

# KEEP SMILING!

A Cultural and Leisure Strategy for Hertsmere  
2007 - 2010



Hertsmere Borough Council

[www.hertsmere.gov.uk](http://www.hertsmere.gov.uk)

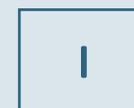
The Venue Leisure Centre,  
Borehamwood.



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Smiling faces at the national play day hosted by Hertsmere's play team.



Hertsmere's Play Scheme offers children the opportunity to learn and develop new skills.



Youngsters show off their artistic talent.



Members of Hertsmere's play team.

# foreword



In 2003 Hertsmere Borough Council launched 'Smile' its first Cultural and Leisure Strategy and over the last three years there has been significant improvement in the range and quality of services across the area. Extensive consultation with the community has identified a strong local will to build on this success and I am delighted to endorse the new strategy appropriately named 'Keep Smiling'.

As the Council's Portfolio Holder for Culture, I recognise that Hertsmere boasts an array of excellent leisure facilities and a diverse range of important community services that are easily accessible, fun and professionally operated. Examples of these include Hertsmere's two nationally accredited Green Flag parks, our extensive play programmes, the comprehensive range of leisure services for all ages within our leisure facilities and the successful Be There! Do It! programme for young people.

'Keep Smiling' outlines Hertsmere Borough Council's key aspirations to improving leisure and cultural service provision. The continuation of strong partnerships with residents and key community organisations such as Hertsmere Leisure, Hertfordshire Constabulary, schools, youth services, museums and local clubs ensures a bright future in helping make Hertsmere a happier, healthier, progressive and ultimately a more enjoyable place to live.

A handwritten signature in black ink, appearing to read 'D. Gunasekera', written over a horizontal line.

*Councillor Derrick Gunasekera,  
Portfolio Holder for Culture*



Dance lessons at Aberford Park as part of national play day.



King George Recreation Ground hosts a wide range of activities throughout the year including tennis lessons during the summer holidays.



Saddle up with the Be There! Do It! programme.



Happy customers attending another festival organised by Hertsmere Borough Council.

# introduction

## OUR VISION

**“To take a leading role in improving the quality of life for everyone in Hertsmere”**



Our previous Cultural and Leisure Strategy for Hertsmere called ‘Smile’ demonstrated how, by working closely with the local community, Hertsmere Borough Council can contribute significantly to improving the quality of life for local residents. The case studies on pages 8-9, which describe projects that have impacted positively on health, community safety and the environment, are just some examples of the excellent work the previous strategy achieved.

Leisure and cultural activities help define a region through its history and heritage as well as play an important role in improving the health and social well-being of local communities. Whilst culture is often associated with the past, this strategy is very much about looking to the future. The key targets and outcomes detailed have been drawn up as a result of extensive consultation with residents and other key stakeholders to ensure this strategy aspires to meet the needs of the local community. Leisure and cultural activities have proven to be powerful tools in addressing wider social issues such as crime and disorder, healthier lifestyles and economic regeneration. Because of this,

‘Keep Smiling’ is closely aligned to Hertsmere Together’s Community Strategy and the Council’s Corporate Plan offering a selection of exciting initiatives that will contribute significantly to help make Hertsmere a better place to live. ‘Keep Smiling’ clearly sets out the Council’s aspirations and ambitions to improve cultural and leisure service provision over the next three years. The strategy is also integral to supporting our Comprehensive Performance Assessment in which the Audit Commission will evaluate how we, in partnership with the local community, deliver cultural services across the Borough.

It is therefore, with great pleasure and pride that I endorse the new Cultural and Leisure Strategy for Hertsmere and look forward to it contributing to improving the quality of life for everyone in Hertsmere.

A handwritten signature in black ink that reads 'Eden Lee'.

*Eden Lee,  
Chief Executive, Hertsmere Borough Council*



Fun and fitness for everyone is provided by Hertsmere Leisure in all the area's leisure centres.

# executive summary

'Keep Smiling' offers a wide range of challenging and exciting cultural initiatives that, when delivered, will impact positively across Hertsmere. This strategy was drawn up in conjunction with a variety of local community organisations and with their continued support many of the projects detailed will be delivered over the next three years. 'Keep Smiling' will prove challenging to achieve and many of its key aims will depend on a joined-up and coordinated planning process involving a wide range of organisations. Below is a table detailing just some of the key challenges that lie ahead over the next three years. Each action is set against wider corporate goals that the Council has agreed as part of its policy framework.

CORPORATE GOAL	WHAT WE AIM TO ACHIEVE
Create an even safer community for all	<ul style="list-style-type: none"> <li>- Expand and develop the Be There! Do It! Programme for young people</li> <li>- In conjunction with Hertsmere's Children's Trust Partnership facilitate the development of a children and young people's plan to improve services</li> <li>- Establish a youth council network that covers the whole Borough</li> </ul>
Sustain improvements in the quality of Hertsmere's environment	<ul style="list-style-type: none"> <li>- Expand 'Green Flag' park accreditation to include Aberford Park in Borehamwood and the Rose Garden in Bushey</li> <li>- Establish a refurbishment and improvement programme for sports pavilions in local parks</li> <li>- Establish a three year sports pitch enhancement programme</li> </ul>
Continue to promote healthy living, leisure and cultural opportunities	<ul style="list-style-type: none"> <li>- Improve the range of benefits and increase user numbers of the Hert Card</li> <li>- Develop and improve the Council's Fifty Plus programme</li> <li>- Develop a play strategy in order to improve provision across the Borough</li> <li>- Support Hertsmere Leisure and Hertfordshire County Council to develop new Children's Centres across the Borough</li> <li>- Establish a Heritage Forum for the Borough</li> </ul>
Encourage economic prosperity and lifelong learning	<ul style="list-style-type: none"> <li>- Develop a museums strategy to maximise the educational and economic potential of Hertsmere's museums</li> <li>- Secure the long-term future of Elstree Film Studios</li> <li>- Support the development of a new community theatre at Hertswood school, Borehamwood</li> <li>- Work in partnership to develop a new multi-agency community facility in Borehamwood</li> </ul>

## Case Study 1

### The new SHOKK fitness studio at the Furzeffield Centre

In January 2006 the Furzeffield Centre launched Hertsmere Leisure's first purpose built fitness facility for Under 16s. The new and exciting SHOKK Gym offers young people aged eight to 15 the opportunity to work out and keep healthy in a safe environment under the watchful eye of professionally trained staff. The SHOKK Gym also provides a wealth of information on the value of a good diet, regular and appropriate exercise and ultimately living a healthier lifestyle.

The equipment is designed specifically for young people providing an enjoyable fitness experience that encourages an active life. The gym's interior is designed to appeal to young people, with bold colours, chrome equipment, nightclub lighting and a funky sound system. Essentially, it's a space designed with young people in mind, somewhere they can identify with and a place they will want to enjoy with their friends. The development of the SHOKK gym is just one of the reasons why Hertsmere Leisure has achieved excellent service ratings through 'Quest', the national chartermark for leisure centres.



Youngsters enjoy the fantastic facilities of the SHOKK gym at the Furzeffield Leisure Centre in Potters Bar.

## Case Study 2

### The 'Be There! Do It!' programme for young people

Created under the umbrella of Hertsmere Together, the Hertsmere Youth Network identified the need to provide more leisure activities for young people. Starting in 2003, the Network launched its first Be There! Do It! summer programme. Since then this initiative has evolved into a highly successful scheme that has expanded year on year attracting nearly 3,500 users during the summer of 2005. Key factors that have contributed to the scheme's success include the diverse range of organisations which work together within a collaborative framework and the direct involvement of local young people. During the 2006 programme, activities included street dance, horse riding, tennis, day trips and even cookery classes.

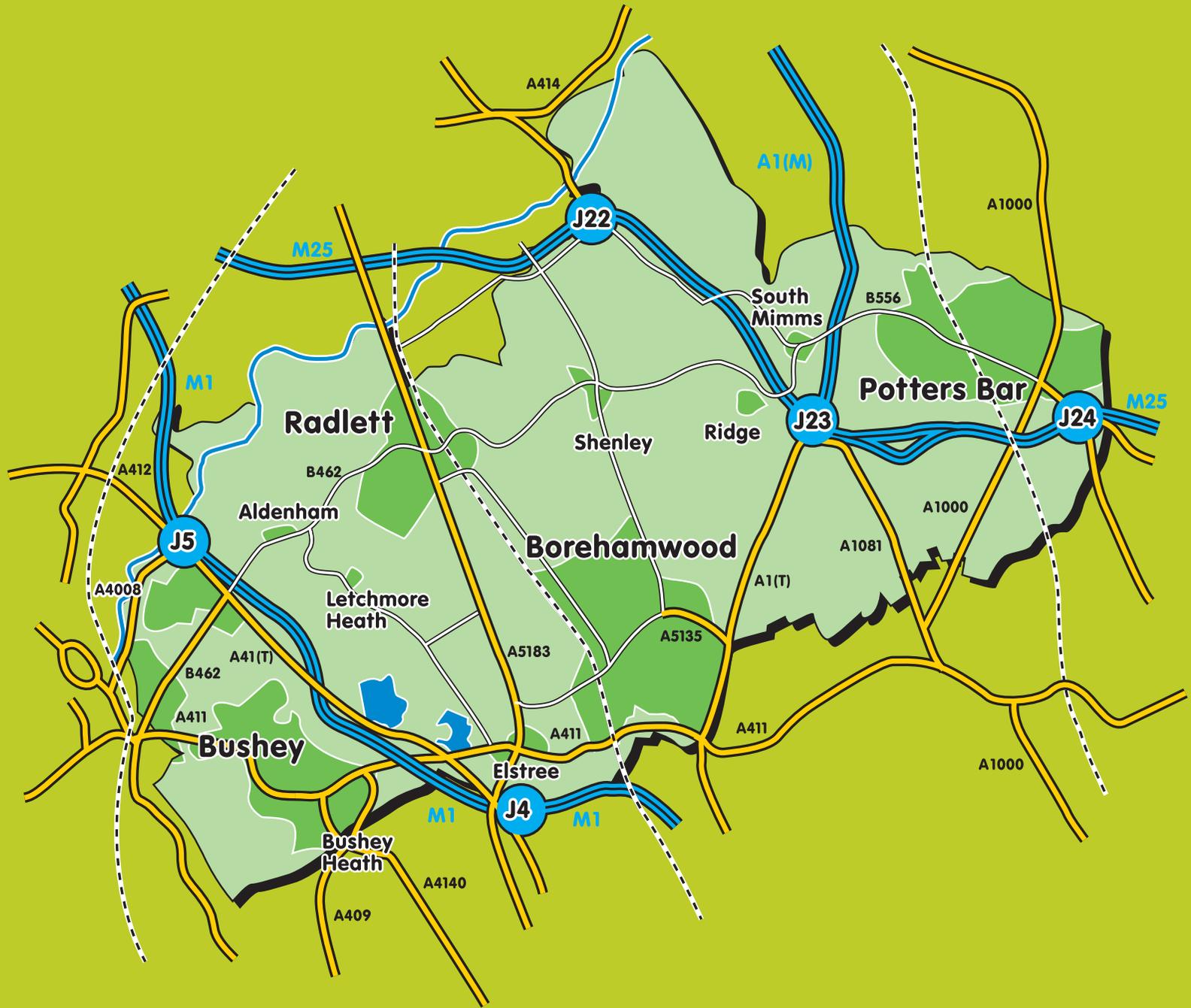
There have been significant benefits with the continued development of the Be There! Do It! programme including a reduction in social disorder incidents involving young people over the school holiday periods; inward investment from local partner agencies such as the Crime, Disorder and Drugs Reduction Partnership and an improved perception from local residents as to how they view the Council's performance.

## Case Study 3

### Green Flag awards for Oakmere and King George parks

Two parks in Hertsmere are flying the flag for outstanding green spaces after winning the prestigious Green Flag award - the national standard for parks and green spaces. Hertsmere Borough Council was awarded the recognition for King George Recreation Ground in Bushey and Oakmere Park in Potters Bar in August 2006. This makes Hertsmere the only Council in Hertfordshire to achieve this standard for more than one of its parks.

This is the eighth consecutive year that King George Recreation Ground has been awarded a Green Flag and the fifth consecutive year that Oakmere Park has received this accolade. The scheme recognises the value of green spaces in communities, particularly urban environments, and rewards excellent standards of park management.



# diversity profile of Hertsmere

Demographic data is essential in helping to inform how to make the best use of our resources in terms of geography, population density and social need. Hertsmere is situated to the north of London, in southwest Hertfordshire. The Borough covers an area of 38 square miles and contains four very distinct communities, both in terms of economic and social demographics – Elstree and Borehamwood, Bushey, Potters Bar, and Radlett. The resident population of Hertsmere as measured in the 2001 Census is 94,450, of which 48 % were men and 52 % were women. It is predicted that the population of the Borough will reach 110,000 by 2021. Hertsmere's age structure is similar to that of the UK as a whole, but it has a slightly higher population of pensioners than the national average with 21 % of residents aged over 65.

The Council is keen that this strategy reflects the demographic profile of the Borough and that we maximise opportunities for all. Public expenditure on leisure and cultural activities is, in the main, discretionary. The Council recognises this and is keen to show that its expenditure matches wider Council corporate priorities, in such a way that services are provided that impact on the Borough as a whole.

The bulk of Hertsmere residents are aged between 30 to 55 years old and this has been a key consideration in the Council investing in excess of £40million over the past few years in the development and renewal of its leisure facilities, parks and open spaces. However, this strategy also takes into consideration the important role that culture and leisure plays in improving the quality of life for residents of all ages including a range of services and facilities for families to enjoy together.

The Council recognises that services for young people are vital as such provision impacts on wider issues for the Borough such as health promotion and community safety. In light of this the Council runs an extensive play programme, recently recognised as an excellent service, gaining the coveted Herts Quality Standard for play schemes award. In addition the Council is also proud of its youth activity programme branded "Be There! Do It!" This programme has been promoted as an example of good practice across the county and has received national media coverage. Under 5s are also catered for with specific activities carried out in the Council's leisure facilities such as the Fizzi Fun programme designed to stimulate coordination and dexterity. Support for museums across the Borough also provides residents and visitors with educational experiences as well as vitally preserving the history and social fabric of local communities.

Similarly, because of a higher than average population of older people, the Council invests, and is keen to improve upon, a 50+ recreation programme that is designed to take provision into the heart of local communities, on an outreach basis. This helps to ensure a fully accessible service that promotes and encourages an active lifestyle for Hertsmere's older residents.

### Population in Herstmere

Age Range	Total	Men	Women
0 - 4	5808	3024	2784
5 - 9	6258	3215	3043
10 - 14	6349	3239	3110
15 - 19	5432	2775	2657
20 - 24	4934	2319	2615
25 - 29	5800	2775	3025
30 - 34	6971	3305	3666
35 - 39	8012	3797	4215
40 - 44	7089	3573	3516
45 - 49	6422	3273	3149
50 - 54	6734	3402	3332
55 - 59	5100	2496	2604
60 - 64	4162	2003	2159
65 - 69	3787	1797	1990
70 - 74	3697	1629	2068
75 - 79	3438	1414	2024

### Ethnicity

Hertsmere is becoming an increasingly diverse Borough with considerable changes in its ethnic make-up. The largest minority groups are Asian, Black and Chinese. Hertsmere has the second highest proportion of black and ethnic populations in Hertfordshire (Source: 2001 Census).

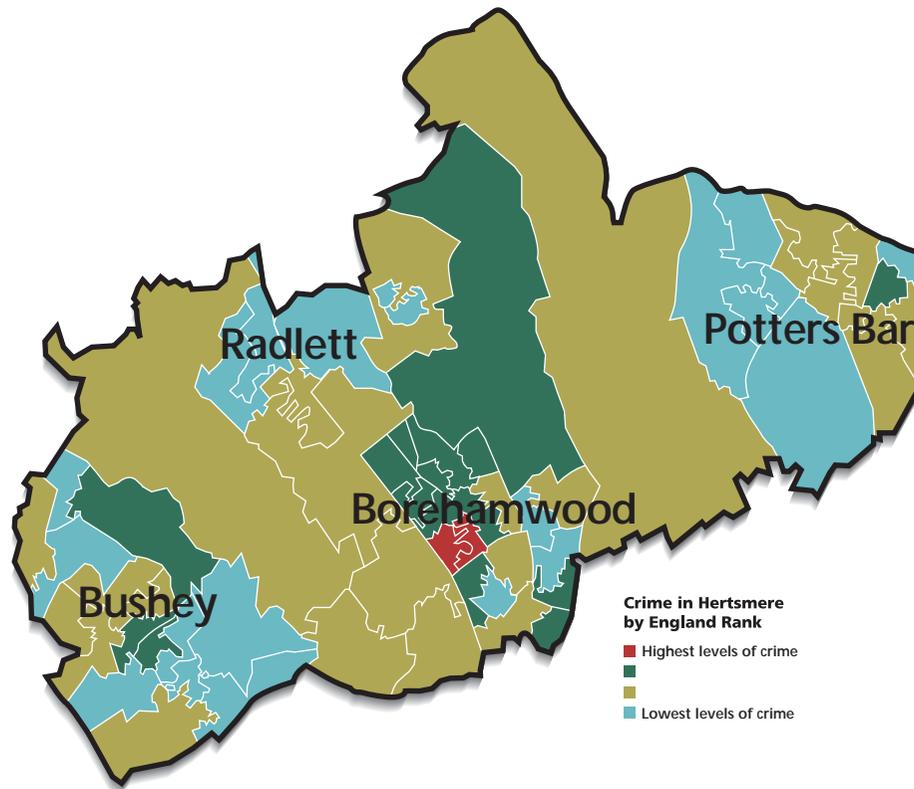
There has been a significant growth in the number of African and Afro-Caribbean residents in Borehamwood since 2001, originating from such countries as Kenya, Gambia and Jamaica. Bushey has also seen a significant increase in the ethnic make-up of the area, for example in 2005 Bushey Meads Secondary School reported that over 10% of its pupils use English as their second language.

### Deprivation

Hertsmere is a relatively affluent area with low unemployment, good levels of education and a low crime rate. However, there are a number of localised pockets of deprivation in areas across the Borough. The Index of Multiple Deprivation 2004 shows that part of Borehamwood Cowley Hill ward is in the top 25% of most deprived areas in the country and in the top 10% of most deprived areas in the Eastern region. There are also a number of other areas of deprivation including parts of Bushey North, Potters Bar Oakmere and Borehamwood Brookmeadow wards.



## Levels of crime and disorder in Hertsmere



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## Crime

Hertsmere is fortunate to experience relatively low levels of crime when compared to other areas nationally. However, community confidence and fear of crime remains a key issue in the Borough and the Council's main corporate priority is to lead the Crime and Disorder Reduction Partnership to help alleviate problems such as anti-social behaviour that impacts directly on community safety. A key focus of the strategy is to invest in schemes such as the Be There! Do It! programme and so provide diversionary activities which reduce incidences of anti-social behaviour and community disorder.

Despite being well below the national average for recorded crime, Hertsmere still has a small number of areas with high levels of crime. For example, two areas within the Borehamwood Brookmeadow ward are among the top 25% of most deprived areas in England and Wales in terms of the levels of crime and disorder.

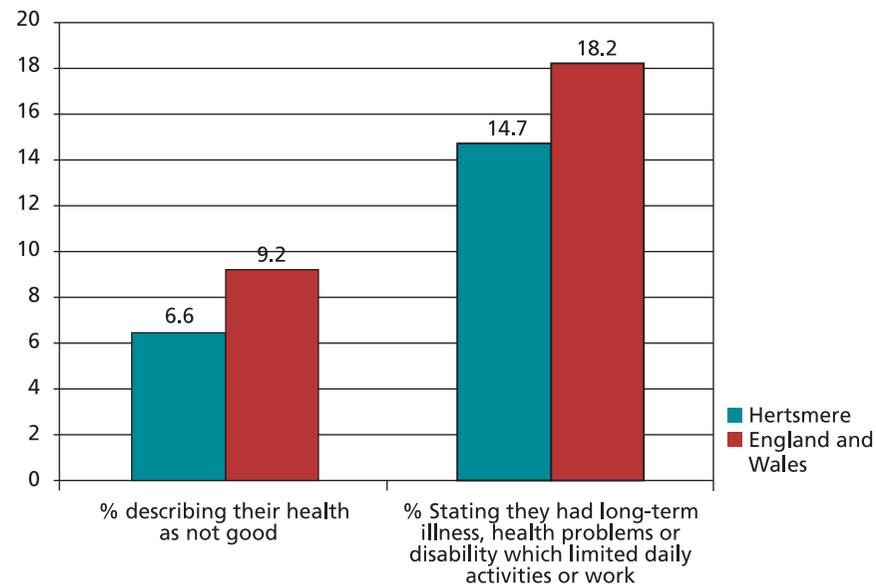
Hertsmere also has an above average level of vehicle crime in comparison to the rest of England and Wales and this makes up a large percentage of all crime committed in the Borough. Theft from a vehicle and theft of a vehicle accounted for 24% and 8% respectively of all crime committed in Hertsmere in 2003/04. The most common crime committed in Hertsmere in 2003/04 was criminal damage, which accounted for 33% of all crimes.

## Health

In general residents of Hertsmere are relatively healthy. The 2001 Census shows that for Hertsmere fewer people describe their health as 'not good' (6.6%) than the national average for England (9.2%). Also only 14.7% of people living in Hertsmere state they have had a long-term illness, health problem or disability which limited daily activities or work compared to the national average of 18.2% for England.

There are however differences in people's experiences of health across the Borough. For instance the percentage of people describing their health as 'good' varies from 65% in Borehamwood Cowley Hill ward to more than 80% in Aldenham East ward. Nearly one in five people in Borehamwood Cowley Hill ward state they have a long-term illness or health problem, which limits daily activities or work compared to less than one in 10 people in Aldenham East ward.

Percentage describing their health as not good and percentage with a long-term illness (Hertsmere and England and Wales)



Source: 2001 Census



# how we consulted

Cultural and leisure activities impact positively on all ages, cultures, religions and ethnic groups. This may be through playing sport, enjoying a walk in the local park, attending a local festival, going to the gym or even visiting the local theatre or museum. But what activities are important, what facilities need to be developed and how do we prioritise what needs to be done first? 'Keep Smiling' was developed after extensive consultation with a representative cross-section of the community, in a number of settings using a variety of methods. Hertsmere Borough Council has endeavoured to involve the whole community, actively engaging with key partners such as schools, sports clubs, friends groups, Hertsmere's Youth Network, the Local Strategic Partnership and Children's Trust Partnership. Here is a list of the variety of groups consulted and the methods used to gather information to help inform this strategy.

## Young people

- Pizza evening to gauge the views and aspirations of young people
- Be There! Do It! feedback questionnaire
- Viewpoint questionnaire for young people at Hertswood School.

## Sports and arts groups

- Cultural questionnaire distributed to local sports, arts, drama and parks groups
- Fifty Plus questionnaire.

## Local residents

- Stakeholder evenings for community organisations and local council members
- Independent residents tracking survey.

## Key messages from the consultation

Given the breadth of consultation and the large amount of information that was collected it was crucial to capture the key messages that were viewed as important to Hertsmere's residents and other key stakeholders. Below are the key themes and comments that arose.

1. The 'Be There! Do It!' initiative is viewed as successful by young people.
2. Young people want more things to do and more places to go.
3. Hertsmere Borough Council needs to improve its communication with residents and community organisations in promoting leisure and cultural activities.
4. Offer more affordable play schemes during school holidays throughout the year.
5. More attention to be focused on sports development and supporting local festivals.
6. To continue providing excellent park facilities and services across the Borough.
7. To continue to develop museum provision across Hertsmere and maximise opportunities to attract external funding.
8. To provide a diverse range of activities for elderly residents, particularly those from the most disadvantaged areas.



Physical activity improves the quality of life for all Hertsmere's residents.



All ages have an important role to play in sustaining and improving Hertsmere's environment.

***“Thanks for making our summer so fun and enjoyable”***

***“Saddle Up was brilliant, the staff were caring  
and the stables well kept”***



***“I really enjoy doing Vibe activities and discos,  
it stopped me getting bored!”***

***“There needs to be more open communication”***

***“More direct contact with  
officers”***

***“The Council should take an interest in local sports  
clubs, provide grants and promote activities”***



‘Keep Smiling’ is a living document that will be refreshed annually through ongoing consultation with relevant stakeholders. This will be facilitated through a range of forums including schools, sport clubs, Fifty Plus user group, friends groups and the Hertsmere Youth Network. Any additional views and ideas from local residents would also be welcome and details of how to contribute can be found on page 28.



Hertsmere play initiatives have children in a spin at a play scheme circus workshop.

# the way forward!

## “To work towards improving the quality of life for the people of Hertsmere in a spirit of partnership working”

The long-term vision for Hertsmere was agreed in 2006 with the launch of Hertsmere Together's Community Strategy. This document identified the most important issues facing Hertsmere through five clearly defined strategic objectives, of which 'Keep Smiling' contributes directly to four.

- Creating an even safer community for all
- Sustain improvements in the quality of Hertsmere's environment
- Continue to promote healthy living, leisure and cultural opportunities
- Encourage economic prosperity

Consequently 'Keep Smiling' will have a major role in supporting Hertsmere Together's vision of working towards improving the quality of life for the people of Hertsmere in a spirit of partnership working.

The improvement of the cultural infrastructure is a task that cannot be achieved solely by Hertsmere Borough Council. Instead, to make a real sustainable difference, strong partnerships with key community groups must be strengthened in order to ensure effective joined-up working. Between 2003 - 2006 Hertsmere's Local Strategic Partnership

was the key driving force behind this process and this has now been further improved with the formation of the area's first Children's Trust Partnership whose role is to specifically focus on coordinating and developing services for children and young people.

A vibrant cultural environment is a key ingredient in helping develop a strong local identity among residents. Hertsmere is blessed with a rich film and arts heritage, which provides a wonderful catalyst in helping bring different communities and cultures together. From a national perspective the evolving legislative framework of the new Children Act has helped join up the diverse range of children's services. This has already impacted positively within Hertsmere resulting in a more coordinated approach to achieving challenging targets such as expanding play provision, establishing children centres and developing the extended school programme. The strategy also links directly with the Hertsmere Local Plan and the new Local Development Framework. This provides excellent opportunities to secure improved facilities through the planning process and section 106 agreements. A recent example of this has been to secure funding to employ a sports officer via Arsenal Football Club through the development of a new indoor training area.

'Keep Smiling' is a strategy for the whole community and in addition to the excellent schemes associated with children and young people there is a strong focus on ensuring all residents have the opportunity to enjoy a wide range of leisure and cultural activities. The continued investment in the area's leisure centres will ensure that residents continue to enjoy an excellent environment to stay healthy and socialise with their friends and family. This is further strengthened by the Council's strong links with Bushey Golf and Country Club.

Hertsmere's rich film, television and artistic heritage is captured and celebrated through the area's museums in Borehamwood, Potters Bar and Bushey. These museums also offer potential opportunities to attract inward investment into the Borough, for example the proposed development of the Gate Studios Museum in Borehamwood. Our parks provide open space areas for families to enjoy high quality recreational and play opportunities and the Council's Fifty Plus scheme provides educational, social and physical activities for Hertsmere's elderly residents. 'Keep Smiling' offers the whole community a wide range of cultural and leisure opportunities over the next three years that will improve the quality of life across the whole of Hertsmere.

Pages 21-24 detail the key projects that 'Keep Smiling' will deliver in partnership with the local community.



Fun in the kitchen as part of 2006 Summer Be There! Do It! programme.

# strategic objectives

When producing the strategy the Council was keen to show that it is using its discretionary powers to provide cultural services in such a way that they help in achieving its wider corporate goals. To do this the following actions have been agreed which support the Council's Corporate Goals as set out in its Corporate Plan.

## CREATE AN EVEN SAFER COMMUNITY FOR ALL

Keep Smiling will contribute towards creating a even safer community for all by:

### ACTIONS

- Supporting the development of diversionary activities for young people by expanding the Be There! Do It! programme to cover additional school holiday and term time activities.
- Developing flood-lit facilities at the multi-use games area in Meadow Park, Borehamwood.
- Establishing a youth council network that covers the whole Borough.
- Supporting the extended schools initiatives across the Borough by coordinating the running of Hertsmere's Children's Trust Partnership.
- In conjunction with Hertsmere's Children's Trust Partnership facilitating the development of a Borough-wide children and young people's plan to improve services.

All of the actions shown above will, collectively, help to achieve the following

### OUTCOMES

- Reduction in the percentage of those people surveyed who consider teenagers hanging around on the street to be a big or fairly big problem in their local area.
- Improvement in community safety by reduction of the number of nuisance youth incidents during the school holidays.
- Increase public satisfaction in relation to the quality of services offered to children and young people.

# SUSTAIN IMPROVEMENTS IN THE QUALITY OF HERTSMERE'S ENVIRONMENT

Keep Smiling will contribute towards sustaining improvements in the quality of Hertsmere's environment by:

ACTIONS
<ul style="list-style-type: none"><li>• Developing a Borough-wide parks strategy and implementing the key actions by 2010. Key actions to include:<ul style="list-style-type: none"><li>- Upgrade the infrastructure of local parks, for example improving the lighting and entrance areas at Aberford Park.</li><li>- Upgrade the Japanese Gardens at Parkfield, Potters Bar.</li><li>- Achieve Green Flag status for Aberford Park in Borehamwood and the Rose Garden in Bushey as well as maintain accreditation for King George and Oakmere Parks.</li></ul></li><li>• Establishing a three-year pitch enhancement programme for the Borough's sports pitches.</li><li>• Establishing a three-year programme to refurbish sports pavilions in Hertsmere's parks.</li><li>• Hertsmere Leisure to implement its environment and energy policies to reduce overall energy consumption in Hertsmere's leisure facilities.</li><li>• Implementing the Watling Chase Greenways Strategy.</li></ul>
All of the actions shown above will, collectively, help to achieve the following OUTCOMES
<ul style="list-style-type: none"><li>• Increasing the percentage of parks accredited with the Green Flag Award.</li><li>• Increasing public satisfaction with parks and open spaces.</li><li>• Reduction of energy consumption in Hertsmere's leisure centres.</li><li>• Increase in the number of Greenways routes.</li></ul>

## CONTINUE TO PROMOTE HEALTHY LIVING, LEISURE AND CULTURAL OPPORTUNITIES

Keep Smiling will contribute towards promoting healthy living, leisure and cultural opportunities by:

<b>ACTIONS</b>
<ul style="list-style-type: none"> <li>• Increasing the range of advantages that the Hert Card offers.</li> <li>• Expanding the area's GP referral scheme at the Venue, Furzfield and Bushey Grove leisure centres.</li> <li>• Extending the Fifty Plus programme to deliver a range of recreational activities within sheltered accommodation premises in the Potters Bar area.</li> <li>• Undertaking community consultation of service and non-service users in order to develop and improve Hertsmere's Fifty Plus programme.</li> <li>• Developing a sustainable sports programme for the new multi-use games area at the Recreational ground site in Radlett in partnership with Aldenham Parish Council.</li> <li>• Support Hertsmere Leisure and Hertfordshire County Council to develop new Children's Centres across the Borough.</li> <li>• Developing a Borough-wide sports strategy to include the establishment of a Community Sports Network in partnership with Hertsmere's PE School Sports Partnership.</li> <li>• Developing a three-year play strategy that examines after-school play provision, school holiday schemes, children's centres and open access play provision.</li> <li>• Developing the Borough's entry into the Hertfordshire Youth Games on an annual basis between 2007 - 2010.</li> <li>• Encouraging further public art exhibitions across the Borough.</li> <li>• Seeking to promote and improve the existing public art trail.</li> <li>• Establishing a Heritage Forum for the Borough.</li> </ul>
<b>All of the actions shown above will, collectively, help to achieve the following OUTCOMES</b>
<ul style="list-style-type: none"> <li>• Increasing the number of 16 - 24 year olds participating in 30 minutes of moderate intensity exercise three times a week.</li> <li>• Increasing the number of 45+ year olds participating in 30 minutes moderate intensity exercise three times a week.</li> <li>• Increasing the percentage of children and young people living within walking distance of open access play provision.</li> <li>• Increasing the number of young people and adults who are in receipt of social benefit(s) who use Hertsmere's leisure centres.</li> </ul>

## ENCOURAGE ECONOMIC PROSPERITY AND LIFELONG LEARNING

Keep Smiling will contribute towards encouraging economic prosperity by:

### ACTIONS

- The development of a museums strategy to continue to maximise the educational and economic potential of Hertsmere's museums.
- Securing the long-term management arrangements for Hertsmere's leisure facilities.
- Supporting Bushey Museum to access Heritage Lottery funding to restore an air raid shelter at Bushey Museum and Art Gallery and visitor centre at Reveley Lodge.
- Renovating the Rose Garden in Bushey.
- Securing the long-term future of Elstree Film Studios continuing to maintain the rich film and television heritage of the Borough.
- Developing a new community theatre at Hertswood School, Borehamwood.
- Establishing of a Heritage Forum and Community Sports Network to increase the awareness of Hertsmere Borough Council's Community Grants Scheme.
- Working in partnership with the Hertsmere Youth Network and School's Forum to develop the Community Sports Leaders Programme across the Borough.
- Supporting the development of a new-multi use community facility in Borehamwood.
- Supporting and contributing towards the position of a county-wide Olympic coordinator.

All of the actions shown above will, collectively, help to achieve the following

### OUTCOMES

- Enhanced education and visitor facilities at Bushey Museum and Art Gallery and Reveley Lodge.
- Increase in the number of local clubs/organisations who receive financial support from the Council's Community Grants Award scheme.
- Attract external funding into the Borough in order to improve the quality of cultural/leisure facilities.

# delivering the strategy

Launched in 2003, 'Smile,' the first Cultural and Leisure Strategy for Hertsmere, demonstrated the importance of collaborative working with a wide range of community partners in order to develop high quality services and facilities. The wide range of challenging initiatives detailed within this new strategy will only be achieved by continuing this philosophy of building strong partnerships and working collectively to deliver services in a strategic manner.

Despite strong partnerships and the clear vision that 'Keep Smiling' provides, the delivery of over 30 different initiatives requires considerable time and resources. To address this challenge a 'Cultural Services Management Forum' consisting of representatives from parks and open spaces, leisure centres and community services has been set up. This forum will designate lead officers to oversee and manage the wide range of programmes and schemes detailed within the strategy. Each officer will have responsibility to deliver a

service plan, which will consist of a portfolio of projects that have to be delivered within a clearly defined timetable. Underpinning each of these service plans is a wide range of partners who will support the initiatives in a variety of different ways. There will be an annual review of actions and outcomes facilitated by the Cultural Services Management Forum.



The new skate park at Aberford Park, Borehamwood has been a huge success with young people.



Special parks design awards presented by the Mayor and the Mayoress of Hertsmere.



Environmental initiatives with local schools organised by Hertsmere Borough Council.



Bushey Museum delivering an extensive range of exhibitions that celebrates the artistic heritage of Hertsmere.

# conclusion

'Keep Smiling' offers the community a wide range of fun and enjoyable recreational activities and initiatives, which undoubtedly will improve the quality of life for local people. Its aims and objectives are diverse and challenging but not impossible to achieve as long as the Council continues to build on the excellent partnerships it has already established with key community groups.

This strategy not only raises expectations with its exciting range of programmes and potential new facilities but it also addresses the need to increase participation, particularly among the hard-to-reach groups who may not take advantage of Hertsmere's wonderful facilities and activities. People from our most disadvantaged communities have proven difficult to attract and this strategy places a strong emphasis on changing this trend by developing more

effective communication networks involving hard-to-reach groups directly in the planning of activities and working within a more coordinated framework with key partners.

'Keep Smiling' is for the whole community, from our youngest members through our extensive play programme, to our elder residents, with the diverse and dynamic Fifty Plus scheme. In between we have fantastic museums, superb and still-improving leisure facilities, wonderful parks and the popular Be There! Do It! programme offering an extensive range of activities for young people and families. There is much to be proud of and lots of work still to be done, but when completed, 'Keep Smiling' will have made a major contribution in improving the quality of life for everyone in Hertsmere.

# how to comment

## How to comment on this document

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Sports and Cultural Services Manager  
Hertsmere Borough Council  
Community Services  
Civic Offices  
Elstree Way  
Herts  
WD6 1WA

OR

By emailing  
[community.services@hertsmere.gov.uk](mailto:community.services@hertsmere.gov.uk)

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اگر آپ کو یہ (معلومات) حاصل کرنے میں کوئی دشواری ہے، یا اسے سمجھنے میں مشکل ہے، تو براہ کرم ہمیں مطلع کریں۔ ہم اسے بڑے فونٹ، بریل اور آڈیو ٹیپ میں فراہم کرنے کی کوشش کریں گے۔  
اگر آپ کو اسے سمجھنے میں کوئی دشواری ہے، تو براہ کرم ہمیں اطلاع دیں۔ ہم اسے بڑے فونٹ، بریل اور آڈیو ٹیپ میں فراہم کرنے کی کوشش کریں گے۔  
020 8207 2277 پر ہمیں اطلاع دیں۔ ہم اسے بڑے فونٹ، بریل اور آڈیو ٹیپ میں فراہم کرنے کی کوشش کریں گے۔  
اگر آپ کو اسے سمجھنے میں کوئی دشواری ہے، تو براہ کرم ہمیں اطلاع دیں۔ ہم اسے بڑے فونٹ، بریل اور آڈیو ٹیپ میں فراہم کرنے کی کوشش کریں گے۔

इंग्लिश बनि आपनार मातृभाषा ना हय एवंग सेइ कारणे यदि आपनार এই लेखाटि बुबते वा एर विषये केन मञ्ज्य करते अन्विधा ह्य, ताहले दया करे काउन्सिलेर करपोरेट कमिउनिकेशन टीमर सके 020 8207 2277 नबरे टेलिकोन करे बोधावोग करबेल। आमरा आपनाके साहाय्य करबार जन्य ब्थासाथ्य देछी करब। अनुरोध करले এই लेखाटि बड ह्यके, ब्रेइले एवंग अडिओ-टैपेओ पाओरा बाबे। आपनि ठिक वे जाबे लेखाटि चाहिलेन सेइजाबे एटिके प्रश्नत करे आपनानेर सेवार जन्य आमानेर दया करे यथेष्ट समय सेबेन।

ନିମନ ବ୍ରହ୍ମାଣ୍ଡ ଡିଭି ଇମଡ଼ାଏର ଡୁ ସବହଟ ଶିଠ ନା ଡିମ ଡେ ଡିପଣି ବରତ ଶିଠ ଡବଣିଚ ଠଡ଼ି ବିପ୍ଳିବି ଅଗୁଣ୍ଡା ବ୍ରହ୍ମାଣ୍ଡି ପାଠିକି ବ୍ରାମା ଠରୀ ଠି, ବ୍ରା ବିରମା ବରବେ ବାପ୍ଟିମିଲ ଡି ବାଉରିଟ ସୁସନା ଇଡ଼ ଡୁ 0208 207 2277 ଡି ମିରବ ବଡ଼ ଅଡ଼ି ଆମି ମନଦ ବରତ ଡ଼ଣି ଆପଣି ପୁରୀ ବୈମିମ ବରଣି। ଠିବିଡ଼ତ ବରତ ଡି ଡିଭି ଇମଡ଼ାଏର ଡିଠି ପ୍ରିଡ଼, ସୁଡ଼ ଅଡ଼ି ଆଡ଼ିଡ଼ି-ଡିମ ଶିଠ ଡି ପିମ ବାଡ଼ା ନା ସରଦା ଠି। ବିରମା ବରବେ ମିନି ଠାଡ଼ି ପୁତ୍ର ଶିଠ ଇମଡ଼ାଏର ଡୁ ପ୍ରିମଡ଼ାଏର ବରବ୍ରହ୍ମାଣ୍ଡ ଡ଼ଣି ପରଦାପତ ମମେ ଡିଡ଼ି।

如果英文不是你的母语，你不明白这份傳單的內容，或你想以中文表達你的見，請致電02082072277聯絡公關組。我們會盡力協助。這份傳單另有大寫，凸字和錄音帶版本提供給有需要人仕。但因預備需時，如有需要盡早跟我們聯絡。

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