

Three Year Action Plan

for the

Ashford Borough Community Strategy

2004 - 2014

Health & Social Care		
Three Year Action	Milestones	Target date
Develop integrated health and social care services that keep pace with the population growth Lead Partners: Ashford Primary Care Trust and Kent County Council Social Services	Draft health and social care strategy	May 2004
	Finalise health and social care strategy	September 2004
	Carry out a Health Equity Audit to inform planning and investment decisions and to narrow the gap between those with the best and worst health	September 2004
	Carry out a race impact assessment to ensure there is equity for people from minority ethnic communities	January 2005
	Agree key targets for the next five years for services for : <ul style="list-style-type: none"> - Healthy Lifestyles - Secondary healthcare - Primary care - Older people - Mental health - Children and young people - Services for people with a learning disability 	September 2004
	Local access within 24 hours to a health care professional in primary care: <ul style="list-style-type: none"> - Determination of number and location of primary care health centres in the next five years - Introduction of new dental and community pharmacy contracts 	Ongoing May 2004 April 2005
	Redesign of NHS services to provide greater access in the community of planned healthcare and joint health and social services assessment of older people: <ul style="list-style-type: none"> - Outline business case for the use of the Kings Avenue site 	September 2004

Health & Social Care		
Three Year Action	Milestones	Target date
	Plans in place to manage health and social care without prior appointment:	Ongoing
	<ul style="list-style-type: none"> - Strengthen community services to prevent unnecessary hospital admission and to enable earlier discharge (innovation forum) - Establishment of unscheduled care centre working with the East Kent Hospitals Trust - Provide a comprehensive multi-disciplinary out of hours service 	<p>March 2007</p> <p>September 2004</p>
	Establish a board to oversee the future development of the Healthy Living Centre in South Ashford	May 2004
<p>Implement the Kent Health and Affordable Warmth Strategy:</p> <ul style="list-style-type: none"> ▪ Affordable warmth for all homes in Ashford by 2012 ▪ Reduce excess winter deaths, year on year, among those aged over 75 in Kent <p>Lead Partner: Ashford Borough Council (with Kent Energy Centre)</p>	Support local Registered Social Landlords to develop and implement Affordable Warmth Strategies	May 2004
	Secure new funding available and ensure it is spent in the most vulnerable communities	May 2004
	Maintain and further develop the 'Health through Warmth' referral network for locating the fuel poor and matching them to sources of support	May 2004
	Maintain or increase uptake of grants to deliver affordable warmth	May 2004
	Use the Allocations Policy to prevent fuel poverty by matching tenants with properties they can afford to heat	May 2004
	Increase the number of dwellings receiving Council and Warmfront grants for energy measures	May 2004
	Feasibility study, including public and partner consultation, identification of temporary location, setting up Steering Group	December 2004
	Secure lease property in Ashford Town Centre and identify potential services - develop service specification, commission marketing, IT, research and evaluation and appoint Centre Manager	June 2004

Health & Social Care		
Three Year Action	Milestones	Target date
Increase access to public services to existing residents in Ashford via the Gateway (Independent Living and Family Centre) in the town centre	Refurbish property	July 2004
	Open Gateway Centre	Summer 2004
	Monitor and improve services to meet public needs	June 2005
	Contribute to the service development of the Discovery Centre	Summer 2005
	Plan transfer of services to the Discovery Centre	December 2005
	Transfer services to the Discovery Centre	From Jan 2006
Lead Partner: Kent County Council		
Improve the health and development of children and young people through the Ashford District Consortia	Continue to provide sex education, outreach and targeted young people's contraception and termination services designed to reduce teenage pregnancy	April 2004
	Continue to provide Healthy Schools programmes in Ashford schools. 20 out of 42 primary schools, 3 out of 6 secondary schools and 3 out of 4 special schools/units are signed up to the Healthy Schools Scheme. All but 2 out of the 13 priority schools (25% most disadvantaged) are signed up	April 2004
	Annual bid for Supporting People grant to provide support to young people taking a tenancy for the first time and have difficulty managing their financial commitments	April 2004
	Establish KCHT Breakthrough to provide mediation between parents and young people	April 2004
	Establish a purpose built Children's Centre in Brookfield, South Ashford	September 2004
	Develop borough wide consultation with young people (What Matters)	October 2004
	Children's Centre to open at Ray Allen Centre	April 2005
	Establish a 'Whistlestop' project to improve social work and support services to schools	October 2005
	Implement Preventative Strategy	April 2004 - April 2006
	Establish a multi-agency service for troubled young people	October 2006
	Lead Partners: Ashford Primary Care Trust and Kent County Council Social Services	

Health & Social Care		
Three Year Action	Milestones	Target date
Strengthen services such as domiciliary care, Rapid Response and the Community and Rehabilitation Teams to enable more people to gain maximum independence and remain in their own homes Lead Partners: Ashford Primary Care Trust and Kent County Council Social Services	Re-let domiciliary care contracts to provide more flexible services e.g. night sitting services, complex support	April 2004
	Extend the Generic Worker Scheme to increase rehabilitation and palliative care in the community	April 2004
	Open Homebridge, a multi-agency recuperative care project based in Farrow Court sheltered housing in south Ashford	April 2004
	Launch joint Older Persons Strategy for Health, Housing and Social Care	June 2004
	Convert one existing sheltered housing to extra care sheltered housing per year	October 2004
	Open Westview Hospital in Tenterden, to provide a new range of community services	February 2005
	Set up a Handyman Scheme for the borough through the Home Improvement Agency	October 2005
	Continue programme of conversion of sheltered housing to extra care sheltered housing at one scheme per year	October 2006
	Work with all developers to ensure social services are integrated into housing developments including sheltered housing	October 2006
	Review Homebridge project and evaluate whether further schemes are to be developed	October 2006
<p>LSP Lead: Marion Dinwoodie, Chief Executive, Ashford Primary Care Trust, Templar House, Tannery Lane, Ashford, Kent TN23 1PL, email: marion.dinwoodie@ekentha.nhs.uk, Tel: 01233 618333, Fax: 01233 618378</p> <p>Supporting officer: Charlie Manicom, Health Improvement Manager, Ashford Primary Care Trust, Templar House, Tannery Lane, Ashford, Kent TN23 1PL email: charlie.manicom@shepwaypct.nhs.uk, Tel: 07870 421983, Fax: 01233 618378</p>		

Lifelong Learning		
Three Year Action	Milestones	Target date
Support the Kent & Medway Learning & Skills Council (LSC) in identifying and addressing local priorities and opportunities for the borough Lead Partners: Learning & Skills Council, Kent County Council	Set up Education and Training Forum	September 2004
	Complete Strategic Area Reviews (StAR) for 16-18 year olds and adult learning with the Learning & Skills Council	September 2004
	Develop an action plan to address local priorities and opportunities	April 2005
Provide a flexible range of basic skills training and ensure open access, particularly to hard to reach groups, including e-learning and delivery in the workplace Lead Partners: Kent County Council, South Kent College	Develop programmes linking vocational skills training with basic skills	July 2005
	Develop initial basic skills assessment in Stour Centre	January 2005
Support and encourage employers to invest in their employees to establish and sustain a flexible, highly trained workforce to target local skills need Lead Partners: South Kent Education Business Partnership, Ashford Chamber of Commerce, South Kent College	Establish Action for Business College ethos to ensure response to employer needs	Ongoing

Lifelong Learning		
Three Year Action	Milestones	Target date
Establish innovative ways of post 16 providers working more collaboratively to meet the needs of learners and potential learners in the borough Lead Partner: South Kent College	Education & Training forum to identify ways of meeting the needs of learners in the borough	April 2005
Improve access to business advice and training Lead Partner: South Kent College	Work with the LSC to improve access through the Action for Business College Scheme	
Target new training and employment opportunities for 16-25 age group Lead Partners: Kent County Council, South Kent College	Introductory programme in management at South Kent College	September 2004
	Set up IT training at South Kent College	September 2004
	Education and Training Forum to consider new opportunities in line with the StAR review	April 2005
	Increase the number of graduate opportunities	Ongoing
Improve the quality of education provided in Ashford borough schools and colleges Lead Partners: Local Education Authority, South Kent College	Using Ofsted inspection data: - Reduce to nil the number of Ashford schools in special measures - Reduce by 75% the number of Ashford schools with serious weaknesses - Increase the percentage of primary schools judged to be providing good or better education to 75% and secondary schools to 80%	September 2006
	Ofsted/Adult Learning Inspectorate report on South Kent College to be published	August 2004
Ensure access for all to high quality pre-school learning opportunities Lead Partners: Kent County Council, Sure Start	Establish maintained nurseries at Oaktree, Ashford South and Beaver Green Infant Schools	September 2005
	% of pre-school settings to achieve the Kent Kitemark to ensure excellent quality standards	April 2005
	Increase the number of pre-school places available and ensure that pre-school places/childcare is available for 85%	April 2005

Lifelong Learning

Three Year Action	Milestones	Target date
Establish an alternative vocational curriculum for 14-19 year olds and 19+ learners specifically targeting workforce development, basic skills and increased participation levels into higher education Lead Partners: Kent County Council, South Kent College	Set up a pilot a pre-16 vocational centre in Ashford	September 2005
	Continue to develop the Increased Flexibility Project	Ongoing
	Continue to work with University of Kent and Canterbury Christ Church University College to develop the Aim Higher scheme	Ongoing
<p>LSP Lead: Principal, South Kent College, Shorncliffe Road, Folkestone, Kent CT20 2TZ Email: vicky.baldock@southkent.ac.uk, Tel; 01303 858211</p> <p>Supporting officer: Eddie Leach, South Kent College, Shorncliffe Road, Folkestone, Kent CT20 2TZ Email: eddie.leach@southkent.ac.uk, Tel: 01303 858464</p>		

Transport		
Three Year Action	Milestones	Target date
Agree and adopt a sustainable transport strategy to improve access for the existing community and to support Ashford's growth Lead Partner: Ashford Borough Council	New public transport mode and broad public transport network agreed following Greater Ashford Development Framework (GADF) workshops	April 2004
	New parking strategy for town centre adopted by the Council as part of new town centre development framework	September 2004
	Submit funding bids to support the delivery of new public transport network for Greater Ashford and any associated highway/cycleway/pedestrian for inclusion in new 5 year KCC Local Transport Plan	April 2005
Radically remodel the town centre road network Lead Partner: Kent County Council and Ashford Borough Council	Consultants appointed to start detailed design work on remodelling sections of the ring road	June 2004
	Commencement of new crossing point/square at Lower Bank Street as part of Public Realm project	April 2005
	Commence phase 1 (rationalisation of services) to enable downgraded Elwick Road as part of wider remodelling of town centre network	April 2005
Complete M20 Junction 10 Interim scheme Lead Partner: Kent County Council and Ashford Borough Council (with Highways Agency)	Highways Agency's consultants restart design work	April 2004
	Newsletter published to inform local residents/businesses of changes to the scheme and likely timescales	May 2004
	Detailed design completed and works tendered	November 2004
	Commence works on junction overbridges	April 2005
	Scheme completed and opened to traffic	November 2005
Agree a scheme for a new M20 Junction 10a Lead Partner: Kent County Council and Ashford Borough Council (with Highways Agency)	Junction 10a agreed as a key element in the delivery of future development in South Ashford following Greater Ashford Development Framework (GADF) workshops	April 2004
	Highways Agency's consultants complete initial technical modelling work to justify new junction	June 2004
	Public consultation event on proposed new Junction	September 2004
	Preferred location for scheme announced by Highways Agency	May 2005

Transport		
Three Year Action	Milestones	Target date
	Public Inquiry into proposed scheme	December 2005
Introduce more speed reduction measures, particularly in villages Lead Partner: Ashford's Parish Councils and Ashford Borough Council	Investigate Ashford Borough Councils Rural Speed Management Programme 2005/06 (Parish Council and public Consultation)	March 2005
	Implement Ashford Borough Councils Rural Speed Management Programme 2004/05	March 2005
	Investigate Ashford Borough Councils Traffic Management Programme 2006/2007 (Parish Council and public Consultation)	March 2006
	Implement Ashford Borough Councils Rural Speed Management Programme 2005/06	March 2006
Further develop the cycle and foot path network Lead Partner: Kent county Council and Ashford Borough Council	Prepare with Kent County Council a draft of the 5 year Local Transport Plan for Kent 2006 -2011, and develop Ashford Boroughs Urban and Rural Package bids to secure increased expenditure on transport improvements, cycling and walking in particular	January 2005
	Complete 2004/2005 Local Transport Plan schemes designed to improve cyclist and pedestrian safety	March 2005
	Develop a Cycling and Walking Strategy for Ashford Borough which envisages a 5 year programme of network growth and improvement	March 2006
	Introduction of various improvements to increase cycling and walking: <ol style="list-style-type: none"> 1. Safer Routes to Schools Projects (Cycling & Walking) at Christchurch School, North School and Towers School, Ashford (£80k) 2. National Cycle network Route 18 Cycle/footpath (215m) - Across Houchin's land north of M20 to Ashford Rugby Club, Ashford (£80k) 3. Regional Cycle network Cycle/footpath - Henley Fields, Tenterden Phase 2 - linking Colonel Stephens Way to Drury Road, Tenterden (£120k) 	March 2006 March 2006 March 2007

Transport

Three Year Action	Milestones	Target date
<p>LSP Lead: Leigh Herington, County Land Use & Transport Policy Officer, Invicta House 2, Sessions House, County Hall, Maidstone, Kent ME14 1XQ Email: leigh.herington@kent.gov.uk, Tel: 01622 221600</p> <p>Supporting officer: Simon Cole, Principal Policy Planner, Ashford Borough Council, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL Email: simon.cole@ashford.gov.uk, Tel: 01233 330642</p>		

Housing and the Environment		
Three Year Action	Milestones	Target date
Promote a biodiversity policy and seek to avoid damage to biodiversity as far as possible Lead Partners: Ashford Borough Council and Kent County Council	Seek inclusion of biodiversity targets and actions within the Greater Ashford Development Framework masterplan	December 2004
	Include specific biodiversity policy within the Ashford Local Development Framework	October 2004
	Monitor policy as sites are implemented	Ongoing
Secure public investment in town centre improvements Lead Partner: Ashford Borough Council	Public funding already secured for improvements to town centre public realm - £1m to be spent by March 2006	March 2006
	Identify appropriate further town centre improvements through the town centre masterplanning process	December 2004
	Implementation of initial improvements	2005/6
Improve Ashford's open spaces (particularly South Willesborough dykes, Victoria Park and Swan Centre and public areas (particularly, lighting, walkways etc) Lead Partner: Ashford Borough Council	Identify appropriate projects for the £1.5m ODPM agreed funding for open space/green corridors	September 2004
	Additional improvements identified through the masterplanning process currently underway	December 2004
	Implementation of open space/green corridors scheme	April 2005
Secure a good mix of housing choice and appropriate community facilities through the new Local Development Framework (LDF) Lead Partner: Ashford Borough Council	Production of draft LDF with appropriate policies	October 2004
	Finalisation of the Greater Ashford Development Framework masterplan - key input into the LDF policy development	December 2004

Housing and the Environment		
Three Year Action	Milestones	Target date
Promote challenging targets for sustainable construction Lead Partner: Ashford Borough Council	Publish the draft Local Development Framework	October 2004
	Implementation of those policies and monitoring of effectiveness	2005
Continue to improve the physical and community characteristics of housing in Stanhope through the PFI scheme Lead Partner: Ashford Borough Council	Signing of PFI (Private Finance Initiative) contract	March 2005
	Building of new homes on a mixed tenure basis	March 2010
Continue area planning to improve existing council housing areas Lead Partner: Ashford Borough Council	Complete five area plans per year	March 2005 ongoing
	Implement area investment identified by the area plans	Ongoing
<p>LSP Leads: Councillor Paul Clokie, Leader, Ashford Borough Council, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL Email: paul.clokie@ashford.gov.uk, Tel: 01233 330317</p> <p>Dr Hilary Moorby, Chair, Ashford Committee of Kent Association of Parish Councils, Email: moorby@beeb.net, Tel: 01233 621539</p> <p>Supporting officer: Ian Grundy, Principal Policy Planner, Ashford Borough Council, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL Email: ian.grundy@ashford.gov.uk, Tel: 01233 330213</p>		

Social Inclusion		
Three Year Action	Milestones	Target date
Develop a 10 year social inclusion strategy for the borough Lead Partner: Ashford Borough Council	Audit of all relevant statistical and research data completed	August 2004
	Conduct comprehensive analysis of all data	November 2004
	Draft strategy out for consultation	January 2005
	Social Inclusion strategy formally approved and adopted by the Ashford Partnership (LSP)	May 2005
Support the ongoing development of community forums within the borough Lead Partner: Ashford Borough Council	First meeting of central Ashford Community Forum	June 2004
	Annual Community Forum event held	January 2005
	Conduct an evaluation of urban community forum progress	March 2005
Develop sustainable and targeted projects that specifically aim to raise educational achievement and skills levels within the borough Lead Partner: Ashford Borough Council	First meeting of a working task group to identify existing barriers to educational attainments and skills levels	March 2005
	Develop detailed action plan	September 2005
	Review action plan performance	March 2006
Strengthen the infrastructure and capacity of the voluntary and community sector Lead Partner: Ashford Borough Council, Kent Rural Community Council, Mid & South East Kent Council for Voluntary Service	Launch Compact with Voluntary and Community Sector	July 2004
	Ensure Ashford Borough Council, Ashford Primary Care Trust, Ashford Partnership and all key local community and voluntary organisations sign the Voluntary Sector Compact	March 2005
	Establish representative 'network of networks'	December 2005
	Support Voluntary sector participation in Ashford Discovery Centre	Summer 2005 onwards
	Evaluate ODPM voluntary sector capacity building project	January 2006

Social Inclusion

Three Year Action	Milestones	Target date
Encourage local communities within the borough to undertake community assessments Lead Partner: Kent Rural Community Council and Ashford Borough Council	Produce a draft information and guidance pack to support local communities and consult all parish councils and community forums	June 2004
	Finalise information pack and circulate to all parishes and community forums	September 2004
	Work with and support local communities undertaking a community assessment	Ongoing
<p>LSP Lead: Simon Ellis, Community Minister, Churches Together in Ashford, c/o Ashford Borough Council, Community Services, Tannery Lane, Ashford, Kent TN23 1PL, Email: simon.ellis@ashford.gov.uk, Tel: 01233 330558</p> <p>Supporting officer: Steve Matson, Regeneration Team Manager, Ashford Borough Council, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL Email: steve.matson@ashford.gov.uk, Tel: 01233 330689</p>		

Prosperity		
Three Year Action	Milestones	Target date
Develop the Chamber of Commerce Planning & Economic Development forum into a true partnership informing and influencing the Ashford's Future economic vision Lead Partner: Ashford Chamber of Commerce	Set up regular forum meetings	April 2004
	Set up project based subgroups	September 2004
	Representation on Ashford's Future Economic Partnership	September 2004
	PED forum to input into Economic Development Strategy	January 2005
Promote improved liaison between business and education through the Education Business Partnership Lead Partner: South Kent Education Business Partnership	Set up Education subgroup of Chamber PED forum	September 2004
	Organise regular Education Business Partnership briefings	September 2004
Increase business representation and participation in the Channel Corridor Area Investment Framework (AIF) Lead Partner: Ashford Borough Council	Area Investment Framework presentation to Local Strategic Partnership (LSP)	May 2004
	Annual AIF/LSP conference	July 2004
Promote business participation in the development of Town Centre Framework and the Local Development Framework Lead Partner: Ashford Borough Council	Set up Chamber PED Local Development Framework subgroup	June 2004
	Regular meetings with Ashford Borough Council Strategic Planning	June 2004
	Draft Local Development Framework that meets the needs of growing economy	March 2005
Support the implementation of the Tourism Development Framework Lead Partner: Ashford Borough Council	Draft framework completed	May 2004
	Consultation through Policy Advisory Group (Ashford Borough Council)	September 2004
	Public consultation	January 2005
	Implementation of framework	February 2005

Prosperity		
Three Year Action	Milestones	Target date
Deliver in partnership with Ashford Town Centre Partnership and Job Centre Plus, a retail and customer service training programme delivering skilled staff to support a growing town centre Lead Partner: Ashford Town Centre Partnership	Form working group with Ashford Town Centre Partnership, Chamber, Job Centre plus and key retailers	September 2004
	Develop annual programme	June 2005
Consult on the need for a Business Improvement District for Ashford town centre with a co-ordinated market strategy Lead Partner: Ashford Town Centre Partnership	Form joint Ashford Chamber/Ashford Town Centre Partnership Business Improvement District (BID) working group	September 2004
	Develop BID implementation strategy	September 2005
	Implement BID in Ashford town centre	September 2006
<p>LSP Lead: Chris Capron, Chief Executive, Ashford (Kent) Chamber of Commerce, Ashford Business Point, Waterbrook Avenue, Ashford, Kent TN24 0LH Email: chris@ashford-chamber.co.uk, Tel: 01233 503838</p> <p>Supporting officer: Mark Bradbury, Economic Development Manager, Ashford Borough Council, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL Email: mark.bradbury@ashford.gov.uk, Tel: 01233 330310</p>		

Community Safety		
Three Year Action	Milestones	Target date
Development of three year Crime & Disorder Reduction Plan 2005 - 2008 Lead Partner: Ashford Borough Community Safety Partnership	Conduct comprehensive crime audit of the borough, including all relevant social data identifying key local community safety issues	September 2004
	Draft three year Crime & Disorder Reduction Plan out for consultation to: <ul style="list-style-type: none"> - Regional and local statutory organisations - Voluntary and community groups - Parish Councils & Community Forums - Local businesses - All residents of the borough 	November 2004
	Approval of 2005-2008 Crime & Disorder Reduction Plan by Ashford Borough Community Safety Partnership	March 2005
Develop clear and robust procedures for dealing with complaints of anti-social behaviour within the borough Lead Partner: Ashford Borough Community Safety Partnership	Appoint anti-social behaviour co-ordinator for the borough	May 2004
	Develop partnership guidelines and protocols for dealing with complaints of anti-social behaviour	March 2005
	Ashford Borough Community Safety Partnership formally agree and adopt approved protocols and procedures	June 2005
	Evaluate protocols and procedures	June 2006
Develop a strategy that reduces the fear of crime within local communities Lead Partner: Ashford Borough Community Safety Partnership	Establish a task group of the Community Safety Partnership to develop a detailed action plan to address the issue of the fear of crime within the borough	October 2004
	Consult with local communities	February 2005
	Prepare an action plan detailing specific multi-agency projects targeting the fear of crime	May 2005
	Evaluate the effectiveness of individual projects and action plan	May 2006

Community Safety

Three Year Action	Milestones	Target date
<p>LSP Lead: Superintendent Peter West, Kent Police, Police Station, Tufton Street, Ashford, Kent, TN23 1BT Email: peter.west@kent.pnn.police.uk, Tel: 01233 619118</p> <p>Supporting officer: David Lloyd, Community Safety Officer, Ashford Borough Council, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL Email: david.lloyd@ashford.gov.uk, Tel: 01233 330344</p>		

Leisure and Culture		
Three Year Action	Milestones	Target date
Review the priorities for services for young people in consultation with the youth forum and update the local youth plan Lead Partner: Ashford Borough Council	Conduct 'What Matters' consultation	August 2004
	Report findings to stakeholders	September 2004
	Send out draft Youth Plan for consultation	October 2004
	Implementation of Youth Plan	April 2005 onwards
Work with partners to create an LSP joint grant fund aimed at helping local groups, voluntary and community organisations develop new and improved leisure, cultural and social opportunities Lead Partner: Ashford Borough Council	Conduct Community Grants review	August 2004
	Report findings to stakeholders	September 2004
	Make proposals to LSP	October 2004
	Implementation of joint grant fund	Ongoing from April 2005
Attract a major national arts or sports event to Ashford Lead Partner: Ashford Borough Council	Investigate possible events and work with partners	Ongoing
	Work on planning permission restriction at Julie Rose Stadium to help provide a venue, particularly for music	Ongoing
Create a new outdoor arts performance facility in Victoria Park Lead Partner: Ashford Borough Council	Complete survey (Create festival), draft brief and design	July 2004
	Confirm costings and fundraising if required	September 2004
	Tender process	March 2005
	Contracting and commence construction	April 2005
	Opening of facility	June 2005
Open a new Indoor Bowling Centre in Victoria Park Lead Partner: Ashford Borough Council	Construction of bowling centre	September 2004
	Opening of bowling centre	October 2004

Leisure and Culture		
Three Year Action	Milestones	Target date
Complete and open a Sports and Youth centre in South Ashford Lead Partner: Kent County Council	Opening of Youth Centre	May 2004
Identify a site and partners to establish a new community arts venue in or close to the town centre Lead Partner: Ashford Borough Council	Conduct consultation with key players on preferred site and funding strategy	August 2004
	Report findings to stakeholders and make appropriate bids	September 2004
	Approval of funding and tender for works	April 2005
	Implementation of building works	From April 2005
	Target date for opening	Late 2005
Open phase 1 of the remodelled Stour Centre Lead Partner: Ashford Borough Council	Work out to tender	May 2004
	Work starts and pool closes	December 2006
	Opening of remodelled centre	January 2007
Open a new Netball Centre of Excellence for women and girls Lead Partner: Ashford Borough Council	Bid submitted to New Opportunities Fund (NOF) panel for final approval	June 2004
	Decision approved	June 2004
	Tender, contract and building works start	April 2005
	Opening of Centre	May 2005
Expand the leisure and sports facilities to the Julie Rose Stadium with the addition of a local watersports centre on Conningbrook Lake and other attractions including BMX park and mountain bike trails Lead Partner: Ashford Borough Council	Bid submitted to Area Investment Framework (AIF) for phased programme of feasibility study	February 2004
	Funding in place for the study	September 2004
	Phase 1: Options paper for development on the whole site	April 2005
	Phase 2: Feasibility and viability study looking closely at preferred options	
	Drawing up development brief for site	Sept 2005
	Prepare funding strategy for site development	September 2005
	Possible development on site	April 2006 onwards

Leisure and Culture

Three Year Action	Milestones	Target date
<p>LSP Lead: David Hill, Chief Executive, Ashford Borough Council, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL Email: david.hill@ashford.gov.uk, Tel: 01233 330201</p> <p>Supporting officer: Mark Carty, Head of Cultural Services, Ashford Borough Council, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL Email: mark.carty@ashford.gov.uk, Tel: 01233 330477</p>		