

Draft Cultural Strategy

2009 – 2014

Introduction from the Portfolio Holder

Medway has a well-established heritage and strong local communities. Medway is changing as a place and our regeneration plans will create new communities and benefit those who live here already. Fundamental to that regeneration is Medway's cultural offer.

Our cultural offer makes Medway an attractive place to live, work and learn and is critical for the place making and place shaping of Medway.

With our partners we already provide a wide range of cultural activities. This strategy reviews our current provision and sets out our future aspirations.

Culture provides significant employment opportunities at a very difficult time; our universities and Mid Kent College attract talent to the area and we want to ensure we keep this talent for the benefit of the region.

Culture is pivotal to all our lives and here in Medway we are committed to establishing and transforming ourselves into the Cultural City of the region, into an exciting and vibrant place to be.

Howard Doe
Portfolio Holder
Community Services

Introduction from Chair of the Cultural Partnership

Medway is a great place to be. Our cultural offer is outstanding and something to shout about. I want us to work together with our partners to make it even better and that is the work the Cultural Partnership is charged with and what this Cultural Strategy sets out to achieve. There is so much to be proud of in Medway, and our Higher and Further Education offer is progressing from strength to strength. Let us know how you want to see Medway change and help us develop into the cultural destination and place to be in the South East. Join us on our journey.

Dianne Taylor
Chair of the Cultural Partnership

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VISION FOR CULTURE

Place, Pride, Prosperity, Putting Medway on the Map

Medway is a place of positive change, actively investing in the future whilst caring for its heritage. It is a designated growth area, the largest urban area in the southeast outside London and a strategic priority within the Thames Gateway. With a population of over a quarter of a million, the area is set to undergo significant transformation over the next 20 years and our aim is to deliver culture based regeneration.

Culture is one of the critical components in defining Medway as a **place**, giving colour, vibrancy and meaning to the significant physical regeneration that is taking place; in establishing **pride** in Medway, recognising the rich cultural offer that already exists, together with our exciting proposals for the future; in bringing **prosperity** to the local economy both through our vibrant creative sector and by serving as a magnet for tourism and drawing students to learn and then stay here; and in **putting Medway on the map**, ensuring Medway's reputation and cultural offer is recognised both regionally and internationally.

The Department of Culture, Media and Sport definition of culture is:

- Performing and Visual Arts
- Landscape, Architecture and Buildings
- Museums, Archives Local Identity, Sense of Place
- Fashion, Design, Media, Film, Writing and Publishing
- Sports and Recreation, Food, Parks and Open Spaces
- Cultural Diversity, Countryside, Recreation
- Traditions and History, Libraries
- Children's Play and Playgrounds

Culture contributes to overall health and wellbeing and can bring together those from different backgrounds and significantly contribute to community cohesion. These outcomes are critical for Medway's goals for the future. However, perhaps most importantly for Medway, culture fosters a sense of place, belonging and community identity and is pivotal to the physical and social regeneration and economic growth of the region.

This strategy aims to be a catalyst rather than a catalogue and adopts a partnership approach that will assist in coordinating the work of the public, voluntary and private sectors enabling cultural providers to work together. No single organisation has the resources or skills to deliver this strategy alone and there is an increasing need for cultural providers to work together to achieve the vision for culture.

In Medway the Local Strategic Partnership (LSP) aims to ensure partnership working adds measurable and sustainable benefits to the efforts of the stakeholder organisations in the area and brings tangible results and opportunities to the communities in Medway.

The Cultural Partnership is one of two active sub partnerships supporting the Medway Regeneration Partnership. The LSP Board acknowledges the vital role it plays in establishing Medway as a place where cultural ambitions can thrive and where local communities and people visiting the area can celebrate Medway's rich cultural heritage and enjoy the vibrant cultural events that characterise Medway 'the place'.

EXECUTIVE SUMMARY

Medway is uniquely positioned as the largest urban area in the South East outside London, mid-way between the capital and the continent, and is a strategic growth area in the Thames Gateway.

Medway has:

- The 2nd oldest Cathedral in England;
- The tallest and finest Norman Castle in the UK;
- The world's best preserved Dockyard and defences dating from the age of sail;
- 3 museums, including a national collection and a designated military collection;
- Successfully hosted 2 national events, Armed Forces Day and the Tour de France;
- 16 Libraries, 2 mobile libraries and 2 prison libraries;
- 7 Leisure facilities attracting 2.5 million visits and generating over £4m of income;
- 20 days of free festivals, more than anywhere else in the South East;
- Sweeps, the biggest folk music and dance festival in the country and probably the world;
- 2 local authority and 2 independent theatres;
- 2 country parks attracting 300,000 visits per annum each;
- 88 play areas;
- 3 Green Flag Awards (national quality standard for Greenspaces) for Riverside Country Park, the Vines and Hillyfields;
- 4 Universities with 10,000 students and set to grow to 15,000 over the next few years;
- A brand new £86m Mid-Kent College Campus;
- Successfully bid to host the Modern Pentathlon World Cup in 2010;
- A first division football club.
- Successfully bid to deliver the new Creative and Media diploma for 14 to 19 year olds resulting in a positive Ofsted Report for the first year's delivery.

Whilst we have an extensive cultural offer and achieved a great deal in the last few years, research shows the need to focus on the following:

- Engagement and participation with local people and groups across our cultural offer.
- Improved and wide-ranging communication and consultation to inform our cultural offer.
- Enhancement of existing parks, play areas and open spaces ensuring accessibility and safety.
- Enhancing connectivity and access through greater use of the river.
- Supporting Medway as a "city break" visitor destination through its rich heritage and cultural offer.
- Developing libraries as community hubs.
- Providing support for our universities to grow, attract and retain students.
- Encouraging opportunities to enable the development of a varied night-time economy
- Support for creative practitioners in terms of business advice and workspace.
- Continued support for the bid for World Heritage Site Status for Chatham's Historic Dockyard and Defences
- Tackling the barriers to participation in sports and physical activities
- Promoting Medway as a venue for top sporting and cultural events (2012 Olympics and Medway Park)
- Hosting the first Modern Pentathlon World Cup in 2010.

Strategic Priorities

In seeking to realise the vision, the following priorities will be adopted, together with their associated outcomes:

Strategic priority 1 – Stewardship

Preserve and enhance Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations.

Strategic priority 2 – Engagement

Increase active engagement and satisfaction with cultural activities to increase quality of life, providing the essential place-making for the significant regeneration that is taking place in Medway.

Strategic priority 3 – Contributing to Economic Prosperity

Harness and foster the creative talent within Medway and maximise the opportunities the universities and further education, creative sector and cultural offer create for Medway's economy.

Strategic priority 4 – Health and Wellbeing

Increase active participation to address obesity, mental health and spiritual health, promoting active minds, bodies and lifestyles.

Funding and Review

Whilst budgets are in place for some specific projects, further external funding opportunities will have to be sought. Additional Council funding will be required for a number of projects, and proposals for funding will need to be considered as part of the annual budget-setting process. In addition, partners have a key role to play in the delivery of the strategy.

The Regeneration, Community and Culture Directorate annual report will provide the mechanism for tracking our actions, targets and achievements against the priorities identified in this strategy.

The strategy will be monitored and updated continually through the Cultural Partnership on a bi-monthly basis. A full review of this strategy will be undertaken in 2014.

INTRODUCTION

With a population that is due to rise from 250,000 to 300,000 over the next twenty five years with the regeneration of the area, this Cultural Strategy for 2009 to 2014 sets out how we engage with existing and future communities. It sets out strategic priorities and actions to ensure our communities will continue to benefit from a wide range of high quality cultural activities.

This strategy will help the Council to deliver its corporate priorities, most importantly to promote, encourage and provide opportunities for culture and leisure for all, quality of life and community well being, meeting the needs of young people, community cohesion, contributing to the local economy and providing a clean and green environment. ⁽¹⁾ The strategic context for the cultural strategy is set out in Appendix D, Our Approach.

The strategy has to consider the economic climate and the fact that the current downturn may continue over some of the lifespan of this strategy, which may affect our cultural offer and what can be achieved.

Building on our existing cultural offer, this document sets out:

Where we are now – describing what has been achieved, key data and what people tell us.

What we will do – a set of key actions underpinned by more detailed plans and collaborative arrangements, that will drive those desired changes.

Our measures of progress and success – to monitor whether we are delivering the improved outcomes we have set out to achieve.

⁽¹⁾ reference the Council Plan 2009/12- “Everyone benefitting from regeneration outcomes, culture and leisure for all”.

DELIVERING THE STRATEGIC PRIORITIES

STEWARDSHIP

Introduction

Within Medway there is a large built and natural heritage offer, encompassing castles, parks and open spaces, museums and archives. These places and spaces provide the setting for a wide range of cultural activity. It is our responsibility to care for and develop these assets for future and current generations.

Key Issues for this priority include:

- Developing a sustainable cultural use for Eastgate House and Temple Manor
- Conservation of and improved visitor facilities for Rochester Castle and Upnor Castle
- The restoration of Gillingham Park
- Refurbishment of 22 play areas under the Playbuilder Programme
- Making our open spaces more welcoming, safer, cleaner and greener
- Delivering the Great Lines Heritage Park
- Supporting the bid for World Heritage Site Status
- Ongoing development of the Medway museum offer at the Historic Dockyard, Guildhall and Royal Engineers Museum

What people have told us about our services

Feedback from Rochester Castle Visitor Survey (December 2007)

The survey indicates that 44% of visitors were from Kent, 48% from other parts of the UK and 8% from overseas.

63% of visitors said that they were visiting the Castle as part of a day out and spent between 1-2 hours. However 45% of visitors were visiting specifically to see 'history brought to life'. Only 13% of visitors had visited more than once.

95% of visitors rated their overall enjoyment of the visit highly and 90% of visitors felt their visit represented good value for money.

Feedback on Museums and Galleries (2008/09)

There were over 60,000 visits to the Guildhall Museum in 2008, the second most visited local authority run museum in the county, second only to the County museum in Maidstone. 15,000 school and school groups also visited, allowing us to meet our National Indicator targets for museum visits.

Trend data for May 2009 shows that there has been an increase of 9% for visits on the same period last year.

Our performance information shows satisfaction levels with the Museum are in excess of 80%. Customer feedback between October 2008 and April 2009 indicates that 93% of visitors rated their visit as good or excellent.

The Place Survey (December 2008) indicates that 36% of Medway residents are satisfied with museums and galleries, compared to 40% average in England. Of those who have used the service, 55% were satisfied.

Feedback from Place Survey for Parks and Open Spaces (December 2008)

The Place Survey indicates that 59% of Medway residents are satisfied with our parks and open spaces, compared to 67% average across all Local Authorities surveyed. Of those who have used the service, 61% were satisfied.

Feedback from the TellUs Survey (2008)

Only 38% of children were satisfied with parks and play areas.

Where are we now - baseline performance information based on 2008/9 data

Green spaces

- Country parks usage – 300,000 visitors to each of our country parks per annum.
- Number of 'Friends' groups – 11
- Number of volunteers' hours to help maintain our parks – over 6,000

Heritage and Archives

- Number of visits made to Heritage attractions (including those run by external providers) - 678,892
- Total number of visits to museums – 60,000
- Total visits to Eastgate House of 8,155
- Total visits to Upnor Castle of 20,011
- Total visits to Rochester Castle of 54,131 in 2008 (Estimated 500,000 annual visits to Rochester Castle Gardens)
- Total visits to the Archives and Local Studies centre of 15,500.
- The Historic Dockyard, Chatham - perhaps the most significant and best preserved Dockyard from the "age of sail" (the eighteenth and early nineteenth centuries) in the world, is a major contributor to the heritage and cultural life of Medway. The 80 acre site is an architectural treasure trove and welcomes around 150,000 visitors every year. It is a key heritage tourism resource occasionally staging major events of national importance such as Navy Days and Armed Forces Day. Along with the various defences built to protect it over 300 years, it is being submitted for World Heritage Site designation in 2011/2012.
- Chatham Historic Dockyard Trust was appointed as the "hub" museum for the South East region in 2002 in order to develop as a centre of excellence and leader of the museum community, not just in Medway, but across the whole of Kent. This has allowed creation of a new national collection of model ships which will open in Spring 2010 and improve its exhibition content and to expand its outreach and learning programme. The Trust has also lent support to project and educational initiatives at the Royal Engineers Museum and the Guildhall Museum.
- The Royal Engineers, established in Medway for almost 200 years, celebrate their long connection with the area and their proud history in the Royal Engineers Museum in Gillingham, a nationally designated museum collection, set for a major expansion in 2012/13. The "Sappers" have contributed greatly to the evolution of civic life in Medway and continue to play a major part in major events and festivals.
- Rochester Cathedral - England's second oldest Cathedral makes a huge cultural contribution to life in Medway, providing spiritual leadership, hosting regular art exhibitions and special events, with a full programme of concerts. The Cathedral has recently invested in improving its visitor facilities and heritage interpretation with the unveiling of "Untold Stories".

- The Cathedral works hard engaging with local community groups through a variety of programmes including educational and music outreach programmes.
- The Cathedral is working with partners to identify how best the resources of faith can be released to enhance social cohesion in the regeneration of North Kent, and to learn and reflect upon the positive roles that faith performs.

What we will do

Taking account of what people have told us about our services, our own aspirations and our desire to broaden people's experiences we intend to preserve and enhance Medway's heritage and green spaces for the enjoyment and benefit of current and future generations by:

- Work with partners, especially English Heritage, to conserve Rochester Castle, improve the public realm and visitor experience.
- Work with partners to conserve Upnor Castle and improve visitors' experience.
- Conserve and develop a sustainable cultural use for Eastgate House by securing external funding.
- Develop proposals to maximise the benefit of the Dickens bicentenary and the 200th anniversary of the arrival in Chatham of the Royal Engineers in 2012.
- Deliver the 'Opening Doors' project to improve access and welcome at the Guildhall Museum
- Develop a marketing campaign for the Guildhall Museum, specifically for local people.
- Develop a sustainable cultural use for Temple Manor within the Strood Masterplan.
- Extending the existing museum educational outreach programmes.
- Relocate the archives collection and local studies centre to an improved site by 2014.
- Promote access to, and investment in, quality open spaces in Medway.
- Provide greater access to high quality play areas for children in Medway through Playbuilder.
- Work with partners to continue the restoration of Gillingham Park.
- Work with volunteers to enhance and conserve our greenspaces.
- Increase access to the Great Lines Heritage Park, an internationally significant heritage and green space asset.
- Supporting the bid for World Heritage Site Status.

How will we know when we've got there?

- Increase visitor numbers to Rochester and Upnor Castle, Temple Manor and the Guildhall Museum by 10% over the next 5 years. (NI10 Visits to museums and galleries)
- Implement development recommendations of new conservation plan and secure Green Flag Heritage award for Rochester Castle by 2012.
- Eastgate House restored and developed by 2014 to include an outdoor performance space and opening up to Rochester Riverside.
- Delivering a programme of activities to maximise the benefits of the Dickens bicentenary and the 200th anniversary of the arrival in Chatham of the Royal Engineers in 2012 .
- Relocate the archives collection and local studies centre by 2014.
- Re-negotiate a longer term Local Management Agreement with English Heritage for Rochester Castle, Upnor Castle and Temple Manor by 2011.
- Improvement to Guildhall Museum to include new retail area, new High Street entrance, improved orientation, new discovery zone for schools by March 2012
- Improvements made to Gillingham Park within 3 years.
- Green Flag accreditation for Hillyfields Community Park by 2010 and reaccreditation for Riverside Country Park and the Vines in 2009.
- Increase number of volunteer hours by 5% by 2014.
- Customer satisfaction with Medway's play areas increased by 10% in next 5 years.
- Customer satisfaction with Medway's parks and open spaces increased by 10% by 2014.

- Delivery of Playbuilder Programme resulting in the refurbishment of 22 play areas by 2012.
- Great Lines Heritage Park project delivered within timescales including two new entrances and a pedestrian bridge crossing, and Fort Amherst becoming a free-to-access public park by 2011.
- Nomination for World Heritage Site Status for the Historic Dockyard and Defences submitted by 2012.

ENGAGEMENT

Introduction

Medway provides a wide range of cultural activities which will be developed and enhanced to meet the needs of our current and future communities. We will widen the opportunity for people to engage and participate in culture.

Participation contributes to the local economy and community cohesion, as well as underpinning the physical regeneration of the area.

Key Issues for this priority include:

- Addressing barriers to experiencing our cultural offer ⁽²⁾.
- Raising awareness of and promoting our cultural offer
- Festival funding
- Changing the public's perception of library facilities and offer.

⁽²⁾ *Regeneration Inspection Recommendation June 2009*

What people have told us about our services

Feedback from consultation with the Community Cohesion Group (May 2009)

- The importance of engagement with local people, identifying the benefits to individuals and working together to make things happen.
- Understanding that different cultures have a part to play and celebrate diversity.
- Reaching out to people through improved and wide-ranging communication, with links to activities across all aspects of the cultural spectrum.
- Ensuring accessibility by considering the needs of young people, older people, disabled people and different ethnic groups.
- More intercultural activity, so everyone feels welcome.
- Develop a range of cultural offers that will ensure local people want to stay in Medway rather than travel for cultural activities.

Feedback from the Creative Medway Feasibility Study (May 2009)

- Concerts at the Castle could be developed into a wider music festival attracting new, younger bands.

Feedback from the Place Survey for Theatres/concert halls (December 2008)

The Place Survey indicates that 44% of Medway residents are satisfied with the theatres/concert halls compared to 41% average in England. Of those who have used the service, 57% were satisfied.

Feedback from the analysis/ feasibility study carried out by Medway Renaissance (2005)

Indicated a number of 'gaps' in our cultural offer:

- Affordable and available rehearsal space and meeting rooms
- Flagship gallery, exhibition space and studios
- Broader choice of productions and performers
- Chatham's suitability for special occasions, especially lack of restaurants/facilities
- Need wider variety of events for children and young people of all ages

- A venue that is well-lit and safe.

Feedback from the Place Survey for Libraries (December 2008)

The Place Survey indicates that 67% of Medway residents are satisfied with libraries compared to 68% average in England. Of those who have used the service, 79% were satisfied.

Where are we now - baseline performance information based on 2008/9 data

Festival , Arts and Theatres

- Satisfaction with arts workshop/participatory events - 94%
- Arts team's education/training/participatory arts activities - 575 events and 15,677 attendances.
- Satisfaction with Gallery Exhibitions - 84%
- Footfall for gallery – 54,250
- Attendance at arts activities (workshops, exhibitions etc.) – 15,677.
- Participants at dance activities – 2,243.
- People who attended the Fuse festival thought it was a positive event for Medway (based on 2008 data) - 86%
- Satisfaction with Castle Concerts - 98%
- Ticket sales for Castle Concerts – 13,650.
- Number of coaches to Festivals in 2008 – Sweeps – 43; Summer Dickens – 75; Christmas Dickens – 245.
- Average footfall per festival per day in 2008 – Sweeps – 30,000; Summer Dickens – 25,000; Christmas Dickens – 35,000.
- Delivered a new contemporary art gallery (ground floor of VIC) 2009

Libraries

- Visits to libraries -1.4 million
- Active borrowers - 49,000
- Adults' satisfaction with the service - 94%
- Children's' satisfaction with the service - 87%
- People who have accessed our libraries PCs - 393,825
- Audio visuals in stock - 34,844

We are keen to continue to invest in and develop our libraries. We have:

- Provided a new library in Chatham, Rochester and Grain. Extended Hempstead library and refurbished Gillingham and Rainham.
- Invested an additional £360,000 in our book stock over the next 3 years
- Funded a new mobile library
- Invested £50,000 for new PCs in libraries
- Invested £330,000 for a new library management system making borrowing much easier for our customers.

What we will do:

Taking account of what people have told us about our services, our own aspirations and our desire to broaden people's experiences, we intend to increase active engagement and satisfaction with cultural activities to increase quality of life, providing the essential place-making for the significant regeneration in Medway by:

- Working with the Cultural Partnership to continue to drive and deliver our cultural offer.
- Consulting with partners, stakeholders and residents to ensure we develop a range of cultural opportunities that meet the needs of our current and future communities.

- Using information from consultation to increase and enhance our existing cultural offer by raising awareness and encouraging participation in festivals, arts and theatres.
- Establishing a 'what's on' website detailing all leisure and culture activities in one place.
- Developing the Central and Brook theatres to ensure they are fit for purpose and are commercially viable.
- Opening our first library community hub in 2010 and roll out the programme over successive years.
- Working with partners to grow and develop a wide range of events and festivals that celebrate our diverse community.
- Continuing to grow our arts education and outreach programme in engaging with a broad section of the population.
- Developing our existing dance programme to increase participation.
- Working with Medway Renaissance on the development of a waterfront arts complex (Wacx).
- Working with partners to promote culture through the delivery of Medway's Culture and Design Awards in 2010 and beyond.

How will we know when we've got there?

- Review the membership of the Cultural Partnership ensuring it is representative of cultural providers and the commercial and non-commercial sector by April 2010.
- 10% increase in engagement and participation across all aspects of our cultural programme by 2014.
- A 'what's on' website detailing all leisure and culture activities in place by 2010.
- Increase the number of attendances to education/training/ participatory arts activities by 5% per annum over the next 5 years.
- Increase the number of participants in dance activities by 2% per annum over the next 5 years.
- Multi-cultural celebrations such as Mela are included in Medway's festival programme by 2011.
- The Central and Brook theatres are developed to ensure they are fit for purpose by 2012
- Medway has a new, iconic cultural facility (Wacx) on the waterfront by 2020.
- Libraries, in addition to their core activities, become community hubs and deliver a wide range of council services by 2014.
- Run successful Medway Culture and Design Awards in 2010 and beyond.

HOW CULTURE CONTRIBUTES TO ECONOMIC PROSPERITY

Introduction

Medway's Economic Development Strategy (2009-2012) emphasises the importance of cultural and creative industries, contributing to the growth of Medway's tourism and economic prosperity.

The council's Economic Development and Tourism services lead on delivering on the Economic Development Strategy.

Arts and Culture are important contributors to Medway's wider economic growth and its growth as a tourist destination. In particular, Chatham's two theatres, free festivals, historic buildings, the Guildhall museum, the increased visitor numbers to Chatham's Historic Dockyard and Dickens World all represent a significant contribution to Medway's economy.

Medway is home to a large number of successful creative businesses from single practitioners to companies employing many people. The sector is a priority for growth. The extensive programme of festivals, arts & theatre in Medway allows us to support a number of practitioners in developing their skills and audiences. As well as local commissions we provide a nurturing environment for emerging companies within the Brook Theatre. Working alongside Economic Development and Tourism services, the cultural services within Medway Council will develop the professional and audience development support.

Additionally, the strategy will build on the opportunities that planned events such as the 2012 Olympics and the 2010 opening of the National Museums project at the Historic Dockyard present to attract sustainable tourism and cultural investment.

The success of the higher education sector flourishing in Medway is one of the most credible and encouraging of the area's achievements.⁽³⁾ It is one of the few places nationally where there are four universities. This strategy recognises the higher and further education institutions as key partners.

Key issues for this priority include:

- Culture and creative industries contributing to tourism
- Work space and retail space for creative practitioners
- Encourage graduates to live, study and work in Medway.

(3) Medway Economic Development Strategy 2009 - 2012

What people have told us about these services

Feedback from the analysis/ feasibility study carried out by Medway Renaissance (2005)

Indicated a number of 'gaps' in our cultural offer:

- Flagship gallery, exhibition space and studios.
- Chatham's suitability for special occasions especially the lack of restaurants/facilities.

Feedback from the Community Cohesion Group (May 2009)

- Need to retain students and determine how they should be engaged.
- The River Medway has lots of potential. People would like to see it promoted and used more for events, activities and festivals.

Feedback from the Creative Medway Feasibility Study (May 2009)

- Need support for: premises (gallery/display and workspace), business advice, funding and project opportunities and networking and collaboration opportunities, from Medway Council's Economic Development service.
- Open up performance and 'business' opportunities by increasing the number of venues available.
- More public art should be commissioned locally wherever possible.
- Produce better publicity and promotional material for the wide variety of activities that do take place.

Where are we now - baseline performance information

- Research in February 2009 by the National Endowment for Science, Technology and the Arts (NESTA) suggests that the creative industries sector is likely to grow by an average of 4% by 2013 and that by 2013 the sector will provide 1.3 million jobs nationally.
- There are over 1000 creative sector based practitioners and businesses in the Medway area.
- Previous studies will have revealed that the creative industry sector in Medway is perfectly placed to support regeneration in the area.
- A dedicated Community Interest Company has been established to co-ordinate the development of the creative industries sector in Medway.
- Small art gallery with cafe and 30 work units established in the centre of Chatham (NAC)
- The Historic Dockyard is home to numerous creative entrepreneurs, not least at the new Joiners Shop Centre for Creative Businesses, and regularly hosts art and fashion exhibitions.
- The University of Creative Arts (UCA) is a major asset for Medway.
- UCA has recently launched an MBA in Creative Industries Management.
- Mid Kent College opens a new £86m campus in September 2009.
- Mid Kent College has a substantial arts department which acts as a feeder to local universities.
- Medway has 4 Universities, with more than 10,000 students.
- The Historic Dockyard also facilitates accommodation for the universities within its boundaries.

What will we do?

Taking account of what people have told us about our services and our own aspirations we intend to support the council's Economic Development service to harness and foster the creative talent within Medway and maximise the opportunities the creative, higher and further education and tourism offer created for Medway's economy by:

- Working with Economic Development to draft a creative industries sector development plan to include provision of workspace and retail spaces as appropriate.
- Develop a Creation Centre to provide a large-scale build space.
- Jointly with Economic Development, establish a creative innovation centre to provide work and retail space specifically for creatives.
- Work with partners to maximise the business and commercial value of heritage sites and collections.
- Provide professional development for our existing practitioners.
- Attract and retain students through our universities by:
 - Retaining University of Creative Arts (UCA) Medway
 - Encouraging local students to continue their studies at local HE or FE Institutions.
 - Providing support through economic development, arts and joint programmes with Higher and Further Education institutions where appropriate.

- Work in partnership with Hadlow College to implement the 'green university' on the Cozenton Nursery site providing employment opportunities for those Not in Employment / Education or Training.
- Develop a plan to promote and make better use of the river for events, activities and festivals and to connect the main visitor sites.

How will we know when we've got there?

- A draft creative industries sector plan to include provision of workspace and retail spaces as appropriate will be ready for consultation by December 2010 (produced by Economic Development).
- Exhibits for first phase delivery of a Creation Centre to provide a build space for outdoor performance events such as the Olympics will be built by early 2010.
- Working with the Economic Development Team, provide an innovation centre specifically for creatives by 2012.
- Delivery of a professional development programme for our existing practitioners in 2010
- Income from visits to all Medway attractions will increase by 10% by 2014.
- Student numbers increase from 10,000 to 12,000 by 2014.
- A new University of Creative Arts campus for Medway agreed by 2014.
- An established, fully functioning University of Kent Arts School by 2011.
- The implementation of the 'green university' on the Cozenton Nursery site from Summer 2010.
- Consult with stakeholders on proposals for better use of the river by 2011.

HEALTH AND WELLBEING

Introduction

All aspects of culture impact on health and wellbeing, including spiritual wellbeing, not least through engagement with our heritage, arts, festivals, theatres and libraries. This priority, however, specifically focuses on the impact that **sport and leisure** can have on individuals and communities.

The link between increased physical activity and improved well being is universally recognised. This strategy therefore aims to encourage people to participate and have high quality, enjoyable opportunities to become involved in and stay involved in sport and recreation throughout their lives.

Key issues for this priority include:

- Establishing Medway Park as an £11m regional centre of sporting excellence.
- Capitalising on the 2012 Olympics.
- Increasing participation in sport and active lifestyles across all ages and abilities.
- Creating opportunities and the environment for local people to participate in sport and active lifestyles.

What people have told us about our services

Feedback from local surveys:

- 90% of customers are satisfied with the Council's Leisure facilities (local survey October 2008).
- 95% of customers are satisfied with Deangate Ridge Golf Course (local survey October 2008)

Feedback from Echoes Gym survey (January 2009)

- 98% customer satisfaction
- 92% rated the gym as good/excellent value for money.

Feedback from Kicks Soccer Centre Survey (February 2009)

- 90% customer satisfaction.
- 95% rated the condition of the facilities as good/excellent.

Feedback from the Place Survey for sports/leisure facilities (December 2008)

The Place Survey indicates that 40% of Medway residents are satisfied with sports/leisure facilities compared to 46% average in England. Of those who have used the service 44% were satisfied. 56% of users have used a sports/leisure facilities within the last 12 months.

Feedback from the Sport England Active People Survey 2 (October 2008)

NI8 – Adult participation in sport: 14.1%

Other relevant statistics

- The Department of Health estimates that the cost of physical inactivity for NHS Medway is £2.7m per year.
- The Medway Obesity Strategy reports that up to 50% or more of the adult population of Medway may be overweight and 15% obese.
- Schools have a key role to play in driving up physical activity levels, in particular via the national target that 85% of pupils in school will receive 2 hours of quality physical education per week.

Where are we now

- National Customer Service Excellence Standard awarded in March 2009 for our Leisure services and personally commended by the Prime Minister in June 2009 for achieving the standard.
- Leisure services have held the Charter Mark for several years, achieving over 80% compliance against all the criteria in the 2007 assessment.
- Leisure services regularly maintain high levels of Quest ⁽⁴⁾ registration.
- 2.5 million visits to leisure facilities per year.
- Agreed the strategic approach to Medway Gets Active and developed programme ready for implementation from July 2009.
- Approximately 1,700 participants in 2009 Medway Mile fun run,
- £11m funding secured for Medway Park and work is well underway.
- 56 Schools currently signed up to Our Medway 2012 programme.
- 70 young people on elite athlete and Project 2016 support programmes.
- Medway Games:
 - Business Games - 14 companies and approximately 200 competitors took part;
 - Mini Partnership Games – 7 events attracting approximately 1,000 participants and 100 volunteers.
 - Disability Games – 2 events attracting approximately 100 disabled participants.
 - Youth Games – 9 events attracting approximately 2,000 participants and 100 volunteers.
 - Mini Youth Games – 10 events attracting approximately 3,000 participants and 200 volunteers.
- Secured the first Paralympics Team to base themselves at a pre-games training camp.
- Won the right to stage 2010 Modern Pentathlon World Cup.
- Launched in November 2008 pilot project for Medway's first sporting academy (the first of its kind in the country), Medway's pioneering talent development programme
- Won the national Sustainable Communities Award for Creating A Lasting Legacy from the 2012 Games.
- Our Medway 2012 primary schools curriculum became the first education project in country to receive the Olympic Inspire mark for education.

(4) Quest is the sports leisure standard developed by Sport England measuring, amongst other things, customer service and partnership working.

What we will do?

Taking account of what people have told us about our services, our own aspirations and our desire to broaden people's experiences we intend to increase active participation to address obesity, mental health and spiritual health, promoting active minds, bodies and life styles by:

- Continuing the development of Medway Park into a world class sporting facility.
- Rolling out the Medway Gets Active campaign, ensuring that the value of participation message to the promotion of activities and opportunities linked to the 2012 Olympics and beyond.
- Supporting the campaign by NHS Medway to promote the benefits of physical activity and sport in addressing health improvement in 2010.
- Developing a programme of events and sporting activities to encourage local people to take up sporting activities.
- Working with partners to develop marketing campaigns that will:
 - raise awareness, specifically targeting sections of Medway where participation levels are known to be low and the greatest impact can be achieved.
 - promote the benefit of physical activity and sport in addressing health improvement.
- Working with partners to encourage the use of non-sporting community facilities and other informal settings for physical activity and sport. To include the "extended" use of schools and other education establishments for leisure activities.

- Reviewing current facility programming to include a programme of interventions which target those least likely to participate in physical activity and sport.
- Further developing the use of physical education and sport to raise attainment across the whole curriculum for 5-16 year olds.
- Continuing the development of pathways for talented sports people to compete to their full potential, ensuring that facilities are appropriate and accessible. Take into consideration talented and gifted young people through the Medway Sports Academy and Medway Athlete Support.
- Working with partners to develop and implement an approach to:
 - measure the physical activity/participation rates of all age-groups across Medway on an ongoing basis;
 - evaluate the impact of increased participation and activity rates on health improvement and other known benefits.

How will we know when we've got there?

- Increase in adult participation in sport and active lifestyles by 8% over the next 5 years.
- Increase in children's sporting and active lifestyles by 10% over the next 5 years.
- A website that provides information on how to get involved in physical activity and sport, ensuring it is accurate, comprehensive and kept up to date.
- Medway Park completed in March 2010.
- Hosting the first Modern Pentathlon World Cup in April 2010.
- Securing countries for pre-games training camps in 2011.
- Hosting the British Transplant Games in 2012.
- Hosting another round of Medway's Sport Awards in 2010.
- Establishment of Medway's first tennis academy at Beechings Cross in 2011.
- Increase numbers participating in the Medway Mile (a mass community fun run) by 5% per year over next 5 years.
- Hosting the Medway Sporting Festival in 2010.
- Elite Support programme -10 new athletes to be identified and listed on the relevant county level support package in 2009/10, 2 athletes to progress from Project 2016 to elite athlete support programme and 2 elite athletes to progress to senior international level.
- Community use agreements will be secured with 5 schools by 2014.

FURTHER CULTURAL ASPIRATIONS

Medway has a number of further aspirations to work with partners to promote and develop our cultural offer. These include:

- Hosting a year of celebrations that will capitalise on the opportunities that 2012 will bring. To include:
 - The Queen's Diamond Jubilee
 - Cultural Olympiad
 - Dickens bi-centenary
 - 200th anniversary of the Royal Engineers in Medway
 - Inscription for World Heritage Site status.
- Developing a Public Art strategy ensuring integration between culture, the regeneration programme and public space strategy.
- Consideration of a fashion and design museum in Medway (perhaps building on the Zandra Rhodes connection).
- Promoting Medway as a film and TV location.
- Developing schools of creativity through creative partnerships.
- Creation of an informal music venue.
- Work with partners to develop a cultural academy.
- Build on our Literary heritage and develop a festival celebrating literature.
- Developing schools with specialism in performing arts, music and sport.
- As part of waterfront arts complex (Wacx), develop gallery provision that would provide capacity for touring exhibitions and increased promotion of craft based practitioners.
- Promoting community cohesion by supporting others in the development of a community and ethnic minority centre.
- Promote Medway as a venue for international sporting competition
- Develop a nationally recognised academy where Medway's most talented young sportspeople can flourish.
- Develop a new country park at Grain.
- Develop a young people's festival to build on the success of BBC Blast.

We will also take advantage of any opportunities as they arise during the life of the strategy.

How the strategy will be delivered, financed and reviewed

Medway's Cultural Partnership will have a key role in implementing the Strategy and will act as enabler and facilitator, working in partnership with a range of agencies and organisations to deliver benefits beyond those possible if limited to the Council's own resources. Availability of resources, both those of the Council and of its many partners, will influence implementation. The delivery plan in Appendix A summarises how, when and by whom key actions will be delivered.

Leisure and Culture Service Plans underpin the delivery of a number of the outcomes from the Cultural Strategy. Budgets are in place for a number of specific projects, together with aspirations for external funding. However, a number of projects will need to be considered for funding as part of the Council's annual budget-setting considerations. In addition, partners have a key role to play in the delivery of the strategy.

The Regeneration, Community and Culture Directorate annual report will provide the mechanism for tracking our actions, targets and achievements against the priorities identified in this strategy.

The strategy will be monitored and updated continually through the Cultural Partnership bi monthly meetings. A full review of this strategy will be undertaken in 2014.

This strategy must be considered in the context of the Council's priorities and remain flexible and able to respond to changes in legislation, funding and local needs or as a result of reviews or other improvement initiatives.

If you have any comments on the strategy or leisure and culture provision in Medway please contact:

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APPENDIX A – DELIVERY PLAN

Strategic Priority - Stewardship					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
Care and conserve Medway's monuments and listed buildings, Museum and archive collections.	1	Work with partners, especially English Heritage, to conserve Rochester Castle, improve the public realm and visitor experience.	Implement development recommendations of new conservation plan and secure Green Flag Heritage award for Rochester Castle. Increased visitor numbers to Rochester Castle, Upnor Castle, Temple Manor and the Guildhall Museum by 10% over the next 5 years.	2012	Medway Council and English Heritage
	2	Work with partners to conserve Upnor Castle and improve visitors' experience.	New displays in the towers –delivered during winter 2009/10 Option appraisal and feasibility work for the Barracks to identify favoured use, feasibility of conversion, full capital costs and funding sources	Winter 2010 Sept 2010	Medway Council
	3	Re-negotiate a longer term Local Management Agreement with English Heritage with respect to Rochester Castle, Upnor Castle and Temple Manor	5 year conservation programme for 3 monuments <u>Interim measures:</u> - NI10 Visits to museums and galleries;	2011 to 2016	Medway Council and English Heritage
	4	Develop a sustainable cultural use for Temple Manor.	- Visits per head of population to the museum and local studies centre, incl. local school visits;	2011	Medway Council and English Heritage
	5	Develop a marketing campaign for the Guildhall museum aimed specifically at local people.	- Increase the amount of external income brought in by the heritage service;	2010	Medway Council
	6	Deliver the 'Opening Doors' project to improve physical access and welcome at the Guildhall Museum	- Increase visits to key heritage sites;	March 2012	Medway Council
	7	Encourage stewardship by extending the existing museum educational outreach programme to castles and other heritage sites.	New retail area, new High Street entrance, improved orientation, new discovery zone for schools	2014	Medway Council
	8	Conserve and develop a sustainable cultural use for Eastgate House by securing external funding.	An additional 20 educational outreach sessions at the museum and castles by 2014	2014	Medway Council
	9	Relocate the archives collection and local studies centre to an improved site.	Eastgate House restored and developed including a summer performing space and opening up to Rochester Riverside.	2014	Medway Council
		Relocate the archives collection and local studies centre to an improved site.	The archives collection and local studies centre are relocated to a permanent site.	2014	Medway Council

APPENDIX A – DELIVERY PLAN

Strategic Priority - Stewardship					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
	10	Maximise the benefits of the Dickens and Royal Engineers bicentenary in 2012 and link to the Cultural Olympiad.	A published programme of activities, public art commissioned and a dedicated Dickens tourism campaign.	Dec 2011	Medway Council and Partners
Development and promotion of our countryside and open spaces	11	Promote access to, and investment in, quality open spaces and countryside in Medway.	Customer satisfaction with Medway's parks and open spaces increased by 10% in next 5 years. <u>Interim measures</u> - Number of Green Flag accreditations for parks and open spaces. - Increase in the number of volunteer hours and friends groups - NI197 Improved local biodiversity proportion of local sites where positive conservation management has been or is being implemented Defra DSO	2014	Medway Council
Development and promotion of our countryside and open spaces	12	Provide greater access to high quality play areas for children in Medway through Playbuilder to improve play areas across Medway.	Customer satisfaction with Medway's play areas increased by 10% in next 5 years. <u>Interim measure</u> NI199 Children and young people's satisfaction with parks and play areas	2012	Medway Council
Development and promotion of our countryside and open spaces	13	Work with partners to continue the restoration of Gillingham Park.	Gillingham Park is restored to its former Edwardian splendour within 3 years.	2011	Medway Council and partners
Great Lines Heritage Park by 2011	14	Increase access to and understanding of the Great Lines Heritage Park, an internationally significant heritage and green space asset for Medway	Each phase of the Great Lines Heritage Park project delivered within timescales as set out in the funding agreement including two new entrances and a pedestrian bridge crossing, and Forth Amherst becoming a free to access public park by 2011	2011	Medway Council and partners
Support for World Heritage Site Status	15	Work with partners to support the bid for World Heritage Status	Medway's nomination for World Heritage Site Status for Chatham's Historic Dockyard and Defences is submitted by 2012.	2012	World Heritage Site Steering Group

APPENDIX A – DELIVERY PLAN

Strategic Priority - Engagement and Participation					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
Develop and enhance our existing cultural offer	16	Review the membership of the Cultural Partnership.	A partnership that is representative of cultural providers and the commercial and non-commercial sector	April 2010	Cultural Partnership Medway Council
	17	Consult with partners, stakeholders and residents to ensure we develop a range of sustainable cultural opportunities that meet the needs of our current and future communities.	A10% increase in the range of sustainable cultural opportunities that meet the needs of our current and future communities <u>Interim measure</u> - Number of visits made to Festivals and events. - Castle Concerts ticket sales	2014	Medway Council
	18	Work with partners to grow and develop a wide range of events and festivals that celebrates our diverse community	Mela, a multi-cultural celebration is included in Medway's festival programme.	2011	Ethnic Minority Forum and Medway Council
	19	Address barriers to engagement	Increase number of visits made to events and festivals by 5% over the next 5 years	2014	Medway Council
	20	Develop existing dance programme and increase participation.	Increase the number of participants in dance activities by 2% per annum over the next 5 years	2014	Medway Council
	21	Continue to grow our arts education and outreach programme in terms of engaging with a broad section of the population.	Increase the number of attendances to education/training/participatory arts activities by 5% per annum over next 5 years. <u>Interim Measure:</u> - NI11 Engagement in the arts	2014	Medway Council
	22	Work with Medway Renaissance in the development of a waterfront arts complex (Wacx) for Medway.	Medway has a new, iconic cultural facility (Wacx) on the waterfront by 2020.	2020	Medway Council
Raise Awareness	23	Establish a 'what's on website detailing all leisure and culture activities in one place.	A 'what's on website detailing all leisure and culture activities	2010	Medway Council
	24	Use information from consultation to grow and enhance our existing cultural offer by raising awareness and encouraging participation in festivals, arts and theatres.	20% increase in engagement and participation across all aspects of our cultural programme by 2014.	2014	Medway Council

APPENDIX A – DELIVERY PLAN

Strategic Priority - Engagement and Participation					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
Ensure the commercial viability of Council run venues	25	Develop the Central and Brook Theatres and the Corn Exchange to ensure they are fit for purpose by 2012	<p>Proposals for the development of the Corn Exchange and both theatres by 2010.</p> <p>Source funding by 2011</p> <p><u>Interim measures</u></p> <ul style="list-style-type: none"> - Number of visits made to Theatres - Increase income from Corn Exchange 	2012	Medway Council
Change the public's perception of library facilities and offer	26	Libraries, in addition to their core activities, become a community hub and deliver a variety of council services	<p>Open our first library community hub in 2010 and roll out the programme.</p> <p><u>Interim Measures</u></p> <ul style="list-style-type: none"> - NI 9 Use of public libraries - Active borrowers per 1000 population - Number of visits to libraries per 1000 population - Number of visits made to Libraries 	<p>First library 2010</p> <p>Completion of roll-out 2014</p>	Medway Council
Promote our services	27	Work with partners to promote culture through the delivery of Medway's Culture and Design Awards in 2010.	Running another successful Medway's Cultural and Design Award in 2010	2010	Medway Council

APPENDIX A – DELIVERY PLAN

Strategic Priority - Economic Prosperity					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
Increase work and retail space for creative practitioners	28	Draft a creative industries sector development plan to include provision of workspace and retail spaces as appropriate.	A draft plan will be ready for consultation by December 2010.	2010	Medway Council and partners
	29	Exhibits for first phase delivery of a Creation Centre to provide a large scale build space for outdoor performance events such as the Olympics	First phase delivery - early 2010. - NI11 Engagement in the arts	2010	Medway Council
	30	Establish a creative innovation centre to provide work and retail space specifically for creatives.	Provide an innovation centre specifically for creatives by 2012. <u>Interim Measure</u> - Number of new creative business start ups.	2012	Community Interest Company (CIC)
Support for creative practitioners	31	Provide professional development for our existing practitioners by December 2009	Delivery of a professional development programme for our existing practitioners by 2010 <u>Interim Measure</u> - Number of creatives undertaking professional development	2010	Medway Council and partners
Capitalise on Opportunities from 2012	32	Work with partners to maximise the business and commercial value of the heritage sites and collections.	Income from visits to all Medway attractions will increase by 10% by 2014. <u>Interim Measure</u> - Visitor numbers to all Medway's attractions	2014	Medway Council and Medway tourism Association

APPENDIX A – DELIVERY PLAN

Strategic Priority - Economic Prosperity					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
Supporting Economic Regeneration	33	Work in partnership with Hadlow College to implement the 'green university' on the Cozenton Nursery site providing employment opportunities for those Not in Employment / Education or Training.	The implementation of the 'green university' on the Cozenton Nursery site from Summer 2010.	2010	Medway Council and Hadlow College
	34	Develop a plan to promote and make better use of the river for events, activities and festivals and to connect the main visitor sites	Consult with stakeholders on proposals for better use of the river by 2011	2011	Medway Council
	35	A new University of Creative Arts campus for Medway established by 2014.		2014	University of Creative Arts.
Make better use of the River	36	Support the University of Kent (UoK) in the development of their arts offer.	An established, fully functioning University of Kent Arts School by 2011	2011	University of Kent

APPENDIX A – DELIVERY PLAN

Strategic Priority - Health and Wellbeing					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
Increase participation in sport and active lifestyles across all ages and abilities	37	Continue roll out the Medway Gets Active campaign ensuring that the value of participation is an integral message to the promotion of activities and opportunities linked to the 2012 Olympics and beyond and resource	Increase in adult participation in sport and active lifestyles by 8% over the next 5 years.	2014	Medway Council NHS Medway Medway Council
	38	Support the campaign by NHS Medway to promote the benefits of physical activity and sport in addressing health improvement in 2010.			
	39	Further develop the use of physical education and sport to raise attainment across the whole curriculum for 5-16 year olds.	Increase in children’s sporting and active lifestyles by 10% over the next 5 years.		
	40	Develop a website that provides information on how to get involved in physical activity and sport, ensuring it is accurate, comprehensive and kept up to date	The website up and running	Aug 2009	
	41	Work with partners to develop marketing campaigns that will: <ul style="list-style-type: none"> - raise awareness, specifically targeting sections of Medway where participation levels are known to be low and the greatest impact can be achieved. - promote the benefit of physical activity and sport in addressing health improvement 	Increase in adult participation in sport and active lifestyles by 8% over the next 5 years.	2014	
	42	Review current facility programming to include a programme of interventions which target those least likely to participate in physical activity and sport.	Develop a programme of events and sporting activities to encourage local people to take up sporting activities.	2014	

APPENDIX A – DELIVERY PLAN

Strategic Priority - Health and Wellbeing					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
Creating opportunities and the environment for local people to participate in sport and active lifestyles.	43	Create opportunities and the environment for local people to participate in sport and active lifestyles	Hosting the Modern Pentathlon World Cup in April 2010.	2010	Medway Council
			Hosting the British Transplant Games in 2012.	2012	
			Continue to host the annual Medway’s Sports Awards. Next due November 2009	2009	
			Hosting the Medway Sporting Festival in 2010.	2010	
			Increase numbers participating in the Medway Mile (a mass community fun run) by 5% per year	2012	
			Establishment of Medway’s first tennis academy at Beechings Cross in 2011	2011	
	44	Continue the development of pathways for talented sports people to compete to their full potential, ensuring that facilities are appropriate and accessible. Take into consideration talented and gifted young people through the Medway Sports Academy and Medway Athlete Support	Elite Support programme -10 new athletes to be identified and listed on the relevant county level support package in 2009/10, 2 athletes to progress from Project 2016 to elite athlete support programme and 2 elite athletes to progress to senior international level.	2014	Medway Council
45	Work with partners to encourage the use of non-sporting community facilities and other informal settings for physical activity and sport. To include the “extended” use of schools and other education establishments for leisure activities	Community use agreements will be secured with 5 schools by 2014. <u>Interim Measure</u> Number of schools secured per annum	2014	Medway Council	

APPENDIX A – DELIVERY PLAN

Strategic Priority - Health and Wellbeing					
Aim	Ref	Action	Measures	Time –frame	Lead Bodies
Capitalise on the 2012 Olympics	46	Establishing Medway Park as an £11m regional centre of sporting excellence	Medway Park completed in March 2010.	2010	Medway Council, Government, University of Kent, Sport England, Sport National Governing Bodies
	47	Securing countries for pre-games training camps in 2011	Secure a country to train in Medway for 2012 Games	2011	
Develop an approach to measure indicators	48	Work with partners to develop and implement an approach to ensure: <ul style="list-style-type: none"> a) all sports programmes / initiatives are monitored appropriately; b) measure the physical activity/participation rates of all age-groups across Medway on an ongoing basis; c) evaluate the impact of increased participation and activity rates on health Improvement and other known benefits 	Report relevant quarterly and annual figures to authority and external partners within agreed time-scales	April 2010	Medway Council

APPENDIX B – CURRENT CULTURAL OFFER

HERITAGE & MUSEUMS

Service provided

Council facilities are:

- Rochester Castle
- Eastgate House
- Dickens Chalet
- Upnor Castle
- Temple Manor
- Guildhall museum
- Medway Archives & local studies centre
- Rochester High Street
- Dickens
- Old Brook pumping station
- St Georges Centre
- Strand lido
- Non Dickens literary heritage

External provision

- Historic Dockyard
- Military & maritime history
- Fort Amherst
- Royal Engineers Museum
- Cathedral & diocese
- Poor travellers
- Cooling Castle
- Restoration House
- Blue crane
- Pilgrims Way
- Kingswear Castle
- Medway Queen
- Aveling / Shorts
- Rochester's Bridge

WILDLIFE, COUNTRYSIDE & OPEN SPACE

Service provided

- Great Lines Heritage Park

- Gillingham Park
- The Vines
- Capstone, Ranscombe Park Farm & Riverside country parks
- 125 Play facilities
- 28 Allotment sites
- 92 Sports and recreation grounds
- Riverside walk
- Rochester Esplanade
- Footpaths
- Berengrave
- Cozenton
- Skate & bike parks
- Castle Gardens
- Saxon Shore walk
- Amenities spaces

External provision

- Marshes & Estuary
- RSPB Cliffe Pools
- Restoration House gardens
- North Downs
- Sustrans cycling paths
- Cathedral precinct

THEATRES, FESTIVALS & ARTS

Service provided

Council facilities are:

- Brook Theatre
- Central Theatre
- Eight outdoor free festivals
- Series of commercial concerts in the castle gardens
- Arts development
- Corn Exchange
- Rochester Art Gallery and Craft case
- Gallery workshops

- Professional development
- North Kent Local Authority Arts Partnership (NKLAAP)
- Arts education & outreach
- Dance
- Culture & Design awards
- Bespoke
- Medway youth theatre
- Chinese New Year Celebrations

External provision

- 2
- privately owned theatres
- Tap n Tin
- Rochester Symphony Orchestral
- Sunlight Centre
- Kent Music School
- Night Clubs
- Training then live
- Soundhole
- Ellen Kent productions
- Military bands
- Underground scene
- KMFM
- Pubs
- Recording studios
- Ethnic & religious festivals
- Black History month
- Dockyard activity
- Royal Engineers activity
- Freedom marches
- Tall Ships
- Dragon boat race
- Medway beer festival
- Universities (Pilkington)
- Royal Assembly Rooms
- Pubs & bars

APPENDIX B – CURRENT CULTURAL OFFER

- Nightclubs
- New arts Centre
- UCA
- Stuckist movement
- Play on Words
- Loop Dance Company
- Numerous dance schools
- Art For Life
- University of Kent
- Oasthouse Theatre
- Kings Theatre
- Drama schools
- Clubs & societies
- Jongleurs
- Creative practitioners

LITERATURE

Service provided

- 16 libraries
- Two mobile libraries
- Wigmore lectures

External provision

- Local Authors
- Stuckists
- Writers groups
- Reading groups & book clubs
- 2nd hand bookshops
- Universities

SPORTS & LEISURE

Service provided

- Strood Sports centre
- Hundred of Hoo swimming pool
- Stirling Centre
- Deangate Ridge Golf & sports complex
- Medway Park Leisure Centre

- Strand Leisure Park
- Splashes leisure pool
- Sports development - 2012

External provision

- Gillingham Football Club
- Jumpers – trampolining centre of a national standard
- Sports Science at University of Kent
- University of Greenwich
- External Gym provision
- Ice Bowl
- Ski Centre
- Medway Badminton
- Table Tennis
- 500 sports clubs
- Buckmore Park
- Gillingham Golf Course
- Judo
- Army facilities
- Rochester Airport
- Boat Race
- 10 pin bowling
- Horse riding
- Cooling 10k

OTHER PROVISION

Council

- Tourism
- Cultural economy
- Cultural Olympiad
- 'Beaches'
- Partners
- Volunteers
- Green agenda
- Community cohesion
- Marketing
- Place Making

- Differentiation

External provision

- Tourism
- Dickens World
- Cinemas
- Bingo
- Food
- Shopping
- Partners
- Volunteers
- Marketing
- Advocates & Champions
- Diggerland

APPENDIX C – KEY PARTNERS

KEY PARTNERS

- Cultural Partnership
- Medway Council
- Arts Council South East
- South East England Development Agency (SEEDA)
- Thames Gateway North Kent (TGNK)
- Sport England
- English Heritage
- Higher and Further Education institutions
- Museums, Libraries and Archives Council (MLA)
- Kent and Medway Museums Partnership
- Government of the South East (GOSE)
- Tourism South East
- Local Strategic Partnership
- Sport National Governing Bodies
- Greening the Gateway
- Business organisations
- Kent Architecture Centre

APPENDIX D – OUR APPROACH

OUR APPROACH

Strategic Framework

In developing a cultural strategy for Medway, it is necessary to consider the wider policy and strategic context within which Medway sits. It has been prepared to work alongside, and been influenced by, other Council strategies, plans and corporate priorities and external organisations strategies and plans and it is expected to contribute to the realisation of other relevant strategies by supporting:

- Quality of life and community wellbeing
- Meeting the needs of young people
- Community cohesion
- Contributing to the economic environment
- Clean and green environment
- Community involvement and engagement
- Maintaining our heritage
- Volunteering and participation
- Sport and leisure for all.

The internal strategies include:

- Community Plan
- Council Plan
- Local Development Framework
- Wildlife, Countryside and Open Space Strategy
- Regeneration Framework
- Community Safety Strategy
- Children and Young People's Plan
- Economic Development Strategy
- Social Regeneration Strategy
- Older Peoples Plan
- 2012 Project Plan
- Sport and Recreation strategy
- Medway 2012/sports development strategy
- Public Realm Strategy.

Data Analysis

- Medway Renaissance Analysis, Feasibility Study (ACT Consultant Services)
- Local Surveys
- Medway Council's performance information.
- Place Survey
- Active People Survey

APPENDIX D – OUR APPROACH

Consultation

Stakeholders' views were sought through a combination of partnership meetings, focus groups, existing survey data and social media such as Facebook and Twitter. We will continue our consultation with key groups such as hard to reach groups, children and young people and schools.

Diversity and equalities statement

Medway cultural services are committed to achieving equality of opportunity, access and outcomes for all.

A Diversity Impact Assessment has been undertaken and a screening concluded that Medway's cultural strategy 2009 to 2014 complies with the requirements of the relevant legislation and there is evidence to show this is the case. The Strategy covers all residents of Medway and does not discriminate on the grounds of racial groups, disability, gender or other identified groups. However, we continue to work to ensure our cultural activities are available to all.