

Draft Cultural Strategy 2007 – 2012: 5 year Action Plan

Key:	SHDC:	South Holland District Council	E&CD:	Economic and Community Development Service
	SHC:	South Holland Centre	AHM:	Ayscoughfee Hall Museum
	CSC:	Castle Sports Complex	PLC:	Peele Leisure Centre

Priority 1: Support and create meaningful and accessible opportunities for people to actively participate in culture

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Targets & Dates
Provide direct opportunities for South Holland residents to participate in cultural activities within the District	1.1	Developing and delivering a range of performing arts initiatives each year.	H	Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> Increased audience and direct participation by priority groups. Can be tailored to suit small communities. Drawing down of external funding. Ancillary growth in audience for venues such as the SHC and AHM <p>Risks: -</p> <ul style="list-style-type: none"> Officer time spent in support of initiatives that prove to be unpopular. Some initiatives unlikely to become fully self sustaining. Arts Council funding likely to reduce over time. Some funding 	<u>Orchestra's Live</u> <ul style="list-style-type: none"> annual subscription to Orchestra Live (formerly Eastern Orchestral Board) Bid for resources for Orchestra Live project Existing budgets approx £20,577 	<ul style="list-style-type: none"> Brief developed and submitted by December 2007 Targets as outlined on bid
	1.2	The Council's performing arts development programme is delivered jointly with the South Holland Centre (SHC) (see item 1.8 below)	M			<u>Open Arts Competition</u> Annual regional arts competition <ul style="list-style-type: none"> + Business sponsorship approx £3, 590 Existing budgets expenditure £1,200, income £1,130 	<ul style="list-style-type: none"> Event in January each year 225 entries per year 1500 visitors to exhibition per year
	1.3		M			<u>Films in South Holland (FISH)</u> <ul style="list-style-type: none"> Mobile cinema equipment for use in rural areas Existing budget £5,000 	<ul style="list-style-type: none"> Training for local promoters and venues completed Jan 08 6 regular venues established 36 community screenings per year 3 foreign language films per year
	1.4		M			<u>Literature Development programme</u> <ul style="list-style-type: none"> Creative writing project. Existing budgets £2,000 Contribution from Arts Council and LCC) – 07/08. Existing budgets £1,000 contribution from LCC – 08/09. Match funding of £2,000 from Four Seasons Project 	<ul style="list-style-type: none"> Delivered by September 2008 320 participants in 2008
	1.5		M			<u>Youth Arts Worker Project</u> <ul style="list-style-type: none"> Partnership working with other service providers – Schools, Youth Service, NEET, Extended schools External funding £18,000.00 - 07/08 (salary / on costs / seed budget) SHDC in kind match funding £2,677 	Targets as per Project bid to Arts Council including:- <ul style="list-style-type: none"> Deliver on LAA targets CYP11 & CYP15 Assist in LAA mandatory outcome SSC7 Project funding to end by Oct 2009
	1.6		M			<u>Four Seasons Project</u> <ul style="list-style-type: none"> Transnational cultural project with Hungary Leader + funding £195,041 	<ul style="list-style-type: none"> Different Perspectives – Dec 07 Evaluation of 07 activity – Dec 07 Exchange – May 08

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					packages are complex and require considerable officer time in administration	<ul style="list-style-type: none"> • SHDC match funding from existing budgets – £37,512 • SHDC (in kind) £14,884 • EBLO - £3,000 • Rural Action Zone £23,000 • LCC –£28,368 • SADOS (in kind) - £10,016 	<ul style="list-style-type: none"> • Final Event – Sept 08 • 6 Steering Group meetings held by Sept 08 • As outlined in the project bid - 14 objectives as per project aims
	1.7		L		<ul style="list-style-type: none"> • Limited financial resources for development of annual programme 	<u>Arts at Ayscoughfee Hall Museum</u> <ul style="list-style-type: none"> • Provision of Arts related subjects in line with the Museums Education policy • Existing budgets £500 	<ul style="list-style-type: none"> • Summer Holiday programme agreed April each year • Christmas Holiday Programme agreed October each year • Easter Holiday Programme agreed February each year • 200 participants per year
	1.8	Developing and delivering a range of arts initiatives and programmes each year at the South Holland Centre and doing so while continuing to improve in value for money.	L	South Holland Centre Manager	Opportunities <ul style="list-style-type: none"> • Raise local aspirations • Increase self-esteem and self-confidence in young people. • Growing local creative economy and increasing availability of skills in the district • Increase access to the arts for under 19's and over 55s • Provide creative / diversionary activities during schools holidays and after school • Increased access to the arts for concessionary groups • Reduce rural and social isolation • Encourage skills and health/ wellbeing 	<u>Schools and colleges programme of activities</u> <ul style="list-style-type: none"> • Target specific seasonal promotions and offer performance related educational activities 	<ul style="list-style-type: none"> • Promotions three times a year • Minimum of 20 school/ college groups per year
	1.9		L			<u>Work Placements</u> <ul style="list-style-type: none"> • Provide work placements and training opportunities • Existing budgets • Potential development area in 14 – 19 vocational area – would be fully costed 	<ul style="list-style-type: none"> • Offer a range of placement opportunities to 4 interested young people at SHC • Offer technical skills training to 4 local groups (delivery tailored to demand)
	1.10		H			<u>Booking Access</u> <ul style="list-style-type: none"> • Provide diverse methods of accessing information and purchasing tickets • Existing budgets • Development of on-line bookings for Function rooms 	<ul style="list-style-type: none"> • Offer choice of print, electronic brochures, marketing messages and maintain website • Face-to-face, telephone and online purchasing methods • Increase online ticket sales year on year
	1.11		H			<u>Live programme</u> <ul style="list-style-type: none"> • Programme and promote a professional live programme which includes a range of art-forms and interests, including both innovative and culturally diverse content. • Existing budgets 	<ul style="list-style-type: none"> • Programmed annually in 3 seasons • Promoted through print and electronic media • Programme approved by Arts Council as part of RFO status • 25,000 attendees at live events per year
	1.12		H			<u>Cinema Programme</u> <ul style="list-style-type: none"> • Programme and promote diverse cinema programme at the SHC including both cultural and culturally diverse products. • Existing budgets • Project funding where available 	<ul style="list-style-type: none"> • Programmed annually in five seasons and promoted through print and electronic media • 25,000 at cinema screenings per year
	1.13		L			<u>Concessionary Tickets</u> <ul style="list-style-type: none"> • Offer a range of concessionary tickets for live events and cinema Within existing income and expenditure budgets 	<ul style="list-style-type: none"> • 10,000 concessionary tickets per year (children, schools, over 60s, people with disabilities etc).

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	1.14		M		<ul style="list-style-type: none"> Potential new partnerships from the 14 – 19 vocational agenda Increase out of hours accessibility Access to diverse, high quality performances for residents and visitors Increase attractiveness of Spalding and South Holland <p>Risks</p> <ul style="list-style-type: none"> Loss of Arts Council support funding Competition from new commercial cinemas Competition from other new technologies e.g. internet, digital TV The SHC is showing improved value for money year-on-year due to its popular mix of programming. This may be put at risk if too many non-profit making ventures are delivered. 	<u>Activities / Educational programme Under 19's</u> <ul style="list-style-type: none"> Deliver range of activities for children / young people including school holiday and after school programmes. Existing budgets 	<ul style="list-style-type: none"> 200 sessions per year 4,000 attendances per year
	1.15		M			<u>Activities / Educational programme over 55's</u> <ul style="list-style-type: none"> Range of educational / participatory activities for adults including those over 55 Existing budgets 	<ul style="list-style-type: none"> 50 sessions per year 1,000 attendances per year
	1.16	Developing and delivering a range of sports initiatives each year.	H	Leisure Facilities Manager	Opportunities <ul style="list-style-type: none"> Increase the number of people participating in sports from the priority groups – 	<u>Coach Education Programme</u> <ul style="list-style-type: none"> Existing budget incomes £2,160 expenditure £1,500 	<ul style="list-style-type: none"> At least 4 National Governing Coaching sessions per year 15 new sports coaches per year
	1.17		L			<u>Lincolnshire Youth Games.</u> <ul style="list-style-type: none"> Targets year 5 – year 10 students Existing budgets £1,400 	<ul style="list-style-type: none"> Event held during July each year Involvement to be reviewed by end Dec 2007

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Targets & Dates
					both long and short-term.		<ul style="list-style-type: none"> • 8 schools / groups per year • 150 participants per year
	1.18		M		<ul style="list-style-type: none"> • Improve the health of local residents through regular exercise. • Development of new sports clubs. • Can be tailored to suit small communities. 	<u>Extend project</u> - <ul style="list-style-type: none"> • Engages people over 55 in regular, low impact exercise classes • Vitality budget £2,500 	<ul style="list-style-type: none"> • 4 sessions per month across the district per year • 4 coaches trained and running sessions each year • Minimum 6 participants per session per year
	1.19		M		<ul style="list-style-type: none"> • Drawing down of external funding. 	<u>Inclusive Fitness Initiative</u> <ul style="list-style-type: none"> • Encourages use of fitness equipment at CSC and PLC • Existing budgets £220 	<ul style="list-style-type: none"> • CSC to appoint Project Activator by end December 2007 • Targets to be agreed with CSC
	1.20		L		<ul style="list-style-type: none"> • Ancillary growth in use of district sports centres – CSC & PLC. 	<u>Mobile Skate Park</u> <ul style="list-style-type: none"> • To provide access to mobile skate park facilities • Existing budgets income £1,000, expenditure £1,500 	<ul style="list-style-type: none"> • Ongoing promotion at Community events where appropriate • Used by 150 young people per annum • 8 community bookings per annum
	1.21		H		<p>Risks</p> <ul style="list-style-type: none"> • Officer time spent in support of initiatives that prove to be unpopular. • Some initiatives unlikely to become fully self sustaining. 	<u>Summer Sport Tour</u> <ul style="list-style-type: none"> • Initiative to engage more young people into participating in sport • Funding from local business £7,000 	<ul style="list-style-type: none"> • Programme agreed by May each year • Programme runs from July – September each year • 1,500 young people aged 16 and under participating in sport over the 6 week scheme • 25 new members joining clubs directly due to project per year
	1.22		H			<u>Walking your Way to Health</u> <ul style="list-style-type: none"> • Programme to engage older people, the inactive and sedentary into regular physical activity through structured walking sessions • Existing budgets £500 	<ul style="list-style-type: none"> • 9 walk networks developed by end Dec 2010 • 600 people participating per year
	1.23	Developing and delivering a range of major public entertainment events each year – primarily through the support and facilitation of local community engagement.	H	Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Increase tourist numbers to the district and Spalding in particular. • Local people have the opportunity to participate in a large scale public event. <p>Risks</p> <ul style="list-style-type: none"> • Large scale events potentially 	<u>Pumpkin Parade</u> <ul style="list-style-type: none"> • Existing budgets £6,000 • Business sponsorship <u>Christmas Shopping Day</u> <ul style="list-style-type: none"> • Existing budgets £3,000 	<ul style="list-style-type: none"> • Partnership agreement drawn up by June each year • School information sent out by May each year • Publicity distributed by end August each year • 1 successful event delivered by end October each year • 8,000 people attending per year • 1300 participating per year <ul style="list-style-type: none"> • Publicity distributed by end of October each year • Successful event delivered by end December each year • 4,000 people attend per year • 30 people participating per year

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					<p>present a considerable health and safety risk.</p> <ul style="list-style-type: none"> • Officer time spent in support of initiatives that prove to be unpopular. • Some initiatives unlikely to become fully self sustaining. 	<p><u>Summer Street Entertainment</u></p> <ul style="list-style-type: none"> • Existing budgets £8,000 • Business sponsorship £4,000 – Town centre Forum • Arts Development Officers time 	<ul style="list-style-type: none"> • Booked by April each year • Advertised in Summer Fun Brochure by July each year • Completed by September each year • Local business consulted on impact on business by Oct each year. • Approx 7,000 audience each year • 5 Community/Voluntary groups participating each year
	1.24	<p>Developing and delivering a range of heritage based initiatives each year through the direct management of Ayscoughfee Hall Museum and its local history collection.</p> <p>See also Blacksmiths shop development 2.8 below</p>	M	Museum Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Access to a newly interpreted local history collection. • Making the collection representative of the South Holland district. • Using the Museum's collections management database to make the collections accessible via the internet. <p>Risks</p> <ul style="list-style-type: none"> • The Museum in not owned by the Council but is held in trust. • The age of the property is such that maintenance is specialist and thus expensive. • Lack of enough high quality storage space, sufficient to hold the collection securely and in environmentally 	<p>Overall revenue budget for the Museum including staffing costs approximately £200,000 per annum</p> <p><u>Ayscoughfee Hall Collection</u></p> <ul style="list-style-type: none"> • Annual budget of £3,000 <p><u>Pinchbeck Engine Museum</u></p> <ul style="list-style-type: none"> • Annual grant of £4,000 	<ul style="list-style-type: none"> • 30,000 personal visitors per annum • 3,000 visitors to Pinchbeck Engine • Monitor both museums through BVPI170 • An application has been made to English Heritage to upgrade the listing status of the Museum from II* to grade I outcome known by 2009.

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	1.25		H	Leisure Facilities Manager	<p>stable conditions.</p> <p>Opportunities</p> <ul style="list-style-type: none"> • Develops community pride and engagement • Increases profile of gardens • Strengthens contacts with education providers / employers. • Widens tourism appeal • Provides potential to develop further projects <p>Risks</p> <ul style="list-style-type: none"> • Project failing to meet targets • Tender returned at a level beyond budget • Lack of interest from schools • Dig finds nothing of interest 	<p><u>Ayscoughfee Hall Gardens Heritage Project</u></p> <ul style="list-style-type: none"> • Total project budget £116,437 provided through a grant from the Heritage Lottery. 	<ul style="list-style-type: none"> • Project milestones include, development of Stakeholder Group, contracting tender distributed, appointment of Contractor, research, surveys, excavations, garden works & workshops • Start project Summer 2007 • Finish project May 2008
	1.26	Developing a delivering a range of play based initiatives each year	H	Leisure Facilities Manager & Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Increased opportunity for children to participate • Developing increased awareness of the advantages of play provision in the district. <p>Risks</p> <ul style="list-style-type: none"> • Low take up • Failure to comply with funding body requirements and loss of grant aid • Lack of sustainability 	<p><u>SPART</u></p> <ul style="list-style-type: none"> • activity programme for children • budgets income £4,740 expenditure £6,600 • time <p>Holiday</p> <p>Existing</p> <p>Officer</p>	<ul style="list-style-type: none"> • Annual programme developed • 22 in attendance at each session • 14 sessions per year • 5 established venues in District

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Support others to develop opportunities for active participation in cultural activities targeting children and young people under the age of 19 years and people over 55 years of age	1.27	To support others to develop opportunities for active participation in arts activities	M	Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Increase access particularly for under 19s and over 55's • Increase visitors to Ayscoughfee Hall Museum, the Gardens and the SHC • Increase visitors to South Holland • Promote local artists and galleries • Increase access to the arts in rural communities in South Holland <p>Risks</p> <ul style="list-style-type: none"> • Low take up • Lack of officer time to develop working relationships 	<p><u>Youth Arts Worker</u></p> <ul style="list-style-type: none"> • See item 1.5 	<ul style="list-style-type: none"> • See item 1.5
	1.28		M			<p><u>Art on the Map</u></p> <ul style="list-style-type: none"> • County wide scheme promoting and widening access to artists' workshops and exhibition spaces. • Officer time • Existing Budget = £2,300 	<ul style="list-style-type: none"> • Galleries 'open' Autumn each year • Provide press releases as required • Distribute brochures throughout South Holland by October each year • 4 Open Studios within South Holland • 5% increase in visitors each year
	1.29		M			<p><u>Ayscoughfee Gardens Summer Concerts</u></p> <ul style="list-style-type: none"> • Support Friends of Ayscoughfee Hall summer concert programming in the gardens • Existing budget £500 	<ul style="list-style-type: none"> • Agreement in place by April each year • Programme completed by September each year • Report submitted by Sept each year • Six concerts each year • Approx 3,000 audience each year
	1.30		M			<p><u>Beacon Arts</u></p> <ul style="list-style-type: none"> • Support the Beacon Arts project in delivery of a visual arts exhibition • Existing Budget £1,550 	<ul style="list-style-type: none"> • 1 exhibition per year
	1.31		H			<p><u>Sound Lincs</u></p> <ul style="list-style-type: none"> • Support SoundLincs in delivery of specific projects: First Notes, Second Sounds and Heat Up • Existing budgets £2,000 	<ul style="list-style-type: none"> • Liaise with SoundLincs to establish areas of need • 7,000 participants in Lincolnshire per year
	1.32		M			<p><u>Rural Touring Theatre Scheme</u></p> <ul style="list-style-type: none"> • Support Art Service in delivery of scheme • Existing budget £3,200 each year • Income of £2,000 each year • Officer time 	<ul style="list-style-type: none"> • Quarterly submissions to Art Service by local promoters • Distribute quarterly publicity • Promote performances in South Holland Centre Live Guide etc • Increase attendance at live shows by 50 each year • Encourage new promoters – one new promoter by April 08
	1.33		M			To support others to develop opportunities for active participation in arts activities at the South Holland Centre	M
1.34	L	<p><u>Concessions</u></p> <ul style="list-style-type: none"> • Offer discounted room hire and ticket commission rates for community and arts groups. 	<ul style="list-style-type: none"> • Include agreed concessionary prices within in annual Fees and Charges • 5 - 15 community production weeks per year depending on demand 				
1.35	M	<p>Risks</p> <ul style="list-style-type: none"> • May not have 	<p><u>Technical training</u></p> <ul style="list-style-type: none"> • Provide opportunities and advice for community performance groups 	<ul style="list-style-type: none"> • Offer opportunities to volunteer at SHC 			

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					any interest in offer • May not be sustainable	• Existing budgets and officer time <u>South Holland Concerts</u> • Support the programming of classical music Existing budget £250	• Offer funding application advice as required • Promote training opportunities through Venue User group twice a year • Agreement in place by April each year • Report of activity March each year • Performance indicators figures collected quarterly
	1.36	To support others to develop opportunities for active participation in play activities	L	Leisure Facilities Manager	Opportunities • Partnership working across the District • Potential capital and revenue funding for projects / infrastructure • One common Policy endorsed across the County. • Sharing Best Practice across the County • Underpins and shapes the District's strategic development of Play Risks • Lack of resources	<u>County Play Policy</u> • To deliver agreed actions as identified for South Holland within County Play Strategy	• As per County Play Strategy
	1.37		H			<u>South Holland Play Strategy</u> • To produce Play Strategy for South Holland district and deliver agreed actions • A working strategy to influence decisions on play across South Holland. • Officer Time • Potential of £200,000 Big Lottery Funding to Sept 2010 for delivery of projects agreed in the Action Plan – see 1.26	• Develop Partnership • Audit Provision/consultation • Identify Need • Agree objectives • Prepare Strategy/Action Plan • Prepare funding bids Development of District Play Strategy in line with Lincolnshire Play Strategy Policy • Draft Strategy by July 2007 • Agreed Strategy and bids in place by September 2007
	1.38		H			<u>Play Lottery Funding</u> £200,000 was made available for South Holland to draw down to facilitate the direct provision of play. If successful this funding will be contracted out to an external provider as SHDC does not retain play workers.	• Success in being awarded Lottery Funding - Bid submitted in September 2007. Result known in early 2008. • Direct play delivery produced for 3 years until 2010.
	1.39	To support others to develop opportunities for active participation in events	H	Community Development Manager	Opportunities • Opportunities for young people to perform in public.	<u>Teen Idol</u> • Forms part of the Summer Street Entertainment programme • Working in to deliver programme. • 1 day fully inclusive workshop day to encourage skill development	• Planned by end April each year • Publicity distributed by June each year • Workshops delivered by July each year

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					Risks <ul style="list-style-type: none"> • Community not wanting to deliver events • Low take up • Waste of officer resources 	<ul style="list-style-type: none"> • Existing budget £1,000 	<ul style="list-style-type: none"> • Showcase performed by July each year • Evaluation complete by September each year • 40 teenagers participating each year
	1.40		H			<u>Spalding Flower Parade</u> <ul style="list-style-type: none"> • Support Spalding Flower Parade and Carnival Trust to deliver the Spalding Flower Parade in 2007 and 2008 • Officer time 	<ul style="list-style-type: none"> • Officer attendance at Multi Agency and Spalding Flower Parade & Carnival Trust meetings • 1 successful event per year
	1.41		M			<u>Volunteering as large scale event stewards</u> <ul style="list-style-type: none"> • Provide a range of volunteering opportunities in line with SHDC Volunteering Policy • Budget required for expenses £250 • Officer time 	<ul style="list-style-type: none"> • A generic stewarding training day for community groups and volunteers • Training Day to be completed by August 2007
	1.42		L			<u>Fens Food and Flowers Festival Project</u> <ul style="list-style-type: none"> • Support Fens Tourism project to increase range and quantity of events in district • Officer time 	<ul style="list-style-type: none"> • Targets as per project plan • Project complete by December 2008
	1.43		M			<u>Events advice</u> <ul style="list-style-type: none"> • Promote role of officers in providing information and advice to local groups and agencies • Officer time 	<ul style="list-style-type: none"> • Officer to attend 2 Funding Fairs per year • 4 press releases per year
	1.44	Support the development of a range of sports activities through working with partners	H	Leisure Facilities Manager		Opportunities <ul style="list-style-type: none"> • Brings together key partners from across a variety of sectors 	<u>Community Sports Network (CSN).</u> <ul style="list-style-type: none"> • Brings together key partners to develop sport • SHDC match funding existing budget £1,900 • Officer time for the sports development officer
	1.46		H		Risks <ul style="list-style-type: none"> • Unrealistic expectation on funding • Loss of support / funding 	<u>Health Forum</u> <ul style="list-style-type: none"> • To support the Health Forum in achieving it's targets • Officer time • Officer time for the sports development officer 	
Support and provide comprehensive information, to raise local awareness of cultural opportunities	1.47	Directly provide cultural information	M	Community Development Manager	Opportunities <ul style="list-style-type: none"> • Raises awareness of opportunities • Increase attendance figures 	<u>Sports Directory</u> <ul style="list-style-type: none"> • Produced during 2007 and updated every 3 years • Format to be reviewed with aim of becoming self managing • Existing budgets • Officer time 	<ul style="list-style-type: none"> • Format reviewed by end Jan 2010 • Updated by end Sept 2010 • All children in South Holland to have access to directory • 90% of sports clubs in South Holland included • All clubs included will self edit their entry in the directory by end Sept 2010
	1.48	N.B. <u>Tourism Promotion</u> contributes strongly to people's awareness of cultural opportunities and is addressed in the Council's Economic Development Strategy 2006-09.	M		Risks <ul style="list-style-type: none"> • Collation of information time consuming • Printed information 	<u>Summer Fun</u> <ul style="list-style-type: none"> • Targeted marketing brochure to young people • Existing budget £2850 • Officer time 	

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	1.49	"Help grow tourism services and products that will also enhance choice for local people. Items 3.14 to 3.20.	H		<p>becomes out of date</p> <ul style="list-style-type: none"> • Dependent on submissions from local agencies / groups 	<p>www.sholland.gov.uk</p> <ul style="list-style-type: none"> • Maintain cultural information on website and provide link to external website where appropriate <p><u>Tourist Information Centre in the SHC Lobby</u></p> <ul style="list-style-type: none"> • Within SHC's existing budget • At Springfields in Fenscape. Annual grant funding of xxx through a Service Level Agreement. <p><u>Database of community newsletters, magazines and websites</u></p> <ul style="list-style-type: none"> • Develop to target promotion of activities through local media 	<ul style="list-style-type: none"> • 15,000 distributed each year • Support 30 agencies / business in promoting activities / events • Web pages refreshed monthly • Establish baseline of hits per year • Increased number of hits per year against baseline • 6,000 enquiries per annum 	
	1.50		L					
	1.51		L					
Work with partners to provide a consistent and targeted marketing programme to promote existing and new cultural opportunities	1.52	Support external websites through providing maintenance, information and/or links to www.sholland.gov.uk	M	Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Promote cultural activities in South Holland nationally • Increase visitors to South Holland • Raise the profile of local culture • To provide 'one stop shops' for relevant work areas <p>Risks</p> <ul style="list-style-type: none"> • Information risks being out of date • Officer time needed to maintain 	<p><u>Arts and events websites</u></p> <p>Support range of websites in association with partners</p> <ul style="list-style-type: none"> • Lincolnshire Public Arts Network website www.lpan.org.uk • Youth Arts Network website www.go-create.net • Pumpkin Parade www.pumpkinparade.co.uk • Four Seasons website www.fourseasons.org.uk • Officer time <p><u>Sports Website</u></p> <ul style="list-style-type: none"> • www.sholland.gov.uk/leisure/sport • Officer time <p><u>Tourism website</u></p> <ul style="list-style-type: none"> • Visit Spalding tourism website www.visitspalding.co.uk • Ongoing development/maintenance • Officer time 	<ul style="list-style-type: none"> • 3,000 enquiries per annum • Creation and refreshment of database by Nov each year • Magazine publication dates obtained by Dec each year • Update website as and when needed - ongoing • Record and monitor website hits • Websites up to date • Additional targets as set by individual funders / projects 	
			1.53	M				Facilities Development Manager
			1.54	M				Economic Development Manager
			1.55	M				Community Development Manager
	1.56	Develop a branded festival to promote partnership in events	L	Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • To increase the profile of existing events and cultural providers • To increase participant and visitor figures <p>Risks</p>	<p><u>Rural Touring Theatre & Art on the Map</u></p> <ul style="list-style-type: none"> • Activities play significant role in promoting cultural activities <ul style="list-style-type: none"> • To develop an annual cultural festival brand incorporating new and existing events • Additional resources required estimated £15,000 • Officer time 	<ul style="list-style-type: none"> • See items 2.2 & 2.7 • Initial meeting held by end July 2007 • Draft project plan and agree costings by Dec 07 • Plans and budgets agreed by March 2008 if to proceed 	

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Targets & Dates
					<ul style="list-style-type: none"> • Officer time • Additional resources required and not currently identified 		
	1.57	Develop relationship with local press to promote opportunities for participation.	H	Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Raise the awareness of initiatives <p>Risks</p> <ul style="list-style-type: none"> • Reliant on press officer time / local press requirements / deadlines 	<p><u>Press releases and adverts</u></p> <ul style="list-style-type: none"> • Individual projects publicity budgets • Officer time 	<ul style="list-style-type: none"> • Press releases for all events and activities • Adverts and promotions • 20 press releases per year

Priority 2: Support the development and regeneration of the cultural infrastructure in South Holland

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Targets & Date
The maintenance or preservation of existing council owned or managed properties or facilities	2.1	Ongoing maintenance and presentation of high quality, accessible cultural facilities AHM, SHC, Sir Halley Stewart Playing Fields Parks CSC PLC	M	Public Buildings Surveyor	<p>Opportunities</p> <ul style="list-style-type: none"> • Ensures safety and care of buildings • Well maintained buildings generate a good ambience for users and a safe environment for them too. • Enhance the historic environment by facilitating the interpretation of older properties such as AHM <p>Risks</p> <ul style="list-style-type: none"> • Resource implications where repair bills may be considerable • Officer time generating bids for internal and external funding that may not be successful. • Failure to adequately maintain the facilities will reduce usage of properties. • Failure to adequately maintain properties may have health and safety risks. 	<p><u>Building Maintenance</u></p> <ul style="list-style-type: none"> • Existing budgets • Officer time • Exceptions to foreseen maintenance can be funded through the Council's capital programme on a bid by bid basis 	<ul style="list-style-type: none"> • 10 year maintenance plan for AHM to be reviewed by 2016 • General 30 year maintenance plan for all council owned buildings. 2036 • Maintenance plan updated annually • Achieve upgrade in AHM's national listing – achieve grade 1 listing by 2010.
	2.2	Ayscoughfee Gardens Heritage Project	H	Leisure Facilities Manager	<ul style="list-style-type: none"> • See item 1.24 		
	2.3	To maintain and improve the living	H	Community & Neighbourhood	<p>Opportunities</p> <ul style="list-style-type: none"> • An integrated 	<p><u>Street Scene Strategy 2007 – 2010</u></p>	<ul style="list-style-type: none"> • Strategy agreed by end December 2007 • Targets as set out in Street Scene Strategy

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Targets & Date
		environment of South Holland N.B. At the time of writing this Strategy, a Street Scene Strategy was also being prepared		Services	approach to street scene issues Risks • Resources	<ul style="list-style-type: none"> • Extend / improve existing Community Sweepers initiative in partnership with Parish Councils • Develop long term improvement scheme for parks, gardens and open spaces • Liaise with partners to provide open spaces under Sect 106 legislation • Improve public open spaces to increase safety and therefore the fear and perception of crime • Improve and develop work with partners to identify and address street scene priorities • Initiate community clean up scheme 	
The maintenance or preservation of existing properties or facilities not owned by SHDC	2.4	The Council has a conservation officer within the Planning Department who undertakes a full range of historic built environment and land use matters.	M	Development Control Manager	Opportunities <ul style="list-style-type: none"> • Partnership working • Repair and enhance historic buildings and conservation areas • Add to the overall attractiveness of the district • Improve the districts historic interest tourism offer. 	<u>PSICA (Partnership Scheme in Conservation Areas)</u> <ul style="list-style-type: none"> • Working in partnership with English Heritage, local amenities societies, youth panel and local colleges • Officer time The Council bids to English Heritage for resources that can be locally administered to preserve historic property. • S106 funds are also used for this purpose. Timescale dependant on developments. 	<ul style="list-style-type: none"> • Begin Scheme in Spalding, Crowland, Holbeach and Long Sutton 2007 • Annual reviews • All funding allocated by end 2010 • All works to be completed by end 2012
	2.5		M		<u>Conservation Areas</u> <ul style="list-style-type: none"> • There are 13 in South Holland • Officer time & budget. 	<ul style="list-style-type: none"> • Conservation work monitored through BVPI 219 	
	2.6		H	Economic development Manager	Risks <ul style="list-style-type: none"> • Insufficient specialist resources • Insufficient resources to meet demand for grant assistance. • Lack of people accepting help to improve their properties. 	<u>Work with partners to</u> <ul style="list-style-type: none"> • Bring redundant agricultural buildings back into use through grant aid and agricultural diversification projects. • Identify and redevelop town centre brownfield sites 	<ul style="list-style-type: none"> • Economic development Strategy 2006 – 2009 items 1.4 – serviced office space, 2.3 and 2.4 develop commercial sites
The enhancement or redevelopment	2.7	To develop new Leisure Facilities within South Holland	H	Cabinet Working Group – Director of Rural Services	Opportunities <ul style="list-style-type: none"> • Improved facilities for residents and visitors 	<u>Review of Sports Facilities</u> <ul style="list-style-type: none"> • Working party established to undertake feasibility of new sports facilities 	<ul style="list-style-type: none"> • Initial Market research complete by end July 2007 • Report to Cabinet by August 2007 • Second round consultation by end September 2007

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Targets & Date
or construction of new properties and facilities by SHDC	2.8		L	Museums Manager	<ul style="list-style-type: none"> • Replace existing facilities at the Castle Sports Centre, which are showing falling value for money • Can require large capital outlay that the Council will need to borrow or raise • May be possible to use planning gain for some expansion of public open space • Work with partners such as the County Council to improve existing bridleway and footpath network Risks <ul style="list-style-type: none"> • Sustainability of use • Promotion of new facilities • Financial sustainability due to ongoing maintenance of new facilities. 	<u>Blacksmiths Shop</u> <ul style="list-style-type: none"> • To agree future of facility and find resources in order to preserve it, interpret it and open it to the public in some form. 	<ul style="list-style-type: none"> • Proposal submitted as part of budget cycle by end March 2008 • Report on workshop completed and submitted by end July 2008 and targets set. Re-opened to the public by 2012
	2.9		H	Economic Development Manager		<u>Food Heritage Centre</u> <ul style="list-style-type: none"> • The development of a centre in Spalding 	As the outlined in the Economic development Strategy 2006 - 09 - item 3.16.
	2.10		M			<u>Town Centre Management</u> <ul style="list-style-type: none"> • Support the further enhancement of the town centres for visitors as well as local people 	As the outlined in the Economic development Strategy 2006 - 09 - items 3.1 to 3.7.
	2.11		H	HoNCS and HoECD		<u>Develop more parks and public open spaces in South Holland</u> <ul style="list-style-type: none"> • Finalisation and adoption of Local Development Framework policies on planning gain and provision of public open space. • Design guidelines for park and play areas. • Design guidelines for street furniture. • Competitions for public art work – statues, fountains, lighting schemes etc. to force higher and more creative design content. 	
	2.12		Provide support to new cultural facilities and businesses	H		Economic Development Manager	Deliver relevant targets as set out in Economic Strategy 2006 – 2009. Priority 1 - Help create an environment in which existing businesses can grow, and Priority 2 - "Support the start-up and location of new businesses in South Holland."
2.13		M	Community & Neighbourhood Services	Opportunities	<u>Food Licensing support</u> <ul style="list-style-type: none"> • Provide advice to new business regarding food licensing, premises licenses and compliance with law 	<ul style="list-style-type: none"> • support upon demand 	Ongoing
2.14		L	Community Development Manager	Risks <ul style="list-style-type: none"> • tbc 	<u>Flinders Park, Donington</u> <ul style="list-style-type: none"> • Support IDEA through grant of £25,000 during 2007/2008 	<ul style="list-style-type: none"> • As per Project Plan outlined by IDEA 	

Priority 3: To understand and meet the changing cultural needs of the population of South Holland to support community cohesion

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Target & Dates
Knowing our communities and understanding their cultural needs	3.1	Gain an understanding of changing cultural needs and trends by participation in networking and remaining up-to-date in technical areas of expertise	L	Head of E&CD	<p>Opportunities</p> <ul style="list-style-type: none"> Increased understanding of local, regional and national trends Partnership working <p>Risks</p> <ul style="list-style-type: none"> Time spent travelling and attending meetings 	<p><u>Officer representation</u></p> <ul style="list-style-type: none"> Support of relevant networks, committees, boards, groups and working parties Officer time Costs of attending conferences and training courses 	<ul style="list-style-type: none"> Officer representation on outside bodies reviewed each year Staff identify training needs in Annual Personal Development Review (PDR)
	3.2	Gain an understanding of changing cultural needs through regular surveys and monitoring performance of the Council's cultural facilities.	M	Head of E&CD / HoOD	<p>Opportunities</p> <ul style="list-style-type: none"> Regular insight with comparable results year-on-year Allows objective measurement to be used for value for money analysis Can be used to judge performance over time and against other councils Identifies where customers are dissatisfied and so provides an opportunity to identify areas for improvement <p>Risks</p> <ul style="list-style-type: none"> Limited scope of questions Limited number of households surveyed May not represent hard to reach people in the community Only have regular information for the Council's services Officer time taken up trying to source benchmark information 	<p><u>SHDC Quality of Life Survey</u></p> <ul style="list-style-type: none"> Monitor results / trends of survey Existing budgets 	<ul style="list-style-type: none"> Annual Research results published
	3.3		M			<p><u>SHDC Leisure and Tourism Annual Survey</u></p> <ul style="list-style-type: none"> Monitor results and trends against past use. Existing administrative budgets and officer time. 	<ul style="list-style-type: none"> Research questionnaire distributed by January each year Results collated by June each year Research
	3.4		H			<p><u>Usage Monitoring</u></p> <ul style="list-style-type: none"> For all Council cultural activities – facilities and initiatives. Develop adequate feedback processes to capture customers opinions of the initiatives delivered or facilitated. Establish a web based means of booking playing fields that will feed directly into PI collection as well as improving service channels for the public. Will require additional input form - OD support to set up. Administrative support time 	<ul style="list-style-type: none"> AHM increase visitor footfall to 40,000 pa. and sustain it SHC maintain customer usage at approximately 135,000 per annum. Ensure use at CSC does not decline further to under 290,000 users per annum. Build the use of Peele Leisure centre to achieve over 40,000 per annum. When it is possible to book the use of playing fields electronically. When the TIC footfall is adequately counted. When for each individual initiative officers know how many participants attended, can profile their backgrounds for equality issues (to see if the target audience was reached) and get feedback on the customer's satisfaction levels to then feed into future event planning.
	3.5		H			<p><u>Specialist Research</u> into the cultural needs of the Gypsy/Romany</p>	<ul style="list-style-type: none"> Find resources to undertake research into the nature of the local

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Target & Dates
						Community	Gypsy/Romany community <ul style="list-style-type: none"> • Undertake research • Disseminate results
	3.6	Gain an understanding of changing cultural needs through user groups / forums etc	M	South Holland Centre Manager Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Offers regular insight with comparable results year in year <p>Risks</p> <ul style="list-style-type: none"> • Views of non users not included • May not represent hard to reach people • Reliant on engagement of partners and groups 	<p><u>Consultation with Forums and groups</u></p> <p>Gain an understanding of community needs through a variety of forums and groups including:</p> <ul style="list-style-type: none"> • SHC Users Forums • SHC Auditorium Community Users Forum • Spalding International and other migrant community groups • South Holland Youth Council • Officer time 	<ul style="list-style-type: none"> • SHC Room hirers survey completed by March annually • Venue user group meetings twice a year • Annual discussion / questionnaire of Youth Council to be completed by Dec each year
	3.7	Use the National Youth Agency Model "Hear by Right" to ensure that SHDC's cultural activities are appropriate for children and young people.	H	HoECD	<p>Opportunities</p> <ul style="list-style-type: none"> • Will ensure that Children and Young people are properly consulted regarding their cultural needs. • Offers regular insight with comparable results year in year <p>Risks</p> <ul style="list-style-type: none"> • Time consuming for staff • May raise aspirations that cannot be met. • May not represent hard to reach children and young people • Results may require substantive amendments to programming of cultural events and activities. 	<ul style="list-style-type: none"> • Existing Officer time • Potentially other unknown costs that may accrue following more regular any systematic consultation with children and young people. 	<ul style="list-style-type: none"> • Staff trained in Hear by Right methodology by March 2009. • Apply techniques by March 2010. • Review and revise learning and its impact on the provision of cultural services for children and young people March 2011.
	3.8	To support others in researching needs of local areas	L	Community Development Officer	<p>Opportunities</p> <ul style="list-style-type: none"> • Community involvement • Additional feedback from funded voluntary groups 	<p><u>Parish Plans</u></p> <ul style="list-style-type: none"> • Support those wishing to undertake a Parish Plan • Increased direct Councillor involvement • Officer time 	<ul style="list-style-type: none"> • Targets set according to needs of each Parish Plan
	3.9		H		<p>Risks</p> <ul style="list-style-type: none"> • Dependant on communities taking part • Funded groups may not have the administrative 	<p><u>Introduce Service Level Agreements (SLA)</u></p> <ul style="list-style-type: none"> • Or letters of agreement for all externally funded initiatives. • Officer time 	<ul style="list-style-type: none"> • When each externally funded initiative has a clear SLA in place or a letter of agreement that are reviewed annually. • When officers receive adequate

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Target & Dates
					skills to adequately monitor their delivery.		monitoring information to support their grant aid support.
Planning for changing cultural needs by improving access (intellectual, social, economic and physical)	3.10	Ensure accessibility and equality of service, ensuring "hard to reach" groups are reached!	H	Head of E&CD	<p>Opportunities</p> <ul style="list-style-type: none"> Reviews good practice against other organisations nationally <p>Risks</p> <ul style="list-style-type: none"> Resources not always available to provide full range or potential activities Required by Arts Council East Midlands 	<p><u>Equality Impact Assessments</u></p> <ul style="list-style-type: none"> To review services provided to ensure equality of access Undertaken on all cultural services and policies provided Officer time 	<ul style="list-style-type: none"> All direct cultural services and policies with agreed Equality Impact Assessments by end March 2008. Any action points arising completed by March 2009 or sooner. Each EIA to be reviewed in 2010. Any action points to be completed by March 2011. Each EIA to be reviewed in 2012.
	3.11	Include culturally diverse content in arts programming	M	Head of E&CD	<p>Opportunities</p> <ul style="list-style-type: none"> Ensures consideration of the impact of all services Chance to provide "positive promotion" of "hard to reach" or minority groups Challenge stereotypes and grow appreciation of other non-traditional cultures Aids community cohesion <p>Risks</p> <ul style="list-style-type: none"> May require subsidy if it proves not to be popular for audience 	<p><u>Arts Programming</u></p> <ul style="list-style-type: none"> Include culturally diverse content in the live arts and other entertainment programmes Existing programming budgets 	<ul style="list-style-type: none"> To be agreed at programming meetings 3 times per year every year.
	3.12	Gathering tourism data to inform the way current delivery is performing and to inform future planning.	M	Economic Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> Partnership working Increased data resource Better informed planning <p>Risks</p> <ul style="list-style-type: none"> Unrealistic expectations of the sector. Review of existing arrangements may jeopardise good partnership working. 	<p><u>Lincolnshire & Fens Tourism</u></p> <ul style="list-style-type: none"> Liaise to establish tourism related baseline research data that is available to the Council. Review the effectiveness of the Councils support for external tourism delivery vehicles based on an understanding of the tourism Market. Establish correct feedback mechanism for the Tourist information Centres usage and review the future of the provision. Officer time 	As outlined in the Economic Development Strategy 2006 – 2009.
Assist the integration of migrant workers into local	3.13	Use community workers to develop	H	Community Development	<p>Opportunities</p> <ul style="list-style-type: none"> Increased Community 	<p><u>Bridges Between Us</u></p> <ul style="list-style-type: none"> To support the establishment and 	<ul style="list-style-type: none"> Bid submitted to the National Lottery by May 2007. Result known in

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Target & Dates
communities to support community cohesion		self-sustaining groups within the migrant worker community, based on language or country of origin		Manager	<p>Cohesion through establishing a number of additional specialist community groups based on the new (post 2004 migrant worker communities</p> <ul style="list-style-type: none"> • Have an organised group to consult with and discuss the appropriateness of service delivery <p>Risks</p> <ul style="list-style-type: none"> • Reliant on external funding. • Officer time will be considerable if external funding is not achieved. • Time limited project 	<p>development of constituted community groups focusing on the social integration of Migrant Workers</p> <ul style="list-style-type: none"> • Subject to successful funding bid • SHDC in kind contribution existing budgets • Considerable officer time that is currently unfunded if external funding is not successful • An alternative will be to focus on minority integration into established and funded cultural initiatives. 	<p>September 2008</p> <ul style="list-style-type: none"> • Project milestones and targets as outlined in funding bid
	3.14	Enhance the integration of migrant workers through provision of translated cultural marketing materials or to set up new businesses of a cultural nature appealing to this new community.	M	Community Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Identified within Migrant Worker Cultural needs research (2007) <p>Risks</p> <ul style="list-style-type: none"> • High costs • Potential of many number of languages requiring translation 	<p><u>Access to translated information about cultural activities</u></p> <ul style="list-style-type: none"> • Promote Language Line to partner agencies • Where practical provide online and printed translated publicity materials • Provide translated information on www.migrantworker.co.uk • Translation costs – unknown • Officer time 	<ul style="list-style-type: none"> • Individual to each initiative and reliant upon identifying suitable and appropriate budgets. Not possible to put exact targets at time of writing.
	3.15		L	Economic Development Manager	<p>Opportunities</p> <ul style="list-style-type: none"> • Engage local businesses with new customer base and the marketing opportunities this offers. • Generate additional cultural commercial activity on the part of migrant workers and so diversifying the overall offer within the district. <p>Risks</p> <ul style="list-style-type: none"> • Businesses may not wish to take advantage of non-routine marketing opportunities. • Migrant workers may not wish to set up their 	<p><u>Promote business opportunities to be targeted towards migrant workers as a new customer group.</u></p> <ul style="list-style-type: none"> • Build into the revision of the Economic development strategy • Promote retail outlets providing specialist goods such as non-English books and magazines, speciality foods etc • Promote specialist “eastern European” eating and drinking establishment and associated product sales such as beers, spirits etc. 	<ul style="list-style-type: none"> • Economic Development strategy due for revision in 2009/10. Current issues in exiting strategy: 2.6 concerning sources of business start up advice. • Work with partner agencies such as Business links and Lincolnshire Enterprise to promote new commercial cultural market opportunities – 4 new businesses established by migrant workers by 2010. • 5 new product retail outlets established by 2010.

Actions	No	Project	Priority	Lead role	Opportunities & risk	Resource implication	Milestones, Target & Dates
					own businesses. • Migrant workers may not choose to purchase or participate in an eastern European cultural offer.		