

# CULTURAL STRATEGY

Recognising the Importance of  
Leisure in Everyday Life

## 2002-2007

April 2002



GREEN SPACES



LEAVESDEN STUDIOS



HERTS YOUTH GAMES



LEISURE CENTRES AND SWIMMING POOLS



SPRINGBOARD - MIXED ABILITIES  
YOUTH GROUP ACTIVITIES



COMMUNITY ARTS - THEATRE AND FILM

GRANTS TO LOCAL ORGANISATIONS

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## **THE NEED FOR A CULTURAL STRATEGY**

### ***Recognising the Importance of Leisure in Everyday Life***

The DCMS (Department of Culture Media and Sport) launched guidelines in 2000 for local authorities on the development of local cultural strategies<sup>1</sup>. This guidance takes advantage of the fact that local authorities, with their unique position as community leaders, are in the best position to develop cultural strategies. It is important that all tiers of local government work closely together to deliver cultural programmes. Three Rivers District council will therefore work in partnership with Hertfordshire County Council and the local Parish Councils. Additionally, the possession of a local cultural strategy is one of the local authority key best value performance indicators.

#### **Local cultural strategies have many benefits, including:**

- Bringing culture to the forefront of local authority business
- Delivering services that meet the needs of local communities
- Advocating the benefits of cultural activities
- Providing synergy with the work of government and its agencies
- Helping deliver Best Value
- Promoting partnerships
- Providing a clear rationale for supporting activities
- Setting a framework for performance review
- Acting as a lever for gaining funding e.g. The National Lottery

Cultural strategies can help tackle the problems of social exclusion and support regeneration in local communities. They can also make a significant economic contribution through tourism and the creative industries.

This Strategy has not been developed to provide a new direction for the delivery and planning of Cultural Services in the District, instead it encompasses and recognises the successes and current good work and looks to provide a framework for the future.

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<sup>1</sup> *The word "culture" has been deliberately used in preference to "leisure" to promote a broad and inclusive view encompassing arts, media, sports, parks, museums & galleries, libraries, the built heritage, the countryside, playgrounds and tourism*

## **Setting the Local Context**

*The size and nature of Three Rivers District and the current cultural facilities*

### ***History***

There are extensive records of known archaeological sites and finds in the District. There are three Scheduled Ancient Monuments and 18 areas have been designated “Areas of Archaeological Significance” where there is evidence to indicate that significant archaeological remains exist.

From the 18th Century onwards improvements in transport and communications led to significant growth in several industries. Many early water corn mills were converted to paper production, and other industry includes silk throwing, malting and brewing. The construction of the Grand Union Canal (in the 1790s) contributed to this growth, as did the 19th Century development of the railways (the London and Birmingham and Metropolitan Railways). In the 20th Century the range of industries have widened enormously, and buildings of significance include examples such as the former Ovaltine factory at Kings Langley and its associated model farms

### ***Geography***

Located in South West Hertfordshire, Three Rivers is situated on the outer fringes of London with good road and rail links to London and elsewhere, including the M25, M1, the west coast main line and the Metropolitan Line into central London

The District has large areas of attractive open countryside, much of which is designated Green Belt. The local rivers Chess, Gade and Colne give the district its name. The Grand Union canal runs through Rickmansworth, and nearby lies the Aquadrome, providing a unique mixture of open space, walks, sailing and other watersports.

### ***Demography***

The latest population figures as at mid 1999 were 89,300. 24% of the population of Three Rivers live in South Oxhey and Carpenders Park, closely followed by 21% living in the north of the district in Abbots Langley, Bedmond, Leavesden and Langleybury. 20% live in the area of Mill End, Maple Cross and Rickmansworth. Chorleywood accounts for 11.5% and Croxley Green 14.5% of the district's population. The smallest Parish is the area of Sarratt that accounts for 2% of the District's population. Approximately 5% of the population are from ethnic minorities.

19% of Three Rivers are under the age of 16 years, whilst 27% are 55 or over.

Population projections by Hertfordshire County Council to the year 2006 predict that the most significant changes in population in Three Rivers will be:

- A fall in number of 5-9 year olds.
- A fall in number of 25 – 29 and 30 – 34 year olds.
- A considerable increase in the number of 35 to 39 year olds.
- A considerable increase in the number of 40 - 44 year olds.
- A steady but significant fall in the number of 50 - 54 year olds.
- A considerable increase in the number of 55 - 59 year olds.
- A slight increase in the number of 60 - 64 and 65-84 year olds.
- Steady increase 85 +

Although the statistics above show an increase in the number of older people and a fall in the younger population it is important when considering future service delivery and the planning of Cultural Services to take into consideration local issues within Three Rivers District. Over the next few years the District has a number of new housing developments that must be taken into consideration in Croxley Green at the Old Merchant Taylor's site and in Leavesden. These developments will bring new people to the district and will create new communities who must be catered for.

It is also vital to recognise that although the number of young people will decline their needs must be taken into account in terms of the type of provision provided and the changing trends that influence their decisions. These could include:

- Influence of the Media
- Influence of new technology
- Changing Fashions

### ***Key Cultural Facilities in Three Rivers***

*Facilities, services, parks and open spaces in the area include:*

Watersmeet Theatre.

Sir James Altham Swimming Pool & Multi-Use Games Area.

Rickmansworth Public Golf Course.

William Penn Leisure Centre.

The Community Campus, South Oxhey.

Croxley Green Skate Park.

Leisure Development (arts, sports and play provision).

Woodlands (see appendix 1 for full list).

Parks and open spaces (see appendix 1 for full list).

Children's playgrounds (see appendix 1 for full list).

Tennis courts (see appendix 1 for full list).

Sports Pitches (cricket, hockey and football) (see appendix 1 for full list).

The Aquadrome.

Bowling Greens (see appendix 1 for full list).  
Allotments (see appendix 1 for full list).  
Leavesden Country Park.  
Chorleywood House Estate.  
Croxley Common Moor.  
Chorleywood Common.  
Ebury Way Cycle Path.  
Public Footpaths and Bridleways (see appendix 1 for full list).

***Facilities in the district managed by other providers, voluntary bodies and agencies –***

Schools (see appendix 1 for full list).  
Libraries (see appendix 1 for full list).  
Museums (see appendix 1 for full list).  
The Grand Union Canal.  
Batchworth Lock Centre.  
Two Bridges Marina.  
Youth Clubs (see appendix 1 for full list).  
Community Halls (see appendix 1 for full list).  
Voluntary Sports Clubs.  
Woodlands YMCA.  
Leavesden Film Studios.  
Restaurants (see appendix 1 for full list).  
Public Houses (see appendix 1 for full list).  
Churches (see appendix 1 for full list).  
Moor Park Mansion.  
Historic Sites (see appendix 1 for full list).  
Golf Courses (see appendix 1 for full list).  
Tennis Clubs and Club Houses (see appendix 1 for full list).  
Cricket Clubs and Pavilions (see appendix 1 for full list).  
Riding Stables (see appendix 1 for full list).  
Dance Schools (see appendix 1 for full list).  
Nature Reserve (see appendix 1 for full list).

**Summary Review of the Leisure Strategy 1996 – 2000**

This provides a review of the achievements in meeting the targets laid out in the District Leisure Strategy (1996 – 2000). The majority of the targets set

have been achieved. This strategy started life as a plan for the District Council and the support it could provide to the many agencies in the public, private and voluntary sector that contribute so effectively to maintaining and developing a dynamic leisure infrastructure and service in Three Rivers.

The achievements should therefore be seen as those of the many organisations, volunteers and agencies, including the District Council that has worked hard to ensure a wide range of leisure and community facilities are available to the Three Rivers community. In this period there has been an inward investment by external public and private organisations of approximately £9 million to the community leisure infrastructure of Three Rivers, this is in addition to the investment by the District Council and its many partners. The following key achievements in Three Rivers highlight this successful approach to a thriving leisure infrastructure.

- The completion, launch and opening of William Penn Leisure Centre, the first community leisure centre in Three Rivers.
- The development of Parmiters Sports Centre by Parmiters School in Abbots Langley, for school and community use.
- The launch of the Three Rivers Sports and Arts Strategies, focusing on young people.
- The Camelot Sports Schools coaching programme for young people aged 11 – 14 year olds, sponsored by Camelot Plc.
- The redevelopment of Rickmansworth Public Golf Course, with National Lottery funding.
- A new skate park in Croxley Green for young people funded by the District and Croxley Green Parish Councils.
- A new community and fitness centre (Woodlands) in Leavesden, through a partnership with Watford YMCA, the Health Authority and the District Council.
- New community facilities in the villages of Bedmond and Sarratt through National Lottery, District, Parish Council funding and voluntary fundraising.
- The completion of the Leavesden Country Park.
- The formation of the Waterways Partnership, which has improved leisure/environment/educational provision on, the Grand Union Canal.
- The creation of enhanced facilities to enable access for the disabled to the Rickmansworth Aquadrome in partnership with the Countryside Management Service and Onyx.
- Capital Challenge money in South Oxhey for new community/leisure facilities.

- The Establishment of the Rickmansworth Youth Centre a partnership between Three Rivers District council and Hertfordshire County Council Youth Service.
- Development of a Cardiac rehabilitation programme at The Centre in Partnership with West Herts Community Health NHS Trust.
- The management for wildlife of Croxley Common Moor site of Special Scientific Interest and Oxhey Woods Local Nature Reserve in conjunction with community based Friends of Groups and the Countryside Management Service.
- Completion of Phase 1 of the Community Campus project a partnership between Three Rivers District Council, Herts County Council and Oxhey Jets Football Club at the Sir James Altham site in South Oxhey.

A further detailed review of the achievements in meeting the targets laid out in the District Leisure Strategy (1996 – 2000) is attached in Appendix 2.

## **Setting the Wider Context**

*Regional and national inputs and trends which impact on our cultural services.*

### **Government and Outside Agencies**

*The strategy clearly needs to be seen in the context of its contribution to the local, regional and national agenda, therefore the strategy incorporates the objectives of government and outside agencies. The Strategy will inform and contribute to the over-arching District Community Plan that will be a key driver for Improving Quality of Life throughout the District.*

Central government, DCMS (Department for Culture, Media and Sport), DEFRA (Department for the Environment, Food and Rural Affairs) and DTLR (Department for Transport, Local Government and Regions).

Regional development agencies

Regional cultural consortia

*Sponsored agencies and their regional offices including:*

Arts Council, East England Arts.

Sport England, East Sport Board.

Tourist Boards.

Area Museum Services.

English Heritage.

Countryside Agency.

English Nature.

Environment Agency.

Film Council.

Community Fund (national lotteries charities board).

### **Other Statutory and Local Plans**

*The strategy also incorporates the objectives of:*

- Health Improvement Programme.
- Young in Herts Early Years Development and Childcare Plan.
- Hertfordshire Education Plan.
- The Three Rivers Local Plan 1996-2011.
- Three Rivers Community Safety Plan.
- Three Rivers Environmental Strategy.
- Three Rivers Economic Development Strategy.
- Three Rivers Best Value Performance Plan.
- Three Rivers Corporate Plan.

- Hertfordshire Annual Library Plan.
- Parish Council Plans.
- Three Rivers Play Plan.
- Regional Cultural Strategy – a catalyst for change, The cultural consortium for the East of England.
- Three Rivers Consultation Strategy.
- Three Rivers Draft Housing Strategy 2001-2006.
- Herts Museum Services Development Plan 2000-2003.
- Hertfordshire Biodiversity Action Plan.
- Hertfordshire Landscape Strategy.
- Hertfordshire Cycling Strategy.
- Hertfordshire Local Transport Plan 2001/2 – 2005/6.
- South Oxhey Community Plan February 2002.

The County Cultural Strategy is currently being developed and is scheduled to be launch in July 2002. The County Cultural Strategy has been developed around 6 key messages.

Enhancing the quality of life for people living in Hertfordshire:

1. By enabling all members of the community to have more and easier access to different cultural and leisure pursuits.
2. By offering children and adults the opportunity to reach their full potential through access to learning and information.
3. By encouraging children and young people to access and enjoy cultural and leisure activities.
4. By making Hertfordshire a more prosperous and attractive place to live and work.
5. By valuing and supporting the diverse range if cultural and leisure activities enjoyed across the county.
6. By working in partnership with national, regional and local agencies to deliver a range of cultural and leisure activities effectively.

## **Cultural Strategy within Three Rivers**

*In harmony with the Council's Aims*

### ***The Seven Aims***

Our cultural strategy will clearly demonstrate how cultural activities and opportunities will be key to delivering the Council's seven aims, which are:-

- Protect and enhance the environment
- Give the vulnerable a better deal
- Develop safe, secure communities
- Achieve open, accessible and effective government
- Support the sustainable development of the local economy and promote prosperity for all
- Provide quality services that meet local needs and provide value for money
- Be a good employer

The Aims, which each Policy supports, are shown in the following pages. The individual service plans that will be developed as a result of this strategy will clearly demonstrate the link between the Council's aims and the policies in this strategy.

### ***Scope of The Strategy***

The strategy covers the following cultural activities:

- Sport and Active Recreation.
- Arts and Entertainment.
- Tourism and Heritage.
- Informal Recreation (including Children's Play, Parks, Public Open Spaces, Woodlands).
- Social Activities.

## **Cultural Issues & Common Themes**

### ***Common Themes***

*A number of common themes underpin the approach to cultural services across the district, these have emerged from various consultations and discussions. The themes are a clear link to the Council's aims and objectives by providing an over-arching framework for all the new initiatives that flow from this Cultural Strategy.*

*It is important to point out that all of the themes interrelate and must not be seen in isolation:*

#### **(1) Supporting Community Initiative and Innovation**

To empower and enable local people to work in the community and identify the issues that matter most to those who live and work in the district.

#### **(2) Regeneration**

Creating safer and more attractive environments to enhance community spirit, revitalise local shopping parades and encourage new business and visitors into the area, thus creating employment opportunities.

#### **(3) Lifelong Learning**

Providing access to education and learning opportunities to equip people for employment and to fulfil their aspirations.

#### **(4) Sustainability**

This strategy encompasses sustainability as environmental, economic and social issues. Environmentally it will look at how the needs of the present generation will not compromise the demands of the future. Economically it will ensure that all future service and facility planning will have clearly defined exit strategies and be financially sustainable in the long term. Socially it will recognise the valuable role of residents and ensure support is readily accessible and available to them.

#### **(5) Access**

Ensuring services, facilities and information are fully accessible to residents and visitors to the district.

#### **(6) Health and Well being**

Providing services, facilities and information to contribute to the mental and physical wellbeing of the community.

### **Key Policies**

*A number of key policies have been developed which provide the framework for the provision, planning and delivery of Cultural Services in the District over the next 5 years, in summary these are:*

#### **SUPPORTING COMMUNITY INITIATIVE AND INNOVATION**

- Policy 1.1:** To continue the development of an effective information and advice network on funding opportunities to enable local community groups, voluntary organisations and other providers to develop new or improve existing services and facilities in the district.
- Policy 1.2:** To encourage local people to support projects and work in the community.
- Policy 1.3:** To consult and fully inform all residents of the District on the delivery of Cultural Services.
- Policy 1.4:** To support local schools in developing cultural initiatives for the local community.
- Policy 1.5:** Promoting the Achievement of Excellence.

#### **REGENERATION**

- Policy 2.1:** To contribute to the regeneration of South Oxhey through the provision of enhanced leisure and community facilities.
- Policy 2.2:** To secure a specialist centre for film and media supported by community leisure facilities, indoor and outdoor in Leavesden.
- Policy 2.3:** To attract visitors to the district through the promotion of cultural opportunities.
- Policy 2.4:** To protect and enhance the local heritage.
- Policy 2.5:** To create attractive environments for people in which to live and work.

#### **LIFELONG LEARNING**

- Policy 3.1:** To work with partners to support the development of extra curriculum activities for young people in priority areas of the district; Mill End and Maple Cross, South Oxhey and Leavesden.
- Policy 3.2:** To fully exploit new technology to improve communication with local residents and customers.

- Policy 3.3:** To target resources that tackle priorities and local issues as outlined in the community safety plan in Mill End, South Oxhey and Leavesden.
- Policy 3.4:** To create employment opportunities in the Cultural industries.
- Policy 3.5:** To promote and develop film and media in the county through partnership with Herts Filmlink.
- Policy 3.6:** To promote a joined up approach to identify the needs of and providing opportunities for older people.

## **SUSTAINABILITY**

- Policy 4.1:** To implement the recommendations of the 'outdoor' Best value review, to ensure all cultural services and facilities provide long-term enjoyment through introducing cycle routes, promoting safe parks and open spaces and meeting the needs of the whole community through the provision of outdoor facilities.
- Policy 4.2:** To protect and enhance the local playing fields.
- Policy 4.3:** To support local voluntary museums and enhance enjoyment of historic buildings and settlements.
- Policy 4.4:** To enhance the Colne Valley Regional park and canal Corridor to increase public enjoyment.
- Policy 4.5:** To conserve, promote and enhance the areas of outstanding natural beauty, wildlife sites and river valleys.

## **ACCESS**

- Policy 5.1:** To promote The Leavesden County park.
- Policy 5.2:** To provide a range of outdoor play facilities for children and young people throughout the district.
- Policy 5.3:** To ensure all aspects of cultural policies, services and facilities are delivered fairly.
- Policy 5.4:** To enable access to quality arts and entertainment from the local, national and international arenas.

## **HEALTH AND WELL BEING**

- Policy 6.1:** To contribute to a reduction in coronary heart disease and increase participation by the local community in various forms of exercise.
- Policy 6.2:** To promote active lifestyles in the community.

**Policy 6.3:** To specially encourage young people to lead an active lifestyle.

**Policy 6.4:** To encourage older people to take part in moderate exercise.

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## 1. Supporting Community Initiative and Innovation

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The Council recognises the contribution local people themselves have to offer in the development of the district as an attractive place to live and work. The Council see its role as one of an enabler through the provision of resources, information sharing, expertise and knowledge in specialist areas, the provision of training, supporting people and projects to enable local people to take an active role, in their communities.

Examples of how this can be achieved are demonstrated through the Council's grant aid programme, which supports local community organisations/groups. In the last 5 years the Council has awarded over £375,000 to a wide range of community groups and projects. As well as providing financial support the Council provides specialist knowledge and experience on developing funding applications e.g. Parmiters School, Bedmond Village Hall and Sarratt Village Hall.

Good practice includes free access to Council publications for clubs, schools and community groups to advertise as well as the input of Officer time on community projects e.g. Woodlands YMCA, Gardens Drama project, an integrated drama group for young people in South Oxhey.

The Council co-ordinate a number of targeted focus groups e.g. Pensioners Forum/Youth Council, these groups are a valuable tool for consultation and ensuring that the needs of residents are heard and planned for in service provision and facility development. Examples include brochure design with the Youth Council for the 1999 Arts Festival, advice on management issues and preferred facilities at Croxley Green Skate Park, the development of the South Oxhey Community Campus and the review of the provision of outdoor amenities.

Under the theme 'Supporting Community Initiative and Innovation' a number of key policies have been developed which provide the framework for the provision, planning and delivery of Cultural Services in the District over the next 5 years, these are:

## **POLICY 1.1:**

**To continue the development of an effective information and advice network on funding opportunities to enable local community groups, voluntary organisations and other providers to develop new or improve existing services and facilities in the district.**

### ***Methodology:***

To utilise Council publications to provide information on local and national funding opportunities and promote services available to assist constituted groups with grant applications i.e. Arts calendar, Three Rivers Times, Leisure Guide, Internet, and leisure brochures.

**Examples of Good Practice:** Grant aid awards and support for lottery applications to Parmiters School Sports Centre, Rickmansworth Public Golf Course, Bury Lake Young Mariners, Gateway Club, Sarratt & Bedmond Village Halls, Chess Valley Rugby Club, Three Rivers Young Blades, Swan Care, Watford and District Domestic Violence, West-Hyde & Maple Cross Youth Centre, Oxhey Jets Football Club, Rate relief to voluntary sports and arts groups, Citizens Advice Bureau and SOPS (South Oxhey Pre-Schools).

**Partners:** National and Regional Funding Organisations, CVS (Council for Voluntary Services), Hertfordshire County Council, West Herts Community Health NHS Trust,

**TRDC Services:** William Penn Leisure Centre, Leisure Development, Sir James Altham Pool, The Centre, Watersmeet Theatre, Grants programme, Housing.

**Timetable:** On Going

**Links to other strategies:** Working together for the arts – The Arts Council of England, Sport England, Community Fund (Charities Lottery), Health Improvement Plan, Hertfordshire Education Plan, Hertfordshire and Three Rivers Childcare and Early Years Development Plan, Three Rivers Corporate Plan, Three Rivers Community Safety Plan, Three Rivers Economic Development Plan, Three Rivers Local Plan 1996 - 2011, Housing strategy 2001-2006, Three Rivers Consultation Strategy.

**Council Objectives Met:** Give the vulnerable a better deal; Develop safe, secure communities; Protect and enhance the environment; Provide quality services that meet local needs and provide value for money; Achieve open, accessible and effective government; Support the sustainable development of the local economy and provide prosperity for all.

**Financial Implications:** For Three Rivers District Council to maintain existing capital and revenue budgets.

## **POLICY 1.2:**

### **To encourage local people to support projects and work in the community**

#### ***Methodology:***

- To work with individuals and existing clubs/organisations to develop training opportunities in return for agreed community service.
- To recognise the importance of volunteers and raise the profile through promotions in club/school newsletters, Council publications, the Internet and the local media
- To encourage local people to become involved with the natural environment through projects/groups on local wildlife sites.

**Examples of Good Practice:** Providing funding and support on projects to Three Rivers and Three Rivers CVS, Coaching for teachers in partnership with the Youth Sport Trust, TOPS training for casual staff, teachers, youth workers, National Governing bodies of sport programmes, promoting the Millennium Volunteers initiative and Connexions scheme in clubs and voluntary organisations. Funding to the WRVS, Sarratt Care and the Red Cross centre to support meals on wheels service. Watersmeet Youth Theatre and Watersmeet Volunteers. Support for the Friends of Croxley Common Moor, Chorleywood Common, Chorleywood House Estate Community Partnership and Parish Councils in the District through the Countryside Management Service.

**Partners:** Local community groups, sports clubs, schools, youth service, National Governing Bodies of Sport, Sport England and the Arts Council, Groundwork Trust, Parish Councils, CVS (Council for Voluntary Services), WRVS, Red Cross, Sarratt Care, Countryside Management Service, Herts & Middlesex Wildlife Trust.

**TRDC Services:** Sir James Altham Pool, The Centre, Leisure Development, Watersmeet Theatre, Rickmansworth Public Golf Course, Grants programme.

**Timetable:** On going.

**Links to other strategies:** Hertfordshire Education Plan, Active Britain – The Central Council of Physical Recreation, Hertfordshire and Three Rivers Childcare and Early Years Development Plan.

**Council Objectives Met:** Give the vulnerable a better deal; Support the sustainable development of the local economy and promote prosperity for all; Be a good employer.

**Financial Implications:** For Three Rivers District Council to establish an annual budget over the next three years, to be met from within the existing revenue grants budget.

### **POLICY 1.3:**

**To consult and fully inform all residents of the District on the delivery of Cultural Services.**

***Methodology:***

- To carry out consultation exercises and ensure information is widely distributed on all proposed services.
- To consult with residents to identify their needs and the gaps in service provision on an annual basis.
- To support older people and young people to play a wider role in policy-making and ensure that their concerns are heard and acted upon through the Pensioners Forum, Youth Council, local area forums, tenants and residents association and community planning exercises.

**Examples of Good Practice:** South Oxhey Community Campus, Rickmansworth Public Golf Course re-development, Croxley Green Skate Park, William Penn softplay area, refurbishment of play areas, Improvement of facilities and feasibility study of Watersmeet Theatre, Community Safety Audit.

**Partners:** Local community groups and organisations, statutory agencies, parish councils, national organisations, local businesses, HCC, Police, other providers.

**TRDC Services:** Sir James Altham Pool, The Centre, Rickmansworth Golf Course, William Penn Leisure Centre, Watersmeet Theatre, Leisure Development, Corporate Services, Planning, Housing.

**Timetable:** On Going

**Links to other strategies:** Three Rivers Community Plan (in development), Three Rivers Community Safety Plan, Three Rivers Consultation Strategy, Sport England – 'Best Value through sport', Housing strategy 2001-2006.

**Council Objectives Met:** Give the vulnerable a better deal; Develop safe, secure communities; Protect and enhance the environment; Provide quality services that meet local needs and provide value for money; Achieve open, accessible and effective government; Support the sustainable development of the local economy and provide prosperity for all.

**Financial Implications:** (1) All venues and services to identify specific budgets for carrying out user and non-user surveys. (2) For all specific projects to have an allocated sum of money within the overall project cost for consultation.

#### **POLICY 1.4:**

**To support local schools in developing cultural initiatives for the local community.**

***Methodology:***

- To provide advice and act as an enabler to forge partnerships between local schools, businesses and national organisations to seek funding and support applications.
- To support applications from primary and secondary schools to obtain recognition for their commitment to the arts and sports through the Artsmark, Sportsmark and Spaces for Sports and the Arts national schemes.
- To support Rickmansworth School in its application for Performing Arts College status.
- To support Parmiters School in its application to the Regional Arts Lottery Programme to develop further its facilities for the Arts with improved provision for music, art and drama. To provide support and advice to the school to develop a strong local community arts programme.
- To encourage local schools to introduce children to the natural world through encouraging partnership with environmental organisations/groups.
- To support applications from primary and secondary schools to obtain funding from the New Opportunities Fund to develop activity programmes.

**Examples of Good Practice:** Rickmansworth School, South Oxhey Schools NOF (New Opportunities Fund) Project.

**Partners:** Schools, National Funding Organisations, Private Business, Sport England, Arts Council, East Sport Board, East England Arts, Hertfordshire County Council, Countryside Management Service.

**TRDC Services:** Leisure Development (sports and arts), Grants Programme, Watersmeet Theatre, Planning

**Timetable:** On Going

**Links to other strategies:** DCMS – ‘A Sporting Future for All’, The Arts Council for England

**Council Objectives Met:** Give the vulnerable a better deal; Support the sustainable development of the local economy and provide prosperity for all; Protect and enhance the environment.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets, Capital funding to be considered annually.

**POLICY 1.5:**

**Promoting the Achievement of Excellence**

***Methodology:***

- To provide advice and support to individuals and organisations in the pursuit of excellence in their chosen field i.e. Sporting, artistic, environmental or community work to seek funding.
- To support applications from individuals and organisations to obtain funding from national schemes.

**Examples of Good Practice:** Russell Combined Primary School ActiveMark Award, Rickmansworth Secondary School SportMark Award

**Partners:** Sport England, Arts Council, Charities Commission, Heritage, SportsAid, New Opportunity Fund, Countryside Management Service

**TRDC Services:** Grants programme, Leisure Development, William Penn Leisure Centre, Sir James Altham site, Maintenance and Environmental Services, Planning.

**Timetable:** On-going

**Links to other strategies:** Sport England, East England Arts – going for growth 2001-2004

**Council Objectives Met:** Give the vulnerable a better deal; Support the sustainable development of the local economy and provide prosperity for all; Protect and enhance the environment.

**Financial Implications:** Three Rivers District Council to maintain existing revenue and capital budgets

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## 2. Regeneration

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Regenerating and developing community services with residents and employers is vital to encourage confidence, pride and local identity in the district. This will improve the image of the District and attract visitors and investors. In addition investment will encourage new employment opportunities through the provision of education and training with business and statutory agencies.

Residents are key to regeneration and their needs and aspirations must be sought through consultation and involvement in the community planning process for regeneration to be successful and valued by communities. An example of good practice is the South Oxhey Single Regeneration programme which has resulted in the shopping parade being re-developed to a) be more attractive and b) be safer. The regeneration programme in South Oxhey has also identified a need for increased leisure provision in the area and as a result a new Community Campus facility is being developed offering a holistic approach to leisure incorporating arts, play, sports, IT, health, social facilities and youth.

The government recognise the important role of regeneration in tackling local issues and there are a range of funding opportunities available especially in areas of the district with high social need. The district has 2 wards identified in the 15 most deprived wards in Hertfordshire (Local Economy Assessment 2001) these being Hayling and Northwick. It is however important when planning services to recognise that there are other areas in the district that have pockets of high social need i.e. Bedmond, Mill End and Maple Cross.

Under the theme 'Regeneration' a number of key policies have been developed which provide the framework for the provision, planning and delivery of Cultural Services in the District over the next 5 years, these are:

**POLICY 2.1:**

**To contribute to the regeneration of South Oxhey through the provision of enhanced leisure and community facilities**

***Methodology:***

The development of the Community Campus, encompassing Sir James Altham Swimming Pool and the redevelopment of The Centre, South Oxhey

**Examples of Good Practice:** Rehousing of Oxhey Jets Football Club to the new multi-sports facility at Sir James Altham Pool, the use of the Clitheroe Gardens Club to encourage social activities for the community, the proposed development of a cycle route network linking important services within the South Oxhey area

**Partners:** Hertfordshire County Council, local clubs, voluntary groups, ASCEND (All Saints Centre for Employment and New Directions), Oxhey Jets football club, Sport England, East Sport Board, East England Arts, SORAG (South Oxhey Regeneration Advisory Group), Health Authority, Herts Constabulary, South Oxhey First Residents Association

**TRDC Services:** The Centre, Leisure Development, Sir James Altham Pool, Housing,

**Timetable:** phase II completed September 2002, phase III (pool extension) completed 2005

**Links to other strategies:** Three Rivers Community Safety Plan, Health Improvement Plan, Three Rivers Economic Development Strategy, Three Rivers Best Value Performance Plan, east england arts – going for growth 2001-2004, Three Rivers Housing Strategy 2001-2006, Hertfordshire Cycle Strategy

**Council Objectives Met:** Give the vulnerable a better deal; Develop safe, secure communities; Protect and enhance the environment; Support the sustainable development of the local economy and provide prosperity for all; Provide good quality services that meet the needs and provide value for money.

**Financial Implications:** Capital budget already allocated with revenue budgets

**POLICY 2.2:**

**To secure a specialist centre for film and media supported by community leisure facilities, indoor and outdoor in Leavesden.**

***Methodology:***

- The development of the Leavesden Airfield site as a film studio and business centre linking with the other film studios in the County i.e. Elstree and Millennium studios.
- To develop indoor and outdoor leisure facilities to include; sports pitches, a play area, an outdoor recreational youth facility and also facilities deemed appropriate through negotiation with partners on the airfield site in conjunction with the developers through a Section 106 planning agreement.
- To further develop the Leavesden Country Park to include an outdoor bowling green, an indoor youth facility, and changing rooms

**Examples of Good Practice:** Woodlands YMCA community facility, the implementation of the Countryside Management Service greenspace management plan.

**Partners:** Developers, Film Link, SW Herts Business partnership; County Council; training providers; transport operators and local businesses, YMCA Woodlands, Herts Constabulary, Abbots Langley Parish Council, HCC Youth Services, East England Arts, West Herts College and Watford Borough Council, Countryside Management Service.

**TRDC Services:** Planning and Leisure.

**Timetable:** On Going.

**Links to other strategies:** Three Rivers Corporate Plan, Three Rivers Community Safety Plan, Three Rivers Economic Development Plan, Three Rivers Local Plan 1996-2011, Countryside Management Service greenspace management plan

**Council Objectives Met:** Give the vulnerable a better deal; Support the sustainable development of local economy and provide prosperity for all; Protect and enhance the environment; Provide quality services that meet local needs and provide value for money.

**Financial Implications:** None specific for Three Rivers District Council, capital and operational costs to be met by developers.

**POLICY 2.3:**

**To attract visitors to the district through the promotion of cultural opportunities.**

***Methodology:***

- To provide information and raise awareness of services, facilities, the countryside, wildlife, walks and historic links within the district and surrounding areas
- To distribute promotional literature for external agencies on the cultural opportunities available throughout the district.
- To explore the benefits of becoming a member of Beds/Herts/Luton Tourism.

**Examples of Good practice:** Production, distribution and grant aid awards to fund promotional information for: Ebury Way cycle path, Watersports and walking facilities at the Aquadrome, Batchworth Lock Centre, Walking and Golf on Chorleywood Common, Wildlife and walks at Stockers Lake, Narrow boats and walking on the Grand Union canal, Rickmansworth carnival and canal festival

**Partners:** Hertfordshire Tourism Officer's Group; Beds/Herts and Luton Tourism; British Waterways; transport operators, County Council and Parish Councils; Colne Valley Park Authority; adjacent district councils and developers, Countryside Management Service, Environment agency, Aquadrome users group, Waterways Partnership, Hertfordshire Rural Forum.

**TRDC Services:** Planning, Leisure, Strategic Services, Maintenance and Environmental Services.

**Timetable:** On Going.

**Links to other strategies:** Three Rivers Economic Development Strategy, Three Rivers Local Plan 1996-2011, Herts County Council's Emerging countywide 'Access Strategy', Herts Rural Forum's Agenda for Action.

**Council Objectives Met:** Protect and enhance the environment; Support the sustainable development of the local economy and promote prosperity for all.

**Financial Implications:** To identify an annual budget to produce and distribute promotional literature.

## **POLICY 2.4:**

### **To protect and enhance the local heritage**

#### ***Methodology:***

To provide information and raise awareness of architectural qualities, the built environment and natural and museum related resources.

- To develop self-guided circular walk leaflets for the District to lock-into all our Museum-related resources i.e. Basing House, Batchworth Lock Centre.
- To secure a percentage of funding for the arts with developers through Section 106 planning agreements to celebrate the local heritage i.e. street furniture, public art.
- To protect and enhance the natural environment including countryside and wildlife.

**Examples of Good practice:** Leavesden Airfield site, Three Valleys Water working with the Rickmansworth Waterways Trust in developing their education programme.

**Partners:** Hertfordshire Tourism Officer's Group; Beds/Herts and Luton Tourism; British Waterways; transport operators, County and Parish Councils; Colne Valley Park Authority; adjacent district councils and developers, Countryside Management Service, Environment Agency, Aquadrome users group, Three Rivers Waterways Partnership, Three Valleys Water, Countryside Agency, Herts Rural Forum.

**TRDC Services:** Planning, Leisure.

**Timetable:** On Going

**Links to other strategies:** **Three Rivers** Economic Development Strategy, Three Rivers Local Plan 1996-2011, Herts Biodiversity Action Plan.

**Council Objectives Met:** Protect and enhance the environment; Support the sustainable development of the local economy and promote prosperity for all.

**Financial Implications:** To identify an annual budget to produce and distribute promotional literature

## **POLICY 2.5:**

### **To create attractive environments for people in which to live and work**

#### ***Methodology:***

- To enhance town centres and local shopping areas through local consultation exercises i.e. focus groups, local area forum and Council publications
- To create and maintain an attractive natural environment as part of local residents cultural heritage.

**Examples:** Rickmansworth Town Centre 1996, South Oxhey Shopping parade 1999-2001, Abbots Langley High Street 1998, Chorleywood Parade 2001-2003 and Croxley Green New Road improvements 2001.

**Partners:** Parish Councils, shopkeepers' associations, County Council, transport operators, Police and Residents and Tenants Associations, Rickmansworth Chamber of Business, South Oxhey Shopkeepers Association, Abbots Langley Chamber of Trade and Chorleywood Business Association, Herts Rural Forum, Countryside Management Service.

**TRDC Services:** Planning, Strategic Services, Property and Facilities Management, Watersmeet Theatre, The Centre, Housing.

**Timetable:** South Oxhey phase III AND Chorleywood phase I – 2001/2; Chorleywood phase III – 2002/3; phased programme for local shopping parades.

**Links to other strategies:** Three Rivers Community Safety Plan; Three Rivers Economic Development Strategy, Herts Rural Forum's Agenda for Action.

**Council Objectives Met:** Protect and enhance the environment; Develop safe, secure communities; Supporting sustainable development of local economy and provide prosperity for all.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets, External Funding opportunities through Single Regeneration Budget, and European Social Funding.

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### 3. Lifelong Learning

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The Strategy recognises the importance of providing opportunities for people of all ages to continue their social, personal and educational development. This can be achieved:

- Through creating new employment opportunities.
- Through access to vocational training i.e. work experience in partnership with colleges, the Youth Service, and secondary schools.
- Through the provision of extra curriculum activities i.e. sports and arts and holiday provision, Watersmeet Youth Theatre, clubs.
- Through opportunities for older people to learn by taking part in activities either through active or passive participation. i.e. societies, community courses and classes.

Partnership working is key to life long learning to ensure that a co-ordinated approach is taken to utilise resources efficiently and effectively and to access funding streams.

An example of good practice is the homework club in South Oxhey that is based at the Library and was developed as part of the SRB project. This allows children and young people between the ages of 11 to 16 to have access to a computer, basic IT training and books to learn. The club operates 4 times a week and has a membership of 400 with an average daily attendance of 15 young people from the local area.

Other examples include:

- The Gypsy Booth School and College of Theatre Arts which is based at The Centre, South Oxhey (and will locate to the new Community Campus) provides college courses for 16 year olds + in: 'A' Levels, Examinations in Associate Teachers and Training for a career in professional Theatre and Teaching. The school also offer dance, drama, theatre and singing classes for 3-18 year olds.
- ASCEND (All Saints Centre for Employment and New Directions) overcoming the barriers to unemployment and homelessness, provides training opportunities, access to learning, support and information, advice and guidance to local people to return/prepare to return to work.
- The Council's Sports Development Team work in partnership with Hertfordshire University, SportsCoach UK and other local authorities in Hertfordshire to develop coach education programmes for people in the local community to become involved or further their qualifications in sports coaching, running clubs or officiate. Opportunities are also available to school teachers and sixth formers.
- The Countryside Management Service provides training and support to Friends of Groups and community groups in leading projects and techniques to ensure sustained group management.

Under the theme 'Lifelong Learning' a number of key policies have been developed which provide the framework for the provision, planning and delivery of Cultural Services in the District over the next 5 years, these are:

**POLICY 3.1:**

**To work with partners to support the development of extra curricular activities for young people in priority areas of the district; Mill End and Maple Cross, South Oxhey and Leavesden**

***Methodology:***

- To work in partnership with the library service, schools, sports and arts clubs/organisations and other leisure providers to develop after-school activities in primary and secondary schools, leisure, community and independent facilities throughout the district.
- To encourage and raise the awareness of young people to the natural world through partnership with environmental organisations/groups.

**Examples of Good Practice:** South Oxhey Homework Club, access to the Internet in all Libraries in the district, after-school arts clubs, swimming lessons, Golf tuition, gymnastics, Watersmeet Youth Theatre, after-school clubs i.e. Bananas, Just for Fun. Pottery at The Centre, Youth clubs, Youth Theatre, the promotion of activities using Council publications and Council staff visiting schools to give talks on opportunities.

**Partners:** HCC Library and Youth Service, Schools, Police, Social Services, voluntary groups and organisations, Sport England, Arts Council, East England Arts, Watford Rural Parish Council, Countryside Management Service.

**TRDC Services:** The Centre, Watersmeet, Community Arts, Sports Development, Sir James Altham Pool, Rickmansworth Public Golf course, William Penn Leisure centre, Housing, Planning.

**Timetable:** On Going.

**Links to other strategies:** Herts Annual Library Plan, Policy Action Team 10 – Social Exclusion Unit, Three Rivers Community Safety Plan, Three Rivers Best Value Performance Plan, Three Rivers Community Plan (in development), East England Arts – going for growth 201-2004, Three Rivers Housing Strategy 2001-2006

**Council Objectives Met:** Give the vulnerable a better deal; Provide quality services that meet local need and provide value for money.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets, opportunities for external funding.

**POLICY 3.2:**

**To fully exploit new technology to improve communication with local residents and customers**

***Methodology:***

- To utilise the Internet through Website and e-mail to publicise and consult with residents on the services and facilities accessible to them.
- To develop access to the World-wide Web for all Officers and leisure venues to improve the availability of information.
- To provide opportunities for customers to access TRDC facilities on the web.
- To provide opportunities for older people to learn IT skills.
- To support Parmiters School to encourage members of the public to use their IT suite in the evenings and at week-ends.

**Examples of Good practice:** Watersmeet Theatre Information site, e-mail facility for all Officers, Councillors and all external Council venues, Intranet (internal Council information system). The provision of computer with access to the Web in the Rickmansworth Youth Centre, the planned provision of a cyber café in the new community campus facility in South Oxhey. The joint project with TRDC and West Herts college to enable older people to access IT education and training courses in Mill End.

**Partners:** Hertfordshire County Council, Parmiters School, West Herts College

**TRDC Services:** All

**Timetable:** Access to the World Wide Web by the end of 2001, Community Campus, South Oxhey scheduled to open September 2002.

**Links to other strategies:** Three Rivers Corporate Plan, Hertfordshire Education Plan, Modernising Local Government Agenda, E-government Agenda, Three Rivers Best Value Performance Plan, Three Rivers Community Plan (in development).

**Council Objectives Met:** Achieve open accessible, and effective government; Provide quality services that meet local needs and provide value for money; Giving the vulnerable a better deal.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets

**POLICY 3.3:**

**To target resources that tackle priorities and local issues as outlined in the community safety plan in Mill End, South Oxhey and Leavesden.**

***Methodology:***

- To work in partnership with other agencies to develop sports, arts and environmental projects and initiatives for children/young people to tackle issues such as; anti-social behaviour, exclusion and the provision of training opportunities. Initiatives should look to develop young people's social skills, self confidence and self worth and increase motivation by encouraging and supporting them into training and career opportunities
- To promote the benefits and link into the work of the Career Services 'Connexions' scheme for 16 to 19 year olds in all community projects targeted at this age group.

**Examples of Good Practice:** Mill End young people's sports and arts project, Gardens drama project, Springboard, Three Rivers Dance Co, Woodlands YMCA community facility, Watersmeet Youth Theatre, targeting leisure grants to develop sports and arts opportunities for young people in Mill end and South Oxhey.

**Partners:** HCC Youth Service; Police; Children, Schools and Families; Libraries; Parish Councils; Gypsy Booth School and College of Theatre Arts; Sport England, East Sport Board, East England Arts, Oxhey Jets Football club, Groundwork Herts.

**TRDC Services:** Sports and Arts development, The Centre, William Penn leisure centre, Sir James Altham Pool, Watersmeet Theatre, Strategic services, Grants, Housing (HARI), Planning.

**Timetable:** On Going

**Links to other strategies:** Three Rivers Community Plan (in development), Community Safety, Corporate Plan, East England Arts – going for growth 2001-2004, Three Rivers Housing Strategy 2001-06

**Council Objectives Met:** Give the vulnerable a better deal; Develop safe, secure communities; Provide quality services that meet local need and provide value for money.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets

**POLICY 3.4:**

**To create employment opportunities in the Cultural industries**

***Methodology:***

To link residents in South Oxhey into training opportunities and access advice with organisations such as; The Prince's Trust; Business Link; Enterprise Agency and ASCEND through the Community Campus project and other outreach youth projects in areas such as; Mill End, Abbots Langley and Maple Cross.

**Examples of Good Practice:** The Learning 4 Leisure Training and Education programme which is currently being developed, South Oxhey Community Learning project.

**Partners:** HCC Youth Service, YMCA, other service providers, Business Link, Library Service, Millennium Volunteers, Screen East, Learning and Skills Council, West Herts College, Hertfordshire University, CMS.

**TRDC Services:** William Penn Leisure centre, Community Campus, Grants Programme, Leisure Development, Watersmeet, Golf Course, Sir James Altham site, Planning.

**Timetable:** On Going.

**Links to other strategies:** Regional Cultural Strategy – a catalyst for change (The Cultural Consortium for the East of England).

**Council Objectives Met:** Give the vulnerable a better deal; Support the sustainable development of the local economy and promote prosperity for all.

**Financial Implications:** Opportunities to apply for external funding.

**POLICY 3.5:**

**To promote and develop film and media in the county through partnership with Herts Filmlink**

***Methodology:***

To support the work of Filmlink through:

- Annual funding.
- Access to Council owned facilities for filming opportunities.
- Education of young people about employment opportunities in the media industry through community arts projects in schools and linking into existing media courses at West Herts College.

**Examples of good practice:** Promoting Rickmansworth Public Golf Course, Aquadrome, skate park, Chorleywood Parade for filming. The making of a video produced by Maple Cross Primary School and a local film maker to tell the history of the area, the project was funded by the Lottery 'Awards for All' money and a grant from Three Rivers District Council.

**Partners:** Schools, HCC, Herts TEC, Leavesden Studios, East England Arts, West Herts College, Screen East.

**TRDC Services:** Planning, Community Arts, Watersmeet Theatre.

**Timetable:** On going.

**Links to other strategies:** Three Rivers Community Plan (in development), Three Rivers Economic Development plan, DCMS - Culture and Creativity 'The next Ten Years', Hertfordshire Education Plan, Regional Cultural Strategy – a catalyst for change ( The cultural consortium for the East of England).

**Council Objectives Met:** Support sustainable development of local economy and provide prosperity for all; Give the vulnerable a better deal.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets

**POLICY 3.6:**

**To promote a joined up approach to identify the needs of and providing opportunities for older people.**

**Methodology:**

To work in partnership with other providers and local organisations to develop services for older people to socialise, learn, get out and about and play an active role in their community.

**Examples of good practice:** Arts sheltered housing scheme, Pensioners Forum, Luncheon club, Tea dances, 50+ activities mornings, Indoor carpet bowls, The hosting of NADFAS (Northwood and District Fine Arts Society) events at Watersmeet Theatre, circular walks close to where people live in the community and community involvement in environmental enhancement activities.

**Partners:** Age Concern, Abbots Langley Evergreens, WRVS, Health Authority, Herts County Council Countryside Management Service.

**TRDC Services:** Community Arts, Watersmeet Theatre, William Penn Leisure centre, Housing, Strategic Services, Grants, Sir James Altham Swimming pool, Planning.

**Timetable:** On going.

**Links to other strategies:** Three Rivers Community Safety Plan, Central Government report - All Our Futures, Three Rivers Housing strategy 2001-2006.

**Council Objectives Met:** Give the vulnerable a better deal; Provide quality services that meet local needs and provide value for money.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets.

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## 4. Sustainability

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The definition of the word “Sustainability” is the ability to maintain or continue for a period of time. In terms of this strategy it encompasses environmental, economic and social issues.

**Environmental;** Investing in and recognising the value of the “outdoors” and safeguarding the long-term protection of the local area. This can be achieved through:

- ❑ Environment groups working with schools and uniformed groups i.e. the scouting and guiding movements.
- ❑ The provision of grants to voluntary groups and organisations to develop and supervise environmental projects. An example is the work of the Groundwork Trust and the Countryside Management Service.
- ❑ Implementing local management plans for local areas e.g. The Aquadrome and the Woodlands, to ensure a co-ordinated approach to maintenance and development.
- ❑ To develop codes of practice to ensure users respect and protect the environment e.g. Bylaws.
- ❑ To promote the use of outdoors for healthy recreation. e.g. walking, cycling.

Recognising the role the “outdoors” has to play in people’s lives and how it provides a broad range of cultural activities i.e. cycling, enjoying the landscape and wildlife, walking, play areas, sports pitches, watersports and education etc. The Best Value phone poll (October 2000) of residents highlighted that outdoor green space was highly valued and appreciated by the local community. It is also important to recognise urban culture, which in its literal sense covers areas like cemeteries, which are a valuable resource for peaceful contemplation.

An example of good practice is the work of the Groundwork Hertfordshire Trust and the Countryside Management Service (CMS) who work with local communities and schools providing opportunities for these groups to actively work towards protecting and enhancing the countryside in Hertfordshire.

**Economic;** These are commercially based or business based activities that are both economically viable and environmental responsible, and make a positive contribution to the overall prosperity of our community. When planning services and developing facilities it is vital to consider long-term sustainability. New ventures must be able to demonstrate that they are able to sustain operational costs or become self-financing after initial funding/grants have ceased.

**Social:** We recognise the role of residents in ensuring services are sustainable. They can be involved as employees, volunteers and as part of the community planning process. This can be achieved through:

- ❑ Advertising employment opportunities locally.
- ❑ Providing on-going training programmes to further invest in employees.
- ❑ Supporting local clubs, schools and community organisations to organise activities through providing support e.g. grant aid, training, equipment, and publicity.
- ❑ Encouraging residents to take part in consultation exercises and join focus groups i.e. Pensioners Forum, Tenants and Residents Associations, Youth Forum, Community Planning process.

Identifying sustainability issues and addressing them should be part of everyday planning and delivery of services. A checklist has been derived from the Government's sustainable development strategy 'A better quality of life'. The checklist helps to clarify the key issues to be considered when building the principles of sustainability and has been applied to this strategy to ensure that sustainability has been considered in all processes.

Under the theme 'Sustainability' a number of key policies have been developed which provide the framework for the provision, planning and delivery of Cultural Services in the District over the next 5 years, these are:

Policies 1.1, 1.2, 1.3, 3.1,3.4 and 3.5 of this strategy should also be seen as contributing to social sustainability.

#### **POLICY 4.1:**

**To implement the recommendations of the ‘outdoor’ Best Value review, to ensure all cultural services and facilities provide long- term enjoyment through introducing cycle routes, promoting safe parks, protecting the natural heritage and open spaces and meeting the needs of the whole community through the provision of outdoor facilities.**

#### ***Methodology:***

- To develop ‘Improvement Plans’ across Council departments and with external groups/agencies to ensure a co-ordinated approach on all new projects.
- To ensure all new planning agreements with developers take into consideration the community’s need for outdoor provision through Section 106 planning agreements.

**Examples of Good Practice:** Youth shelters in Mill End and Maple Cross, Croxley Green skate park, fixed play areas throughout the district, sports pitches, Ebury Way cycle route

**Partners:** County Council and Parish Councils, neighbouring local authorities, Police, HCC Youth Service, the local Community and developers, Sustrans (National charity for sustainable transport), Groundwork Hertfordshire, Hertfordshire Rural Forum, Countryside Management Service

**TRDC Services:** Maintenance and Environmental Services, Leisure Development, Planning, Grants programme, Housing

**Timetable:** 2001-2005 (see Best Value review for timescales).

**Links to other strategies:** Three Rivers Local Plan 1996-2011, Three Rivers Community Safety Plan, Three Rivers Environmental strategy, Hertfordshire Biodiversity Action Plan, Three Rivers Play Plan, Three Rivers Sports Development Plan, Three Rivers Housing Strategy 2001-2006, Hertfordshire Local Transport Plan 2001/2 – 2005/6, Hertfordshire Cycle Strategy, Hertfordshire biodiversity Action Plan.

**Council Objectives Met:** Develop safe, secure communities; Give the vulnerable a better deal; Protect and enhance the environment.

**Financial Implications:** (1) Reviews will be met within annual revenue budget. (2) Opportunities for capital investment via section 106 agreements. (3) The Play Plan to detail specific finance for play areas.

\* A section 106 planning agreements is a mechanism over & above a planning approval to either put restrictive covenants on a proposed development or use, or to provide for infrastructure improvements or other forms of improvements (i.e. public transport, recreational facilities) which relate to the particular development but cannot be provided purely through the planning permission itself, often because they relate to things outside the scope of the development.

**POLICY 4.2:**

***To protect and enhance the local playing fields***

***Methodology:***

- To work in partnership with local schools, Sport England and the Council's Planning section to ensure future planning applications for developments in the district do not affect the provision of and access to school playing fields and community sports pitches.
- To ensure the provision of sports pavilions meets the recommended guidelines of Sport England

**Examples of Good practice:** The protection and development of sports pitches at Sir James Altham site, William Penn Leisure Centre site, St Clement Danes School, Parmiters School.

**Partners:** Sport England, HCC, Schools, Developers, Hertfordshire Local Football Partnership.

**TRDC Services:** Planning and Leisure Department.

**Timetable:** On Going

**Links to other strategies:** Three Rivers Local Plan 1996 - 2011(policy L1), Sport England 'Planning across boundaries' – PPG 17.

**Council Objectives Met:** Protect and enhance the environment, Provide Quality Services that meet local needs and provide value for money.

**Financial Implications:** Awaiting outcome of pavilion surveys for capital requirements

**POLICY 4.3:**

**To support local voluntary museums and enhance enjoyment of historic buildings and settlements**

***Methodology:***

- To include information on local visitor attractions in the Council's publications.
- To promote funding opportunities through the Council's grants programme.
- To continue to provide accommodation in Three Rivers House for the Three Rivers Museum
- To encourage interpretation of and access to historic buildings
- To support the Rickmansworth Waterways Trust in maintaining the Batchworth Lock Museum.

**Examples of Good practice:** Relocation of historic building from Maple Cross to the Chilterns Open Air Museum, Inclusion in the Leisure Guide; Moor Park Mansion, Batchworth Museum and the Waterways Trust. A leisure grant has been regularly awarded to Three Rivers Museum. Three Valleys Water working with Rickmansworth Waterways Trust in developing their education programme.

**Partners:** Herts Building Preservation Trust; Herts Archaeology Trust; private owners; amenity societies, Moor Park Mansion, Three Rivers Waterways Partnership, HCC, Chilterns Open Air Museum.

**TRDC Services:** Grants, Leisure Administration, Planning

**Timetable:** On Going

**Links to other strategies:** Herts Museum Services development Plan 2000-2003, Three Rivers Local Plan 1996-2011

**Council Objectives Met:** Protect and enhance the environment, Provide Quality Services that meet local needs and provide value for money.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets.

**POLICY 4.4:**

**To enhance the Colne Valley Regional Park and Canal Corridor to increase public enjoyment**

***Methodology:***

- To raise awareness through publicity and events in conjunction with other agencies.
- To use these areas as examples of the natural environment and as a way of raising public awareness of the natural environment.
- To support funding applications.

**Examples of Good Practice:** Advertise through the Council's Leisure Guide and other publications, provision of grant aid through the groundwork trust, Raising awareness through events such as Environmental Festival, short Countryside management and Three Rivers District Council circular walks which link to the Grand Union Canal.

**Partners:** British Waterways; Colne Valley Park; Groundwork Trust; land owners, developers and the Rickmansworth Waterways Trust, Environment Agency, Countryside Management Service.

**TRDC Services:** Grants programme, Leisure Services, Maintenance and Environmental Services.

**Timetable:** On Going.

**Links to other strategies:** British Waterways – Grand Union Canal: Abbots Langley to Rickmansworth Corridor Study, Colne Valley Regional Park Strategy.

**Council Objectives Met:** Protect and enhance the environment.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets.

## **POLICY 4.5**

**To conserve, Promote and enhance the areas of outstanding natural beauty, wildlife sites and river valleys**

### ***Methodology:***

- To safeguard these areas through planning policies and working with other agencies.
- To promote and support applications for environmental grants to public and private landowners.
- To inform the public about biodiversity

**Examples of Good Practice:** Designation of local nature reserves e.g. Croxley Common Moor. A partnership with Herts & Middlesex Wildlife Trust over the re: development of the public golf course to protect vulnerable species of grasses and other meadow plants and the wildlife habitat.

**Partners:** Herts & Middx Wildlife Trust, AONB Conservation Board, Environment Agency, landowners, voluntary groups, Countryside Management Service, Hertfordshire Biological Records Centre, Hertfordshire Rural Forum

**TRDC Services:** Planning, Maintenance and Environmental Service

**Timetable:** On Going

**Links to other strategies:** Three Rivers District Local Plan 1996 - 2011, Three Rivers Environmental Strategy, Hertfordshire Biodiversity Action Plan

**Council Objectives Met:** Protect and enhance the environment

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets

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## 5. Access

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Access as a theme is a very broad one that links into all of the other themes in the strategy. It must identify and take into account the diverse needs of the local community whatever their circumstances; age; gender; physical and mental ability, residential area; education; employment status and religion. Access covers a wide range of issues:

- ❑ Access to services and facilities, this can be the physical access for persons with a disability e.g. disability access audits to leisure facilities throughout the district in partnership with Hertfordshire Action on Disability (all facilities and open spaces owned by the District Council). Transport availability e.g. bus routes and other forms of public transport, religious beliefs. e.g. the availability of female lifeguards/swimming teachers for Muslim women.
- ❑ Provision of information, pricing policies i.e. low income families, the unemployed, senior citizens, disabled people, medical conditions e.g. concessionary pricing policy for swimming, golf, Watersmeet Theatre, fitness gym in leisure venues across the district.
- ❑ Provision of a range of services to cater for the diverse needs of the community taking into account ability, age, geographical area, gender, economic status. e.g. An arts project in sheltered housing across the district in partnership with Community Arts and Housing Community Services in Abbots Langley, Croxley Green, Rickmansworth and South Oxhey.

It is important to recognise the diverse needs of different religions when planning services. An example of good practice in the district is the provision of lessons for women that are held behind closed curtains and supervised by female teachers. This session attracts approximately 60% Muslim women.

An example of good practice for promoting and considering access to cultural activities is a partnership project where families on low incomes are referred onto playschemes throughout the district for a nominal charge. The shortfall in the cost is then met through a grant. This scheme operated in West Hyde, Bedmond, South Oxhey, Croxley Green and Chorleywood.

The Council has undergone an Outdoor Best Value review which includes; Play areas, The Aquadrome, The Council's Grounds Maintenance contract, open spaces, outdoor provision for young people and cycling. The recommendations of the review have been incorporated into the Strategy.

Under the theme 'Access' a number of key policies have been developed which provide the framework for the provision, planning and delivery of Cultural Services in the District over the next 5 years, these are:

## **POLICY 5.1**

### **To promote The Leavesden Country Park**

#### ***Methodology:***

- In partnership with other agencies ensure that a range of indoor and outdoor leisure facilities is provided to meet the needs of residents i.e. bowling green, young people's facility.
- To provide the park as an accessible 'outdoor' cultural resource for people of all ages

**Examples of Good Practice:** sports and arts after-school activities, drop-in youth facility, local consultation exercise to plan services. The development of the park through planning agreements with Developers and the Health Authority. The implementation of the Countryside Management Service's greenspace management plan.

**Partners:** YMCA, Abbots Langley Parish Council, developers, Police, Youth Service, Countryside Management Service.

**TRDC Services:** Leisure Development, Maintenance and Environmental Services, Planning.

**Timetable:** On going.

**Links to other strategies:** Three Rivers Community Safety Plan; Three Rivers District Local Plan 1996-2011; Countryside Management Service Greenspace Management Plan.

**Council Objectives Met:** Protect and enhance environment; Develop safe, secure communities; Give vulnerable a better deal; Provide quality services that meet local needs and provide value for money.

**Financial Implications:** Met through developers and partners contributions.

## **POLICY 5.2**

**To provide a range of outdoor play facilities for children and young people throughout the district**

### ***Methodology:***

- To work in partnership with local residents, playgroups, children and young people and other agencies when planning new or refurbishing existing facilities.
- Secure additional facilities through new development policy L1 of the Three Rivers Local Plan 1996-2011.
- To develop a five-year play area improvement plan.

**Examples of Good practice:** The development and design of Croxley Green Skate Park, refurbishment of the district play areas. A grant to provide equipment to Otley Family Centre, South Oxhey. The installation of Youth Shelters in Mill End and Maple Cross in partnership with HCC Youth Services and the Community Police Team.

**Partners:** residents, play groups, Hertfordshire County Council, Early Years, Pre-school alliance, schools, nurseries and voluntary groups, parish Councils, King George the V Trustees.

**TRDC Services:** Leisure Development, Maintenance and Environmental Services, Planning, Strategic Services, Housing.

**Timetable:** Play improvement plan completion end of 2001; implementation starts April 2002.

**Links to other strategies:** Hertfordshire and Three Rivers Early Years and Childcare Strategy; Best Value Outdoor review, Three Rivers Local Plan 1996-2011, Three Rivers Housing Strategy 2001-2006.

**Council Objectives Met:** Give the vulnerable a better deal; Protect and enhance the environment; Provide quality services that meet the local needs and provide value for money; Develop safe, secure communities.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets, Capital investment requirements to be agreed via the Play Plan.

### **POLICY 5.3**

**To ensure all aspects of Cultural Policies, Services and Facilities are delivered fairly**

***Methodology:***

- To carry out disability access audits on cultural facilities and services in collaboration with other organisations.
- To provide training for all employees on working with and planning services and facilities for people with disabilities.
- To ensure that the needs of all residents and users are considered in the planning, preparation and delivery of services.
- To provide guidance where required to voluntary organisations in the provision of services.

**Examples of Good Practice:** Access audits for all Council Leisure facilities as well as those hired by the Council for running courses, Grand Union Canal Corridor Study-area to carry out access audits with the Fieldfare Trust (for Physical Disabilities).

**Partners:** HAD (Hertfordshire Action on Disability), HCC, other providers, Youth Service, Sport England, East Sport Board, East England Arts, British Waterways, Pensioners Forum, Hertfordshire Health Authority, Hertfordshire Adult Care Services.

**TRDC Services:** Planning, Watersmeet Theatre, Sir James Altham pool, The Centre, William Penn Leisure Centre, Rickmansworth Public Golf course, Leisure Development.

**Timetable:** October 2004.

**Links to other strategies:** Valuing People- A New Strategy for Learning Disability Services for the 21<sup>st</sup> Century, Health Improvement Plan.

**Council Objectives Met:** Give the vulnerable a better deal; Provide quality services that meet local needs and provide value for money; Be a good employer; Develop safe, secure communities.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue and capital budgets.

## **POLICY 5.4**

**To enable access to quality arts and entertainment from the local, national and international arenas.**

### ***Methodology:***

- To bring affordable and quality arts and entertainment to Watersmeet Theatre and other suitable facilities in the District to the benefit of local audiences.
- To support local music festivals through the Community Arts Programme
- To encourage applications for grant-aid to support local music festivals.

**Examples of good practice:** Watersmeet Theatre Programme eg Pantomime, Youth Theatre, Children's show, English Sinfonia, Musicals, Films and Comedians. Grants to Three Rivers Music Society and Abbots Langley and Sarratt for local music festivals

**Partners:** Local amateur dramatic groups, national and international theatre companies, theatrical producers, agents and artistes.

**TRDC Services:** Watersmeet Theatre; The Centre, South Oxhey

**Timetable:** Ongoing.

**Links to other strategies:** Three Rivers Arts Strategy.

**Council Objectives Met:** Support the sustainable development of the local economy and provide prosperity for all; Provide quality services that meet local needs and provide value for money.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets

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## 6. Health and Well Being

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Cultural services are key to health improvement and central to the promotion of a healthy lifestyle. This is not only physical health but also mental health and well being.

Cultural activities can promote self esteem and social development and can be a valuable tool to target specific local issues especially when working with vulnerable groups e.g. special needs, elderly, ethnic groups.

Physical Activity can:

- Promote optimal growth and development.
- Help prevent obesity.
- Reduce stress and anxiety helping to enhance self-esteem.
- Help reduce the risk of serious diseases such as coronary heart disease (CHD) and diabetes.
- Help increase bone density and reduce the likelihood of osteoporosis in later life.

There is evidence that UK children are getting fatter with 20% of four year olds in the UK overweight and 8% are obese. This is not just because children are eating more but also because physical activity has decreased.

Research has shown that children and young people who participate in activities outside of school such as sports, music, the arts or clubs tend to have higher self-esteem, interact better with friends and perform better in school.

Examples of good practice include after-school clubs in schools and local leisure and community facilities for children and young people. These include physical activities such as sports and dance as well as drama, art, music, chess and computers that stimulate social interaction and provide opportunities to learn new skills. Services for young adults up to and including the retired are vast and provide physical and mental challenges.

An example of activities for older people through societies e.g. NADFAS (Northwood and District Fine Arts Society) and luncheon clubs that provide places for people to socialise. In addition there are many courses and classes throughout the District targeted at older people to encourage them to lead an active lifestyle, socialise, get out and about and learn new skills; these include the over 50's sheltered housing arts scheme, Tea Dances in Watersmeet Theatre, Cardiac Rehabilitation at The centre (South Oxhey), 50+ activities mornings at William Penn Leisure Centre and indoor carpet bowls in Abbots Langley.

Under the theme 'Health and Well Being' a number of key policies have been developed which provide the framework for the provision, planning and delivery of Cultural Services in the District over the next 5 years, these are:

**POLICY 6.1:**

**To contribute to a reduction in coronary heart disease and increase participation by the local community in various forms of exercise**

***Methodology:***

- To continue to manage and promote the cardiac rehabilitation and the GP Referral programme at The Centre, South Oxhey.
- To work with Leisure Connection and the YMCA to develop a GP referral scheme in the William Penn leisure centre and Woodlands.
- To encourage and support partnerships to develop health related programmes i.e. Walking for Health (Primary Care Team and the Countryside Management Service).

**Examples:** Joint working with local doctors surgeries and health clinic to promote the scheme and the benefits of exercise.

**Partners:** Watford Hospital, Primary Care Team (PCT), West Herts Community Health NHS Trust, YMCA, Leisure Providers, Countryside Management Service.

**TRDC Services:** The Centre South Oxhey, William Penn Leisure Centre, Woodlands.

**Timetable:** On Going.

**Links to other strategies:** Health Improvement Plan, 'Our Healthier Nation' Government white paper.

**Council Objectives Met:** Give the vulnerable a better deal; Develop safe, secure communities; Provide quality services that meet need and provide value for money.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets & an annual grant from West Herts Community Health NHS Trust.

## **POLICY 6.2:**

### **To promote active lifestyles in the community**

#### ***Methodology:***

- To provide opportunities for people of all ages to participate in leisure activities, health and fitness classes, after-school clubs, outdoor activities and the performing arts.
- To promote and encourage leisure pursuits and hobbies associated with the natural environment

**Examples of Good Practice:** cardiac rehabilitation classes, Herts Youth Games development squads, Cycle routes/paths, Watersmeet Youth Theatre, general swimming and lessons, playing and learning golf, The Centre and William Penn leisure centre's fitness programmes, Croxley Green skate park, holiday playschemes, youth clubs, afterschool clubs, Mill End Youth project. Grants to local sports clubs e.g. Rickmansworth Hockey and Langleybury Cricket club for junior development, Aquabats Swimming Club. The proposed development of new cycle routes from Maple Cross to Rickmansworth and Bedmond to Abbots Langley, "Friends of" groups Open Spaces, organising environmental tasks for volunteers, promoting use of circular walk routes

**Partners:** other providers, Herts County Council Youth Service, HCC, Sport England, voluntary groups, schools, William Penn Leisure centre, Health Authority, Housing (HARI – Housing and regeneration initiative), Sustrans, SPOKES (promoting cycling in South west Herts), Countryside Management Service

**TRDC Services:** Leisure Development, Watersmeet Theatre, Sir James Altham pool, The Centre, Rickmansworth Public Golf Course, Parks and Open Spaces, Planning

**Timetable:** On Going

**Links to other strategies:** Health Improvement Plan, 'Our Healthier Nation' Government white paper, Active Britain – The Central Council of Physical Recreation, East of England Arts – going for growth 2001-2004, Hertfordshire Local Transport Plan 2001/2 – 2005/6, Hertfordshire Cycling Strategy

**Council Objectives Met:** Provide quality services that meet local needs and provide value for money; Give the vulnerable a better deal; Develop safe, secure communities

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets

### **POLICY 6.3:**

#### **To specifically encourage young people to lead an active lifestyle**

##### **Methodology:**

- To work in partnership with other agencies and providers to develop an extensive programme of activities throughout the district i.e. after-school clubs in arts and sports, sports clubs, theatre groups, Active Sport and junior sports course/programmes.
- To raise the awareness of the benefits associated with the natural environment i.e. walking, watersports, climbing, nature conservation, bird watching
- To raise the awareness of the benefits of leading an active lifestyle through joint working with Health Authority, schools and other local and national organisations.
- Supporting school swimming through free use of Sir James Altham swimming pool for South Oxhey schools in return for access to school facilities for afterschool activities.
- To encourage and support the transition of young people from school and/or community sport into local sports clubs.

**Examples of Good Practice:** Parish Council community playscheme grants, Springboard, after school art clubs, school swimming programmes. Grants to local sports clubs to improve their junior/colts sections e.g. Ricky rockets, Three Rivers young blades, Rickmansworth Hockey club, Croxley Guild of Sport, Ricky Ladies football club, Watersmeet Youth Theatre, Subsidised use of fitness suite at the Centre with free consultation and fitness programme for 11 – 15 yrs. The County Active Sport programme, cycle routes/paths, assisting in the development of the national cycle network

**Partners:** Schools, HCC, Police, voluntary clubs and organisations, Parish Councils, Sport England, East of England Arts, Health Authority, Sustrans, SPOKES

**TRDC Services:** Watersmeet Theatre, Sir James Altham Swimming Pool, The Centre, Leisure Development, Grants, Golf Course, Planning

**Timetable:** on going

**Links to other strategies:** Regional Cultural Strategy – a catalyst for change (The cultural consortium for the East of England), Active Britain – The Central Council of Physical Recreation, east england arts – going for growth 2001-2004, The New Opportunities Fund (Specification of Initiatives) Order 2001, Hertfordshire Local Transport Plan 2001/2 – 2005/6, Hertfordshire Cycle Strategy.

**Council Objectives Met:** Give the vulnerable a better deal; Provide quality services that meet need and provide value for money.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets.

**POLICY 6.4:**

**To encourage older people to take part in moderate exercise**

**Methodology:**

- The promotion of circular walks, walking for health and cycle routes.
- Developing services and opportunities for older people in partnership with other providers and organisations.
- Promoting arts activities in particular dance, drama and crafts

**Examples of Good Practice:** Aquadrome walks, cycle paths, cycle proficiency courses in schools, Arts project in sheltered accommodation throughout the District, Grant Awards to Abbots Langley and Croxley Guild of Sport Bowls clubs, countryside volunteering activities

**Partners:** British Cycling Federation, HCC, Transport, other providers, Environmental groups, Countryside Management Service, Countryside Agency, Sustrans, SPOKES

**TRDC Services:** The Centre, Sir James Altham pool, Parks and Open Spaces, Planning, Maintenance and Environmental Services

**Timetable:** On Going

**Links to other strategies:** S. West Herts Transport Plan, Three Rivers Arts Strategy, Active Britain – The Central Council of Physical Recreation, Hertfordshire Local Transport Plan 2001/2 – 2005/6, Hertfordshire Cycle Strategy

**Council Objectives Met:** Provide quality services that meet local needs and provide value for money; Give the vulnerable a better deal.

**Financial Implications:** For Three Rivers District Council to maintain existing revenue budgets.

## **TAKING THE STRATEGY FORWARD**

This strategy is the first stage of an ongoing process for the future planning and delivery of Cultural Services in Three Rivers District. It outlines the commitment for all aspects of Culture undertaken by Three Rivers District Council and its many partners. The Strategy will be reflected in individual Service Plans and targets that will be formally reviewed annually by the Council and key partners and from which priorities will be set for subsequent years.

## **MEASURING THE SUCCESS OF THE STRATEGY**

The implementation of the strategy will be delivered through Individual Service Plans i.e. Sports, Arts, Play, Best Value reviews etc. The plans will contain detailed targets which will be SMART (Specific, Measurable, Achievable, Realistic and have cleared timescales) and against which the success of this strategy can be measured. Progress in achieving the strategy will be reported annually to the Councils leisure and Community development Review Panel, and will be made available to the local community as public information.

## **ACKNOWLEDGEMENTS**

Three Rivers District Council's Leisure Services would like to acknowledge the large number of local and regional groups, and organisations who assisted the Council in preparing this strategy.

- Woodlands YMCA
- Abbots Langley Parish Council
- School Improvement & Advisory Service, Hertfordshire.
- Environmental Management Group, Hertfordshire County Council.
- Herts Action on Disability (HAD)
- Watford Observer.
- Herts Arts Umbrella Group.
- Herts and Middlesex Wildlife Trust.
- Watford and District Primary Care Group. (PCG)
- Hertfordshire Libraries.
- Rickmansworth Waterways Trust.
- Countryside Management Service.
- Three Valleys Water.
- Go-East
- Environmental Agency
- ASCEND
- Herts Arts Education Agency
- Sport England – East

**LIST OF CONSULTATION PROJECTS USED TO PREPARE THIS STRATEGY:**

- ERM Feasibility Study – Planning for Real exercises 1997. To ascertain the needs of the community in South Oxhey.
- Watersmeet market research and Consultancy: Final report – Matthews, Millman and McCann 1997.
- Community Campus Roadshow – March 2000. To consult with the public on health living issues and development of community and leisure facilities in their community.
- Sports Development Plan 1998/99
- Leisure Strategy 1996 – 2000
- Arts Policy 1998 – 2001
- School visits reports, Arts Development, December 1998. To ascertain the demand for afterschool clubs and type of activity required.
- Termly Arts Development Course Evaluation – To monitor customer satisfaction after each course.
- Termly Sports Development Course Evaluation – To monitor customer satisfaction after each course.
- Leisure Development Service questionnaires – Undertaken annually with users to ascertain satisfaction with current service.
- Young Peoples Survey – Undertaken to ascertain what was already available to young people and where the gaps in provision were 1998.
- Venue non-user and user surveys –To ascertain the current performance within the venues and identify gaps in service provision.
- Golf Course Feasibility Study, Swan Golf Limited. 1996 – identified existing position in the market, how to protect our market share, and proposed alternatives that could meet this requirement.
- South West Hertfordshire Transportation study, Steer Davies Gleave, 1994.
- Abbots Langley Outdoor Sports Project, Local Consultation, May 1999.
- National Pool and Sports Hall Survey 1998 – Undertaken by the Sports Council at SJA.
- Disability audits, HAD, 1998.
- Leisure Industries Research Centre, University of Sheffield Customer Service Quality Surveys for the Golf Course, The Centre and SJA Pool, August 1999.
- Community Arts Courses Questionnaire for children who have attended Holidays .
- Football in South Oxhey (part of SRB) Questionnaires for children who have attended each courses.

**LIST OF EXTERNAL STRATEGIES:**

- East England Arts – going for growth 2001-2004
- Hertfordshire local Economy Assessment 2001.
- Regional Cultural Strategy, Living east – Culture: a catalyst for change
- DCMS – Creating opportunities
- DCMS – Local Cultural Strategies, Guidance for Local Authorities in England
- The New Opportunities Fund (Specification of Initiatives) order 2001.
- Herts Filmlink Production guide
- Regional Statement for Sport – June 2001.
- DCMS – Culture and Creativity
- Young in Herts – Early Years Development and Childcare Strategic Plan 2001-2004
- Children, Schools & Families – Learning and Development
- Grand Union Canal: Abbots Langley to Rickmansworth Corridor Study.
- Herts Museum Services Development Plan 2000-2003
- Planning across boundaries – Sport England
- Best Value through sport - Sport England
- DCMS – A Sporting Future for All, The Government’s Plan for Sport
- Investing for our sporting future – Sport England Lottery Strategy 1999-2009
- Regeneration Through Sport – Sport England
- Hertfordshire Biodiversity Action Plan
- Herts Rural Forum’s Action Plan