

APPENDIX i

Uttlesford District Council

**LEISURE & CULTURAL
STRATEGY –**

2006 - 2010

An

EXECUTIVE SUMMARY

By

Strategic Leisure Limited

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Introduction

- i. Leisure and cultural activities in their widest sense are about quality of life and choice; we all have different hobbies and activities in which we choose to participate when we are not at work. Participation in leisure and cultural activities is therefore a personal choice, and means different things to each individual. Leisure and cultural activities include playing sport (indoor and outdoor), participating in the arts or drama, attending an event or entertainment, or taking part in outdoor activities such as walking, horse riding, or cycling, visiting a museum or art gallery, or taking part in sports and arts holiday activities. Sport is part of leisure activity, and includes both organised participation, and physical activity of a less formal nature. Cultural activities also enable individuals to relate to community, and to society and the environment at large (local, regional, national and world-wide).

Status and Lifespan of the Leisure & Cultural Strategy

- ii. Uttlesford District Council (UDC) has identified the need to develop a Leisure and Cultural Strategy for the district, predominantly for the services and activities provided by the Council. The scope of the Strategy will reflect the current extensive range of provision made by the Council.
- iii. Future provision of leisure and cultural services and activities will need to reflect, respond to, and support, the identified corporate priorities, and specifically the local priorities highlighted in the Uttlesford Corporate Plan – 'Quality of Life' and Community Plan, 'Shaping the future of Uttlesford'.
- iv. The Leisure and Cultural Strategy will provide a 5 Year vision for UDC leisure and cultural provision 2006 - 2010, and will identify priority needs for services and activities, and the way in which they will be delivered. The focus of the Leisure and Cultural Strategy will be on improving and broadening access to services and activities provided through UDC and its partners and facilitating and supporting the work of the many voluntary groups involved in the delivery of leisure and cultural activities.
- v. Throughout the consultation on this Strategy a number of key stakeholders have, highlighted the importance of the Leisure and Cultural Strategy and that it is important to consolidate and focus efforts in what is currently a broad and, as a result, at times diluted area of service.

Structure of the Leisure and Cultural Strategy

- vi. The provision of leisure and cultural services in the District has the potential to contribute significantly to the achievement of the identified Corporate Plan and Community Plan priorities.
- vii. The Leisure and Cultural Strategy is therefore structured thematically to address the Corporate Plan and Community Plan priorities, but is also developed on a number of Core Principles for future provision of activities and opportunities.
- viii. The key activities of the Leisure and Cultural Strategy are:
 - Sport and Healthy Living
 - Youth, Arts and Culture
 - Tourism and Economic Development
 - Museum Service
 - Informal Recreation, Countryside and Environmental Sustainability
 - Play and Playing Fields
- ix. The Leisure and Cultural Strategy is supported by an Action Plan, to guide the delivery of the identified priorities and actions across both partners, and service areas. This action plan will be monitored by the performance review framework throughout the life of the Leisure and Cultural Strategy; a full review of the Strategy's implementation will commence in 2010.

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Vision for Future Leisure & Cultural Provision

- x. Uttlesford's vision for the District and the part that leisure & cultural activities can play in providing a good 'quality of life' is one of:

"...a healthier, enjoyable Uttlesford where everyone is encouraged to make choices to enhance their lifestyle and have the opportunity, through sport and culture to have a healthy, active and safe lifestyle..."

- xi. The **Key Drivers** for leisure & cultural provision across Uttlesford District are to enable, facilitate and promote:

- Provision for Children and Young People
- Opportunities which enable people of all ages and abilities to participate in a range of leisure and cultural activities which enhance their quality of life
- Enabling of appropriate, quality and accessible places for residents and visitors to pursue and enjoy their leisure interests

Key Drivers for Change

- xii. The key drivers for change, in addition to the Uttlesford Corporate and Community Plan priorities and the future strategic direction of UDC leisure provision, reflected in developing the Leisure and Cultural Strategy aims are:

- Local needs – access including cost, transport, services and facilities
- Addressing the local and wider national agenda for improved health, increased participation, and social inclusion – See Appendix 2. Game Plan, Choosing Health and Framework for Sport
- Local partners Strategies and Aims, for example Essex County Council Youth Service and the Primary Care Trust
- The need for the local authority to enable, facilitate and be the catalyst for future leisure and cultural activities.
- The need to evaluate impact of provision and performance in the local community, and measure the contribution leisure and cultural services makes to identified priorities
- The opportunity to be pro-active in aligning and developing quality services with the Corporate and Community Plan
- Establishing a framework for performance review

Leisure and Cultural Strategy Key Issues, Future Aims and Objectives

Key Issues

- xiii. The Council currently facilitates provision of built sports and leisure facilities and provides sport development services. In addition, support is provided for a range of community organisations, facilities and activities.
- xiv. The Council has reducing financial resources, and needs to focus these where maximum benefit can be provided for local people to participate in sport and healthy living activities.
- xv. It is critical to raise awareness of the wide range of leisure and cultural opportunities available in the District, and seek to ensure they are accessible to all. It is also important that the local provision is well promoted, to ensure people are aware of facilities and services provided, and who provides them.
- xvi. Supporting the active voluntary sector in the district is important for the long term sustainability of provision; this support needs southwest to target capacity building through increasing numbers of

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- coaches and leaders, and facilitating organisational development, as well as providing appropriate advice and information.
- xvii. Access to leisure and cultural provision is a significant barrier to participation, particularly for those in the rural areas, and for young people. Improving transport around the district is important in the longer term, but ensuring opportunities are accessible is a key priority to be addressed through partnership.
- xviii. UDC currently facilitates provision of three leisure centres. The Leisure Centres are in a good condition, there is an ongoing 32-year PFI partnership to ensure that these facilities remain attractive to local people.
- xix. UDC needs to be aware that there may be a future demand for a swimming pool in the southwest area located at Mountfitchet Romeera Leisure Centre. Currently, the demand of swimming pool water space in the southwest area is 148m². A 4 lane x 25m swimming pool is 212m². The demand for swimming pool water space is currently being met by a swimming pool in Bishop's Stortford. However, this swimming pool may close in the future.
- xx. The Council does not currently provide built facilities for youth, arts and culture activities but does provide through school holiday programmes and events. In addition, support is provided for a range of youth, arts, community organisations, facilities and activities.
- xxi. There is a perception that a performing arts facility is needed in the District. The Town Hall in Saffron Walden has a performance space and the Town Council is currently seeking to build new performing arts facilities with a community centre on a different site. The Friends School will be submitting a planning application during 2006 for a Performing Arts Facility for the school with community use.
- xxii. There are other education facilities, village halls and community centres in the district, which provide only limited, or no access for community use; these resources need to be maximised for the benefit of local people.
- xxiii. There is potential for increased partnership working through sport, leisure and cultural services, but this requires resources to facilitate and support.
- xxiv. UDC needs to be clearer about its role in the local network of provision, and how it relates to the voluntary sector i.e. only provides directly where others do not. As previously explained, the Council is an enabler and facilitator, and should be prioritising to address 'gaps' in provision at local level.
- xxv. All services, activities and facilities should contribute to the achievement of local Corporate and Community Plan priorities, and provide longer term links to the wider agenda e.g. health improvement, community cohesion, social inclusion, improved community safety, and enhanced quality of life.
- xxvi. There is a need to work in partnership with the Uttlesford Children and Young People's Strategic Partnership and to take on board the Partnerships Priorities which are: Being Safe, Being Healthy, Emotional well being, Skills for parenting, domestic violence, Developing services for children with special needs and Access to Services.
- xxvii. Generally, young people, and their local communities perceive there is a lack of things for them to do in the local area. Sometimes this is a result of a lack of awareness of what is actually available; sometimes the provision available is inappropriate for young people today.
- xxviii. Addressing local community awareness of existing provision and specifically the information 'gap' is critical to ensure that children and young people are encouraged to participate actively in leisure and cultural activities.

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- xxix. Accessibility is also an issue for young people, who do not have access to a car, or cannot afford public transport to facilities and services. Public transport is poor in the rural areas throughout the district, and often does not provide appropriately for participation in activities which may take up to a few hours.
- xxx. The PFI Contract provides limited opportunity for the Council to influence issues such as pricing and programming at the Leisure Centres. In conjunction with the PFI Contractor, the existing partnership approach to leisure centre facility programming, based on specific initiatives should continue to address the needs of young people. For example, purpose-designed fitness equipment, activity classes with relevant music, informative educative initiatives to stimulate interest and involvement.
- xxxi. There is now extensive evidence of the benefits of a healthy lifestyle, and the links between achieving this and participation in the arts, sport, physical activity, and stimulating activity.
- xxxii. The challenge is to promote increased awareness of the benefits of a healthier lifestyle amongst the community, and how each individual can best improve their own health by making small changes in their daily lives. Sport and healthy living activities have a critical role to play in helping to change individual health habits.
To have a real impact at a local level, partnership working across relevant agencies should prioritise the development of accessible, affordable, and relevant opportunities for communities.
- xxxiii. The experience and expertise within UDC leisure and cultural services, enables the potential for the development of an appropriately resourced advisory co-ordinating service, which supports the voluntary sector, and facilitates opportunities for participation, in partnership. This service should provide co-ordinated advice and guidance on funding, organisational development, leadership training, partnership development etc.
- xxxiv. Future provision of leisure and cultural activities and services needs to build on and extend existing partnerships in education, health, youth services, and community safety. This will ensure a co-ordinated and effective approach to cross-agency working, delivering on the wider agenda, through sport, the arts, heritage and entertainment.
- xxxv. Funding support for local partnerships, and partnership initiatives, must be linked to the achievement of Corporate and Community Plan priorities, to address local issues of social inclusion, community safety, access to lifelong learning and improved health, to ensure consistency of provision in the local area.
- xxxvi. Partnerships need to be sustainable in the long term to make a difference in levels of sport and healthy living participation, and enhance local quality of life.
- xxxvii. There is currently a Saffron Walden Arts Trust Group whose aspiration it is to see the development of an arts and community facility in the town. The work of this group should focus on the artists' perspective in relation to this facility development, to optimise the limited resources available to them, and have clear terms of reference.
- xxxviii. Tourism can be a principal form of revenue for many local economies and can be an important factor in regenerating communities. Uttlesford needs to be a visitor destination in its own right, optimising potential provided by the numbers of people that use Stansted Airport. The future developments of the museum and castle site in Saffron Walden should assist in enhancing Uttlesford as a tourist destination.
- xxxix. There is a need to raise the quality of what is offered in accommodation, information and customer service, build participation in quality and registration schemes and ensure that the Industry has responded positively to the Disability Discrimination Act 2004.

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- xl. There is a need to help tourism businesses and attractions address issues such as the reliance on day visitors and low spending per head, how to access new niche markets like business and conference tourism that will help reduce seasonality, increasing imaginative use of world wide web and information technology and ensuring that the needs of tourism businesses are recognised by the Council's Planners and highway bodies.
- xli. An audience development plan for the Heritage Quest Centre project was produced in 2005 and a Museum Marketing Strategy produced in 2005 to improve service and market penetration.
- xlii. There is a need to develop the Heritage Quest Centre to provide better access to reserve collections, and an exciting outreach programme of activities and events both at the centre and at venues around Uttlesford.
- xliii. There is an urgent need for the Museum to improve the standard and capacity of accommodation for all its collections, especially the archaeological finds and records resulting from developments associated with Stansted Airport, and other developments in Uttlesford. The Museum needs to update its local history collections, so that 20th Century life in the district is better represented. It also needs to care for and enhance its natural history and geology collections, to enable better understanding of the environment in which we live.
- xliv. The heritage Quest Centre project will enable the museum to provide better access to local collections and records for those who wish to study them, including local societies.
- xlv. There is currently no assessment of open space which is Planning Policy Guidance 17 (PPG17) compliant in the District. The Council needs to undertake an assessment of open space, (PPG17 compliant) to identify local needs for provision, and opportunities for enhancement and development of current facilities. The study should cover public, educational and voluntary sector provision.

Leisure and Cultural Future Aims and Objectives

1 Key Driver 1. Provision for Children and Young People

1.1 **AIM – Increase the range of opportunities for young people to participate in positive sport, leisure and cultural activities and increase their overall levels of participation**

1.2 **Objectives:**

- 1.2.a In partnership enable and facilitate increased opportunities and improve access for children and young people to all sport, leisure and cultural provision in the District.
- 1.2.b Undertake a co-ordinated approach to the delivery of sport across the district in conjunction with the School Sports Co-ordinator
- 1.2.c In partnership increase the awareness of the importance of active lifestyles amongst children and young people.
- 1.2.d Facilitate information provision about UDC and other relevant agencies leisure and cultural services for parents, schools, children and young people throughout the District
- 1.2.e Provide a range of youth, arts and cultural activities during school holidays
- 1.2.f Continue to work with partners to support the provision of a community cinema at Saffron Walden High School.
- 1.2.g Build on the existing Children and Young People's Strategic Partnership (CYPSP) network to deliver the CYPSP objectives. Deliver the objectives of the Youth Initiatives Working Group (YIWG) in accordance with the CYPSP Strategy.

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2. Key Driver 2. Opportunities which enable people of all ages and abilities to participate in a range of leisure and cultural activities which enhance their quality of life

2.1 Aim – Ensuring Provision of Appropriate, Quality Facilities, Service and Activities

2.2 Objectives:

- 2.2a** Facilitate and enable in partnership opportunities for participation in physical activity for those who are currently inactive and support their integration into mainstream activity
- 2.2b** Contribute towards improving access for young people to services and facilities with Development Services
- 2.2c** Advise as appropriate, the voluntary sector in developing and delivering local opportunities for participation in sport and healthy living activities.
- 2.2d** Introduction of a Leisure Card in partnership with the management operator of the Leisure Centres and UDC.
- 2.2e** Provide the Primary Care Trust, with data to demonstrate the impact of increased activity, on both physical health, and quality of life in the community.
- 2.2f** Work in partnership to develop a Sport and Physical Activity Alliance that will bring all partners to the table to discuss and resolve key barriers to participation and encourage a more joined up approach to delivery of services and information on those services.
- 2.2g** Continue assistance in developing and improving Arts in Uttlesford
- 2.2h** Continue to liaise with a wide range of local history/archaeology societies and heritage projects, and equally with local and county environmental and natural history societies and organisations.

3 Key Driver 3. Enabling of appropriate, quality and accessible places for residents and visitors to pursue and enjoy their leisure and cultural interests.

3.1 Aim – Enabling quality and accessible places for residents and visitors.

3.2 Objectives:

- 3.2a** Work with Sports Clubs and Youth Organisations to enable outreach provision and maximising opportunities for use of facilities e.g. school facilities, village halls and community centres.
- 3.2b** Work in partnership with the PFI contractor to enhance and develop new initiatives and services.
- 3.2c** if planning permission is granted, work with the Friends School to develop a community use agreement for the Performing Arts Centre.
- 3.2d** Identify any shortfall in provision, if any, for performing arts space.
- 3.2e** Work with partners to develop opportunities for artists work space and exhibitions.
- 3.2f** Continue to develop a programme to raise awareness of, and to create a positive image for, the District to potential visitors and investors.
- 3.2g** Identify ways in which Uttlesford can work closely with regional agencies, and ensure that tourism benefits from leisure and tourism sector, rural and cultural development programmes.
- 3.2h** Develop a pro-active approach to visitor accommodation quality and registration schemes. Accommodation providers are encouraged to participate in service and quality improvement and registration schemes.
- 3.2i** Further develop an annual programme of priority research provision in the district on potential tourism development areas.
- 3.2j** District Planning and Development Services Department and other Highways Bodies to be aware of the needs of tourism businesses.
- 3.2k** The benefits of ICT in tourism are developed for tourism businesses.

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- 3.2l** The Museum Service to enable and develop the Heritage Quest Centre. As part of the Heritage Quest Centre project is to provide outreach programmes - Family Learners, Young Adults, Rural Communities, road shows, exhibitions in non-museum buildings, and more on-line facilities
- 3.2m** Development Services to undertake a PPG 17 Assessment of Open Space, in consultation with Leisure Services, using the guidance in 'Assessing Needs and Opportunities: A Companion Guide to PPG17'
- 3.2n** Development Services to undertake a 'Towards a Level Playing Field' Assessment of Playing Pitches and an Assessment of other Outdoor Sports such as Bowls, Tennis, Netball, Croquet and Athletics, in consultation with Leisure Services, which is PPG 17 compliant
- 3.2o** Maintain sufficient swimming pool water space for the district.

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ACTION PLAN

OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
1.2a	In partnership enable and facilitate increased opportunities and improve access for children and young people to all sport, leisure and cultural provision in the District.	Identify potential joint marketing opportunities with other key partners	Ongoing	Uttlesford Leisure Services and other Departments Primary Care Trust Voluntary Sector Commercial Leisure Providers	As per outcome target for each initiative.	Yes	Yes
1.2b	Undertake a co-ordinated approach to the delivery of sport across the district in conjunction with the School Sports Co-ordinator	Work in partnership with the School Sports Co-ordinator and develop an action plan to enhance sports opportunities for children and young people	Short Term – Start 2006 and then ongoing	Uttlesford Leisure Services and School Sports Co-ordinators	Evidence of increased participation in selected sports	Yes	Yes
1.2c	In partnership increase the awareness of the importance of active lifestyles amongst children and young people	Develop the MEND programme Further promote and deliver Bodycare in Primary Schools Promote and deliver Healthwize in Secondary Schools	Short term 2006 – ongoing Ongoing	Uttlesford Leisure Services and Primary Care Trust, General Practitioners, Leisure Connection Ltd., Healthy Schools and School Sports Co-ordinators	Improved Health & Fitness levels in participants attending the MEND scheme At least 50% of schools participate in Bodycare and Healthwize schemes	Yes	Yes

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OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
1.2d	Facilitate information provision about UDC and other relevant agencies' leisure & cultural services for parents, schools, children and young people throughout the District	Produce a marketing plan in partnership with other relevant agencies Improve and further develop UDC website to provide information on how to get involved in sport and cultural activities. Implement the Museum Service Marketing Plan (2005)	Medium Term 2007 Medium Term 2007 Ongoing	UDC Leisure Services and Parish, Town and County Councils, Schools, Sports Clubs, Primary Care Trust, Arts Groups, Museum Service, Tourist Information Centre Museum Service	A clear marketing plan is produced with identified mechanisms for the promotion of information Website is developed and maintained Increase in attendance and target audiences reached	Yes	Yes
1.2e	Provide a range of youth, arts and cultural activities during school holidays	Provision of 5 holiday schemes per year excluding Christmas	Ongoing	UDC Leisure Services and the Museum Service	Achieve 700 participants per year	Yes	Yes
1.2f	Continue to work with partners to support the provision of a community cinema at Saffron Walden High School.	Attend partnership meetings to support the opening and continued provision of a cinema	Short term May 2006 - Opening Ongoing	Community Cinema Trust and UDC	50 people (on average) attend at each screening	Yes	Yes
1.2g	Build on the existing Children & Young People's Strategic	Develop a work programme to deliver the CYPSP objectives through YIWG	Short term April 2006	Partner members of CYPSP and YIWG	YIWG annual action plan developed	Yes	Yes

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OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
	Partnership (CYPSP) network to deliver the CYPSP objectives. Deliver the objectives of the Youth Initiatives Working Group (YIWG) in accordance with the CYPSP strategy.	Funding allocated accordingly Work with partners to deliver YIWG objectives	Short Term April 2006 Ongoing		YIWG objectives delivered		
2.2a	Facilitate and enable in partnership opportunities for participation in physical activity for those who are currently inactive and support their integration into mainstream activity	Develop the MEND and HELP programmes Work with key schools to integrate marketing activity into overall marketing plan Encourage extended use of schools to maximise availability of initiatives	Short Term 2006 – Ongoing Medium Term 2007 - ongoing Medium term 2007 - ongoing	UDC Leisure Services and Primary Care Trust, Leisure Connection Ltd., Schools, School Sports Co-ordinators, Sports Clubs, Arts Groups. Members of CYPSP	Improved Health & Fitness levels in participants attending the MEND and HELP schemes A clear marketing plan is produced with identified mechanisms for the promotion of information An increase in the number of schools making facilities available for initiatives	Yes	Yes

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OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
2.2b	Contribute towards improving access for young people to services and facilities with Development Services	Facilitate the exchange of information between young people and key transport providers about requirements for transport to services and facilities	Start short term 2006 -Ongoing	Young People and CYPSP, Development Services and UDC Leisure Services	Demonstrable changes made to transport provision to meet identified demand	Yes	Yes
2.2c	Advise, as appropriate, the voluntary sector in developing and delivering local opportunities for participation in sport and healthy living activities	Offer a range of advice on subjects including child protection, volunteering, sports development planning, funding etc.	Start short term - ongoing	UDC Leisure Services and Sports Clubs, School Sports Co-ordinators, Sport England, Sports Coaches, Primary Care Trust	Demonstrable improvement in delivering opportunities for clubs advised	Yes	Yes
2.2d	Introduction of a Leisure Card in partnership with the management operator of the Leisure Centres and UDC.	Negotiate with Leisure Centre Operator to develop and introduce a Leisure Card scheme	Medium Term 2008 Long Term 2010	UDC Leisure Services and Leisure Connection Ltd.,	Leisure Card Scheme implemented Removal of price as a barrier to participation	Yes	Yes
2.2e	Provide the Primary Care Trust with data to demonstrate the impact of increased activity, on both physical health, and quality of life in the community	Monitor specific initiatives e.g. <ul style="list-style-type: none"> • MEND • HELP • GP Referral 	Ongoing - Annually	UDC Leisure Services and Primary Care Trust, Leisure Connection Ltd	Data provided on a regular basis	Yes	Yes
2.2f	Work in partnership to develop a Sport and	Establish membership of the Alliance	Short Term – December 2006	Primary Care Trust and other Health Agencies, Essex Police,	Evidence of co-ordination and	Yes	Yes

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OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
	Physical Activity Alliance that will bring all partners to the table to discuss and resolve key barriers to participation and encourage a more joined up approach to delivery of services and information on those services.	Develop an Action Plan	Short Term December 2006	Local General Practitioners, Healthy Schools, School Sports Co-ordinators, Sport England, Sports Clubs, Leisure Connection Ltd., members of CYPSP UDC Leisure Services and Development Services	sharing of information		
2.2g	Continue assistance in developing and improving Arts in Uttlesford	Work with the existing Saffron Walden Arts Trust Group to achieve their goals e.g. performing arts, workshop, gallery and exhibition spaces	Ongoing	Saffron Walden Arts Trust Group and UDC Leisure Services	Identified goals are achieved		Yes
2.2h	Continue to liaise with a wide range of local history/archaeology societies and heritage projects, and equally with local and county environmental and natural history societies and organisations	Develop and facilitate links developed between the Museum and different societies and organisations	Ongoing	UDC Museum Service and local history/archaeology societies, heritage projects, and with local and county environmental and natural history societies and organisations	Evidence of co-ordination and sharing of information	Yes	Yes
3.2a	Work with Sports Clubs and Youth Organisations to	As part of PPG 17 work carry out an audit of church halls, community centres	Short term – by middle of 2007	UDC – Development Services in consultation with Leisure Services	Increase the number of accessible	Yes	Yes

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OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
	enable outreach provision by maximising opportunities for use of facilities e.g. school facilities, village halls and community centres.	and village halls to determine current levels of sport and recreation use. Identify areas where there is a need to increase access for sporting activity at local community centres etc. to be able to introduce a programme of activity			facilities for physical activity and sports and cultural programmes at a local level		
3.2b	Work in partnership with the PFI contractor to enhance and develop new initiatives and services.	Develop an agenda for introducing new initiatives in conjunction with the PFI contractor	Ongoing	UDC Leisure Services and Leisure Connection Ltd.	Relevant initiatives are introduced	Yes	Yes
3.2c	If Planning Permission is granted, work with Friends School to develop a community use agreement for the Performing Arts Centre	In conjunction with Friends School plan and develop a community use agreement	Short term 2006	Saffron Walden Arts Trust Group UDC – Leisure Services Friends School	Community use agreement developed	Yes	Yes
3.2d	Identify any shortfall in provision , if any for performing arts space	Use existing information to determine if requirements for performing arts space are met and investigate supplementary provision	Short term – 2006	Friends School Saffron Walden Arts Trust Group UDC – Leisure Services	Possible actions identified to provide supplementary provision	Yes	Yes
3.2e	Work with partners to develop opportunities	Determine level of requirement for artists work	Long term - 2009	Saffron Walden Arts Trust Group	Artists work space and exhibitions	Yes	Yes

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OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
	for artists work space and exhibitions.	space and exhibitions		UDC – Leisure Services	developed		
3.2f	Continue to develop a programme to raise awareness of, and to create a positive image for, the District to potential visitors and investors.	<p>Production of an annual Visitor Guide</p> <p>Develop online visitor information provision</p> <p>Explore further development of the castle and museum site and future developments with transport providers and Tourist Information Centre</p>	<p>Long Term and Ongoing</p> <p>Short term and ongoing</p>	UDC – Tourism and Accommodation providers, British Airports Authority, East of England Tourist Board, Essex County Council, Parish and Town Councils, Attraction providers, Museum Service and Museum Society, Transport providers and Tourist Information Centre	<p>Visitor Guide produced annually</p> <p>Visitor information available online</p> <p>Improved co-ordination between museum and tourism services</p>	Yes	Yes
3.2g	Identify ways in which Uttlesford can work closely with regional agencies, and ensure that tourism benefits from leisure and tourism sector, rural and cultural development programmes.	Develop a plan annually identifying specific initiatives being undertaken by other agencies that Tourism can participate in	Ongoing	UDC – Tourism East of England Tourist Board Essex County Council UDC – Leisure Services	Identified initiatives completed	Yes	Yes
3.2h	Develop a pro-active approach to visitor accommodation quality	Investigate quality and registration schemes	Short term – 2006	UDC Tourism Registration scheme partner	Implementation of a visitor accommodation	Yes	Yes

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OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
	and registration schemes. Accommodation providers are encouraged to participate in service and quality improvement and registration schemes.	Recommend to UDC a quality and registration scheme Accommodation providers participate in a registration scheme	Medium Term 2007 Medium term 2007	Accommodation Providers	quality registration scheme		
3.2i	Further develop an annual programme of priority research provision in the district on potential tourism development areas.	Continue to subscribe to: <ul style="list-style-type: none"> • The Cambridge Model • The Volume and Value Study • Mystery Shopper exercise 	Ongoing - specific research to be undertaken on alternative years	UDC – Tourism Tourism Businesses	Research undertaken and data produced used to influence development of the service	Yes	Yes
3.2j	District Planning and Development Services Department and other Highways Bodies to be aware of the needs of tourism businesses	Develop working in partnership with Development services and highways bodies	Short term – 2006 Ongoing	UDC – Tourism UDC – Development Services ECC – Highways	Development Services have a greater understanding of the needs of tourism that is reflected in decision making	Yes	Yes
3.2k	The benefits of ICT in tourism are developed for tourism businesses	Work jointly with county and regional partners to maximise the benefit of ICT	Long term and ongoing	UDC Tourism Essex CC Tourism	Increased awareness of UDC tourist	Yes	Yes

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OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
		development for tourism businesses		East of England Tourist Board	businesses		
3.2i	<p>The Museum Service to enable and develop the Heritage Quest Centre.</p> <p>As part of the Heritage Quest Centre project is to provide outreach programmes - Family Learners, Young Adults, Rural Communities, road shows, exhibitions in non-museum buildings, and more on-line facilities</p>	<p>Fund raise £500,000</p> <p>Submit a bid to the Heritage Lottery Fund</p> <p>Investigate viability of operating specific outreach programmes e.g.</p> <ul style="list-style-type: none"> • Family Learners • Young Adults • Rural Communities • Road Shows • Exhibitions in non – museum buildings established • Provision of more on line facilities 	<p>Short term - 2007</p> <p>Short Term – 2007</p> <p>Developed and in place by 2007</p>	UDC – Museum Service and Museum Society, Local Donors, general local societies, special interest groups and businesses, other grant giving organisations and the Heritage Lottery Fund.	Heritage Quest Centre built and outreach programme enabled (three year project)	Yes	Yes
3.2m	Development Services to undertake a PPG 17 Assessment of Open Space, in consultation with Leisure Services, using the guidance in 'Assessing Needs and	Develop plan to carry out and complete a PPG17 assessment	Short Term – By the middle of 2007	<p>UDC – Planning and Development Services</p> <p>UDC – Leisure Services and Museum Service and Castle Grounds</p>	A PPG 17 Assessment of Open Space completed	Yes	Yes

EXECUTIVE SUMMARY

OBJECTIVE NO.	Objective	Action	Key Target Date - Short Term/ Medium Term/ Long term and Ongoing	LEAD PARTNER AND OTHER PARTNERS	Outcome	Community Plan Priority	Corporate Plan Priority
	Opportunities: A Companion Guide to PPG17'						
3.2n	Development Services to undertake a 'Towards A Level Playing Field' Assessment of Playing Pitches and an Assessment of other Outdoor Sports such as Bowls, Tennis, Netball, Croquet and Athletics, in consultation with Leisure Services, which is PPG 17 compliant	Develop plan to carry out and complete an assessment a part of PPG17	Short Term – By the middle of 2007	UDC – Planning & Development Services UDC – Leisure Services	An Assessment of Playing Pitches and other outdoor pitches completed	Yes	Yes
3.2o	Maintain sufficient Pool water space for the district.	Investigate the possibility of providing a swimming pool in Stansted if the Bishop's Stortford Pool were to close	Medium – Long Term	UDC – Leisure Services	Amount of pool water space available complies with relevant guidance ratios	Yes	Yes