

Cambridge City Council

TEMPLATE

## City Centre & Public Places Portfolio Plan *2015-16*

Portfolio Holder: **Councillor Carina O'Reilly**

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<b>Vision Statement 1:</b>	An entrepreneurial city with a thriving local economy, in which businesses are assisted to build on their global and national pre-eminence in learning, discovery and production, and develop a full range of local employment and skills development, while also recognising and delivering on their social responsibilities.
<b>Strategic Objective 1:</b>	To consolidate the market position of the council's bereavement services.
<b>By March 2016 we will have:</b>	1.1 - Completed a restructure of the bereavement service to accommodate a more commercial approach and delivered the required level of budgeted savings 1.2 - Prepared a Bereavement Services Business Plan for the period 2016-2019
<b>Lead Officer:</b>	Paul Necus/Tracy Lawrence
<b>Performance Measures:</b>	<ul style="list-style-type: none"> <li>• Produced a business plan for the service</li> <li>• Commenced delivery of an investment programme for the buildings and grounds of the Bereavement services sites</li> <li>• Achieved savings of £105k in 2015-16 from burials, cremations and commemorations compared to the same period in 2014-15</li> </ul>
<b>Delivery Risks:</b>	<ul style="list-style-type: none"> <li>• Increased market competition</li> </ul>

<b>Vision Statement 2:</b>	<p>A city where ‘town’ and ‘gown’ combine, and where mutual understanding and partnerships are developed through joint working, community initiatives and volunteering</p> <p>An entrepreneurial city with a thriving local economy, in which businesses are assisted to build on their global and national pre-eminence in learning, discovery and production, and develop a full range of local employment and skills development, while also recognising and delivering on their social responsibilities,</p>
<b>Strategic Objective 2:</b>	To develop a sustainable model for the future delivery of tourism for Cambridge and the surrounding area.
<b>By March 2016 we will have:</b>	2.1 - Developed a Destination Management Organisation (DMO), which will be a business led partnership, in line with best practise nationally and government recommendations
<b>Lead Officer:</b>	Emma Thornton
<b>Performance Measures:</b>	<ul style="list-style-type: none"> <li>• Significant “buy in” secured from external partners to include the universities, accommodation providers, retail and service sectors, attractions and other destinations in the Beyond Cambridge<sup>1</sup> area.</li> <li>• Increased income from membership fees and other revenue of between 5-20%.</li> <li>• DMO organisation set up and launched by January 2016.</li> </ul>
<b>Delivery Risks:</b>	<ul style="list-style-type: none"> <li>• Lack of “Buy in” from external partners</li> <li>• Unable to secure income levels as projected in outline business case for Year 1</li> </ul>

<sup>1</sup> Initially likely to include South Cambs, Hunts, Fenland, East Cambs and West Suffolk, but it is quite possible that its reach could extend beyond these areas

<b>Vision Statement 3:</b>	A city which draws inspiration from its unique qualities and environment and its iconic historic centre, and retains its sense of place across the city through positive planning, generous urban open spaces and well-designed buildings, and by providing quality council services.
<b>Strategic Objective 3:</b>	To transform the delivery of the Council's public realm (Streets and Open Spaces (S&OS)) operational and developmental services in accordance with the corporate Transformation Programme
<b>By March 2016 we will have:</b>	<p>3.1 - Evaluated the initial Streets and Open Spaces (S&amp;OS) service review structure implemented in April 2014 and made recommended refinements</p> <p>3.2 - Completed a wider comprehensive review of S&amp;OS services, including identifying alternative delivery models, reducing bureaucracy/ streamlining systems, maximising use of assets and being more entrepreneurial/ increasing income</p> <p>3.3 - Completed the production of a public tree strategy, which sets out the Council's policies for the management of the city's tree stock</p> <p>3.4 - Completed a review of the Council's moorings policy, including service provision and associated fees and charges</p>
<b>Lead Officer:</b>	Joel Carré (3.1, 3.2) Development Manager (3.3, 3.4) – new post, subject to outcome of S&OS initial service review
<b>Performance Measures:</b>	<ul style="list-style-type: none"> <li>• Initial review evaluation report completed and recommendations implemented</li> <li>• S&amp;OS transformational plan approved for consultation</li> </ul>

	<ul style="list-style-type: none"> <li>• Tree strategy adopted, which sets out effective policies for managing the city's tree stock</li> <li>• Moorings policy adopted, which sets out measures for effectively managing moorings</li> </ul>
<b>Delivery Risks</b>	<ul style="list-style-type: none"> <li>• Being able to clearly define agreed scope of wider comprehensive service review</li> <li>• Management capacity to lead wider service review process, while also managing and supporting establishment of new service structure in first year of operation</li> </ul>

<b>Vision Statement 4:</b>	A city where all citizens and organisations appreciate their duties as well as their rights, where people are free to enjoy themselves but also show consideration for others, and where the community works together to reduce harm and nuisance including by education and, where needed, robust enforcement of the law.
<b>Strategic Objective 4:</b>	<p>To support community engagement and action to help with the maintenance, development and management of a high quality public realm environment across the city</p> <p>To develop a clear policy statement that sets out the Council's commitment to maximise accessibility in the city centre and develop an action plan to take forward some of the key recommendations from the City Centre Access study,</p>
<b>By March 2016 we will have:</b>	<p>4.1 - Piloted development of a Cambridge civic pride campaign, engaging community groups and individual volunteers in looking after their local environment, including Friends Groups, 'Rivercare' and community litter picks</p> <p>4.2 - Completed a review of Parks' Friends Groups and produced a plan setting out how</p>

	<p>the Council will work with such groups</p> <p>4.3 - Produced a public realm volunteering policy which provides a consistent framework for the effective recruitment and management of volunteers</p> <p>4.4 - Developed a city centre accessibility statement and supporting action plan</p>
<b>Lead Officer:</b>	<p>Wendy Young (4.1, 4.2)</p> <p>Joel Carré (4.3)</p>
<b>Performance Measures:</b>	<ul style="list-style-type: none"> <li>• Increased engagement of community groups and individual volunteers in looking after their local environment, as evidenced through evaluation of the Cambridge civic pride campaign pilot</li> <li>• Friends group support plan adopted, resulting in mutually beneficial and constructive working relationship</li> <li>• Public realm volunteering policy adopted</li> <li>• Volunteer hours supporting the city's public realm (use as baseline figure for target setting in subsequent years)</li> <li>• City centre accessibility statement and action plan adopted</li> </ul>
<b>Delivery Risks</b>	<ul style="list-style-type: none"> <li>• Civic pride campaign pilot is dependent on attracting sufficient support and engagement from local community</li> </ul>