

Cambridge City Council

Public Places Portfolio Plan 2014 - 2015

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[Version control:](#)

Introduction

This Portfolio Plan details the strategic direction for a broad range of services which includes the management and maintenance of Parks, Public Realm, Open Spaces, Street Cleansing, Grounds, Building Cleaning, Tourism, City Centre and Bereavement Services.

All of the services that fall within this portfolio plan are generally highly valued by its residents, businesses and visitors and provide part of the fabric of Cambridge City Life. However like all public services they face the challenge of delivery whilst contending with the changing environment, increasing financial constraints and service demands.

This portfolio plan is being developed at a time of major change in local government. As a Council we will need to be more creative in using the resources available and give priority to tackling the underlying issues that could prevent the problems which drive demand for some of our services. We will need to be more focussed and clearer about what outcomes we can achieve with the budgets available.

Streets and Open Spaces will be carrying out a comprehensive review of its service areas (Operations, Project Delivery and Asset Management). It will look internally which will involve challenging our traditional delivery methods, management and monitoring, roles and responsibilities, process and procedures and externally looking at joint or shared services and investigating those that may be able to be delivered by external partners.

Adopting this pragmatic approach will ensure that services will be delivered more effectively or economically or can provide greater operational resilience. However, we will ensure that we are clear about the impact that changes may have on our communities and residents before making them.

The following service Portfolios will contribute to the achievement of this plan's objectives:

- Public Spaces
- Customer Services and Resources
- Planning and Climate Change
- Community Wellbeing

The Council has a clear vision for the future of our city, a vision which we share with Cambridge citizens and with partner organisations. The most relevant to this portfolio are as follows;

Cambridge - where people matter

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives

Cambridge - a good place to live, learn and work

- 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

Cambridge - caring for the planet

- A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution

Strategic Objectives 2014 – 2015

<p>Vision Statement :</p>	<ul style="list-style-type: none"> • A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives • A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing • A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution • 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
<p>Strategic Objective 1:</p>	<p>To deliver new open space provision in growth areas and to improve and maintain existing open spaces</p>
<p>By March 2015 we will have:</p>	<p>1.1 Adopted and maintained best practice for engaging with local people and community groups so that they are involved in decision making in respect of improving open space and its future management</p> <p>1.2 Made improvements to Open Space, Sports & Recreation provision by utilising developer contributions for such schemes as; Jesus Green Drainage; Coleridge Recreation Ground; Abbey, Coleridge and King’s Hedges splash pads</p> <p>1.3 Given specialist advice to aid the planned urban expansion and growth of the City in respect of the built and natural environment</p> <p>1.4 Created opportunities for volunteering at local nature reserves</p>

Lead Officer:	<p>Adrian Ash - Interim Head of Streets & Open Space (1.1 -1.4) Debbie Kaye - Head of Arts & Recreation Joint HoAR & HoSOS (1.1, 1.2) Patsy Dell - Head of Planning Joint HoP & HoSOS (1.3)</p>
Performance Measures:	<p>1.1 Individual and community group responses to consultation and attendance at meetings which provide positive outcomes 1.2 Regular monthly review of developer contribution spend in line with project profiles and timescales along with completion of projects 1.3 Commented and assisted with guidance on planning applications in relation to land to be transferred to the City Council and ensuring that new open spaces are delivered on time and to required standards following effective consultation 1.4 Increased number of individuals and groups in volunteering at local nature reserves</p>
Delivery Risks:	<p>1.1 Lack of individual and community engagement 1.2 Delays due to complexity and external influences 1.3 Agreement between conflicting groups / opinion / timescales 1.4 Lack of and community participation</p>

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Strategic Objective 2:	<p>To review the policy framework to preserve the amenity value of our open spaces whilst ensuring these spaces are available for a diverse range of uses</p>
By March 2015 we will have:	<p>2.1 Developed and adopted a Tree Strategy in consultation with key stakeholders that set out the Council’s overarching policy for trees within the City and how they will benefit future generations</p> <p>2.2 Ensure a completed Coldhams Common Management Plan is achieved by reviewing progress through regular team meetings</p> <p>2.3 Published Moorings Policy</p> <p>2.4 Published Parks Management Plan for 2015 – 2020</p>
Lead Officer:	<p>Adrian Ash - Interim Head of Streets & Open Space</p>

Performance Measures:	<p>2.1 Published a Tree Strategy setting out the Council’s overarching policy for trees within the City by 31st October 2014</p> <p>2.2 Completed a Management Plan for Coldhams Common by 31st March 2015</p> <p>2.3 Completed a review and published a Moorings Policy by 31st December 2014</p> <p>2.4 Reviewed and produced Parks Management Plan 2015 – 2020 by 31st December 2014</p>
Delivery Risks	2.1 – 2.4 Timescale / Consultation / Decision making / Resource

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Strategic Objective 3:	Implementation of the new 6 year programme to improve local centres and the delivery of other schemes in the capital programme
By March 2015 we will have:	<p>3.1 Carried out a feasibility study for a scheme for Mitcham’s Corner</p> <p>3.2 Identified subsequent schemes following an audit of Local Centres</p> <p>3.3 Delivered a programme of prioritised Capital projects in relation to Council and Area Committee objectives</p>
Lead Officer:	Adrian Ash – Interim Head of Streets and Open Spaces
Performance Measures:	<p>3.1 Progress of project to implementation of works In year 2</p> <p>3.2 Implementation of Audit outcomes of Local Centres</p>

	3.3 Regular monthly management and monitoring against project progress, budget expectation and ultimate outturn
Delivery Risks	3.1 / 3.2 Availability of sufficient project delivery expertise and knowledge 3.3 Sufficient understanding of timescales involved for consents / authorities / Permissions

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Strategic Objective 4:	<p>To investigate alternative sustainable models for delivering tourism and to develop and deliver a new market improvement plan to increase footfall to the Market.</p>
By March 2015 we will have:	<p>4.1 Developed an alternative sustainable tourism model, which will reduce the cost of tourism to the Council, whilst increasing visitor dwell time and minimising any detrimental impact on the city centre environment</p> <p>4.2 Achieved, developed and delivered a markets improvement plan</p> <p>4.3 Delivered four (4) themed annual promotions for Cambridge markets</p> <p>4.4 Increasing average market occupancy and market footfall</p>
Lead Officer:	<p>Emma Thornton Head of Tourism & City Centre Management</p>
Performance Measures:	<p>4.1 Alternative tourism model adopted by 31st March 2015</p> <p>4.2 Delivery and implementation of market improvement plan by 31st March 2015</p> <p>4.3 On-going quarterly review of the number of planned themed promotions</p> <p>4.4 Average market occupancy of 96% by 31st March 2015</p>

Delivery Risks	4.1 / 4.2 / 4.4 Downturn in market offer 4.3 Availability of sufficient project delivery skills

Performance Measure

This Plan identifies a high level approach to performance management and more detailed targets will be developed on this basis in the Operation Plan.