

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
<b>1 – INCREASING PARTICIPATION</b>								
Objectives: 1.1 Encourage the adoption of a healthier lifestyle by the whole local community 1.2 Promote existing opportunities for participation, 1.3 Target under participating hard to reach groups, 1.4 Work with local partners to provide specific health-related initiatives								
1(i)	1.1 Encourage the adoption of a healthier lifestyle by the whole community by promoting the benefits of participation	Provide support to enable at least one sports person to enter the Olympics or Paralympics in 2012	A community with raised aspirations.	Long	Bid: £12,000 per year for 6 years	TWBC Voluntary organisations, sports centres	TWBC RS 05 5.1.8, 5.1.18, 5.1.20, 5.1.24 CP CHSE	✓ CP A4, CO15
1(ii)	1.1	Host the Tour de France and capitalise on the opportunities to promote cycling and to promote the area for tourism purposes	A community with raised aspirations, an increased interest in cycling and increased participation in cycling.	Short	£85,000	KCC, TWBC, Parish and Town Councils	TWBC RS 05 5.1.8, 5.1.18, 5.1.20 CHSE	✓ CP A1 CO4 A4 CO14 CO15 CO 16
1(iii)	1.1	Bring together voluntary, commercial and Council-run leisure organisations and schools to offer a Go and Try incentive scheme for a limited	Adults encouraged to try leisure activities which they might not otherwise have considered trying	March 2009	Bid: £10,000 marketing budget	TWBC, commercial providers, sports clubs, arts organisations, Leisure trusts,	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24 CP CHSE	✓ 3: 2.4 CP A4, CO14, CO15, CO16

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		period to adults				Local media, KCC		
1 (iv)	1.1	Develop "The Project" to achieve an improved museum and library service at Tunbridge Wells Museum and Art Gallery and Tunbridge Wells Library. Apply for Heritage Lottery Funding (HLF) to include provision of physical and intellectual access for all users and based on community participation and development	Improved access to all in the Museum and improved wellbeing for those using the museum. An integration of Museum and Library Services. Greater community involvement and ownership of the content and services, Increased number of users.	Medium	£5.2 million HLF funding (£3.75million to be raised from HLF; £620,000 from KCC and £620,000 from existing TWBC budgets	TWBC, KCC, HLF, Friends of Tunbridge Wells Museum and Art Gallery	TWBC RS 05 (in particular young people boost sample) 1.5.5, 1.5.7, 5.1.8, 5.1.10, 5.1.18, 5.1.24, 7.2, 7.3.8 RW CP Museum research and consultation (listed separately)	CP A4 Developing safer and stronger communities CO14, CO15, CO16 A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services n.b. Project completion will be beyond 2006/7 Equalities Action Plan Annual Operating Plan 06/07
1 (v)	1.2 Promote existing opportunities for	Champion and promote safe opportunities for	More opportunities to cycle safely in the Borough and more	Long	Utilise corporate marketing.	TWBC, Sustrans, KCC	TWBC RS 05 5.1.8, 5.1.18 CP	CP A4 Developing safer and stronger communities,

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	participation	cycling	people cycling and adopting a healthier lifestyle				CHSE	CO14, CO15, CO16
1 (vi)	1.2	Develop the role of the Leisure Forum	A borough where the Leisure provision is influenced by a group of key providers of leisure facilities	Short	Officer time	TWBC, Leisure Forum	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	CP A4 Developing safer and stronger communities, CO14, CO15, CO16
1 (vii)	1.2	Make better use of existing opportunities to market leisure activities in the borough	Increased levels of participation in existing activities.	March 2009	Utilise corporate marketing. Officer time. Existing Leisure budgets.	Courier Newspapers, Sports Club Forum, Leisure Forum, Arts Forum	TWBC RS 05 5.1.8, 5.1.12, 5.1.18 RW CP CHSE	✓ 3:2.3 CP A4 Developing safer and stronger communities, CO14, CO15, CO16
1 (viii)	1.2	Promote informal participatory leisure activities by revising and publishing a new Leisure Guide, including information about the health benefits of leisure pursuits and promote the contribution of the Council to the quality of life in the borough.	An active and healthy community where residents are aware of the health benefits of participating in leisure activities and aware of the Council's contribution to improving quality of life in the Borough	March 2007	Bid: £3,500	TWBC, NHS, Sport England, Arts Council England, Sports Club Forum, Leisure Forum	TWBC RS 05 5.1.8, 5.1.18, 12.1.3 RW CP CHSE	CP A4 Developing safer and stronger communities, CO14, CO15, CO16 Equalities Action Plan

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1 (ix)	1.2	Extend on-line booking system to Weald Sports Centre and Putlands Sports and Leisure Centre	On-line, enhanced booking system for sports facilities	Short	Within contract specification	Fusion	TWBC RS 05 5.1.8, 5.1.18  CP	CP A4, Developing safer and stronger communities CO14, CO15, CO16, A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services  Annual Operating Plan: 06/07
1 (x)	1.2	Introduce Whole Sport Plans (WSP)	Support provided to individuals, clubs etc. to enable and encourage volunteering and participation in sport	Short	Within existing Leisure budgets. £3,000 annual commitment to KCC Kent Sports Development Unit (KSDU) for support services (including	TWBC KCC KSDU	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24 RW CP CHSE	CP A4 Developing safer and stronger communities CO 16 and CO15

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					delivery of WSPs.)			
1 (xi)	1.2	Ensure that TWBC facilities and events are clearly branded	Residents are aware of the Council's contribution to improving quality of life in the Borough	Short	Within existing Leisure budgets	TWBC	TWBC RS 05 1.10.2, 5.1.8, 5	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
1 (xii)	1.3 Target under participating hard to reach groups	Increase capacity for sports and arts development and identify ways of working effectively with one target group.	Council to positively engage with groups at risk of exclusion	Short	Re-allocate savings achieved from externalisation of Sports Centres (£30,000 per annum)	TWBC	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24  RW CP CHSE	CP A4, Developing safer and stronger communities CO14, CO15, CO16  Equalities Action Plan
1 (xiii)	1.3	Introduce a staffed sports and arts mobile unit/detached play workers	Improved participation and engagement by all children and young people in community,	Short	Re-allocate savings (£44,00 in year one and £38,000 in subsequent years) achieved from	TWBC, KCC youth and community, Police	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24 BP ward deprivation	CP A4, Developing safer and stronger communities CO14, CO15,

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			cultural and youth activities particularly in wards with high deprivation indices		externalisation of Sports Centres		data RW CP CHSE PS	CO16,  LAA Outcome 7: Objective 4: Initiatives to promote healthy lifestyles  TW Community Safety Plan Priority 1, Outcome 2
1 (xiv)	1.3	Map and market a Healthy Walking route for Sherwood area	Improve levels of physical activity amongst people on Sherwood Estate	Short	Bid: £500	TWBC, Community Wardens, Family Liaison Officers, Health Visitors,	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 BP obesity statistics CP CHSE	CP A4 Developing safer and stronger communities CO14
1 (xv)	1.3	Deliver Making It Project in Showfields	A group of people learning a new skill, increasing their self-esteem and improving their mental health  Provision of education and skills training to parents in	February 2007	From existing West Kent Arts Partnership resources: £11,000 in year one	West Kent Arts Partnership, Tunbridge Wells Borough Council, KCC	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.20, 5.1.24 BP multiple deprivation scores CP MIE	CP A4 Developing safer and stronger communities CO 16 and CO13 LAA Objective 13: Indicator 2: Increasing the number of neighbourhood

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			<p>families at risk</p> <p>TW Safety Plan: Children and Young People, Priority 3, Outcome 4: Reduction in number of 16 – 18 year olds not in education, employment or training (NEET) (LAA Outcome 6, LPSA2) Priority 1: Reduction in crime and disorder by addressing underlying causes Outcome 2: Improvement in the behavioural, emotional and social stability of children (LAA Outcome 4, LPSA 2, link with KCF, Local Preventative Strategy Priorities 3 and 5)</p>					bodies and community led projects
1 (xvi)	1.3	Tunbridge Wells Museum and Art Gallery to undertake	A museum and library service that is in touch with the	Short	Officer time	TWBC	TWBC RS 05 1.5.7, 5.1.8, 5.1.18, 5.1.24	CP A4 CO14, A6, A7 Equalities Action

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		direct consultation with representatives of minority faith and cultural community on use of services and develop actions as appropriate.	needs of a wide range of users					Plan
1 (xvii)	1.3	Assembly Hall Theatre to seek to promote culturally diverse shows where they become available to the venue and are in line with Business Plan targets	Positive images of other cultures	Short, Medium and Long	Within existing resources	TWBC	TWBC RS 05 (in particular BME boost sample) 1.5.2, 5.1.7, 5.1.8, 5.1.18, 5.1.20, 5.1.24, 7.3.10	CP A4 CO14, A6, A7 Equalities Action Plan
1 (xviii)	1.3	Assist in Special Schools Sports hall Athletics competition.	Opportunity for young people with special needs to have a go at athletics events and engage in competition.	Short	Within existing resources (£100 for medals and certificates)	TWBC, KCC Kent Athletics Development Officer	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 CP CHSE	CP A4 CO14, CO16
1 (xix)	1.4 Work with local partners to provide specific health related initiatives	Review grants process in line with Corporate Direction	A grants process which encourages voluntary partners to deliver projects which are in line with Community Plan	Short	Officer time	TWBC, voluntary organisations	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 CP	CP A4 CO14, CO15

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			priorities, Council priorities and the Leisure Strategy priorities					
<b>2 FACILITATING PROVISION OF APPROPRIATE, QUALITY FACILITIES, SERVICES AND ACTIVITIES</b>								
2.1 Maximise the effectiveness of all existing TWBC services 2.2 Ensure Leisure provision reflects locally identified needs 2.3 Support key partners in developing and delivering local opportunities for participation								
2 (i)	2.1 Maximise the effectiveness of all existing TWBC services	Review the portfolio of events in light of Corporate Priorities and new Economic Development Strategy	An events portfolio which is clearly aligned to Community Plan and Corporate Priorities	Short	Officer time. Outcome to achieve savings	TWBC	Resources TWBC RS 05 5.1.8, 5.1.18	CP A1 CO4, A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (ii)	2.1	Implement the Five Year Assembly Hall	A civic theatre that is run efficiently and	2006 - 2011Five year plan	Achieve savings	TWBC, Theatre	TWBC RS 05 1.5.1, 1.5.7,	CP A1 CO4,A4 CO14, CO15,

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		Theatre Business Plan	effectively achieving maximum savings whilst providing a varied and stimulating programme that supports local economic development objectives.			companies, voluntary organisations	5.1.8, 5.1.18, 5.1.20, 7.3.10 RW CP SB JM	CO16, A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (iii)	2.1	Review management options for the Assembly Hall Theatre	A civic theatre that is being run in the most cost effective and appropriate way possible.	2011	To be determined nearer the time.	TWBC	Resources  TWBC RS 05 5.1.8, 5.1.20 SB JM	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (iv)	2.1	Review the management arrangements for Tunbridge Wells	A Museum and Art Gallery that is managed in a way that achieves	Medium	Within costs of project identified at Action 1 (v)	TWBC, KCC	Resources  TWBC RS 05 5.1.8, 5.1.18,	CP A5, A6 and A7 Delivering high quality services to our customers

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		Museum and Art Gallery	maximum benefit from improvements that have taken place				7.2	Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2(v)	2.1	Achieve improved service delivery through the externalisation of the Sports Centre contract	A consistent standard of service provided to all customers across all three council-owned sports centres achieving substantial savings to the Council	Short	Achieve £427,000 savings (in medium term financial plan) and £273,000 savings (not in Medium Term Financial Plan)	TWBC, Fusion	TWBC RS 05 5.1.8, 5.1.18 RW CP CHSE	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (vi)	2.1	Gain Quest for Tunbridge Wells Sports Centre and Putlands	Both Sports Centres to achieve a nationally recognised and auditable service standard	2007	Within contract specification	Fusion, TWBC	TWBC RS 05 5.1.8, 5.1.18 RW CP	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed,

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								proactive and deliver value for money services
2 (vii)	2.1	Join national benchmarking club for Sports Centres to enable the council and the contractor to compare operations with other sports centres and make management decisions based on this comparative data	An improved, cost effective service	Short	Within contract specification	Fusion, TWBC	TWBC RS 05 5.1.8, 5.1.18 CHSE	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (viii)	2.1	Invest up to £1,000,000 in physical improvements to the Sports Centres	Sports Centres continue to provide appropriate and satisfactory physical environments.	Medium	Up to £1,000,000 (Proportion to be funded externally – still to be determined)	TWBC	TWBC RS 05 1.5.7, 5.1.8, 5.1.18 RW CP CHSE	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (ix)	2.1	Review Parks contract	To ensure effective	Long	To be determined	TWBC	TWBC RS 05	CP A5, A6 and A7

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			procurement of the service		nearer the time		5.1.8, 5.1.12, 5.1.18, 7.3.14 RW CHSE	Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (x)	2.1	Achieve two Green Flag Awards per year	Improved parks in Royal Tunbridge Wells	Short	Existing Leisure Services budget: £5,000	TWBC, Friends of Parks Groups and resident's associations	TWBC RS 05 1.5.7, 5.1.8, 5.1.10, 5.1.12, 5.1.18, 7.3.14 RW CP	✓ 3: 3.3 CP A2 Caring for our environment A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services LAA Outcome 7:

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								Involvement of children in creating safer places  Annual Operating Plan 06/07
2 (xi)	2.1	Sell Chase Woods	Rationalisation of woodlands holdings	Short	Income: £250,000	TWBC	Resources	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (xii)	2.1	Develop Service Standards based on the Corporate Customer Care Standards	A Service with clear standards that can be reviewed and monitored	Short	Officer time	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for

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								money services
2 (xiii)	2.1	Examine future management options for the Camden Centre	A well run community centre that is fit for purpose	Short	Officer time	TWBC	Resources	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (xiv)	2.1	Consider the adoption of the "Towards An Excellent Service" (TaES) self-assessment improvement tool	An improved standard of service delivery	Short	Officer time	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP	CP A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (xv)	2.1	Tunbridge Wells Museum and Art Gallery to apply for	A museum which is operating to nationally accepted	Autumn 2007	Officer time	TWBC	Collections Management Plan 1.1	CP A5, A6 and A7 Delivering high quality services to

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		Stage 2 MLA Accreditation	standards				MLA Accreditation scheme HLF funding requirements	our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
1 (xvi)	2.1	TWMAG to continue Learning programme for schools and informal users and develop e-learning facilities	Increase visitor and users of the service especially those in rural areas	Short	Officer time	TWBC	TWBC RS 05 5.1.8, 5.1.18  TWMAG Learning Policy  Audience Development Plan 14.1.3; 14.2.1  B. ADP 14.2.2	CP A4 Developing safer and stronger communities CO 16 and CO15 BVPI 170 (a) 170 (b) 170 (c) Improve our performance of statutory best value indicator to retain our position in the top/2 <sup>nd</sup> Quartile

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1 (xvii)	2.2 Ensure that Leisure provision reflects locally identified needs	Establish Tunbridge Wells Mela multi cultural food and arts festival as an annual event in partnership with the North West Kent Race Equality Council	A multi-cultural event for the whole community that celebrates and showcases the diversity of the town and raises positive awareness of that diversity. Improved appreciation of the value of living in a multi-cultural society	September 2007 and annually	£25,000 to be achieved through external funding, income generation and outcome of Action 2(i)	TWBC, North West Kent Race Equality Council, Tunbridge Wells Mela Community Steering Group	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24	✓ CP A4 Developing safer and stronger communities CO13 and CO16 LAA Objective 13: Indicator 2: Increasing the number of neighbourhood bodies and community led projects Indicator 3: Increased perceptions of community cohesion
2 (xviii)	2.2	Ensure appropriate systems are in place to effectively implement Section 106 Agreements	A borough that is making maximum use of private and public funds to improve leisure provision	Short	Officer time	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	CP A4 Having housing suitable for local people A4 CO16
2 (xix)	2.2	Develop a management plan for Grosvenor and Hilbert Recreation Ground	Improved service provision and direction in Grosvenor and	Short	Officer time	TWBC, Community residents groups and	TWBC RS 05 1.5.7, 5.1.8, 5.1.12, 5.1.18, 5.1.24, 7.3.14	✓ 3: 3.3 CP A2 Caring for our environment

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			Hilbert Recreation Ground.			individuals	RW CP	A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2(xx)	2.2	Monitor the development of the new developer tariffs for cultural infrastructure and work with planning services to introduce tariffs when they are adopted.	A borough which has a well resourced cultural infrastructure.	Short	Officer time	TWBC	ADP	CP A2 Caring for our environment A5, A6 and A7 Delivering high quality services to our customers Improving customer service and satisfaction Ensuring that we are well managed, proactive and deliver value for money services
2 (xxi)	2.3 Support key partners in developing and	Target grant support at projects that address inequalities in	Increased perceptions of community cohesion	Short	Within existing resources	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24	A4 Developing safer and stronger

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	delivering local opportunities for participation	conjunction with corporate review of Grants ( <i>Action 1(xxv)</i> )	Increase activity targeted at addressing inequalities				RW CP CHSE	communities CO 13, CO 14, CO15 and CO16 LAA Outcome 13: Indicator 3 Increased perceptions of community cohesion Equalities Action Plan
2 (xxii)	2.3	Provide support and advice to Parish Councils on achieving improved quality of leisure facilities	High quality, appropriate facilities across the borough	Medium	Officer time	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	✓ 3:1.4 CP A4 Developing safer and stronger communities CO 13, CO 14, CO15 CO16
2 (xxiii)	2.3	Provide loans for Parish Councils	High quality, appropriate facilities across the borough	Medium	Capital to be repaid with interest	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	✓ 3:1.4 CP A4 Developing safer and stronger communities CO 13, CO 14, CO15 CO16

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2 (xxiv)	2.3	Increase funds available for local leisure activities by supporting and advising local groups in making bids and fund raising	Improved and increased leisure opportunities and activities	March 2008	Officer time	Voluntary Action West Kent, Sports Club Forum, Arts Forum, Leisure Services	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24 RW CP CHSE	✓ 3: 2.1 CP A4 Developing safer and stronger communities C015 & C016 LAA Outcome 13: Indicator 2 Increasing the number of neighbourhood bodies and community-led projects
2 (xxv)	2.3	Increase the confidence of volunteers to run sports activities by providing annual best practice training	A high standard of practice for local sports organisations	Short	Officer time and existing resources. (Publicity and promotion. Possibly venue hire in the future.)	Kent Sports Development Unit, TWBC, Sports Club Forum, Sports Coach UK	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	✓ 3: 2.2 CP A4 Developing safer and stronger communities C015 & C016
2 (xxvi)	2.3	Increase the number of sports clubs who achieve the nationally-recognised Clubmark accreditation	Increased number of well-run clubs, providing good quality coaching and competitive opportunities	Long	Officer time	TWBC, Sports Club Forum, Kent Sports Development Unit	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	✓ 3: 2.6 CP A4 Developing safer and stronger communities C015 & C016

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
2 (xxvii)	2.3	Investigate insurance issues with regard to community use of schools	Increased access for leisure organisations to school premises	Short	Officer time	TWBC, KCC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	✓ 3: 3.1 CP A4 Developing safer and stronger communities C015 & C016
2(xxviii)	2.3	Encourage schools and community groups to maximise the use of school facilities	Increased access for leisure organisations to school premises	Medium	Officer time	TWBC, KCC	TWBC RS 05 5.1.8, 5.1.18. 5.1.24 RW CP CHSE	CP A4 Developing safer and stronger communities C015 & C016
2(xxix)	2.3	Work with Planning Services to ensure that leisure needs are taken into account when developing new housing	A borough where new developments provide sufficient and appropriate outdoor spaces for play and recreation, culture and heritage	Short	Officer time	TWBC	TWBC RS 05 5.1.8, 5.1.18, RW CP CHSE  HLF/DCMS `Capturing the Public Value of Heritage'  MLA SE tariffs for libraries and archives	CP A4 Developing safer and stronger communities C015 & C016 A2 Caring for our environment

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
3 FACILITATING APPROPRIATE PROVISION TO MEET THE NEEDS OF CHILDREN AND YOUNG PEOPLE								
3.1 Seek to provide relevant, safe and good quality facilities, services and activities for children and young people 3.2 Increase the awareness of children and young people about the range of leisure opportunities available to them in the local area								
3 (i)	3.1 Seek to provide relevant, safe and good quality facilities, services and activities for children and young people	Develop Blingin' (West Kent Arts Partnership's Youth Arts programme) as a model of good practice nationally and roll out to disadvantaged neighbourhoods. Work with youth clubs, the youth service and artists to give young people opportunities to try out different art activities	<p>Inspire young people, particularly in disadvantaged neighbourhoods to engage more positively with their community.</p> <p>Increased opportunity for young people to participate in arts activity.</p> <p>Delivery of diversionary activities for young people</p> <p>Positive press images of young</p>	Short	£11,500 in year one from existing West Kent Arts Partnership resources (includes contribution from Arts Council England)	<p>West Kent Arts Partnership, KCC Youth and Community, Family Liaison, Libraries</p> <p>TWBC, SDC, TMBC, MBC, KCC, Connexions, artists, Blingin'</p>	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24 RW CP CHSE BE PPG17	<p>✓</p> <p>3: 1.2 CP A4 Developing safer and stronger communities CO16 and CO13 LAA Outcome 7: Objective 8: Co-ordination of, support for and access to leisure and cultural activities for all young people Indicator 4: Improved quality of life for people in</p>

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
			people  Improved participation and engagement by all children and young people in community, cultural and youth activities (TW Community Safety Plan Priority 1, Outcome 2)					the most disadvantaged neighbourhoods.
3 (ii)	3.1	Improve provision of play and recreation facilities in Royal Tunbridge Wells and the parishes, as identified in Planning Policy Guidance 17, the Local Plan and emerging Local Development Framework. In particular: a) NEAP commenced at St John's Recreation Ground b) NEAP installed at Rusthall	A borough that has sufficient outdoor play areas and pitches to meet local demand and where children and young people are encouraged to participate in community activities	a)Short  b)Medium	Future work dependent on external funding. Currently planned work: In three year capital programme 2006/07 and 2008/09 including expenditure incurred up to 31.03.6  a) £179,000  b) £24,000	TWBC, Local Community,  a) Local residents, young people and Bishops Down School b)Rusthall Village Association, The Zone Rusthall Community and Youth Project, Tunbridge	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE PPG17  Consultation with local residents and stakeholders	✓ 3: 1.4 CP A4 Developing safer and stronger communities CO 16 and CO13  Annual Operating Plan: 06/07

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
		c) New pitches installed at Rusthall d) New pitches at Hawkenbury Recreation Ground e) Play area at Hawkenbury Recreation Ground updated to a NEAP		c) Long d) Long e) Long	c) £250,00 d) Not yet in Capital programme costs still to be determined e) £24,000	Wells Day Services		
3 (iii)	3.1	Develop borough Play Strategy	A clear strategic overview of the Borough Council's priorities for play in the Borough and an action plan	Medium	Officer time	TWBC, Children and Young People Consortium	5.1.18, 5.1.24 RW CP CHSE PPG17 Specific related research	CP A4 Developing safer and stronger communities CO 16 and CO13
3 (iv)	3.1	Explore the possibility of attracting an ice rink to Tunbridge Wells	An ice rink facility for the Borough and surrounding areas which will particularly appeal to children and young people.	Medium	Officer time	TWBC, commercial providers	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	CP A1 CO4 A4 Developing safer and stronger communities CO 16
3 (v)	3.1	Explore the possibility of installing a bike course somewhere in Tunbridge Wells	A bike course for the Borough and surrounding areas which will particularly	Medium	Officer time	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW	CP A4 Developing safer and stronger communities

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
			appeal to children and young people.				CP CHSE	CO 16
3 (vi)	3.1	Support the development of a town centre cinema	A cinema which is well served by public transport	Long	Officer time	TWBC, commercial providers	RW	CP A1 CO4 A4 Developing safer and stronger communities CO 16
3 (vii)	3.1	Improve play provision in the parishes through Play Grants to Town and Parish Councils	Improved play provision	Short	Cumulative capital budget of £144,000 up to 2008/09	Town and Parish Councils, TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE PPG17	✓ 3: 3.2 CP A4 Developing safer and stronger communities CO 16 and CO13
3 (viii)	3.1	Museum to ensure that a minimum of three members of the user panel are aged between 11 - 18 years	A museum that makes decisions that are directly influenced by children and young people	Short, medium and long	Officer time	TWBC	TWBC RS 05 1.5.7, 5.1.8, 5.1.18, 7.2, 7.3.8 RW CP	CP A4 Developing safer and stronger communities CO16 LAA Outcome 7: Objective 8: Co-ordination of, support for and access to leisure and cultural activities for all young people
3 (ix)	3.1	Events at Assembly	A civic venue which	Short, medium	In line with 5 year	TWBC, theatre	TWBC RS 05	CP A4

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
		Hall theatre programmed for children and young people	caters for the interests of children and young people	and long	business plan	companies	1.5.7, 5.1.8, 5.1.18, 5.1.20, 5.1.24, 7.3.10 RW CP SB	Developing safer and stronger communities CO16 LAA Outcome 7: Objective 8: Co-ordination of, support for and access to leisure and cultural activities for all young people
3 (x)	3.1	Run 2 courses - Good Practice & Child Protection and A Club For All	Safer practices in child protection in sports clubs	Short, medium and long	Within existing Leisure Services budget. (Publicity and promotion. Possible venue hire cost in future.)	TWBC KCC KSDU Sports Coach UK Sports Club Forum	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	CP A4 Developing safer and stronger communities CO15 & CO16
3 (xi)	3.1	Participate in annual Kent Youth Games	Improved participation and engagement by all children and young people in community, cultural and youth activities (TW Community Safety Plan Priority 1, Outcome 2)	Short, medium and long	Within existing Leisure Services budget. (Possible future costs include transport costs, t-shirts, coach / team manager costs.)	TWBC Schools Clubs	TWBC RS 05 5.1.8, 5.1.18 RW CP CHSE	CP A4 Developing safer and stronger communities CO16 LAA Outcome 7: Objective 8: Co-ordination of, support for and access to sports

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								activities for all young people
3 (xii)	3.1	Deliver a programme of participatory activity during the summer holidays	Improved participation and engagement by all children and young people in community, cultural and youth activities (TW Community Safety Plan Priority 1, Outcome 2)	Short and medium	Within existing Leisure Services budget. Future costs will include staff wages & publicity/promotion,	TWBC Schools, Parish Councils	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	CP A4 Developing safer and stronger communities CO16 LAA Outcome 7: Objective 8: Co-ordination of, support for and access to sports activities for all young people
3 (xiii)	3.1	Deliver Kwik Cricket Festival	Improved participation and engagement by all children and young people in community, cultural and youth activities (TW Community Safety Plan Priority 1, Outcome 2)	Short	Within existing Leisure Services budget. Costs include equipment, certificates. Medals / Trophies currently paid for by an external sponsor.	TWBC External sponsors	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	CP A4 Developing safer and stronger communities CO16 LAA Outcome 7: Objective 8: Co-ordination of, support for and access to sports activities for all young people
3 (xiv)	3.1	Improve maintenance of lighting, increase	Increase perception of parks as a safe	Medium	Within existing Leisure Services	TWBC, Parks contractor	TWBC RS 05 1.5.7, 5.1.8,	

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
		visibility of uniformed parks staff and maintain environment to increase perception of safety	place to be particularly for women  TW Community Safety Plan: children and young people. Priority 1: Outcome 2: Improved access to safe environments for young people, identification of where young people gather ... appropriate action taken		budget.		5.1.12, 5.1.18, 5.1.24, 7.3.14 RW CP CHSE	
3(xv)	3.1	Continue to deliver a balanced programme of courses and activities at Borough Council Sports Centres	Improved participation and engagement by all children and young people in community, cultural and youth activities	Long	Within contract specification	TWBC	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24 RW CP CHSE Tunbridge Wells Community Safety Plan Priority 1, Outcome 2 LAA Outcome 7: Objective 8:	CP A4 Developing safer and stronger communities, CO14, CO15, CO16

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
							Co-ordination of, support for and access to sports activities for all young people	
3 (xvi)	3.2 Increase the awareness of children and young people about the range of Leisure opportunities available to them in the local area	Bring together voluntary, commercial and Council-run leisure organisations and schools to offer a Go and Try incentive scheme for a limited period to young people	Young people encouraged to try leisure activities which they might not otherwise have considered trying	Medium	Accounted for in Action 1 (iii)	TWBC, commercial providers, sports clubs, arts organisations, Leisure trusts, Local media, KCC	TWBC RS 05 5.1.8, 5.1.12, 5.1.18, 5.1.24 RW CP	✓ 3: 1.1 CP A4 Developing safer and stronger communities CO16 LAA Outcome 7: Objective 8: Co-ordination of, support for and access to leisure and cultural activities for all young people
3 (xvii)	3.2	Museum to provide open air outreach activities including Family fun days and Holiday Happenings	Improved participation and engagement by all children and young people in community, cultural and youth activities (TW Community Safety	Short	Within existing Leisure Services budget	TWBC	TWBC RS 05 1.5.7, 5.1.8, 5.1.18, 5.1.24, 7.2, 7.3.8 RW CP CHSE	CP A4 Developing safer and stronger communities CO16 LAA Outcome 7: Objective 8: Co-ordination of,

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
			Plan Priority 1, Outcome 2)					support for and access to leisure and cultural activities for all young people
3 (xviii)	3.2	Deliver workshops for schools linked to Assembly Hall Theatre	Children and young people encouraged to participate in theatre and cultural activities	Short	In line with 5 year business plan	TWBC, (Assembly Hall Theatre) Schools	TWBC RS 05 1.5.2. 5.1.8, 5.1.18, 5.1.20, 5.1.24, 7.3.10 RW CP SB JM	✓ 3: 1.3 CP A4 Developing safer and stronger communities CO16
3 (xix)	3.2	Deliver the annual Junior Sports Achievement Awards (JSAA)	<p>Opportunity for the sporting achievements of young people to be recognised</p> <p>Support provided to individuals, clubs etc. to enable and encourage volunteering and participation in sport</p> <p>Improved perceptions of young people within the community</p>	Short	<p>Within existing Leisure Services budget to include Venue hire £150 Grants £1,500 Publicity / Promotion £300</p> <p>Trophies and medals and additional grants are currently provided by external sponsors.</p>	TWBC External Sponsors	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 RW CP CHSE	CP A4 Developing safer and stronger communities CO 16 and CO15 LAA Outcome 7: Objective 8: Co-ordination of, support for and access to sports activities for all young people Equalites Action Plan

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			(TW Community Safety Plan Priority 1: Reduction in youth victimisation Outcome 1)					
3(xx)	3.2	Tunbridge Wells Museum and Art Gallery to contribute to Kent and Medway Museums Partnership "Inside Out" project for young people	Children and young people encouraged to participate in theatre and cultural activities  Improved participation and engagement by all children and young people in community, cultural and youth activities (TW Community Safety Plan Priority 1, Outcome 2)	Short	Within existing Leisure Services budget and with externalHLF funding	TWBC  Kent and Medway Museums Partnership  HLF	TWBC RS 05 1.5.7, 5.1.8, 5.1.18, 5.1.24, 7.2, 7.3.8 RW CP	✓ 3: 1.3 CP A4 Developing safer and stronger communities C016 BVPI 170 (a) 170 (b) 170 (c) Improve our performance of statutory best value indicator to retain our position in the top/2 <sup>nd</sup> Quartile LAA Objective 13: Indicator 1: Increased voluntary activity by those at risk of social exclusion LAA Outcome 7:

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
								Objective 8: Co-ordination of, support for and access to leisure and cultural activities for all young people
<b>4- FACILITATING APPROPRIATE PROVISION TO MEET THE NEEDS OF OLDER PEOPLE</b>								
4.1 Seek to provide relevant, safe and quality facilities, services and activities for older people 4.2 Increase the awareness of older people of the range of Leisure opportunities available to them in the local area								
4 (i)	4.1 Seek to provide relevant, safe and quality facilities, services and activities for older people	Initiate a healthy walks project targeted at older people	Participants are more physically active	Medium	£500	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 CP CHSE	CP A4 Developing Safer and Stronger Communities CO14
4 (ii)	4.1	Gain a better understanding of the leisure needs of older people	A council which is clearer about the needs of older people and can provide	Medium	Corporate Marketing and Community and Corporate Planning resources	TWBC, Older Peoples consortium	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 CP	CP A4 Developing Safer and Stronger Communities

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
			appropriate services				CHSE	CO14
4 (iii)	4.1	Continue programme of activities aimed at the 60 plus age group, the Breath Easy and Parkinsons Groups, Cardiac Rehab.and GP referral at Tunbridge Wells Sports and Indoor Tennis Centre. GP (Lifestyle) Referral at Weald?	Healthy opportunities for the 60 plus age group	Short	Within contract specification	Fusion, TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24 CP CHSE	CP A4 Developing Safer and Stronger Communities CO14
4 (iv)	4.1	Parks service to increase the number of benches in parks	Benches in parks, which allow the less mobile convenient opportunities to rest	Short, medium and long	Bench Donation Scheme	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24, 7.3.14 RW CP CHSE	CP A4 Developing Safer and Stronger Communities CO14
4 (v)	4.1	Introduce Stage Text to appropriate Assembly Hall Theatre shows	Increased number of shows that are accessible to people who have hearing difficulties	Short	In line with 5 year business plan	TWBC, Stage Text	TWBC RS 05 (particularly disabilities boost sample) 5.1.8, 5.1.18, 5.1.24	CP A4 Developing Safer and Stronger Communities CO14 Equalities Action Plan
4 (vi)	4.1	Work with Applause, West Kent Rural Touring Scheme to	Professional shows in local venues promoted by local	Short	From existing West Kent Arts Partnership funding (£5,000)	Applause, local promoters,	TWBC RS 05 5.1.8, 5.1.18, 5.1.20, 5.1.24	CP A4 Developing Safer and Stronger

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
		deliver professional shows to isolated communities	people			TWBC	RW CP	Communities CO15
4 (vii)	4.1	Undertake full range of reminiscence activities with older people to capture and share histories for current and future generations	An archive of local history and stories to benefit current and future generations	Medium	Officer time	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24  CMP 2.11.5.3	CP A4 Developing Safer and Stronger Communities CO14
4 (viii)	4.1	Develop inclusive community-curated exhibitions	A Museum and Art Gallery which reflects community identity and is owned by the community	Short	Officer time	TWBC	TWBC RS 05 1.5.7, 5.1.8, 5.1.10, 5.1.18, 5.1.24, 7.2, 7.3.8 RW CP	CP A4 Developing Safer and Stronger Communities CO14 CO15
4 (ix)	4.1	Tunbridge Wells Museum and Art Gallery actively involve older people in contemporary collecting projects, particularly with a view to recording reminiscences	Involvement and ownership Opportunity to share memories Mental stimulation/increased mental well-being	Short	Officer time	TWBC	ADP	CP A4 Developing Safer and Stronger Communities CO14 CO15
4 (x)	4.1	Tunbridge Wells Museum and Art Gallery to develop	Enjoyment Opportunity to try new things/learn new	Short	Officer time	TWBC	ADP	CP A4 Developing Safer and Stronger

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS; MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
		cross-generational activities and events	skills Mental stimulation / increased mental well-being					Communities CO14 CO15
4 (xi)	4.1	Tunbridge Wells Museum and Art Gallery to encourage more over 60s and 70s to become actively involved with the Project (referred to in action 1 (v)) by volunteering	Older people learn new skills, are actively involved in the Museum, have increased ownership of The Project and develop own interests	Short	Officer time	TWBC	ADP	CP A4 Developing Safer and Stronger Communities CO14 CO15
4 (xii)	4.1	Carry out access audits in parks	A planned approach to improving access to the park	Medium	Bid: £3,000 in 2007/08 to maximise benefits of planned works for three key parks Bid: £4,000 in 2008/09 to audit remaining smaller open spaces	TWBC	TWBC RS 05 5.1.8, 5.1.18, 5.1.24, 7.3.14 RW CP CHSE	CP A4 Developing Safer and Stronger Communities CO14
4 (xiii)	4.2 Increase the awareness of older people of the range of Leisure opportunities	Assembly Hall Theatre to seek to promote a programme which is attractive to a wide range of ages and is in line with Business Plan	A venue which offers a programme with a wide ranging appeal and is clearly open and welcoming to all	Short	In line with 5 year business plan	TWBC, theatre companies	TWBC RS 05 1.5.7, 5.1.8, 5.1.12, 5.1.18, 5.1.24, 7.3.10 RW CP	CP A4 Developing Safer and Stronger Communities CO14 Equalities

PRIORITY and Action no.	OBJECTIVES (Other Objectives met)	ACTION	OUTCOMES	TIMESCALE (SHORT 1-2 YEARS MEDIUM 2-3 YEARS; LONG 3 YEARS PLUS)	RESOURCES	LEAD PARTNER AND OTHER PARTNERS	DRIVERS FOR ACTION (see key below for explanation)	COMMUNITY PLAN PRIORITY (✓)/ TWBC CORPORATE PRIORITY (CP)
	available to them in the local area	targets					SB JM	ActionPlan Annual Operating Plan 06/07
4 (xiv)	4.2	Tunbridge Wells Museum and Art Gallery to deliver on-site and outreach services targeted at the elderly	Easy access to collections and information Raised awareness of services Mental stimulation/increased mental well-being	Medium	Officer time	TWBC	ADP	CP A4 Developing Safer and Stronger Communities CO14

### Acronyms:

Abbreviation	Description
TWBC	Tunbridge Wells Borough Council
KCC	Kent County Council
WSP	Whole Sport Plans
KSDU	Kent Sports Development Unit
TaES	Towards an Excellent Service
MLA	Museums, Libraries and Archives Council
HLF	Heritage Lottery Fund
TWMAG	Tunbridge Wells Museum and Art Gallery

**Key to Drivers for Action:**

<b>Abbreviation</b>	<b>Description</b>
Resources	Action is driven by a decision to reallocate resources or achieve savings
TWBC RS 05 1.5.1	Tunbridge Wells Borough Council Residents Survey 2005 paragraph 1.5.1
BP	Borough Profile 16 November 2005
RW	Residents Workshops/Community Plan consultation – RW does not necessarily imply that the specific action was identified but that this action is in sympathy with the views and aspirations expressed at the workshops.
CP	Community Plan consultation- this includes those who agreed that the identified priorities were correct and those who identified specific issues which this strategy addresses or actions that they wished to see undertaken. It did not seem appropriate to record individual comments as supporting research as this would mean that the comment of one individual would be weighted too heavily. CP does not necessarily imply that the specific action was identified but that this action is in sympathy with the views and aspirations expressed at the research.
CHSE	Choosing Health in the South East: Physical Activity. Produced by the South East England Public Health Observatory for the NHS. Actions in the Leisure Strategy are linked to summary of proposals at Appendix One.
SB	Stephen Browning Report: Review of the Procurement of the Management of the Assembly Hall Theatre
JM	John Matthew's report: Assembly Hall Theatre Business Plan
BE	Blingin' Evaluation
MIE	Making It Evaluation

PPG17	Policy Planning Guidance 17
PS	Emerging Play Strategy
ADP	Tunbridge Wells Borough Council Audience Development Plan

Strategic Support

<b>Abbreviation</b>	<b>Description</b>
✓ 3:3.13	Addresses Community Plan Chapter 3, priority 3, action 3.13
CP A4 CO 15 and CO 16	Corporate Priority 4, Corporate Objectives 15 and 16 (for a full description of the Corporate Priorities and Objectives please refer to <b>Appendix Six</b> )
LAA Outcome 7	Local Area Agreement Outcome 7: Objective 8: Co-ordination of, support for and access to sports activities for all young people
<b>Annual Operating Plan 06/07</b>	<b>Tunbridge Wells Borough Council Annual Operating Plan 2006/07</b>
<b>Equalities Action Plan</b>	<b>Tunbridge Wells Borough Council Corporate Equalities Action Plan</b>
<b>BVPI 170 (a) 170 (b) 170 (c)</b>	<b>Best Value Performance Indicator: 170 (a) 170 (b) 170 (c)</b>