

# SERVICE PLAN 2009/10 – Cultural Services Unit

## NOW ANALYSIS

### THE SERVICE

**Objective:** For Ashford to become an attractive and well-loved regional cultural centre where people choose to live and visit and where businesses choose to locate.

**Budget:** Net Expenditure: £2.5 million

**Staffing:** Total number : 25  
Cultural Services Unit : 16 (inc 2 p/t) Project Office: 9 (inc 3 p/t)  
Plus Tourist Info Centre - Ashford : 1.75 FTE

**The Service Teams:**

**Cultural Services** enables and delivers a broad range of community services and cultural opportunities, often in partnership. Our work covers project scoping, management and delivery (with the assistance of the project office) of a wide range of projects including ABC capital programme, GAF3 and Section 106s; the arts; sports; festivals and events; heritage; tourism including tourist information centres; nature conservation and key conservation sites; community, sport and leisure facilities and their management trusts; young people; neighbourhood engagement (including support to parishes, urban community forums and BME groups); voluntary sector support and grants. We also run Pitch-Side (mini soccer centre) and Courtside in Stanhope.

We also fulfil a number of corporate functions from running the Parish Forum, Community Infrastructure Working Group and Local Strategic Partnership to cultural and community planning and policy and strategy development. For example,; Safeguarding Children and Young People; Ashford Sustainable Community Strategy, Cultural Strategy. .

**Corporate Plan** – We deliver many of the key priorities of ABC Corporate Plan and Ashford Sustainable Community Strategy . Our Service Themes\* detailed on this plan and in Culture At the Heart – Cultural Strategy 2007-2011 link closely to ABC Corporate Plan:

Cultural Planning & Partnerships (CS) = Local leadership & strong partnership working (CP)  
People & Participation (CS) = Customer/Citizen Focus (CP)  
Place Shaping (CS) = Our environment; Ashford's Future; Housing (CP)  
Prosperity (CS) = Prosperity (CP)

**Project Office** (Please see separate sheet)

**Key Partners:**

Ashford Youth Forum Trust  
Ashford Leisure Trust  
Tenterden Leisure Centre Trust  
Julie Rose Trust  
Bockhanger Community Association  
SWAN Centre Trust  
Kingsnorth Rec Centre Trust  
Urban community forums  
Developers  
Ashford's Future  
Homes & Communities Agency  
SEEDA  
Ashford Community Network  
BTCV  
Kent Wildlife Trust  
Arts Council England  
Environment Agency  
Bretts  
Heart of Kent Tourism Marketing Consortium  
Ashford Museums Group  
Local Schools  
Kent County Council  
Kent District Councils

Ashford International Association  
Ashford School of Art & Design  
Active Ashford  
Voluntary sports and arts organisations  
Eastern & Coastal Kent PCT  
Ashford & Tenterden Tourism Assoc  
CASE Kent  
Ashford Volunteer Centre  
Visit Kent  
Tourism South East  
Salvation Army  
Connexions  
St Mary's Parochial Church Council  
Dep for Constitutional Affairs  
Ashford Conservation Forum  
Children's Centres  
Kent Fire & Rescue Service  
Ashford Police  
Department for Communities & Local Government  
Big Lottery  
Parish Councils  
Local Children's Services Partnerships

### PERFORMANCE

Information on performance can be found in the quarterly Budget and Performance Monitoring Reports to Management Team and Star Chamber.

## WHERE ANALYSIS

### GOALS

Short Term (2009/10)	Medium Term (2010/11)	Our service themes* & key aims:
<ul style="list-style-type: none"> <li>▪ Implement &amp; monitor Sustainable Community Strategy and KA2 Action Plan.</li> <li>▪ Produce Cultural Strategy mid-term review and update.</li> <li>▪ Produce Cultural Strategy Part 2 Supplementary Planning Document and embed in planning &amp; site development process.</li> <li>▪ Manage Play Strategy and Big Lottery play programme.</li> <li>▪ Support community initiatives, groups &amp; forums which help regenerate a local community, integrate new neighbourhoods or address community cohesion &amp; inclusion inc urban community forums, Ashford International Association, sports clubs.</li> <li>▪ Deliver Active Ashford sports inclusion programme.</li> <li>▪ Co-ordinate and monitor Active Swim (Free) project.</li> <li>▪ Roll out 'Picture of Youth' *action plan with partners and continue to support Ashford Youth Forum, neighbourhood youth forums and the roll out of Children's Centres in the borough.</li> <li>▪ Improve and promote key nature conservation sites inc Hothfield Heathlands, the Warren &amp; Ashford Community Woodland.</li> <li>▪ Begin implementation of Willesborough Dykes Nature Park in partnership with key stakeholders and landowners.</li> <li>▪ Scope design, operation, management and funding options for new neighbourhood, cultural &amp; community provision (with PO).</li> <li>▪ Deliver S106 facilities at Great Chart and South Willesborough (SWAN Centre)</li> <li>▪ Help implement Tenterden Improved project.</li> <li>▪ Move forward leisure &amp; tourism development options for Conningbrook/JRS.</li> <li>▪ Co-ordinate and promote a quality events and festival programme through Ashford Presents.</li> <li>▪ Facilitate improvements to vol sector capacity and premises through GAF project and implementation of Community Chest.</li> <li>▪ Take forward the reordering of St Mary's Church to create a vibrant town-centre venue for arts and community activity</li> <li>▪ Explore options for sustainable management and development of community centres/facilities eg Bockhanger, Goatlees, Spearpoint, Hythe Rd pitch</li> <li>▪ Scope &amp; assess feasibility, resources and timescale to determine our capacity to deliver (with Legal) parishing in the urban area.</li> <li>▪ Provide co-ordination, support &amp; leadership to e.g. CIWG, Parish Forum, LSP, and local children's services partnerships.</li> </ul>	<p>Help build the capacity of local hospitality and tourism businesses to maximise the benefits to them and to the local economy of the build up to 2012.</p> <p>Help deliver &amp; monitor S106 facilities at Templar Barracks and Park Farm South/East.</p> <p>Support new library/gateway plus.</p> <p>Conduct final Review of Cultural Strategy and prepare for new strategy in line with corporate priorities.</p> <p>Respond to ideas from Kent Olympic Board to support olympic hopefuls, volunteering, cultural olympiad and businesses.</p> <p>Explore deliverability of a major events arena/enterprise hub.</p> <p>Recover ABC costs on Stour Centre build.</p> <p>Myplace-SK8side plus -pending BL decision.</p>	<p><b>Cultural Planning and Partnerships</b> Building a firm foundation for cultural growth of strong leadership, effective partnerships, robust policy and best use of resources, so that cultural services and facilities can respond to the demands of a growing and diverse population.</p> <p><b>People &amp; Participation</b> Giving local residents and visitors the opportunity to participate in a variety of active, healthy, creative and learning experiences to support individual talent and encourage positive involvement in local community life.</p> <p><b>Place Shaping</b> Championing the role of culture and art in the sustainable development of Ashford town centre and improving both rural and urban neighbourhoods by providing high-quality cultural facilities and spaces which all communities are better able to access and enjoy.</p> <p><b>Prosperity</b> Enabling the cultural, creative &amp; tourism industries to innovate &amp; prosper as part of Ashford &amp; Tenterden's economic growth.</p> <p><b>Our priority outcomes:</b> Improved performance, project management and planning. Greater awareness of community need. Better access and opportunity to enjoy and achieve, particularly for those excluded. Greater citizen involvement in service planning. Improved cultural facility offer. Enhanced public spaces. Increased cultural and tourism profile Greater enterprise and confidence.</p>

### IMPROVEMENT PLAN/STRATEGIES

People & Finance	Technology	Strategies
<p>Use local data, knowledge and intelligence to prioritise and guide best use of our resources, projects and services and our TAES improvement plan. Implement agreed revenue budget savings. Support and monitor the performance of our key sports/leisure/community facilities management trusts. Support &amp; monitor performance of SEC business plan with BTCV.</p> <p>Secure funding partners for unremodelled part of Stour Centre.</p> <p>Review TIC services and options for development. Support and monitor new SLA with parishes. Monitor Ashford Twinning Association SLA. Increase external funding and income for cultural &amp; community projects &amp; services wherever possible and practical.</p> <p>Finalise new policy for funding and support of voluntary and community organisations and implement single grants gateway and funding programme through creation of corporate funding team.</p> <p>Continue to administer CGF &amp; Tesco Fund.</p>	<p>Update VCS database.</p> <p>Finalise and go live with new online directory for local clubs and groups on ashford.gov.uk</p> <p>Increase TIC online bookings.</p>	<p>Scope vision &amp; plan for arts in Ashford. Champion safeguarding agenda and support delivery of Safeguarding Action Plan. Exec to adopt Kent Partners' Compact. Adopt and embed a Public Art Strategy in the planning process.</p> <p>Help deliver Heart of Kent Tourism Strategy and Marketing Action Plan.</p> <p>Provide cultural planning input to LDF and major sites inc Chilmington AAP.</p> <p>Conduct Equalities Impact Assessment on Cultural Strategy.</p> <p>Contribute to strategic delivery partnerships which can help deliver the Sustainable Community, Cultural &amp; Corporate Strategies.</p> <p>Monitor Social Inclusion Plan &amp; cohesion indicators.</p> <p>*Update youth strategy.</p>

