

## 6. Action Plan

The action plan draws together all the information and research that has been detailed in earlier sections of our plan and presents it as a programme of activities. It has been broken down by our overarching aims:

- 1a Engagement with heritage – uncovering hidden heritage
- 1b Engagement with heritage – sharing and interpreting
- 2 Recreating a cultural venue
- 3 Formal learning
- 4 Helping young people develop skills and take part in vocational training
- 5 Community involvement and volunteering plus staff and training

The plan provides details of the activities, audiences, benefits to people, outcomes, costs, resources, timescales, targets and measures of success and methods of evaluation.

### Budget summary

<b>Activity costs</b>	£
New staff costs	521,362
Training for staff	2,730
Paid training placements	34,000
Training for volunteers	10,840
Travel for staff	920
Travel and expenses for volunteers	1,870
Equipment and materials (activity)	74,812
Other costs (activity)	27,700
Professional fees relating to any of the above (activity)	59,410
Subtotal	733,644
<b>Other costs</b>	£
Recruitment	3,000
Publicity and promotion	4,500
Evaluation	5,000
Other costs	934
Full cost recovery	0
Contingency	11,239
Inflation	15,634
Increased management and maintenance costs	200,000
Non cash contributions	0
Volunteer time	69,192
Subtotal	309,499

	Activity: detailed description	Audiences	Benefits for People	Outcome	Resources		Timetable	Targets and measures of success	Method of evaluation
<b>Aim 1a</b>	<b>Engagement with heritage - uncovering hidden heritage</b>								
1.1	<p><b>Volunteer research projects</b> To uncover information about mills in the parks, the parks role in paper making, key people associated with the parks, WWII, Festival of Britain (V&amp;A Museum and National Archives), food production, depending on interests of volunteers. The budget covers accessing archives and travel costs.</p> <p>The results will be shared in our onsite and online interpretation, as well as in our annual exhibition.</p>	<p>Existing users</p> <p>Volunteers</p> <p>Young people looking to develop skills</p> <p>Disabled people</p>	<p>People will gain a better understanding of the varied heritage of the parks and will be able to develop a greater knowledge of their local area. People will learn new skills, volunteer and take part in training.</p>	<p>Heritage will be better interpreted, identified and recorded</p> <p>People will have learnt about heritage, volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Canterbury Archaeological Trust staff</p> <p>Dover Museum</p> <p>Volunteers</p>		<p>October 2016 - August 2017</p>	<p>1 volunteer per topic</p> <p>Information uncovered and shared through interpretation and online</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p> <p>Stakeholder interviews</p>
1.2	<p><b>Oral history and personal memories project</b> Focus interviews on current and former park staff and their families, along with residents of Kearsney Court, Kearsney Manor care home and others nearby.</p> <p>Collect and catalogue oral histories, making excerpts and transcripts available online, in school resources and in the audio trail and interpretation. Cost of microphone included in podcast audio trail project.</p>	<p>Existing staff and park users</p> <p>Low income families</p> <p>Budget conscious adults</p> <p>Disabled people</p> <p>Schools</p> <p>Volunteers</p>	<p>Personal memories will be recorded, preserved and made available.</p> <p>All audiences will be able to access the results via trails, interpretation and online.</p>	<p>Heritage will be better interpreted, identified and recorded</p> <p>People will have learnt about heritage, volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Dover Tales</p> <p>Volunteers</p>		<p>October 2016 - August 2017</p>	<p>2 x volunteers</p> <p>15 interviews</p>	<p>Feedback cards</p> <p>Community Engagement Officer and Volunteer Coordinator records</p>

1.3	<b>Great Mansions of the Past</b> Archaeological investigation of the Kearsney Abbey mansion site involving a community dig prior to construction works for café extension.	All audiences  Low income families with children  Budget conscious adults Volunteers	Participants and volunteers gain an understanding of the historical context of the Kearsney Abbey manor house. Local community have the opportunity to volunteer and become involved in an archaeological excavation. People learn new skills and will present their results.	Heritage will be better interpreted, identified and recorded  People will have learnt about heritage, volunteered time  More people and wider range of people will have engaged with heritage	<b>Community Engagement Officer</b> Canterbury Archaeological Trust Supervisor Volunteers Fencing to cordon off the archaeology site Refill of area and tarmac replacement	October 2016 – March 2017	2 dig days completed  Information uncovered and shared	Feedback cards  Community Engagement Officer record  Volunteer Coordinator record
1.4	<b>Prehistoric Folk</b> A community excavation to explore whether Coxhill Mount was a prehistoric site and attempt to track down early settlers. The project will see a two phases - (1) trial dig to confirm existence of monument with ring ditch and (2) more extensive dig to examine monument ditch	All audiences  Low income families with children  Budget conscious adults  Volunteers	Local people, visitors and volunteers will help to uncover hidden heritage. The community will be brought together to learn about heritage. Volunteers will be encouraged to take part.	Heritage will be better interpreted, identified and recorded People will have learnt about heritage, volunteered time More people and wider range of people will have engaged with heritage	<b>Community Engagement Officer</b> Canterbury Archaeological Trust Supervisor Volunteers Fencing to cordon off the archaeology site	March 2017 - August 2018	7 day study completed  4 volunteers involved  Heritage uncovered and shared	Feedback cards  Community Engagement Officer record  Volunteer Coordinator record
1.5	<b>The Ancient Dour</b> Community archaeology project to explore the ancient river system and sediments in Kearsney Parks and improve our understanding of the early history of the parks. A community dig will uncover fluvial deposits and explore how they can add to our knowledge of the parks landscape.	All audiences  Low income families with children  Budget conscious adults  Volunteers	People will be able to learn about archaeology at Kearsney Abbey through a series of lectures and practical demonstrations of how palaeoenvironmental remains are discovered, processed and analysed.	Heritage will be better interpreted, identified and recorded  People will have learnt about heritage, volunteered time  More people and wider range of people will have engaged with heritage	<b>Community Engagement Officer</b> Canterbury Archaeological Trust Supervisor Volunteers Fencing to cordon off the archaeology site	August 2017 – January 2018	1 dig day  2 volunteers involved  Heritage uncovered and shared	Feedback cards  Community Engagement Officer record  Volunteer Coordinator record

<p>1.6</p>	<p><b>My Place in the Park family mapping project</b> will work with children and their families to capture the perceptions, feelings and names for different parts of the park and then create an alternative map of the park.</p> <p>The map will be included on site information boards, leaflets, etc. and made available as a resource for schools</p>	<p>Low income families with children</p> <p>Schools</p>	<p>People will develop a piece of interpretation for the park. People will be encouraged to be creative and put forward their ideas. Volunteers can get involved with the community engagement side of this activity.</p>	<p>Heritage will be better interpreted, identified and recorded</p> <p>People will have learnt about heritage, volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Canterbury Christ Church University</p> <p>Volunteers</p>	<p>February - August 2017</p>	<p>Map design complete 10 people involved in workshops Map shared</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>
<p>1.7</p>	<p><b>Kearsney Cartography project</b> Work with Canterbury Christchurch University staff and students to develop an accurate and accessible site map, building on their research into the quality (or not) of tourist maps in seaside towns around the south east. Produce a site map that will form a key part of site information and interpretation for the parks and be made available in various formats.</p>	<p>Young people looking to develop skills</p>	<p>Young people will have developed skills and volunteered their time. All audiences will benefit from an accurate and accessible site map</p>	<p>Heritage will be better interpreted and explained People will have volunteered time More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Canterbury Christ Church University staff and student volunteers</p>	<p>August 2017 – February 2018</p>	<p>Map design complete 10 people involved in project</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>
<p>1.8</p>	<p><b>Bioblitz events</b> Community event to survey the biodiversity of the parks. People attending this event will discover, identify and record as many species of plants and animals that they can in a set time. record sheets will be archived with the national Bioblitz Project and results will be posted on the Kearsney Parks website.</p> <p>Assess volunteer interest in running the event for schools in the future.</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p> <p>Schools</p> <p>Volunteers</p>	<p>Visitors, participants and volunteers will have the opportunity to get involved and learn new skills and increase their knowledge of wildlife, ecology and the heritage of the parks. Families and people interested in a day out will be able to take part in an activity together.</p>	<p>Heritage will be better interpreted, identified and recorded</p> <p>People will have developed new skills and volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Canterbury Christ Church University staff and student volunteers</p> <p>Kent Reptile and Amphibian Group</p> <p>Volunteers</p> <p>Equipment</p>	<p>April 2017 - Jun 2020</p>	<p>1 event each year for 3 years 20 participants per event</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>

1.9	<b>Improving pre-visit access information</b> Working closely with representatives from Dover District Disability Association, ensure all park information (leaflets, site maps, interpretation, website, event publicity, etc.) contain accurate details about access to help disabled visitors plan their visit to the parks. Revise information once capital works complete.	Disabled people	People will be able to plan their visit and explore more of the parks as a result of more accurate and comprehensive information.	More people and wider range of people will have engaged with heritage  The local area/community will be a better place to live, work or visit	<b>Community Engagement Officer</b> Dover District Disability Association	October 2016 - October 2018	Increase in number of disabled visitors	Observational Surveys
Aim 1b	<b>Engagement with heritage - sharing and interpreting heritage</b>							
1.10	<b>The Kearsney Quilt</b> A volunteer-led grass roots project to represent the varied landscape, social, and industrial heritage of the parks – and what they mean to participants - on quilts or fabric wall hangings.  The finished quilts or wall hangings will be the same size as the picture recesses in the oak panelling in the billiard room and they will be exhibited there once complete, helping park users understand the heritage of the parks.  Budget includes materials and workshops with a specialist textile designer.	All audiences  Budget conscious adults  Disabled people  Existing users	People and will explore the parks heritage and what it means to them, then creatively represent it People will learn new skills and be able to share these skills with others. People will get to meet new people and contribute to a community project.	Heritage will be better interpreted, identified and recorded People will have learnt about heritage, volunteered time and developed skills More people and wider range of people will have engaged with heritage	<b>Community Engagement Officer</b> Support from Volunteer Coordinator Volunteer project leader Materials Venue to meet	Jul 2016 - Jun 2020	5 volunteers 6 meetings per year	Feedback cards  Community Engagement Officer record  Volunteer Coordinator record  Stakeholder interviews
1.11	<b>Annual exhibition</b> We will hold an annual exhibition in the billiard room to share outputs from research projects, oral history project, archaeology digs, workshops, photography, quilting, Bioblitz, etc.  The exhibition will take place outside of school holidays when cafe is less busy and new extension can accommodate likely cafe customers. School groups can also be invited to attend the exhibition. The budget will cover exhibition materials.	All audiences	Participants will be able to share the outputs from their projects. Park users will increase their understanding of the parks heritage and experience different ways of seeing and experiencing it.	People will have developed skills, learnt about heritage.  More people and wider range of people will have engaged with heritage	<b>Community Engagement Officer</b>  Activity participant	Sep 2017 - Jun 2020	4 exhibitions held  50 people attend exhibition  Positive response from participants	Feedback cards  Stakeholder interview

1.12	<p><b>Develop and deliver onsite interpretation</b></p> <p>Working with a specialist consultant, design and develop an interpretation plan for across the site that uses a variety of formats that are accessible to all and help to bring the parks to life (£10k).</p> <p>Use information from research to date, plus volunteer research project and oral history project and meetings with Dover District Disability Association and BME Panel. Hold community workshops to encourage community involvement in the selection of information and design of interpretive installations.</p> <p>Produce and install interpretation on site towards end of capital works in mid-2018 (£40k)</p>	All audiences	People will gain a better understanding and awareness of the heritage, culture and ecology of the parks.	<p>Heritage will be better interpreted</p> <p>People will have learnt about heritage, volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Interpretation Consultant</p> <p>Support from Project Manager</p> <p>Volunteers</p> <p>Contractor</p>		<p>Development August 2017 - April 2018</p> <p>Installation summer 2018</p>	Volunteers involved in workshop Interpretation plan complete	<p>Feedback cards</p> <p>Project Manager records</p>
1.13	<p><b>Art in the Landscape community workshops</b></p> <p>A series of public creative workshops with a focus on Kearsney Parks heritage including: - interpreting Thomas Mawson's creative working methods and garden design, exploring architectural styles of gardening through different artistic mediums- exploring the parks links with mills and paper making, producing Kearsney Parks Paper- exploring the parks natural resources and images through wood sculpture, painting and other mediums (e.g. watercress, mute swans, chalk streams, ornamental ponds and the Cedar of Lebanon)The results of the workshop will be exhibited in the annual exhibition and available online.</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p> <p>Young people looking to develop skills</p>	<p>People will have learnt about the heritage of the parks in an interactive, creative and interesting way. Families and people looking to engage with heritage in a different way will have the opportunity to attend workshops together, try new things and learn new skills. Volunteers involved in encouraging people to access heritage and the Kearsney Parks Group can support the artist in delivering these workshops.</p>	<p>Heritage will be better interpreted</p> <p>People will have learnt about heritage</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Art in the Landscape (Sara Madgwick)</p> <p>Research, set up, materials, equipment, area to hold workshop</p>		April 2017 - Jun 2020	A series of public workshops 10 people per workshop	<p>Feedback cards</p> <p>Community Engagement Officer record</p>

1.14	<p><b>Landscape photography workshops</b></p> <p>Photography workshops focused on the unique landscape and features of the parks, exploring different areas of the parks through the seasons.</p> <p>Participants will be expected to bring their own camera or phone and have a basic understanding about how to use it.</p> <p>Results will be shared at the annual exhibition and online.</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p> <p>Young people looking to develop skills</p>	<p>People will have learnt about the heritage whilst taking part in a creative activity. People will also learn new things and have the opportunity to develop their skills.</p>	<p>Heritage will be better interpreted</p> <p>People will have learnt about heritage, developed skills</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Art in the Landscape</p> <p>Venue to hold workshops</p>		<p>Oct 2018 - May 2020</p>	<p>3 series of workshops in different seasons</p> <p>10 participants per workshop</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>
1.15	<p><b>Develop self-guided themed trails</b></p> <p>Work with volunteers to develop a series of trails to encourage visitors to explore the parks, their heritage and increase their understanding. Trails to include:</p> <ul style="list-style-type: none"> <li>- Magnificent Mills</li> <li>- Great Gardens</li> <li>- Excellent Ecology</li> <li>- Tremendous Trees</li> </ul> <p>The development of the trails will be coordinated with the onsite interpretation project and supported by the development of podcast audio trails (see below). We will also explore whether volunteers would be interested in leading guided tours that follow the trails.</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p> <p>Volunteers</p>	<p>People have the opportunity to experience heritage and ecology. People will gain benefits to their health and wellbeing. Children and adults will be better connected with the outdoors and have an increased understanding of nature, trees and plants.</p>	<p>Heritage will be better interpreted and recorded</p> <p>People will have learnt about heritage, developed skills and volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Project Manager</p> <p>Volunteers</p> <p>DDC Design Studio</p>		<p>Dec 2016 - August 2018</p>	<p>Complete designs</p> <p>Produce leaflets onsite and online</p> <p>Produce markers onsite</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p> <p>Project Manager record</p>

1.16	<p><b>Develop podcasts to support the self-guided themed trails</b></p> <p>Work with volunteers to produce and record podcast audio tours. They will provide more detailed information on themed trails to help visitors deepen their understanding of the parks heritage.</p> <p>Using downloaded podcasts on visitors' mobile phones will overcome issues of poor mobile internet reception around the parks and avoid the cost and management difficulties associated with providing headsets and MP3 players. Visitors will be able to download podcasts before visiting or use free Wi-Fi in the cafe. Podcasts will be hosted on the Kearsney Parks website and the technical side of their production delivered by the DDC Design Studio's Video Editor.</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p> <p>Volunteers</p>	<p>People have the opportunity to experience heritage and ecology. People's health and wellbeing will improve. Children and adults will be better connected with the outdoors and have an increased understanding of nature, trees and plants. People will be able to volunteer and receive training.</p>	<p>Heritage will be better interpreted People will have learnt about heritage, developed skills, volunteered time More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>DDC Video Editor</p> <p>Volunteers</p> <p>Microphone</p>	<p>Aug 2017 - Aug 2018</p>	<p>Record soundtrack</p> <p>Make available online</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p> <p>Stakeholder interviews</p>
1.17	<p><b>Big Tree Climb</b></p> <p>Providing opportunities to climb high into the canopies of veteran trees, experiencing them up close, and seeing the parks and their ecology from a new angle. Participants will be charged a small fee to take part, with income reinvested into park maintenance.</p>	<p>Low income families with children</p> <p>Budget conscious adults</p>	<p>People will be able to participate in a fun, enjoyable experience and try something new, with family and friends. People will be able to enjoy the park and trees in a unique way.</p>	<p>People will have learnt about heritage</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>The Great Big Tree Climbing Company</p>	<p>Sep 2016 - Jul 2020</p>	<p>2 days per year, one in July, one in September 6 sessions per day 6 people per session</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>



1.18	<p><b>Veteran tree propagation</b></p> <p>Deliver practical community sessions to preserve genetic diversity of older trees, meeting a conservation plan aim. Participants will create a seed bank and propagate key trees for planting in the parks and elsewhere, promoting genetic diversity and disease resistance in the parks and local tree stock.</p>	<p>All audiences</p> <p>Young people looking for vocational training</p> <p>Volunteers</p> <p>Disabled people</p>	<p>People will develop new skills in seed bank generation, conservation and tree propagation. Volunteers can get involved with this activity as well as be trained in how to propagate trees. Volunteers can pass on the skills needed in future sessions.</p>	<p>Heritage will be better managed</p> <p>People will have learnt about heritage, developed skills, volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p> <p>The local area/community will be a better place to live, work or visit</p>	<p><b>Community Engagement Officer</b></p> <p>Park Development Manager or expert from Kew Gardens or Wakehurst Place</p> <p>Volunteers</p>	<p>Oct 2017 - Sep 2018</p>	<p>Key veteran trees sampled</p> <p>5 participants</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>
1.19	<p><b>Shakespeare Rewired family workshops</b></p> <p>Theatrical workshops at the open air theatre in Kearsney Abbey, celebrating the performances of Mid-Summer Nights Dream and Twelfth Night that were held during the Festival of Britain. Families will be encouraged to participate in the workshop as well as watch performances by the theatre group.</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p>	<p>People will find out more about the social and cultural heritage of the parks. People will be able to participate and gain confidence. Families can take part in something new and different whilst experiencing heritage in an interesting way.</p>	<p>Heritage will be better interpreted</p> <p>People will have learnt about heritage</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Blue Sky Theatre Company</p> <p>Suitable space to perform and undercover space in wet weather</p> <p>Electricity supply</p> <p>Up to 13 chairs</p> <p>1 table</p>	<p>Jul 2017 - Sep 2019</p>	<p>1 workshopper year for 2 years, around 50 participants per workshop</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>

1.20	<p><b>Horrible Histories</b></p> <p>Participatory workshops that take social history of the parks uncovered by our research in the British Newspaper Archive and interpreting it through storytelling and participation. Participants can expect to explore the parks, hiss, boo and generally become a part of the story!</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Young people looking to develop skills</p> <p>Disabled people</p>	<p>People will take part in a fun activity, gain a better understanding of the heritage of the parks and have the opportunity to get involved with new and creative activities as a family. People will be able to develop skills and confidence through participation. Volunteers can participate in training and deliver in future.</p>	<p>Heritage will be better interpreted</p> <p>People will have learnt about heritage, volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Dover Tales</p> <p>Volunteers</p>	<p>Sep 2018 - May 2019</p>	<p>3 sessions per year over 3 years, 20 participants per session</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>
1.21	<p><b>Develop geocaches around the parks</b></p> <p>Volunteers to create, hide and promote geocaches in the parks. Work with volunteers to develop the content of the caches and hide them around the parks, focusing on the heritage of the parks and Russell Gardens in particular.</p> <p>Hold a geocache event to promote to existing geocaching participants and attract new people.</p>	<p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p> <p>Volunteers</p>	<p>People will gain a better understanding of the heritage and ecology of the parks and will be encouraged to explore a wider area of the parks. Volunteer and participant will have a fun, enjoyable experience and families will have an opportunity to try out new activities and learn together.</p>	<p>Heritage will be better interpreted</p> <p>People will have developed skills, learnt about heritage volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Volunteers</p> <p>DDC Community Development Officers</p> <p>Geocache containers</p>	<p>Sept 2018 - Jun 2020</p>	<p>2 volunteers setting caches 5 people finding caches per year</p>	<p>Geocache app records number of people finding caches</p>

1.22	<p><b>Croquet on the Lawn in Russell Gardens</b></p> <p>To help participants experience the parks as they used to be, we will play croquet on the lawn in Russell Gardens, providing an insight into how the gardens were used when they were the privately owned.</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p>	<p>People will experience the heritage of the park first hand, understand how they used to be used, have fun and participate in a family activity. Volunteers could help deliver the event.</p>	<p>People will have learnt about heritage</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Sports partner</p> <p>2 x Sports coach for 3 hours</p> <p>2 x Classic Croquet set</p>	<p>Apr 2019 - Jun 2020</p>	<p>2 lawn croquet sessions delivered by coach</p> <p>20 people participate in each session</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>
1.23	<p><b>Bread Amnesty</b></p> <p>We will encourage park users to feed ducks and wildfowl with appropriate food, to minimise the impact of excess bread on the delicate ecology of the River Dour and contribute to Water Framework Objectives.</p> <p>Volunteers and staff to spend time in the park on busy days providing friendly advice and offering free duck food in exchange for bread that people have brought to the park to feed the ducks.</p>	<p>All audiences</p> <p>Volunteers</p>	<p>People will gain a better understanding of the ecology in the park and how to conserve it. Volunteers can support this activity, as well as receive training on ecological best practice.</p>	<p>People will have learnt about heritage</p> <p>Negative environmental impacts will be reduced</p> <p>The local area/community will be a better place to live, work or visit</p>	<p><b>Community Engagement Officer</b></p> <p>Apprentices</p> <p>Volunteers</p> <p>Environment Agency</p> <p>Duck food</p>	<p>Jul 2016 - Jun 2020</p>	<p>2 engagement days each year</p> <p>50 people swapping bread for duck food</p>	<p>Community Engagement Officer record</p>
1.24	<p><b>Develop website content</b></p> <p>Create additional pages on the website to:</p> <ul style="list-style-type: none"> <li>- signpost people to original sources of information about the parks and their history in Kent County Archive, Dover Museum, Cumbria Archive, Lincolnshire Archive, etc</li> <li>- make accessible results of research project, creative workshops, quilting project, etc</li> <li>- make onsite interpretation available online including podcast audio trail</li> <li>- promote events and activities</li> </ul> <p>Support and promote using social media and e-newsletter</p>	<p>All audiences</p>	<p>People will have easy access to information about the parks, know where to find original sources of information and deepen their knowledge and understanding of the parks heritage</p>	<p>Heritage will be better interpreted and recorded</p> <p>People will have learnt about heritage</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p>	<p>Jul 2016 - Jun 2020</p>	<p>Website updated</p>	<p>Number of hits on new pages</p>

<b>Aim 2</b>	<b>Recreating a cultural venue</b>								
2.1	<p><b>Develop events policy</b></p> <p>Work with Kearsney Parks Forum and Kearsney Parks Events Group to develop a framework for community and commercial events considering number, frequency, type, location of events.</p> <p>Carry out public consultation on draft policy before implementing.</p>	All audiences	People will feel a greater sense of ownership over the parks and the events that take place there. The impact of events on local residents will be managed.	Heritage will be better managed as a result of income generated. People will have volunteered time. The local area/community will be a better place to live, work and visit.	<b>Community Engagement Officer</b> Kearsney Parks Forum and Events Group Support from Deal Festival for Music and the Arts DDC event guidelines and templates		Oct 2016 - Jun 2017	Policy complete	Community Engagement Officer record
2.2	<p><b>Implement Travel Plan</b></p> <p>Implement plan to encourage use of sustainable transport to and from the parks and reduce local and global environmental impacts.</p> <p>We have already produced and consulted on our Travel Plan - a copy is in appendix 1</p>	All audiences	People will be more likely to use active travel methods, with associated health benefit. People will reduce their local and global environmental impacts.	Negative environmental impacts will be reduced.  The local area/community will be a better place to live, work or visit.	<b>Project Manager</b>  Community Engagement Officer		Jul 2016 - Jun 2020	Increase in cycling, walking and use of public transport	Annual visitor survey  Stakeholder interviews
2.3	<p><b>Deliver events programme</b></p> <p>We will coordinate community and commercial events, promoting the parks as a venue for outdoor cultural activities.</p> <p>In year 1 and 2 some events could be free or subsidized while we test their practicality, assess viability and promote attendance. After that, people attending will generally pay to attend commercial events and income will be reinvested in the parks.</p> <p>Events are likely to include: outdoor cinema open air theatre community music events family fun days</p>	All audiences	People will enjoy fun, sociable events and experience the parks heritage first hand. People will develop a sense of a community spirit from attending events. Kearsney Parks Events Group and other volunteers will have the opportunity to receive training on events management and delivery.	People will have learnt about heritage, volunteered time.  The local area/community will be a better place to live, work or visit.  More people and a wider range of people will have engaged with heritage.	<b>Community Engagement Officer</b>  Kearsney Parks Events Group  Deal Festival for Music and the Arts  Dover Film Festival  Luna Cinema  Volunteers		Jun 2017 - Jun 2020	Number of events, participant numbers and satisfaction  Income generated	Community Engagement Officer record  Project Manager records  Feedback forms

2.4	<p><b>Afternoon Tea in Russell Gardens</b></p> <p>Anyone for tea and cake? An opportunity for participants to experience the parks' former role as a private garden and gain an insight into the lives of previous owners.</p> <p>Participants will pay to take part with income shared between the cafe operator and parks budget. Any income will be reinvested into park maintenance. A budget has been included to cover the cost of testing the first event.</p>	<p>All audiences</p> <p>Low income families with children</p> <p>Budget conscious adults</p> <p>Disabled people</p>	<p>People will gain an understanding of the heritage of the parks and have the opportunity to celebrate local history and social culture as well as spend time together on an enjoyable activity. Volunteers could help to deliver the event as waiting staff.</p>	<p>People will have learnt about heritage</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Café operator</p> <p>Volunteers</p> <p>Edwardian costume for waiting staff</p> <p>Hire of tables and chairs, crockery, etc</p>	<p>Jun 2017 - Jun 2020</p>	<p>4 events</p> <p>200 participants in total</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>
<b>Aim 3</b>	<b>Formal learning</b>							
3.1	<p><b>Establish a School Advisory Panel</b></p> <p>Establish a panel and hold regular meetings to ensure that schools can contribute to the design and development of formal learning activities. The panel members can also keep the project team informed about changes to the national curriculum and learning related policy.</p> <p>Depending on interest, we will consider holding a primary school panel and secondary school panel.</p>	<p>Schools</p>	<p>Teachers will have the opportunity to shape the formal learning programme to ensure it meets their needs.</p> <p>They will gain an understanding of how they can be more involved in the project and utilise education resources.</p>	<p>People will have learnt about heritage, developed skills, volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Schools</p>	<p>Oct 2016 - Jun 2020</p>	<p>3 meetings per year</p> <p>5 attendees</p>	<p>Community Engagement Officer record</p> <p>Stakeholder interviews</p>

3.2	<p><b>Develop Education Resource Packs</b></p> <p>Work with volunteers and School Advisory Panel to develop online and onsite education resources including:</p> <p>Risk assessments, lesson plans, health and safety documentation, education resources in a specific teacher zone on our website</p> <p>Information and worksheets for children</p> <p>Rucksacks primarily for primary school classes visiting the park, including: worksheets, trails, maps, poncho etc.</p>	Schools Volunteers	<p>Teachers and pupils will have good quality resources to support their learning.</p> <p>Volunteers can help to conduct research and prepare the resources for schools.</p>	<p>Heritage will be better interpreted</p> <p>People will have learnt about heritage, volunteered time</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>School Advisory Panel</p> <p>Rippledown Education Centre</p> <p>Volunteers</p> <p>Rucksacks</p> <p>Design and print</p>	Oct 2016 - May 2017	<p>60 rucksacks created</p> <p>Education resources available online</p> <p>4 classes visiting the parks each year</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p> <p>Website hits</p>
3.3	<p><b>Schools programme</b></p> <p>Work with School Advisory Panel to finalise formal learning offer. Activities are likely to include the following lessons:</p> <ul style="list-style-type: none"> <li>- Science lessons focused on the ecology of the River Dour and Coxhill Mount, run by Rippledown Education Centre</li> <li>- Programme of forest school sessions run by Fir Tree Forest School</li> <li>- Shakespeare Rewired workshops run by Blue Sky theatre, working towards an annual Shakespeare festival</li> <li>- Horrible Histories by Dover Tales</li> <li>- School specific Bioblitz activities run by Canterbury Christchurch University</li> </ul> <p>Lessons will initially be delivered at no cost to schools in year 2 and 3 to help raise awareness and teacher confidence. In year 4 there will be a 60% subsidy to help cover costs. Online resources will be available and teachers will receive training to help them deliver the sessions once the project ends (see Training Plan).</p>	Schools	<p>Teachers and pupils will have good quality resources to support their learning.</p> <p>Teachers and pupils will benefit from specialists leading lessons in the parks, promoting engagement with heritage, benefitting from learning outside the classroom, and connecting with their community.</p> <p>Teachers will have the confidence to run their own lessons in the future, helping to sustain project outcomes</p>	<p>People will have learnt about heritage</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Rippledown Education Centre</p> <p>Fir Tree Forest School</p> <p>Blue Sky Theatre</p> <p>Dover Tales</p> <p>CCCU</p>	Oct 2016 - Jun 2020	<p>Schools programme developed and implemented</p> <p>Number of pupils attending lessons in the parks</p>	<p>Community Engagement Officer record</p> <p>Stakeholder interviews</p>

<b>Aim 4</b>	<b>Helping young people develop skills and take part in training</b>								
4.1	<b>Establish a Young People's Panel</b> Establish a panel so that young people can feed into the development of apprenticeships, work experience placements, volunteering and training opportunities. Panel members to be recruited from existing DDC and partner apprentices, secondary schools and youth organisations in the 4 deprived areas identified in section 4 of the activity plan.	Young people looking to develop skills Schools	Young people will help to shape the project, learn about heritage, contribute their own ideas, develop new skills and participate in their own community.	People will have learnt about heritage, developed skills and volunteered time  More people and wider range of people will have engaged with heritage	<b>Community Engagement Officer</b> Discussion guides for meetings  Venue for meetings /hand-outs/ expenses		Oct 2016 - Jun 2020	2 meetings per year 5 attendees per meeting	Community Engagement Officer record  Stakeholder interviews
4.2	<b>Horticultural Apprenticeships</b> We will offer two 18 month level 2 diploma apprenticeships in work-based Horticulture (Parks, Gardens and Green Spaces). They will be supported and assessed by Hadlow College and supervised by the Park Development Manager.  The apprenticeships will be advertised on the national apprenticeship website, our website and we will also target promotion at deprived areas within the parks catchment (see Targeted Promotion activity later in Action Plan)	Young people looking to develop skills	Young people will have the opportunity to learn more about heritage, ecology, conservation and horticulture and gain new skills whilst feeling that their contribution is valued and part of a wider project. Individuals can work towards a recognised qualification and receive on the job training and experience.	Heritage will be better managed  People will have developed skills, learnt about heritage  More people and wider range of people will have engaged with heritage	<b>Park Development Manager</b>  Hadlow College  Equipment PPE Training Assessor visits Supervisor Tuition fees £750 Salary = 52 wks. @ £183.15 per week (37 hrs) and 26 wks. @ £247.90 per week (37 hrs)		Sep 2017 - Jun 2020	2 apprentices, each for 18 months	Community Engagement Officer record

4.3	<p><b>Work experience placements</b></p> <p>We will run a series of work experience placements for secondary school pupils and other young people across a range of project roles and tasks.</p> <p>We will work with our Young People's Panel to ensure the placements are accessible and meet the needs of potential participants and build on DDC's corporate programme.</p> <p>PPE or other equipment needed to maximise the benefits of the placement will be provided</p>	<p>Young people looking to develop skills and take part in vocational training</p> <p>Schools</p>	<p>Young people will gain work related experience in a range of roles and tasks, helping them to choose future careers and increase their chances of securing work.</p>	<p>People will have developed skills, learnt about heritage</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Equipment</p>		<p>Oct 2016 - Jun 2020</p>	<p>4 placements per year</p> <p>Positive feedback from participants</p>	<p>Community Engagement Officer record</p> <p>Young People's Panel feedback</p> <p>Feedback forms</p>
4.4	<p><b>Construction phase site visits</b></p> <p>To provide an insight into the work involved in restoring and improving the parks, including client, designers and contractors. Visits will be targeted at East Kent College construction students, as well as schools and youth organisations. A small sum has been allowed cover transport costs. Depending on take up, these visits could also be opened up for the public to attend.</p>	<p>Young people looking for employment related experiences</p> <p>Schools</p> <p>All audiences</p>	<p>Young people and school pupils will gain first-hand experience of construction projects and the various tasks involved.</p>	<p>People will have learnt about heritage, developed skills</p> <p>More people and wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Project Manager</p> <p>Contractors</p> <p>Consultants</p> <p>PPE / Risk assessment to be provided by contractor</p>		<p>Sep 2017 - Sep 2018</p>	<p>4 visits 30 people per visit</p>	<p>Feedback cards</p> <p>Community Engagement Officer record</p>



<b>Aim 5</b>	<b>Staffing, community involvement and volunteering</b>								
5.1	<p><b>Kearsney Parks Forum</b> Support the ongoing development of the Kearsney Parks Forum community group. This includes helping to formalise the group, adopting a constitution and appointing key positions, encouraging more representative membership, training members to help make strategic decision about the parks, developing funding bids, etc.</p> <p>Training costs are included in the Training Plan. The costs here cover meeting rooms and expenses.</p> <p>Key fundraising opportunities could include developing an artist residency with funding from the Arts Council and play area improvements using Landfill Tax funding. The Forum will also be involved in developing memorial and event policies.</p>	All audiences	Key stakeholders, park users and local residents will be able to help make strategic decision about the parks and contribute to their success. People will gain a better understanding of the parks and the issues they face. There will be a greater sense of community ownership.	Heritage will be better managed  People will have learnt about heritage, developed skills, volunteered time  More people and wider range of people will have engaged with heritage  The local area/community will be a better place to live, work or visit	<b>Community Engagement Officer</b>  Project Manager  Parks Development Manager  Venue for meetings/hand-outs/expenses		Jul 2016 - Jun 2020	Regular meetings  Increasing independence  Skilled, enthusiastic and representative members	Community Engagement Officer record  Stakeholder interviews
5.2	<p><b>Support for grass roots user/community groups</b> During the development phase of the project, members of the community formed groups around specific areas of interest, including - Kearsney Parks Event Group - Kearsney Parks Quilting Group - People formerly involved in a local community orchard project also expressed an interest in becoming active again</p> <p>We will support these groups to deliver their projects and activities, encourage them to volunteer and take part in training. In time they may become subgroups of the Forum, alternatively we will encourage them to become formalised and appeal to a wider range of members.</p> <p>Training costs are included in the training plan. The budget here covers meeting rooms and expenses.</p>	All audiences	People will get involved with organising and delivering events. People will be able to contribute their own ideas and skills as well as learn new ones. People will feel supported but also have a sense of achievement in working with those of similar interests.	People will have developed skills, learnt about heritage, volunteered time  More people and wider range of people will have engaged with heritage  The local area/community will be a better place to live, work or visit	<b>Community Engagement Officer</b>  Volunteer Coordinator  Volunteers  Kearsney Parks Forum  Venue for meetings/hand-outs/expenses		Jun 2016 - Jun 2020	Regular meetings  Increasing independence  Skilled, enthusiastic and representative members	Volunteer Coordinator record  Community Engagement Officer record  Project Manager record  Stakeholder interviews

5.3	<p><b>Establish BME panel</b></p> <p>Establish a panel and hold regular meetings to ensure that we engage BME communities in the project. Participants will also be able to keep the project team informed about key barriers facing their communities and help us test our activities to ensure they meet the needs of potential park users.</p> <p>We are particularly keen to involve representatives from Dover's Nepali community and will use an event planned for June 2016 and targeted at the Ghurkha military community to develop relationships and establish new contacts.</p>	Low income families with children Budget conscious adults Young people looking to develop skills	<p>People will have the opportunity to shape the activities and events we offer to ensure they meet their needs.</p> <p>They will gain an understanding of how they can be more involved in the project.</p>	More people and wider range of people will have engaged with heritage	<b>Community Engagement Officer</b>	Oct 2016 - Jun 2020	<p>Meetings twice a year</p> <p>Visitor profile more representative of catchment population</p>	<p>Observation survey</p> <p>Key stakeholder interviews</p>
5.4	<p><b>Attend DDDA meetings</b></p> <p>We will attend DDDA meetings to ensure that we are meeting the needs of disabled people and overcoming the barriers they face in using the parks and engaging with their heritage. Specific workshops sessions as needed.</p> <p>Participants will also be able to help the project team test and assess pre-information, interpretation, event and activities.</p> <p>Budget to cover expenses for site visits and meeting venues if necessary.</p>	Disabled people	<p>People will be able to shape the activities and events we offer to ensure they meet their needs.</p> <p>They will gain an understanding of how they can be more involved in the project. More people will be able to access the parks and their heritage</p>	More people and wider range of people will have engaged with heritage	<b>Community Engagement Officer</b>	Oct 2016 - Jun 2020	<p>Meetings twice a year</p> <p>Events and activities are accessible</p> <p>Visitor profile more representative of catchment population</p>	<p>Observation survey</p> <p>Stakeholder interviews</p>

5.5	<p><b>Appoint new staff to deliver the programme</b></p> <p>Project Manager, Community Engagement Officer, Park Development Manager, Volunteer Coordinator</p> <p>New staff appointments are summarised in section 1.4 and full details are in section 5.5 of the activity plan. The budget here includes salary and on-costs. An allowance of 2% salary inflation is included in our overall inflation figure. Job descriptions are in appendix 5. £1,000 included for recruitment.</p>	All audiences	<p>The project manager will have overall responsibility to delivering outcomes for people.</p> <p>The Community Engagement Officer will unlock the heritage of the parks for a wider range of audiences.</p> <p>The Park Development Manager and Volunteer Coordinator will help people to develop skills and maximise volunteering.</p>	<p>The parks and their heritage will be better managed, in better condition, better interpreted and better recorded.</p> <p>People will have developed skills, learnt about heritage and volunteered time.</p> <p>The community will be a better place to live, work and visit, negative environmental impacts will be reduced and a wider range of people will have engaged with heritage.</p>	Line management resources are shown in section 5.5 of the activity plan		Jul 2016 - Jun 2020	<p>Posts recruited on time and to budget.</p> <p>Recruits fulfil the needs of the project.</p>	Appraisal
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5.6	<p><b>Volunteer programme - see Volunteer Plan in appendix 3</b></p> <p>Volunteers will be encouraged to help with four key themes:</p> <ul style="list-style-type: none"> <li>- management</li> <li>- horticulture and maintenance</li> <li>- access to heritage</li> <li>- events</li> </ul> <p>We will develop a volunteer policy, handbook and role descriptions, learning from partners including White Cliffs Countryside Partnership and the National Trust at Langdon Cliff.</p> <p>We will work with Dover District Disability Association and our BME and Young People's Panels to ensure volunteering opportunities are accessible and appealing to a wide range of the people.</p> <p>Costs cover recruitment, DBS checks for 20 volunteers, equipment, annual celebration event and expenses.</p>	<p>All audiences</p> <p>Low income families</p> <p>Budget conscious adults</p> <p>Young people looking to develop skills</p> <p>Schools</p> <p>Disabled people</p>	<p>The project, parks and visitors will benefit from skilled and knowledgeable volunteers. Volunteers will benefit from new skills, work related experience, improved employment prospects, greater confidence and opportunities to have fun and meet new people</p>	<p>The parks and their heritage will be better managed, in better condition, better interpreted and better recorded.</p> <p>People will have developed skills, learnt about heritage and volunteered time.</p> <p>The community will be a better place to live, work and visit and a wider range of people will have engaged with heritage.</p>	<p><b>Community Engagement Officer</b> Park Development Manager Volunteer Coordinator See Volunteer Plan for full details</p>	<p>Oct 2016 - Jun 2020</p>	<p>Target number of volunteers and volunteer hours reached</p> <p>Target audiences engaged with volunteering programme</p>	<p>Volunteer Coordinator records on volunteer participant, profile and training</p>
5.7	<p><b>Training programme - see Training Plan in appendix 4</b></p> <p>Young people, teachers, volunteers and staff will benefit from training. The training will help to:</p> <ul style="list-style-type: none"> <li>- conserve the parks' heritage</li> <li>- improve access</li> <li>- enable volunteering</li> <li>- support the formal learning programme</li> <li>- help tackle disadvantage</li> <li>- provide employment related skills and experiences</li> </ul>	<p>Young People looking to develop skills</p> <p>Schools</p> <p>Volunteers</p> <p>Existing and new staff</p>	<p>People will benefit from training and work experience opportunities. Teachers will develop skills and confidence in using the parks. Staff and volunteers will be fully skilled to deliver the project and to complete their tasks and activities. The people, community and heritage outcomes of the project will be sustained.</p>	<p>Heritage will be better managed</p> <p>People will have developed skills, learnt about heritage, volunteered time</p> <p>More people and a wider range of people will have engaged with heritage</p>	<p><b>Community Engagement Officer</b></p> <p>Park Development Manager</p> <p>Volunteer Coordinator</p> <p>See Training Plan for full details</p>	<p>Oct 2016 - Jun 2020</p>	<p>Number of people trained</p> <p>Volunteer feedback is positive and they say they have gained skills</p>	<p>Project records</p> <p>Stakeholder interviews</p> <p>Feedback cards</p>

5.8	<p><b>Evaluation</b> Carry out data collection and evaluation as detailed in section 5.7 of the activity plan. We plan to carry out data collected and evaluation in house using the project team and volunteers.</p> <p>We have included a budget to cover other DDC or temporary staff helping with data collection as a precaution.</p>	All audiences	Monitoring and evaluation will help us to ensure we are delivering all the anticipated benefits for people. If not, delivery methods can be adjusted.	All target outcomes achieved.	<p><b>Kearsney Parks Project Team</b></p> <p>DDC Communication &amp; Engagement Team</p> <p>Volunteers</p>	Jul 2016 - Jun 2020	<p>Data collection and evaluation works effectively.</p> <p>Results demonstrate success and areas for improvement</p>	<p>Project records Annual visitor survey Participant feedback Observation Study Key stakeholder interviews</p>
5.9	<p><b>Reaching out to target audiences</b></p> <p>Our marketing and promotion efforts will focus on our target audiences. We will:</p> <ul style="list-style-type: none"> <li>- deliver a newsletter early in the project to all homes in the 4 lower super output areas identified in section 4 of the activity plan, focusing on employment and skills opportunities</li> <li>- work with existing organisations including housing associations and community groups in the 4 areas, disability groups and representative of BME communities to promote project opportunities</li> <li>- attending existing community events in the same area including St Radigunds Community Day, Dover Skills Fair, River Village fete to promote employment and skills opportunities</li> </ul> <p>We will encourage people to sign up to our email newsletter, follow us on Twitter, use the website or view site posters to keep up to date with the project.</p>	<p>Low income families with children</p> <p>Budget conscious adults</p> <p>Young people looking for employment opportunities and skills</p>	People living in deprived areas will be aware of and benefit from the project and the opportunities it offers	More people and wider range of people will have engaged with heritage	<p><b>Community Engagement Officer</b></p> <p>DDC Design Studio</p> <p>DDC Communication Team</p> <p>Apprentices</p>	October 2016 - June 2020	<p>Newsletter produced and delivered to all homes</p> <p>Attendance at 1 event each year for 4 years</p> <p>Target audiences using the parks more and participating in volunteering, training and apprenticeships</p>	<p>Community Engagement Officer record</p> <p>Observation survey</p> <p>Annual visitor survey</p> <p>Stakeholder interviews</p>
5.10	<p><b>Develop a policy for memorials</b></p> <p>To preserve spatial structure of historic landscape, addressing aims in chapter 8 of our conservation plan including Aim I3 (benches) and L4 (trees), considering alternatives such as contributions to a management fund or endowment fund.</p>	All audiences	People will have a better understand about how memorials can be accommodated within historic landscape	The parks and their heritage will be better managed	<p><b>Community Engagement Officer</b></p> <p>Park Development Manager</p> <p>Kearsney Parks Forum</p>	November 2016 – June 2017	Policy complete and implemented	Community Engagement Officer records