

Cambridge City Council

Arts, Sport & Public Places - Portfolio Plan 2013-14

Portfolio Holder: Councillor Rod Cantrill

Lead Officer: Debbie Kaye

Email address: debbie.kaye@cambridge.gov.uk

Phone number: 01223 458633

Introduction

The Arts, Sport & Public Places portfolio is responsible for the management of parks, streets and open spaces, and a broad range of cultural arts and sporting provision.

The portfolio has three strategic objectives:

- § To enable all City residents to have the opportunity to influence, access and benefit from arts, sports and public places and in particular, to increase our focus on the delivery of growth related services to existing and new communities across the City
- § To maintain and enhance the City's reputation and identity through provision of well-managed public places and high-quality, accessible arts and sports activities
- § To protect the environment and tackle the causes and consequences of climate change

And an additional corporate objective:

- § To ensure that projects within the City Council's Capital & Revenue Projects Plan are prioritised and delivered in a cost effective and timely manner

The following vision statements are applicable to the Arts, Sport & Public Spaces portfolio

- § A City which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community
- § A City which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts, with generous urban open spaces and well designed buildings
- § A City in the forefront of low carbon living and minimising its impact on the environment from waste and pollution

Strategic Objectives 2013-2014

Vision Statement 1:	A City which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community
Strategic Objective 1:	Enable all City residents to have the opportunity to influence, access and benefit from arts, sports and public places, and in particular, to increase our focus on the delivery of growth related services to existing and new communities across the City
By March 2014 we will have:	<p>AS&PP 1.1 Put in place mechanisms to encourage and support more local groups to apply for Area Committee funding</p> <p>AS&PP 1.2 Implemented Year 1 of the 3-year business plan for the Guildhall and Corn Exchange including undertaking essential improvements and marketing activity.</p> <p>AS&PP 1.3 Awarded a new 7 year leisure management contract</p> <p>AS&PP 1.4 Encouraged a more strategic use of open space for events; organised activity to celebrate 150th Anniversary of the Football Association and 400th Anniversary of Parkers Piece</p> <p>AS&PP 1.5 Identified and implemented methods for increasing participation by under-represented groups and people with protected characteristics</p> <p>AS&PP 1.6 Developed the role of the Cambridge Arts Network to better coordinate and promote the city's arts and cultural offer and improve networking and support for arts providers and practitioners</p> <p>AS&PP 1.7 Produced new 5-year plans for Sports Development, Open Space and Play.</p> <p>AS&PP 1.8 Introduced new allotment sites and community orchards</p> <p>AS&PP 1.9 Delivered developer contribution-funded Public Art projects as prioritised by Area and Scrutiny Committees.</p> <p>AS&PP 1.10 Made improvements to open space, sport & recreation provision by delivering 3 new developer contribution-funded projects for each part of the City as approved by Area Committees.</p>

	<p>AS&PP 1.11 Continued to work with all parties to explore proposals for a community stadium for Cambridge.</p> <p>AS&PP 1.12 Implemented plans to support new communities living in major growth areas – through arts, events, sport and public open space provision</p> <p>AS&PP 1.13 Undertaken a facilities audit and needs analysis of creative workspace and identified a process for addressing arts needs within the new Local Plan</p>
Lead Officer:	<p>Debbie Kaye, Head of Arts & Recreation (1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.10, 1.11, 1.12, 1.13)</p> <p>Toni Ainley, Head of Streets & Open Spaces (1.4, 1.5, 1.7, 1.8, 1.9, 1.10, 1.12)</p>
Performance Measures:	<p>AS&PP 1.1 Percentage take up of grant funding devolved to area committees</p> <p>AS&PP 1.2 Whether Year 1 actions in the Guildhall and Corn Exchange Business Plan have been delivered</p> <p>AS&PP 1.3 A new contract is in place for 30th September 2013. Increased resident satisfaction with management of services via Citizens' Survey/Place Survey</p> <p>AS&PP 1.4 Number and size of permitted events included in the Event Management Framework</p> <p>AS&PP 1.5 Increase in attendance at events and venues by people with protected characteristics, measured through indicators included in Leisure Management Performance Framework (quarterly) and Sport England Benchmarking Survey (minimum 3 surveys in first 7 years of contract)</p> <p>AS&PP 1.6 Established and achieved number of Cambridge Arts Network activities</p> <p>AS&PP 1.8 Increased number of allotment plots and community orchards</p> <p>AS&PP 1.9 Whether developer contribution-funded Public Art projects are delivered within timescales (as stated in the Capital Plan and Developer Contribution Programme Management)</p> <p>AS&PP 1.12 Whether plans to support new communities have been developed and implemented and arts/events/public open space provision meets the needs of new communities</p>

	AS&PP 1.13 Whether the arts facilities audit and needs analysis has been completed
Delivery Risks:	AS&PP 1.1, 1.2, 1.4, 1.8 Subject to availability of bids/resources AS&PP 1.4 Subject to discussion with the Football Association and Cambs FA AS&PP 1.11 Subject to lead by developers, football/sports clubs and other potential stakeholders AS&PP 1.3 Potential transfer/handover process to a new leisure management contractor

Vision Statement 2:	A City which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings
Strategic Objective 2:	Maintain and enhance the City's reputation and identity through provision of well-managed public places and high-quality, accessible arts and sports activities
By March 2014 we will have:	AS&PP 2.1 Reviewed and updated licensing arrangements for activities on parks and open spaces AS&PP 2.2 Introduced a revised Tree Management Protocol which aligns with devolved decision making to Area Committees AS&PP 2.3 Reviewed the quality and quantity of benches, recycling/litter and dog waste bins and improve as required AS&PP 2.4 Undertaken a review of riverbank management AS&PP 2.5 Explored options for renovation or rebuilding of Rouse Ball Pavilion on Jesus Green AS&PP 2.6 Worked with stakeholders to develop a management plan for Coldham's Common AS&PP 2.7 Plan and coordinate multi agency arrangements for the Tour de France: Grand Depart third leg start from Cambridge to London on 7 July 2014.
Lead Officer:	Toni Ainley, Head of Streets & Open Spaces (2.1-2.6) Debbie Kaye, Head of Arts & Recreation (2.7)

Performance Measures:	<p>AS&PP 2.1 Whether new premises licence arrangements are in place</p> <p>AS&PP 2.1, 2.2, 2.3, 2.4, 2.5, 2.6 Increased resident satisfaction with management of public places, as measured through Citizens' Survey/Place Survey</p> <p>AS&PP 2.3 Numbers of bins on open spaces increased with higher levels of recycling</p> <p>AS&PP 2.5 Whether work to explore options has concluded</p> <p>AS&PP 2.6 Commencement of the broader management plan, including grazing, on the open space</p> <p>AS&PP 2.7 Planning work progresses in accordance with project plan</p>
Delivery Risks	<p>AS&PP 2.3, 2.5 Availability of resources to undertake improvements</p> <p>AS&PP 2.2 Localised decisions about trees affect wider district needs</p>
Strategic Objective 3:	To ensure that projects within the City Council's Capital & Revenue Projects Plan are prioritised and delivered in a cost effective and timely manner
By March 2014 we will have:	<p>AS&PP 3.1 Delivered prioritised schemes in relation to Council and Area Committee objectives</p> <p>AS&PP 3.2 Produced management plans for every approved project, including timetables for delivery</p> <p>AS&PP 3.3 An in-house management approach that oversees delivery of designated projects</p> <p>AS&PP 3.4 Monitoring mechanisms in place for scrutinising and reporting progress of the Council's Capital & Revenue Projects Plan, including revised budget forecasts</p>
Lead Officer:	David Horspool, Director of Resources (3.1-3.4)
Performance Measures:	<p>AS&PP 3.2 & 3.4 Quarterly review of Capital & Revenue Projects Plan against budget and original completion date</p> <p>AS&PP 3.1 & 3.3 Delivery of Schemes against Area Committee aspirations</p> <p>AS&PP 3.4 No avoidable capital rephasing at year end</p>

Delivery Risks	<p>Availability of project delivery skills</p> <p>Small schemes requiring a disproportionate staff input</p> <p>Over optimistic delivery dates leading to budget rephasing</p> <p>Reliance on third parties e.g. property ownership/external or partnership funding</p>
-----------------------	---

Vision Statement 3:	A City in the forefront of low carbon living and minimising its impact on the environment from waste and pollution
Strategic Objective 4:	Protect the environment and tackle the causes and consequences of climate change
By March 2014 we will have:	<p>AS&PP 4.1 Identified opportunities to improve biodiversity, sustainability and waste management on our parks and open spaces open spaces and mitigate against surface water flooding by retro-fitting drainage solutions</p> <p>AS&PP 4.2 Implemented measures to improve waste management and energy efficiency measures in leisure facilities</p> <p>AS&PP 4.3 Supported corporate engagement with proposals for a community district heating/combined heat & power scheme</p> <p>AS&PP 4.4 Reviewed environmental control within outdoor events and set new improvement targets</p>
Lead Officer:	<p>Debbie Kaye, Head of Arts & Recreation (4.2, 4.3, 4.4)</p> <p>Toni Ainley, Head of Streets & Open Spaces (4.1, 4.4)</p>
Performance Measures:	<p>AS&PP 4.1 Whether a list of projects to improve open spaces and mitigate against surface water flooding has been identified, consulted upon and approved</p> <p>AS&PP 4.2 Whether a list of measures has been agreed and estimated energy savings identified</p> <p>AS&PP 4.3 Input to outcomes/options appraisal to any potential scheme</p>

	AS&PP 4.4 Whether improvement targets for outdoor events have been agreed and met
Delivery Risks	AS&PP 4.2 Feasibility and affordability – cost benefit analysis AS&PP 4.4 Viability of district heating scheme – in addition, option to go proceed with scheme but decide not to include leisure facilities

Performance measures

This plan identifies a high level approach to performance management. Detailed targets will be developed on this basis in service operational plans.

Background Information:

Arts Strategy 2011-2014 (Cambridge City Council)

<http://www.cambridge.gov.uk/ccm/content/leisure-and-entertainment/arts-strategy.en>

Taking Part Survey, Q3 March 2012 (Arts Council England)

http://www.culture.gov.uk/images/research/TakingPart_2011-12_Q3_StatisticalRelease.pdf

Sports Strategy 2009-2013 (Cambridge City Council)

<http://www.cambridge.gov.uk/public/docs/Sports%20Strategy%202009-13.pdf>

Local Sport Profile Tool, February 2012 (Sport England)

http://www.sportengland.org/support_advice/local_government/local_sport_profiles.aspx

Leisure Management Contract 2013-20, 5.10.2012 Scrutiny report

Leisure Management - Performance Management Framework – 2012

District Heating Scheme

<http://www.cambridge.gov.uk/democracy/documents/s13859/Strategy%20and%20Resources%20Report%20-%20DHS%20-%20Oct%202012%20final.pdf>