The poor quality of the facilities limits people's time they spend there.

Activities and Events

On the whole, people are asking for more events and activities to cover a wider age range. Some of the people included in this category talk about activities they already enjoy at the Rec and the community opportunities it provides.

Heritage

People value the various heritage elements of the Rec, be it its Victorian origins, natural heritage or links with the war etc and the lack of information about these is noted from some people. Suggestions include more information boards or the restatement of some original features.

Other Capital Improvements

This category covers a range of ideas put forward for various capital improvement works which largely fall into improvements to the paths or provision of cycle paths, outdoor gym, control or exclusion of cars, more things for teens to do and more dog bins or dog related activities. A few people also note the tennis courts have been unavailable for the public when they have asked, whilst the tennis coach requests more courts to fulfill his bookings.

General positive: only a few comments that were very general in a positive way.

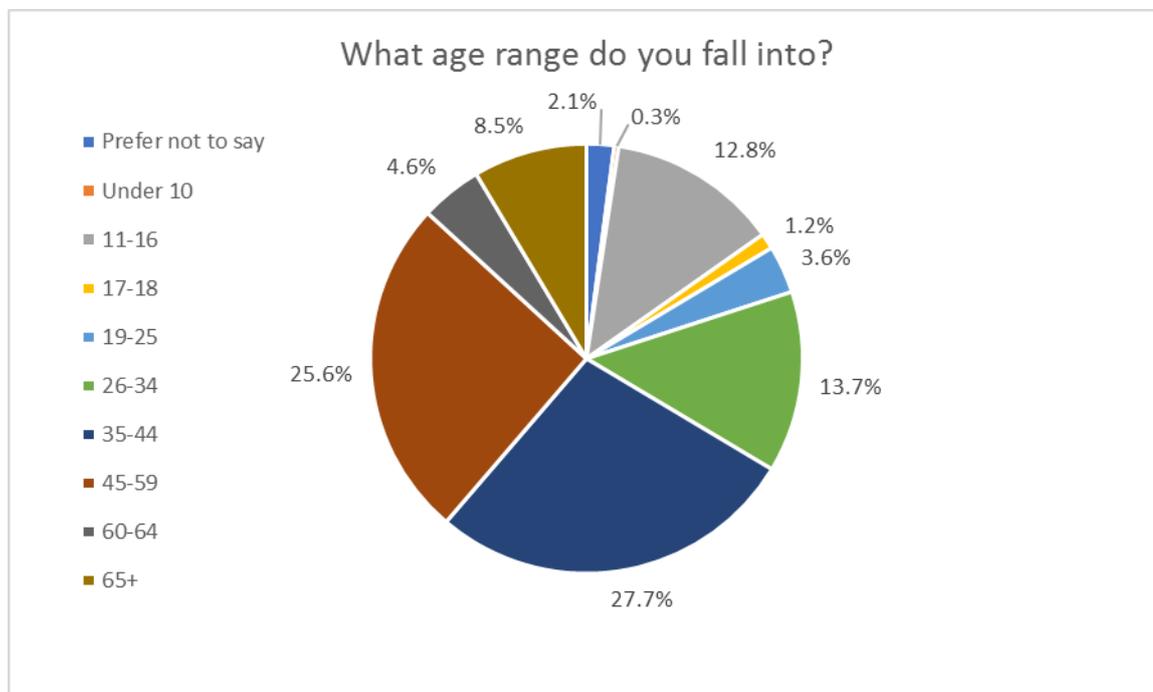
General negative: only a few comments that were very general in a positive way.

Question 17

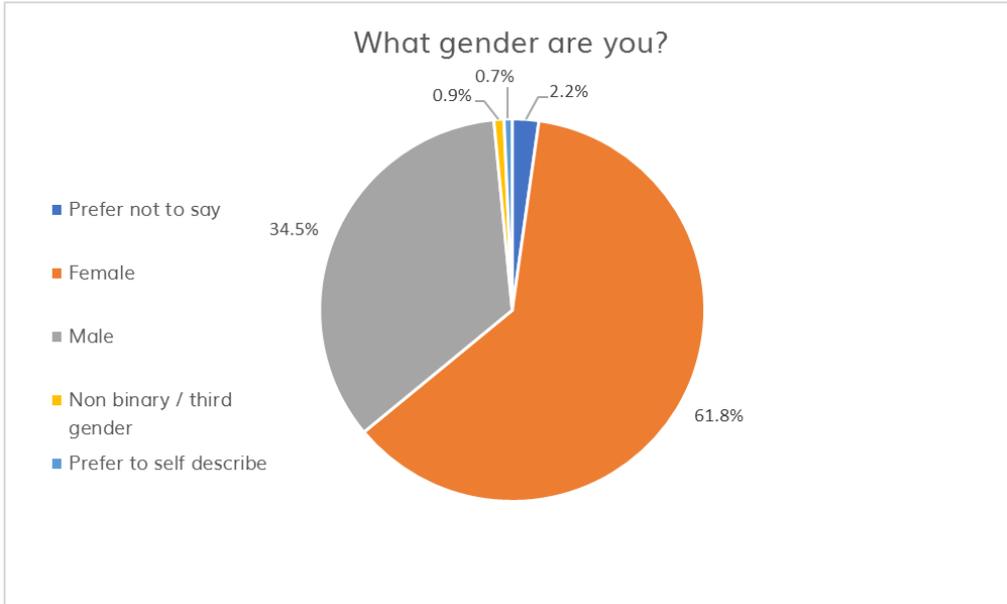
171 people gave their email and were interested in being involved in the project and activities at the Rec.

Respondents' Demographic

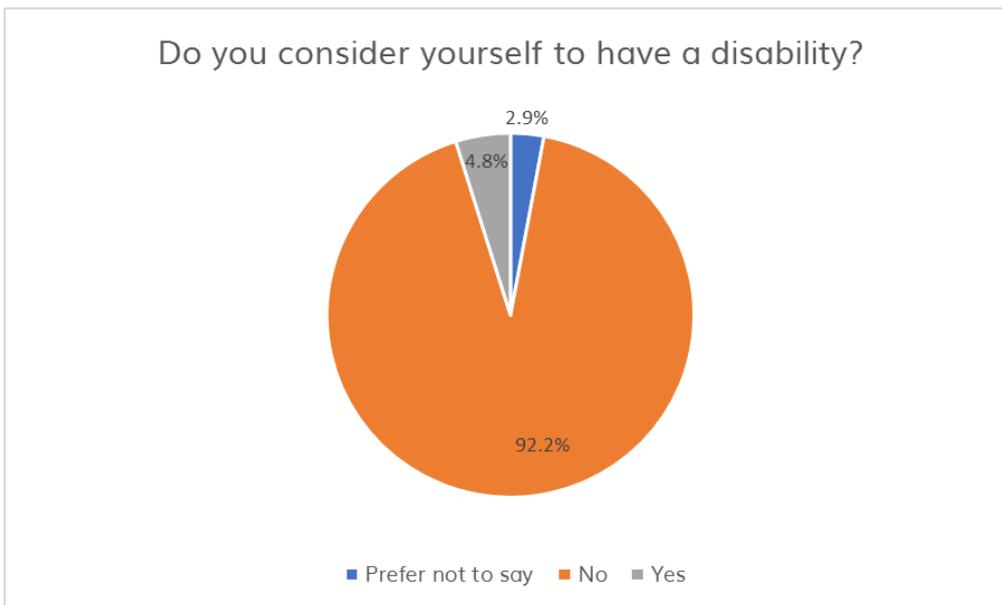
Question 18



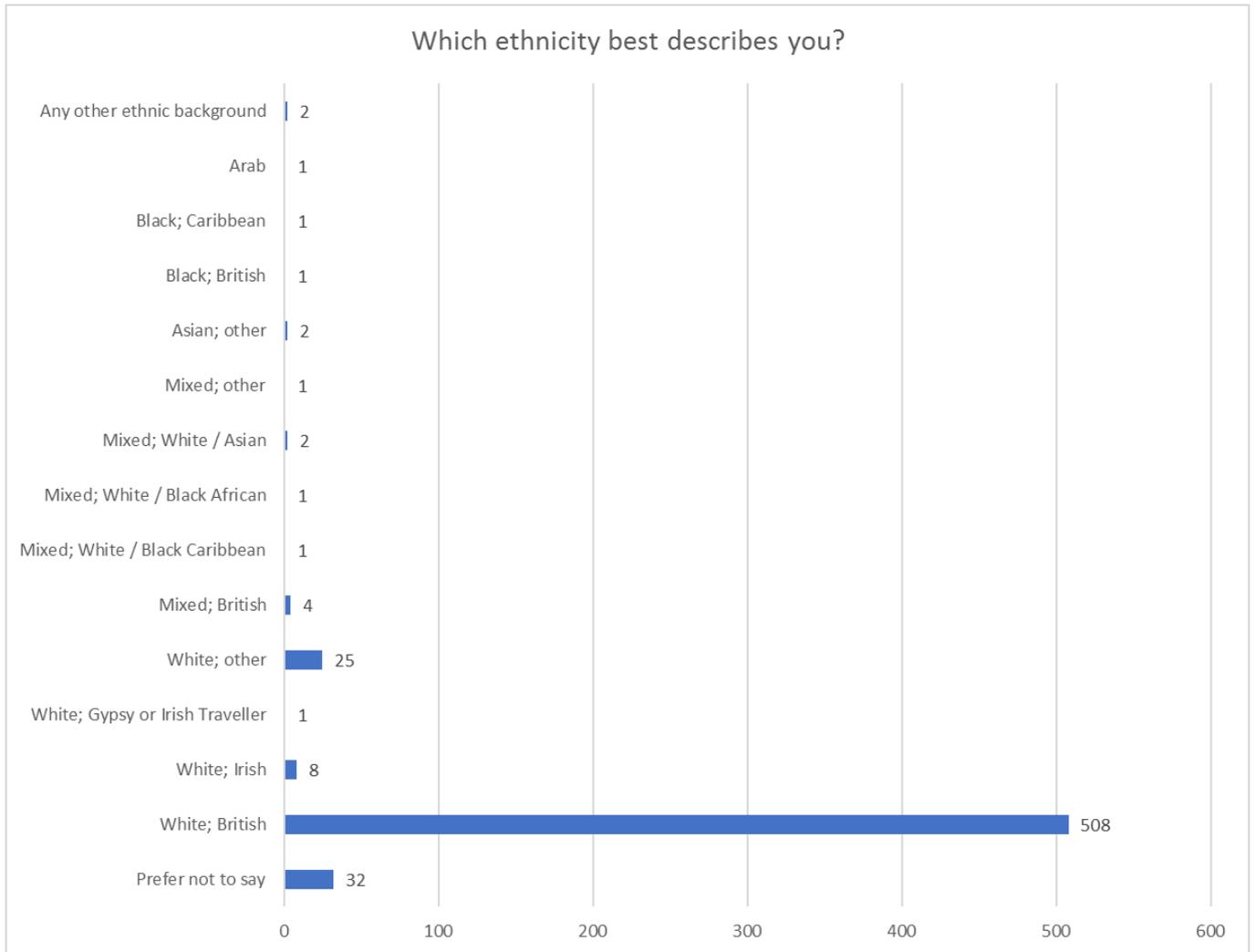
Question 19



Question 20



Question 21



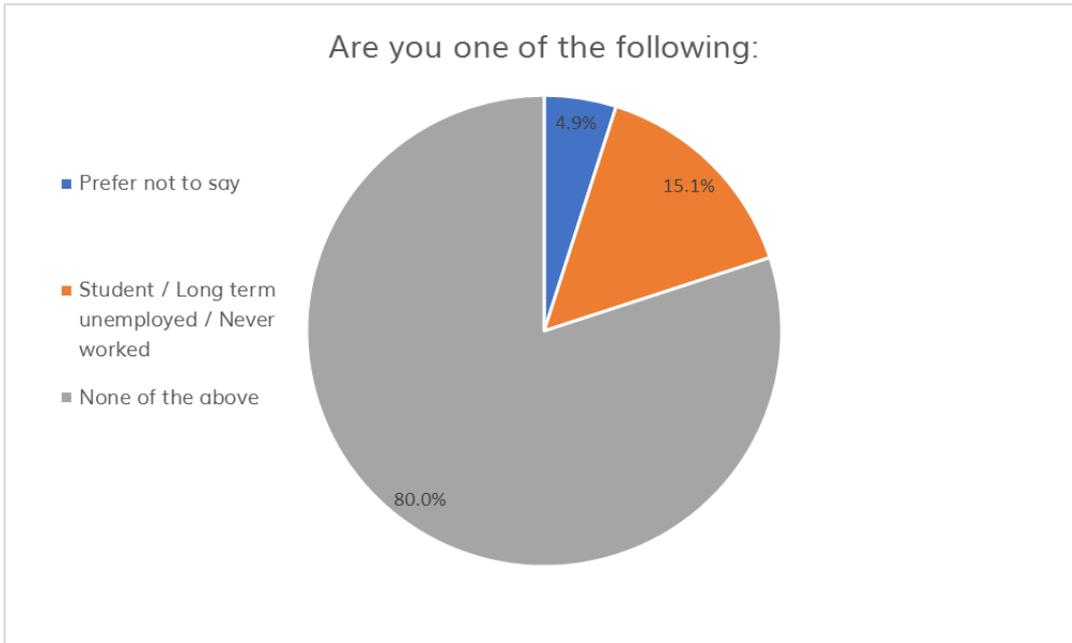
No one responded in the following categories:

Asian; British, Indian, Pakistani, Bangladeshi, Chinese

Black; African

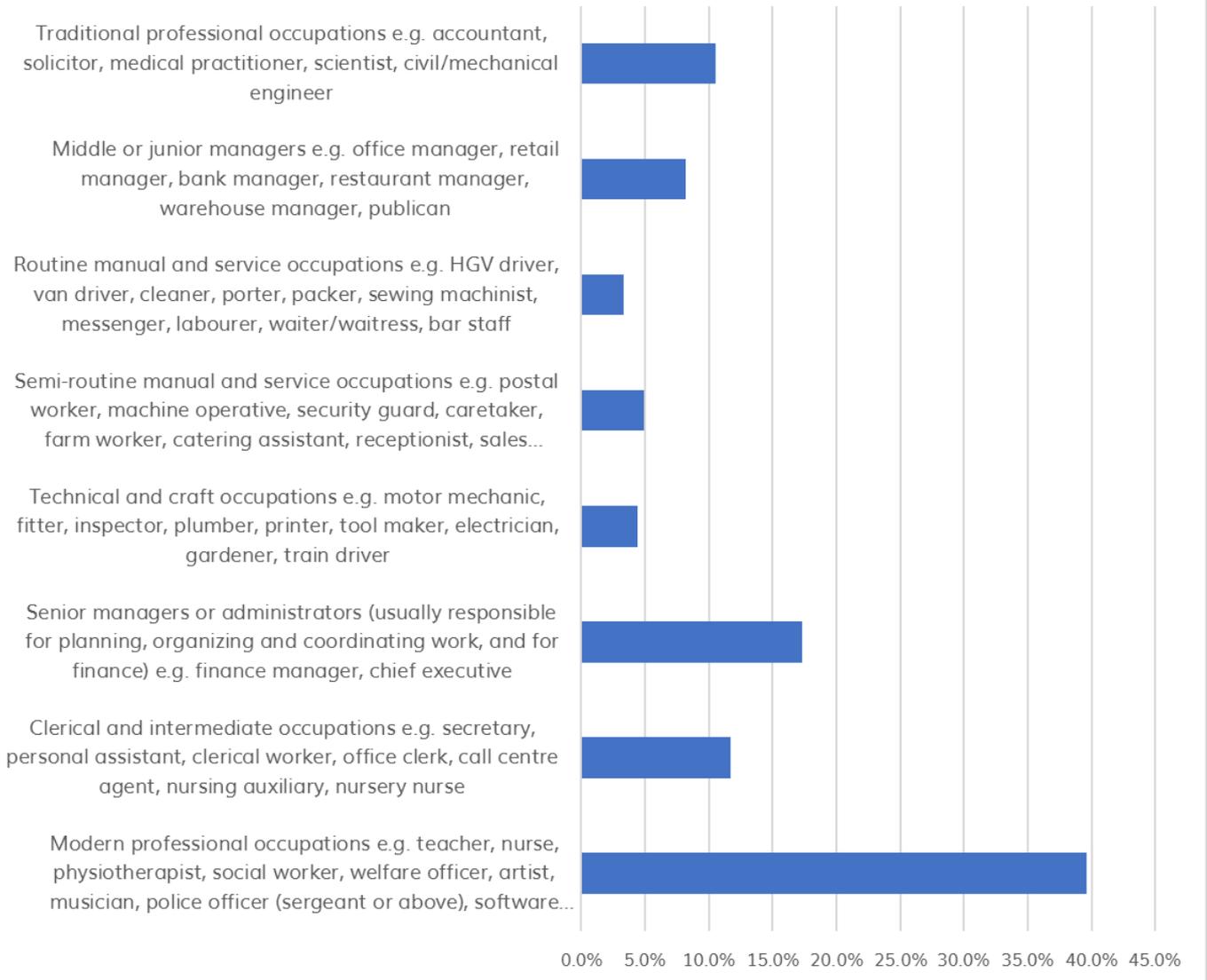
Other Black African or Caribbean

Question 22



Question 26

Which of the following best describes the work that you do.

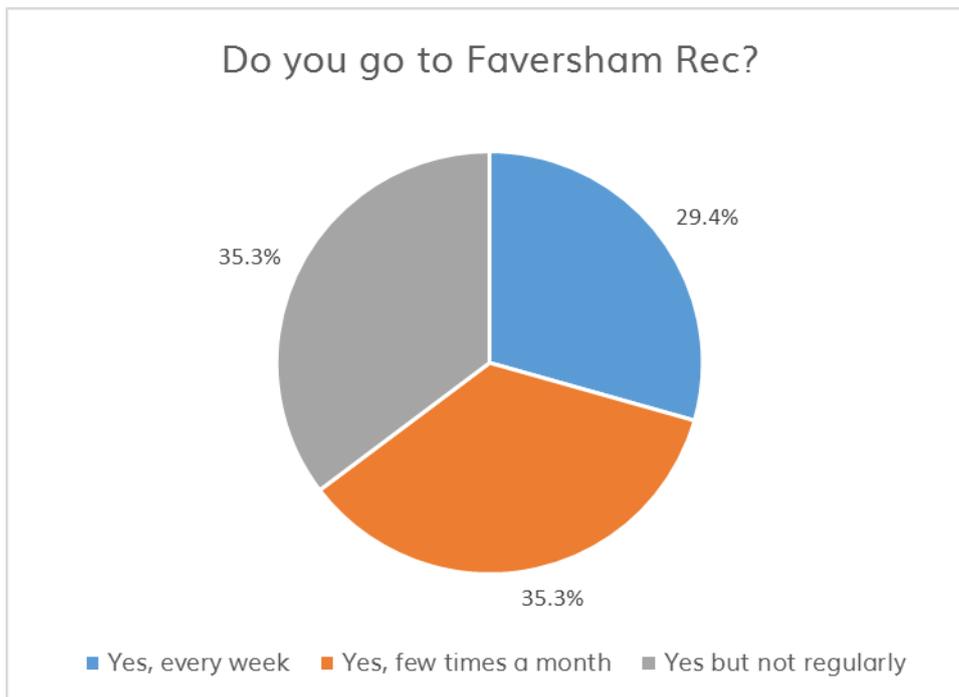


15 Appendix 4 – Play questionnaire results

Version Control

Version	Author	Changes from previous version	Checked by	Date checked
00	PR	None	GWW	21.12.17

Question 1



All the children surveyed had been to the Rec, there is room to increase frequency of use although this is somewhat dependant on parental cooperation.

Question 2: What do you do when you go there?



Children could answer freely, the question was directed about the overall park space but some understood it to be about the play area itself, in either case the most popular activity was play. The swings were the most mentioned play item.

Question 3: What do you like most about this place?



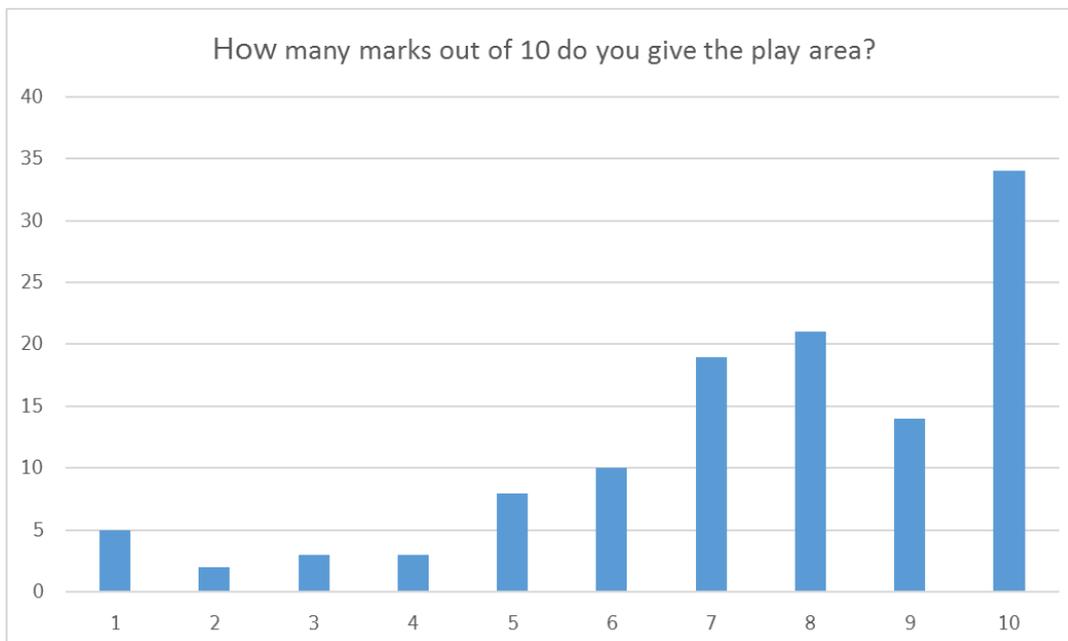
Again, the question was about the Rec but many children read it about the play area which could show what they see as theirs in the Rec. The main thing they like is that it's fun! In this question the Roundabout then the Cableway were the most popular items before the swings.

Question 4: What don't you like about this place?



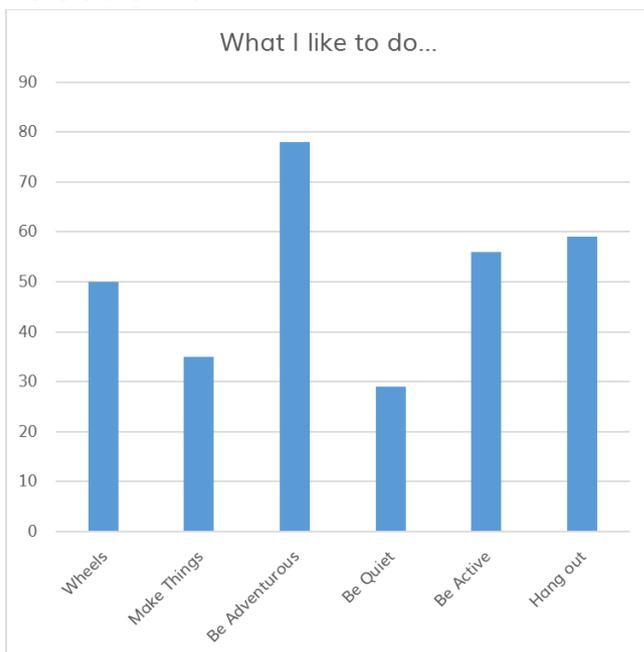
Similarly, respondents answered mainly for the play area here and cited 'not enough equipment' as the main thing they don't like. Litter was also an issue that featured repeatedly as well as better provision for younger children.

Question 5



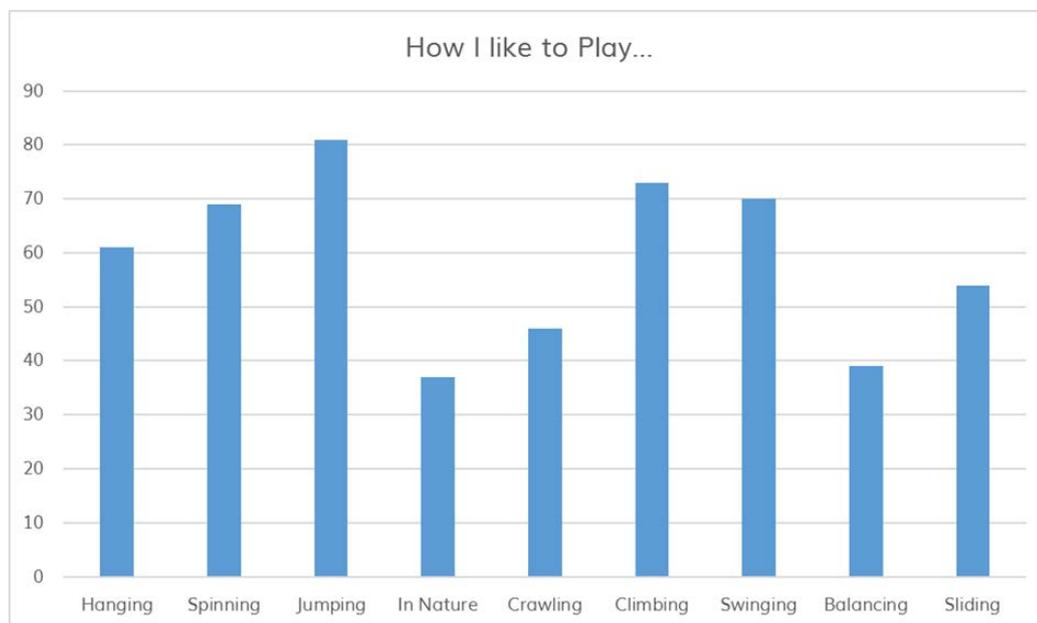
The average score for the play area was 6.8 / 10, which is reasonable but to be improved upon for the town's main open space's play area.

Question 6



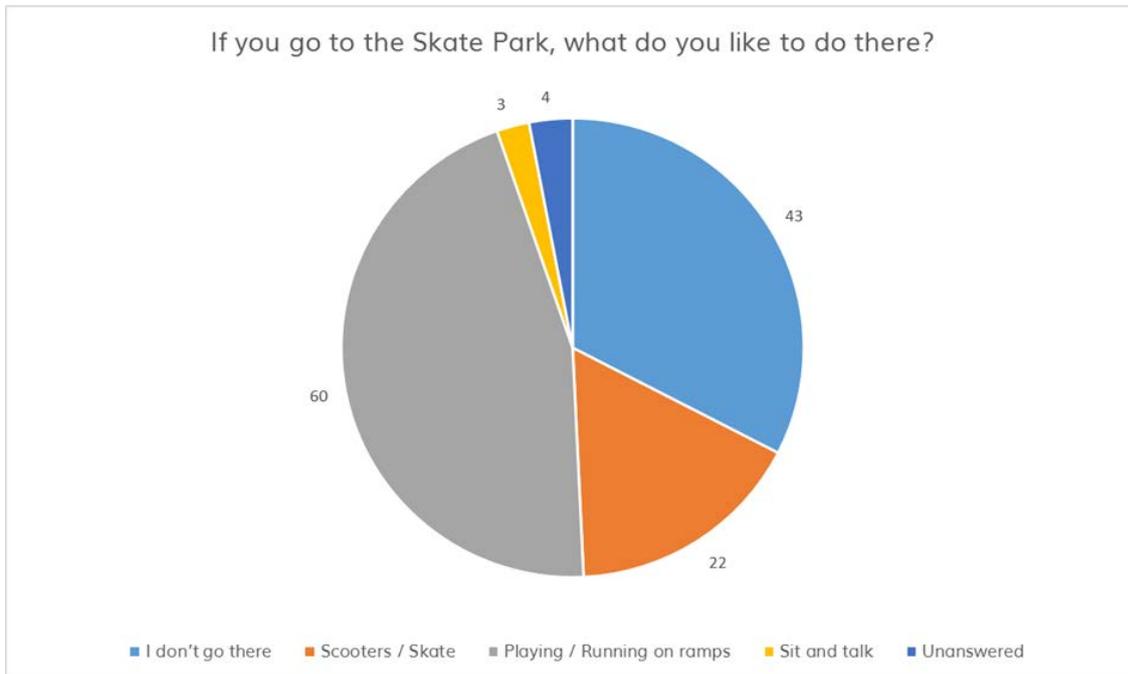
'Be Adventurous', the most popular answer from this multiple choice question, includes climbing, taking risks, hanging upside down, jumping and swinging high.

Question 7



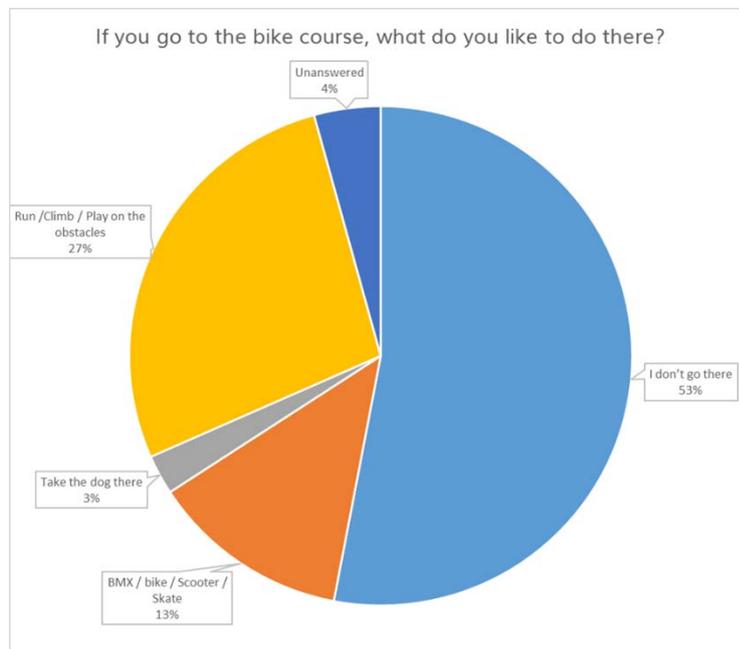
Jumping, climbing and swinging were the most popular multiple choice answers followed closely by spinning.

Question 8



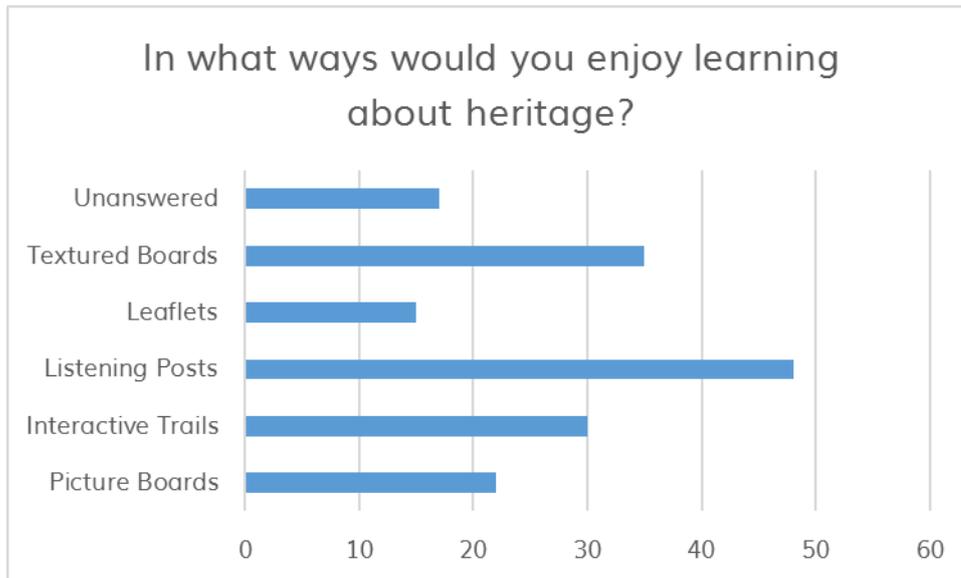
A two part question with the chance for open ended responses. A large portion of respondents don't go to the skate park (43 users). Of those that do, the most popular activity was using the ramps to run and play on without a wheeled item.

Question 9



A two part question with the chance for open ended responses. A large portion of respondents don't go to the skate park (53 users). Of those that do, the most popular activity (like the skate park) was using the structures to run and play on without a wheeled item.

Question 10



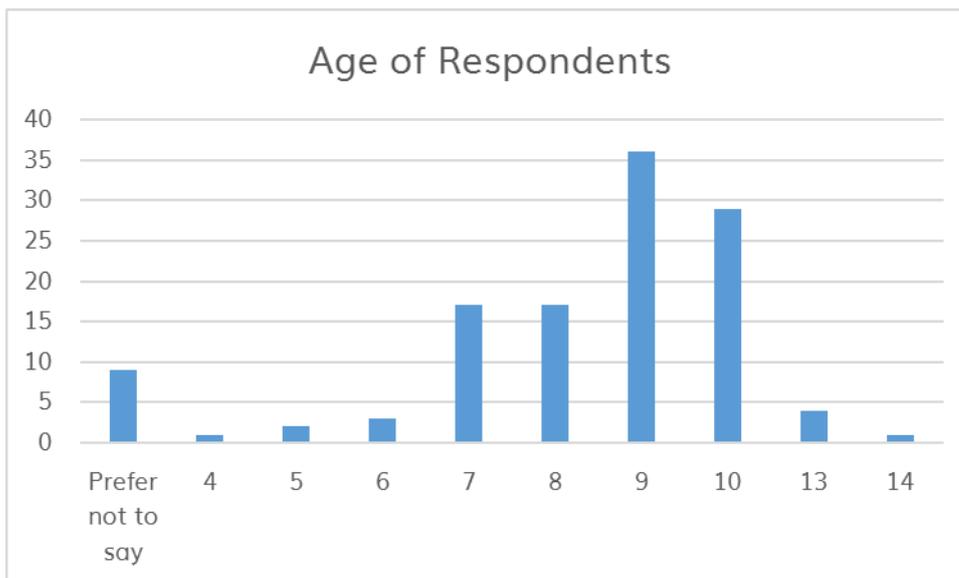
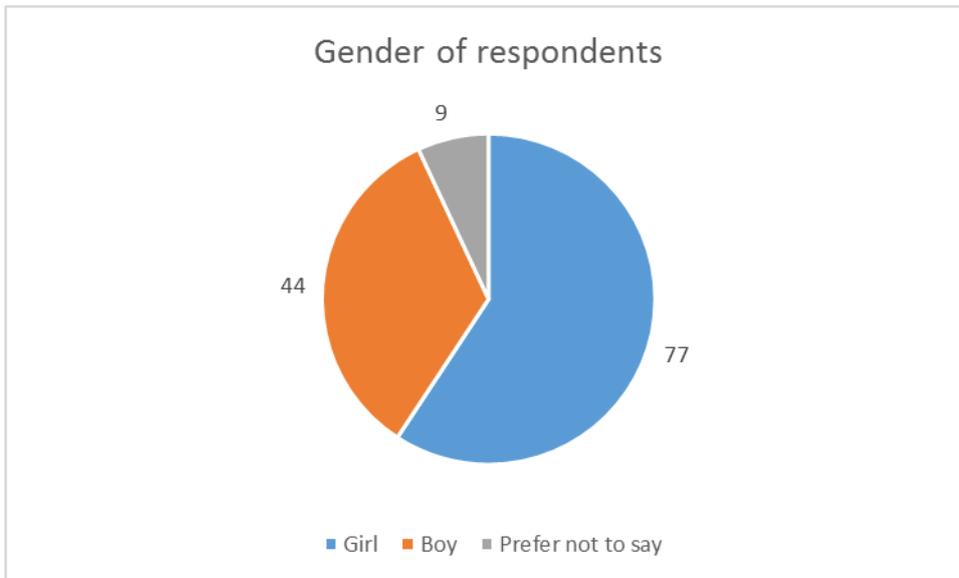
The most popular answer was 'listening posts' followed by 'textured boards' which shows a preference for more interactive interpretation using sound and touch.

Question 11: Free space comments as below.



Children were given free space to draw or make comments of their own choice, these responses have been coded into categories and the text analysed. Many of the responses were about new equipment; trampolines being the most popular, which correlates with the most popular answer to question 7 - 'Jumping'.

Demographic questions



16 Appendix 5 – Job descriptions

Version Control

Version	Author	Changes from previous version	Checked by	Date checked
00	GWW	none	KL	30.10.17

1.1 JOB DESCRIPTION



Effective Date: September 2018

Location: Faversham Recreation Ground/Swale House

Job Title: Faversham Recreation Ground Activity Coordinator

Responsible to: Greenspaces Manager

No. of Staff Responsible For: n/a

PURPOSE OF JOB

To be responsible for the effective delivery of the activities relating to the Faversham Recreation Ground Parks for People scheme with the aim of increasing awareness of the heritage of Faversham Recreation Ground and increasing visitors within the site

MAIN ACCOUNTABILITIES**General duties:**

- To communicate with customers at the required level
- Commitment to the Council's Strategic Plan
- To undertake any training and development as required
- To comply fully with the Council's Equal Opportunity Policy
- To comply fully with the Council's Health and Safety at Work Policy
- To assist as required in the Council's Emergency Plan
- To comply fully with the Council's IT Security Policy
- To undertake other duties commensurate with the grade of the post

Role specific duties:

- To be the lead officer for activities held in conjunction with the Parks for People project in partnership with a multidisciplinary project team. Liaison with colleagues will be key in ensuring that activities are delivered in accordance with the objectives of the project.
- Use the activity plan to work with key community stakeholders to develop a programme of high quality activities and events which will include managing the administration and budgeting for the programme, each activity and event
- Promote and publicise all activities and events to local and/or national audiences through the appropriate media
- Co-ordinate the monitoring and evaluation of all activities and events
- Look for opportunities to work with community stakeholders to further develop activities
- Maintain records and report to the Heritage Lottery Fund on project progress, toward agreed objectives
- Contribute to maintaining and improving the Green Flag award to ensure that targets are met and submissions meet the required standard to retain the award
- Lead and Co-ordinate a volunteer group to deliver programmed activities and raise funds for further parks activities
- Lead on ensuring that learning developed through the project is shared and used to build the capacity of each partner to ensure longevity of the programme after the funding finishes.
- To regularly report on progress to the Open Spaces Manager

PERSON SPECIFICATION



Job Title

Attributes:		Essential/ Desirable	Assessed By
Education, Training and Knowledge	The ability to communicate clearly and effectively is essential to the role	Essential	
	Achieved 5 GCSEs grade A-C or equivalent including English and Maths	Essential	
	Practical knowledge of Health & Safety legislation	Essential	
	Knowledge of events management legislation	Essential	
	Current clean driving licence	Essential	
	Accurate keyboard and proficient computer skills in data entry	Essential	
	Effective communication skills, both written and verbal with a polite, efficient and courteous manner	Desirable	
	Ability to recognise and handle sensitive and confidential information	Essential	
	Self motivated, able to work with minimal supervision but also a team player	Essential	
		Essential	

Experience	Experience of working in an office environment	Essential	
	Experience of working in an outdoor environment	Essential	
	Experience of event management	Essential	
	Ability to work accurately under pressure, ensuring attention to detail	Essential	
	Awareness and/or evidence of working in an environment committed to improving equal opportunities	Desirable	

MAIN ACCOUNTABILITIES**General duties:**

- To communicate with customers at the required level
- Commitment to the Council's Strategic Plan
- To undertake any training and development as required
- To comply fully with the Council's Equal Opportunity Policy
- To comply fully with the Council's Health and Safety at Work Policy
- To assist as required in the Council's Emergency Plan
- To comply fully with the Council's IT Security Policy
- To undertake other duties commensurate with the grade of the post

Role specific duties:

- Support the Green Spaces Manager to ensure Faversham Recreation Ground is managed and developed in accordance with the Parks for People management and maintenance plan and any other associated plans
- Act as the main point of contact for Faversham Recreation Ground. Ensure it is maintained in a safe, clean, accessible and well managed condition. Liaise with other officers, stakeholders and partners to ensure all are engaged in the development
- Act as the main point of contact for volunteer groups, attending partnership meetings and developing action plans in conjunction with the Activity Coordinator and other partners. Support community groups in arranging suitable events in the Recreation Ground, which will include some weekend and evening working throughout the year
- Oversee the work of the various contractors appointed to work in the Recreation Ground. This will include arranging ad-hoc works in the parks in association with the Council's preferred contractors, ensure specifications are met and all work is managed safely
- Assist the Activity Coordinator in delivering and evaluating projects on the ground to improve community engagement in the Recreation Ground that increase understanding of their history and heritage
- Support the Greenspaces Manager in submitting Green Flag application and ensure associated action plans are monitored and delivered
- Respond to queries from the public on issues relating to the Recreation Ground. Ensure all CSC cases are dealt with appropriately and within agreed timescales.
- Compile risk assessments for activities and ensure that events and day to day activities are undertaken in a safe manner. Undertake training of volunteers in the safe use of equipment as required

PERSON SPECIFICATION



Job Title

Attributes:		Essential/ Desirable	Assessed By
Education, Training and Knowledge	The ability to communicate clearly and effectively is essential to the role	Essential	
	Achieved 5 GCSEs grade A-C or equivalent including English and Maths	Essential	
	NVQ Level 3 Horticultural or equivalent relevant qualification	Essential	
	Practical knowledge of Health & Safety legislation	Essential	
	Current clean driving licence	Essential	
	Accurate keyboard and proficient computer skills in data entry with the ability to operate telephone equipment at the same time.	Essential	
	Effective communication skills, both written and verbal with a polite, efficient and courteous manner	Desirable	
	Ability to recognise and handle sensitive and confidential information	Essential	
Experience	Self motivated, able to work with minimal supervision but also a team player	Essential	
	Experience of working in an office environment	Essential	
	Experience of working in an outdoor environment	Essential	
	Ability to work accurately under pressure, ensuring attention to detail	Essential	
	Awareness and/or evidence of working in an environment committed to improving equal opportunities	Desirable	

5.1 JOB DESCRIPTION



Effective Date: September 2018	Location: Faversham Recreation Ground/Swale House
Job Title: Faversham Recreation Ground Horticultural Apprentice	
Responsible to: Greenspaces Manager	No. of Staff Responsible For: n/a

PURPOSE OF JOB

A 1-2 year fixed term contract to provide you with understanding and experience of the work undertaken by the Leisure and Technical Services Team.

As part of the Apprenticeship Programme, you will undertake the necessary duties to assist you in achieving qualifications up to NVQ Level 3.

To provide an effective and quality service to both customers of Swale Borough Council and internal departments, supporting your team in dealing with all enquiries.

To assist your team with their routine tasks and operations associated with Faversham Recreation Ground and within the department.

MAIN ACCOUNTABILITIES**General Apprenticeship duties:**

- Shadowing officers on site or at meetings, for development purposes.
- Project work or assignments relating to the department you are based in, as appropriate.
- Administrative duties to introduce you to the work undertaken by the department.
- Project work or assignments relating to the Apprenticeship Programme.
- Answering telephone calls and dealing with customers, both internal to the Council and external, in accordance with the Council's Customer Care Policy.
- Making arrangements for meetings and training – organising diaries for officers as required.
- Entering information onto Council database systems, as required.
- Updating section records and schedules, as appropriate.
- Undertaken filing and photocopying.
- To communicate with customer at the required level
- Commitment to the Council's Strategic Plan
- To undertake any training and development as required
- To comply fully with the Council's Equal Opportunity Policy
- To comply fully with the Council's Health and Safety at Work Policy
- To assist as required in the Council's Emergency Plan
- To comply fully with the Council's IT Security Policy
- To undertake other duties commensurate with the grade of the post

Role specific Apprenticeship duties:

- To assist the Faversham Recreation Ground Greenspaces Ranger & Faversham Recreation Ground Activity Coordinator in their specific roles, organising repair & maintenance, responding to customer queries, surveying, maintaining assets and managing activities.
- To support the practical work, volunteer activities and events of the Faversham Recreation Ground Parks for People Project
- To support the practical work, volunteer activities and Faversham Recreation Ground events of the Swale in Bloom Coordinator
- To work with the Council's grounds maintenance contractor to gain necessary basic experience of grounds maintenance tasks and contracting

PERSON SPECIFICATION



Job Title

Attributes:		Essential/ Desirable	Assessed By
Education, Training and Knowledge	The ability to communicate clearly and effectively is essential to the role.	Essential	
	Educated to GCSE standard or equivalent	Essential	
	Achieved or expected to achieve 5 GCSEs grade A-C or equivalent including English and Maths	Desirable	
	IT related qualification	Desirable	
	Accurate keyboard and proficient computer skills in data entry with the ability to operate telephone equipment at the same time.	Essential	
	Effective communication skills, both written and verbal with a polite, efficient and courteous manner	Essential	
	Ability to recognise and handle sensitive and confidential information	Essential	
	Self motivated, able to work with minimal supervision but also a team player	Essential	
Experience	Some experience of working in an office environment	Desirable	
	Some experience of working in an outdoor environment	Desirable	
	Ability to work accurately under pressure, ensuring attention to detail	Desirable	
	Awareness and/or evidence of working in an environment committed to improving equal opportunities	Desirable	

17 Appendix 6 – Engagement programme

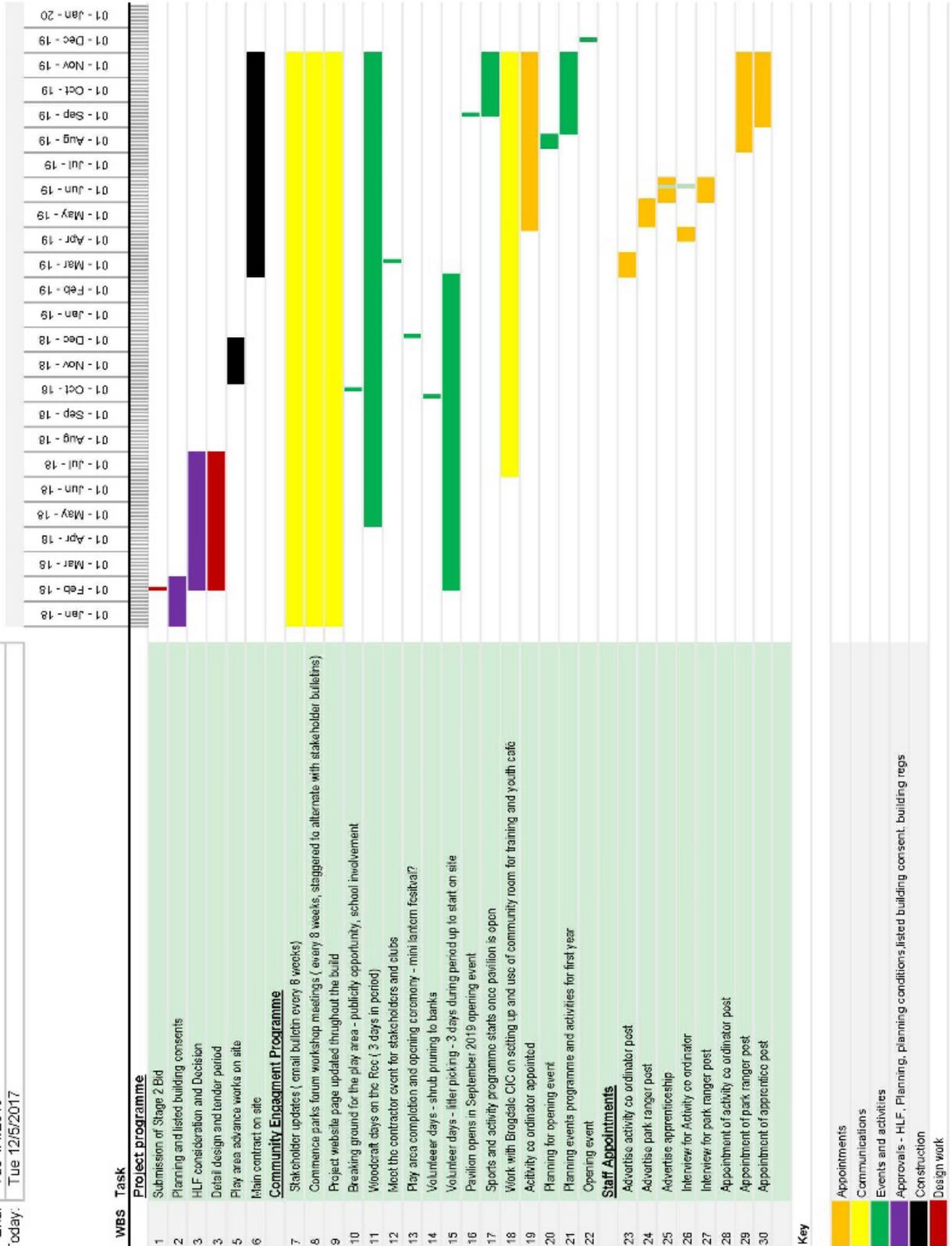
Version Control

Version	Author	Changes from previous version	Checked by	Date checked
01	GWW	TBC	KL	30.10.17

Faversham Recreation Ground

Community Engagement Programme from bid submission up until end of works on site

Start:	Mon 11/1/2018
End:	Tue 1/1/2019
Today:	Tue 12/5/2017



18 Appendix 7 – Monitoring and evaluation spreadsheet

Version Control

Version	Author	Changes from previous version	Checked by	Date checked
02	GWW	TBC	KL	18.12.17

Faversham Recreation Ground - Monitor and Evaluation Spreadsheet				
Community Outcomes	Indicators	Methods / Tools	Frequency of monitoring	Links to other plans
The local area will be a better place to live and work in	% of people who say the Rec has a positive impact on the local community % of people who agree that there is a good community spirit where they live % of residents who agree that the Rec improves their quality of life % of residents who agree that overall the area feels safe	Survey Survey Survey Survey	2x per year 2x per year 2x per year 1 x per year	AP AP AP AP
Environmental conditions will have improved	Green Flag score	Green Flag Assessment	Annual review	MMP
More people and a wider range of people in the community will have engaged with heritage	Annual number of visitors Visitor profile Numbers of people attending events from outside the local area Volunteer demographics Number of housing association residents engaged via work with Optivo	Visitor counts Visitor survey Event survey and feedback Volunteer records Activity records	2x during 5 year period 2x per year Annual review Annual review Annual review	AP AP AP AP AP
Safer community	Annual survey Incidents logged by the Safer Communities Team	Survey Annual log	2x per year Annual review	MMP MMP

MMP - Management and Maintenance Plan
 BP - Business Plan
 AP - Activity Plan
 CMP - Conservation Management Plan