

Cambridge City Council

Arts Strategy 2011-2014

November 2010

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Introduction

“The next three years will be a very exciting time for Cambridge.

It will see the Olympics arrive in the UK and give us the opportunity to greet the world on our doorstep. The city will grow and expand, welcoming new communities and new opportunities to improve our neighbourhoods.

The arts play a crucial role in the life and reputation of our city and its people. Their contribution makes Cambridge unique and dynamic and a great place to live, work and visit.

The arts inspire us and lead us to a deeper engagement with each other and the world we live in. They are not the icing on the cake of a community; they are one of the critical ingredients that binds it together.

I am proud to introduce this new visionary Arts Strategy for Cambridge City Council which outlines its commitment to adding that ingredient to our community so that everyone can experience the benefits of the arts.”

Rod Cantrill, Executive Councillor for Arts & Recreation

Summary

Cambridge is a unique and dynamic city and its arts and culture are a fundamental part of that dynamism.

People feel happy when they feel part of a community and are proud of where they live and work. The arts provide experiences that bring people together and inspire them. Without them Cambridge would be a less desirable place to live, work and visit.

Our vision is for Cambridge to thrive as a dynamic city where diverse local communities enjoy a good quality of life with access to cultural activities within a thriving, innovative knowledge-based economy.

The arts, in all their forms, are a powerful tool for helping Cambridge City Council to achieve this vision and enhance the quality of people's lives.

These are challenging times for everyone. Economic recession has resulted in a need for the Council to make reductions to its budget in the region of £6 million over the next four years whilst recognising that the city will grow significantly during this time.

We believe that everyone should benefit from the value of the arts and Cambridge City Council is committed to ensuring that support for the arts is maintained & developed. We will achieve this by exploring new ways of working and making the best use of the resources available.

Priorities 2011-2014

Cambridge City Council has identified four clear priority areas:

1) Access to art for all

Ensuring equality of access for all city users & residents to a broad range of high quality provision that provides excellent value for money through innovative & efficient ways of working.

2) Engage and enable local communities

Involving local people in decision-making and responding to local needs to engage communities in using the arts to shape their neighbourhoods and the broader city.

3) Enhance the city's reputation & identity

Focusing on innovation & excellence in using the arts to re-invigorate the public realm & create a sense of place.

4) Protect the environment

Improving local environmental quality, biodiversity and sustainability; and to reduce, mitigate and manage the carbon consequences of arts activities.

The Ripple Effect

Cambridge City Council has a key influential role in the arts in Cambridge. The ripples of that influence extend beyond its own direct provision through to other strategic partners and stakeholders who are collectively responsible for defining the arts for Cambridge.

It has identified three key methods for working in the arts to achieve its vision:

Direct Provision - Directly providing arts activities where there are gaps in provision that other providers or methods of working cannot fill.

Partnership Working - Investing in local arts provision through financial support and by strategically nurturing & coordinating partnership working between other local strategic partners, arts providers and local communities.

Advocacy & Development - Providing leadership and advocacy on arts issues of relevance to its priorities to strategically influence other stakeholders and policies with a view to developing provision for the arts locally.

Purpose

Why should Cambridge City Council support the arts?

Cambridge is a unique and dynamic city and its arts and culture are a fundamental part of that dynamism.

People feel happy when they feel part of a community and are proud of where they live and work. The arts, in all their forms, provide experiences that bring people together and inspire them.

The benefit of the arts to Cambridge can be seen in how they help to strengthen communities and shape their identity whilst enhancing the mental and physical well-being of our local people. Whether it's a carnival in Arbury, a moving choral concert in King's College Chapel or a lively salsa dance class in a marquee on Parker's Piece, all over Cambridge people come together to share experiences, be creative, and enjoy their lives and our city.

The arts provide a platform to celebrate and showcase our local cultural diversity and create a sense of excitement and pride in our city.

There is a significant link between participation in cultural activity and people being satisfied with the area in which they live. The DCMS Taking Part survey shows that in inner city areas those who participated in culture were 10% more likely to be satisfied with where they live, compared to those who did not participate¹.

This vibrant cultural offer generates economic prosperity for Cambridge, attracting more than 4 million tourists² to the city each year and local business enterprises employing over 88,000 people³, helping to build on Cambridge's reputation as a global hub of ideas & learning.

Without the arts Cambridge would be a less desirable place to live, work and visit.

These benefits are all valuable contributors to the Council's wider objectives as outlined in its Vision Statement⁴ and justify its continued engagement with, and investment in, the arts in Cambridge.

¹ Taking Part (DCMS, 2006)

² East of England Tourist Board

³ ONS Annual Population Survey: Oct 08 - Sept 09 (2009 figures)

⁴ Available from: <http://www.cambridge.gov.uk/ccm/content/council-and-democracy/vision-statement.en>

Our Vision:

We think that everyone should benefit from the value of the arts.

We want Cambridge to thrive as a dynamic city where diverse local communities enjoy a good quality of life with access to cultural activities within a thriving, innovative knowledge-based economy.

The arts, in all their forms, are a powerful tool for helping Cambridge City Council to achieve this vision and enhance the quality of people's lives.

What is the role of Cambridge City Council in the arts?

Cambridge City Council has a key influential role in the arts in Cambridge as a significant provider, investor and an advocator.

The ripples of that influence extend through to other strategic partners and stakeholders who are collectively responsible for defining the arts for Cambridge.

The Council's own arts activities have a net revenue cost of £6.5 million. It manages over 300 events per year through its direct provision including the operation of the region's largest venue, the Cambridge Corn Exchange and a major events programme in which it invests £1.1million. In addition, it supports local arts activity through an investment of a further £323, 507 to local voluntary organisations through grant aid for arts activities.

The Council contributes to many local strategic partnerships including the Local Area Agreement Culture Task Group and consortiums such as the Cambridgeshire Museums Advisory Partnership. Its governance impacts the direction of the city in many other areas including planning, economic development and tourism.

The Council is therefore well positioned to support access to the arts for our local communities by:

- Providing leadership on arts issues of relevance to its priorities
- Advocating for the arts in Cambridge & strategically influencing others
- Supporting the coordination of arts activity by nurturing partnerships and holding a broad overview of city provision & local arts issues
- Investing in local arts provision and improving access
- Directly providing arts activities where there are gaps in provision that other providers cannot fill
- Developing new and existing provision for the arts locally

The Council will use this strategy to identify how it can manage its role and ensure that it provides best value to its stakeholders.

Setting the Scene

Current Context

Cambridge's population is growing at a rapid pace and is scheduled to rise from 118,000 by around 31% over the next 10 years⁵. This will result in the emergence of new communities and an increased demand for access to arts facilities and services. The population is likely to be increasingly multi-culturally diverse with large numbers of family groups and single households integrating with an aging existing local population. In addition, the transient student population of the city is significant and notably impacts the city's cultural calendar. The arts have a key role to play in supporting the integration of new and existing communities and developing their sense of place within the city.

The Council has long been a champion of environmental protection and is acutely aware of the challenges posed by climate change. Arts organisations and their activities account for a significant portion of the city's carbon footprint especially through energy consumption, the maintenance of venues and the demand on transport networks. The Council has a desire to ensure the arts protect and enhance the environment to help Cambridge develop as a sustainable city.

The economic climate is particularly challenging and will require the Council to make reductions to its budget in the region of £6 million over four years resulting in a reduced investment in arts services. Other factors will increase local financial challenges, notably Arts Council England will incur a reduction in its budget of 29.6% over four years⁶ and the loss of the East of England Development Agency and Screen East are examples of further reductions to local investment in arts organisations and infrastructure.

However, the Council is committed to ensuring that everyone can benefit from the value of the arts by continuing to maintain and develop arts services and use them as a tool to ensure community cohesion and happiness through difficult times.

A New Approach

This will require new ways of working within more limited resources to support the Council's vision for taking forward our creative city.

The Council will refresh and reinvigorate its ways of working to ensure:

- **Efficiency** – managing its resources more effectively, which may involve working differently to achieve its aims.
- **Transparency** – ensuring that there is a fair and clear rationale behind its activities.
- **Quality** – ensuring the highest possible level of quality in its activities and deliver best value.

⁵ Cambridgeshire Together Vision

⁶ Arts Council England East Essential Guide Presentation (Nov 2010)

- **Responsiveness** – effectively and flexibly managing its resources to enable it to harness new opportunities and adapt to changing needs.
- **One voice** – utilising all parts of the Council in a coordinated approach to arts engagement.

The Council has begun by restructuring its organisation, which has resulted in a newly titled service of Arts & Recreation encompassing cultural facilities (the Cambridge Corn Exchange and Guildhall Halls), arts & events, business & marketing, and sports & recreation.

This team will lead the development of the Council's arts engagement, working closely with all aspects of the Council and its other departments & services to create a cohesive approach going forward.

Local Engagement in the Arts

Local residents are generally satisfied with the levels of provision and quality of arts services in Cambridge, and 9 in 10 local residents currently participate in the arts at least annually.⁷

However, the Citizen Survey 2009 identified the running of the Corn Exchange and the provision of events such as Bonfire Night and The Big Weekend among the discretionary services that residents (26%) consider to be less important and feel that they could be provided at a lower standard to save money. The Council acknowledges that in order to ensure best value for local residents it will need to address these concerns in the management of its services.

In the 12 months to December 2009, 60.3% of adults in Cambridge engaged in the arts at least three times⁸ however local research suggests that inequalities exist in access to services. Engagement & awareness of arts activities is significantly lower for BME communities⁹ and young people who lack access to positive activities that could be provided by the arts¹⁰.

Cambridge is a relatively expensive city to live in. Although 73% of the working population is economically active¹¹, house prices in the city are the highest on average for the whole of Cambridgeshire. One of the strongest barriers for not attending the arts is cost associated¹² and engagement in the arts is notably lowest in most deprived wards of the city, concentrated in the North and East of Cambridge¹³.

The key to successfully ensuring everyone can benefit from the value of the arts will be in successfully developing equal opportunities for engagement in arts activity whilst ensuring best value.

⁷ MRUK Residents Survey (2007)

⁸ Taking Part (DCMS findings until March 2010)

⁹ Citizen Survey (2007) & BME Booster Survey (2007)

¹⁰ Big Plan 2 (Cambridgeshire Children & Young People's Strategic Partnership, 2009)

¹¹ Cambridge City Annual demographic and socio-economic information report (Cambridgeshire County Council, 2009)

¹² MRUK Residents Survey (2007)

¹³ Active People's Survey (April, 2009)

Arts in Cambridge – Where are we now?

Throughout the period January to May 2010, the Council consulted with a number of key stakeholders on their opinion of the arts in Cambridge and the Council's role. This included meeting representatives from significant local organisations such as arts venues, Cambridge University and Arts Council England, East and culminated in an open consultation event in May 2010 of the Cambridge Arts Network (the Council run network of local arts practitioners).

Students from the Judge Business School, Cambridge University, were also commissioned to consider the views of local residents through questionnaire and focus group surveys and these results, and the consideration of previous studies such as the Cambridgeshire Horizons Arts & Culture Strategy (2006) and the Cambridge Arts & Entertainment Residents Survey (MRUK, 2007), have formed a broad view of the arts in Cambridge.

Despite its modest size, Cambridge is a significant regional city with an iconic city centre, a broad range of high quality arts provision and a rich cultural heritage that positions it as a world leader in ideas and innovation.

Cambridge is a world-renowned centre of academic excellence, playing host to Cambridge University and Anglia Ruskin University, which provide significant cultural assets including historic buildings and chapels, museums, festivals, and engagement with the city's hi-tech knowledge industry.

The city has a rich diversity of arts provision, in particular choral & classical music and theatre, and is home to both locally and nationally significant organisations, venues and festivals supporting local artistic talent and attracting national & international artists.

This includes the Cambridge Corn Exchange as the city's largest multi-purpose arts performance venue and a range of smaller venues including music and theatre spaces such as Cambridge Arts Theatre, The Junction and West Road concert hall, cinemas such as the Arts Picturehouse and galleries such as Kettle's Yard, the Ruskin Gallery and many commercial spaces. The city has the country's broadest collection of museums outside of London, notably with the inclusion of the University museums including The Fitzwilliam arts museum, housing prestigious collections open for free to all.

Cambridge is particularly noted for its vibrant and developing outdoor community events & varied festivals programme. There are more than 20 regular activities within Cambridge's annual calendar and particularly during the summer months, such as the Council run Co-operative Cambridge Folk Festival attracting audiences of 14,000 per annum alongside community led activities such as Strawberry Fair.

Council run and supported events such as The Big Weekend are valued for being affordable and easily accessible, with a varied programme for all tastes, fostering a wide range of effective partnerships.

Improvements & Opportunities

Much of the city's arts offer is focussed on the historic city centre and Cambridge University, and that puts particular pressure on the city centre, its facilities and transport networks. Access to provision can often be limiting for people unable to reach the centre, especially outside the core hours of public transport and particularly for young people.

Despite a vibrant cultural offer, there are still low levels of awareness by the public of accessible opportunities and arts organisations have expressed difficulty in adequately promoting their offer to local people and each other.

There is an unmet demand for creative workspace¹⁴, in particular for contemporary art where affordable and openly accessible studio and exhibition space is minimal despite a strong number of local practitioners in this field. Local arts partners feel that there is an unexplored opportunity to maximise existing resources including through the opportunities around housing developments, the use of public art and enhanced partnership working to address this.

There is strong competition for exhibition, rehearsal and performance space in the city centre for professional and local community arts use, and a noted lack of a major purpose-built centre for the performing arts (particularly for large scale live music concerts or major commercial events and shows) and conferences¹⁵.

Engagement in arts activity by minority groups such as BME communities is lower than for the overall public, however many of these groups have a desire to engage further in the delivery of local activity¹⁶. The emergence of a number of localised, community run cultural activities such as the Chesterton Festival and the city's first Asian Mela suggest a need to support opportunities for local communities to deliver and develop their own arts provision.

Local arts providers have expressed a strong desire to see development priorities set for the future which harness the potential for the Council to influence the development of new facilities, activities, programmes and partnerships. In particular around the opportunities within the growth of the city and public art which support the development of current and potential provision and raise the city's ambition and profile.

Partnership Working

The Council's significant third sector support in grant aid, advice and advocacy is noted and valued by arts providers but is not considered adequately transparent, monitored, communicated and managed to support their development. The Council's current support for arts activity is notably based on historical relationships and tradition with little emphasis on developing or nurturing new activity or individual practitioners.

¹⁴ Cambridgeshire Horizons Arts & Culture Strategy (2006) & Cambridge Arts Network consultation event (May 2010)

¹⁵ Cambridgeshire Horizons Arts & Culture Strategy (2006)

¹⁶ Survey of Black & Minority Ethnic People Living in Cambridge (Cambridge City Council, 2006)

External partners are keen to work with the Council and explore greater joint working, which can help to share resources and develop potential for new ways to deliver and develop arts activity in the city.

Local arts organisations and artists value the coordinating role of the Council, such as through the Cambridge Arts Network (CAN) and encouraging partnerships. However, there is a desire to see enhanced coordination of arts activity and programming to ensure that events and opportunities can thrive and develop. This will require a greater understanding of the needs of local people and local arts organisations through adequate mapping of provision and consultation currently considered insufficient.

Priorities 2011-2014

Cambridge City Council has identified four key priorities to focus its activities on over the next three years in order to achieve its vision.

Our vision is for Cambridge to thrive as a dynamic city where diverse local communities enjoy a good quality of life with access to cultural activities within a thriving, innovative knowledge-based economy.

1) Access to art for all

Ensuring equality of access for all city users & residents to a broad range of high quality provision that provides excellent value for money through innovative & efficient ways of working.

a) Equal access for everyone

We want everyone to have the opportunity to access the arts regardless of circumstance and ensure:

- Better access for those people who traditionally have barriers to arts engagement, particularly children & young people, older people, people with disabilities and people from BME communities.
- Provision of free and affordable cultural events for people on low incomes.
- A raised awareness of local opportunities to engage in the arts.

b) Excellent value for money

We want our residents to see Council resources spent effectively for their benefit by ensuring:

- Provision is delivered in the most efficient way possible.
- Partnership working is used to maximise resources and impact.
- All provision is of the highest possible level of quality.

c) A broad & coordinated range of diverse arts provision

We want people both now and in the future to have the opportunity to access high quality art in all its forms in Cambridge and ensure:

- Gaps in provision are identified and nurtured.
- Better coordination of activity.
- Greater diversity of art in Cambridge.
- Improved arts facilities able to cope with increased future demand.

2) Engage and enable local communities

Involving local people in decision-making and responding to local need to engage communities in using the arts to shape their neighbourhoods and the broader city.

d) Support local need

We want arts provision to deliver on local need by ensuring:

- Pro-active consultation with local people on arts issues.
- Local people are involved in decision-making with regard to arts activity.
- The needs of other arts providers are supported.
- Evidence of planning for the needs of the future communities of Cambridge.

e) Develop community involvement & participation

We want to empower local communities to use the arts to shape their neighbourhoods and the broader city by ensuring:

- Communities are supported in delivering their own events.
- More opportunities for local people to get involved in Council run activities & events.
- Maximised opportunities around growth and development in using the arts to develop and integrate communities.
- **[Consider the changing role of Area Committees]**

3) Enhance the city's reputation & identity

Using the arts to re-invigorate the public realm & create a sense of place that supports Cambridge's reputation for innovation & excellence.

f) Enhance Cambridge's reputation

We want to enhance the city's reputation as a world leader in innovation and creativity by ensuring:

- Greater innovation, creativity, ambition & excellence.
- Organisations, activities and ideas are supported that raise the city's profile.
- New activities, organisations or initiatives are nurtured & developed.
- Support for initiatives with the power to showcase Cambridge's cultural assets within and beyond the city such as engagement with London 2012.

g) Develop Cambridge's identity & sense of place

We want to use the arts to help define Cambridge's identity by ensuring:

- Public art and the opportunities surrounding the city's growth is used to integrate and shape new & existing communities.
- Attention is focussed on the digital arts as a significant emerging art-form that aligns with Cambridge's unique identity.
- Preservation of valued local cultural traditions and assets.

4) Protect the environment

Improving local environmental quality, biodiversity and sustainability; and to reduce, mitigate and manage the carbon consequences of arts activities.

h) Protect against negative impact

We want to protect the environment and mitigate & manage the carbon consequences of arts activity by ensuring:

- Artists and arts organisations are encouraged to reduce their carbon footprint & those of their audiences.
- Greater energy efficiency in the delivery of arts activity.
- Waste produced by arts activity minimised and recycling is increased.

i) Enhance the environment

We want to use the arts to enhance the outdoor environment and the public realm by ensuring:

- Arts activity is encouraged in outdoor spaces.
- Promotion of environmental sustainability within the arts.

The Ripple Effect

How we will work and what we will do

The impact of the Council's influence extends out beyond its own direct provision through to other strategic partners and stakeholders who are collectively responsible for defining the arts for Cambridge. We call this "The Ripple Effect".

The Council has identified three key ripples that reflect its methods for working in the arts to achieve its vision:

- **Direct Provision**
- **Partnership Working**
- **Advocacy & Development**

1) The First Ripple - Direct Provision

The Council delivers arts activity where there are gaps in provision that other providers or methods of working cannot fill. It does not seek to compete with other local providers who are better placed to deliver activity and acknowledges that it should run its activities in the most efficient way possible.

a) Corn Exchange & Guildhall Halls

The Council manages the Cambridge Corn Exchange, which is the largest entertainment provider & conference centre in a 60-mile radius. The Council also operates the Guildhall Halls, which are two multi-purpose performance and conference spaces.

A review of the Corn Exchange was completed in 2010 and identified the future direction for the Council's involvement with this significant venue and has resulted in a commitment to continue to operate the Corn Exchange in house as a stand-alone business. Its operations will be improved to include:

- A focus on developing strategic external relationships with the venue.
- Creating a Performance Advisory Panel of members and officers to support the coordination & development of the venue's programme.
- The development of a clear & refreshed Programming Policy.
- A commitment to explore physical venue improvements to ensure they maintain increasing demand for services & provide better access for wheelchair users.
- A target to increase the venue's efficiency and reduce its budget including its energy efficiency.

b) Outdoor events & regular programmes

The Council runs a number of major outdoor events including The Co-operative Cambridge Folk Festival, which is arguably the most prestigious folk music festival in the world with an audience of 14,000 and major national media partnerships associated with it, through to free community events such as The Big Weekend and Bonfire Night each attracting over 20,000 people per annum.

It also programmes a number of entertainment activities throughout the year for the benefit of targeted groups such as senior citizens, and children and young people.

The Council will continue to maintain and develop a programme of arts events in delivering its priorities for the future and will:

- Maintain a level of free provision for the community through events such as Bonfire Night and The Big Weekend.
- Develop opportunities for new communities and wider community groups to engage with existing events such as The Big Weekend.
- Develop an Events Framework, which will provide direction on the coordination of outdoor events in its parks and open spaces.
- Develop flexibility within the events programme to enable it to respond to changing needs and new opportunities such as London 2012.
- Encourage ethnic diversity within its event programme to support engagement by the BME community including delivering targeted events for the benefit of this community and the exploration of other cultures.
- Spread its event programme more evenly across the year to avoid an exclusive focus on the summer months.
- Maintain a targeted programme of activity for the benefit of senior citizens and children and young people.
- Develop an environmental policy for our events & venues.
- Optimise programming on open spaces.

c) Public Art

The Council has a 'Percent for Art' policy, which requires the provision of public art within new developments. This policy is outlined in the new Public Art Supplementary Document (SPD), which was adopted in January 2010.

The significant levels of development in the city have created a unique window of opportunity to target investment in the arts for the benefit of the city's identity and community cohesion. This opportunity will be explored in depth over the next three years to ensure it is maximised to its full potential.

The Council will:

- Provide advice and expertise to internal Council colleagues and the Public Art Panel on engaging with the local arts scene through public art.
- Develop a commissioning strategy to ensure a strategic use of public art funds.
- Influence the use of public art funds to support the development of existing arts provision and infrastructure where possible.
- Commission public art which invigorates the public realm & promotes the environment.

d) Other Council departments and sections

The arts are a tool for delivering a wide number of Council objectives, which extend beyond the work of the Arts & Recreation team and can be used notably

in the areas of Streets & Open Spaces, Community Development and the Children & Young People's Participation Service (CHYPPS).

The Council will seek to improve its internal working practices in order to:

- Encourage the use of the arts within other Council sections to achieve relevant objectives and priorities.
- Improve its communication with internal Council colleagues on the opportunities and achievements within arts activity.
- Increase the link between Tourism and City Centre Management especially with regard to related event activity such as markets and fairs.

2) The Second Ripple - Partnership Working

The Council acknowledges that it cannot deliver its priorities alone. The key to success is in nurturing strategic partnerships, which have mutual benefit and can achieve shared objectives.

The Council works in partnership with others by investing in local arts provision through grants aid and by strategically nurturing & coordinating partnership working between other local strategic partners, arts providers and local communities.

e) Financial investment in partners

The Council currently offers financial support to voluntary organisations for leisure activities in the form of grants. In 2009-10 the Council awarded 43 grants to 37 different voluntary organisations for arts related activities totalling £323,507.

Financial support to external partners can be provided in different ways:

- **Grants** – where funding is provided to support an organisation that applies with a proposed project or service that fits with the Council's grant objectives. The Council currently offers grants through a variety of processes including Leisure grants and Area Committees.
- **Contracts** – where the Council has an agreement with an organisation to fund areas of its activity that deliver on identified Council priorities. The Council currently funds one arts organisation through a contractual grant agreement.
- **Commissions** – a project or service commissioned through a procurement process where an organisation is funded to deliver a specific project or activity that has been identified and designed by the Council.

The Council's funding helps organisations to lever other external support and maintains and develops local arts organisations. The Council is committed to ensuring a fair and transparent process for allocating funding and will:

- Review its grant aid to consider the best delivery models to deliver its objectives including strategic commissioning, contracts, grants, and bursaries for individual practitioners for capital, revenue and project costs.
- Create a clear rationale for its financial investment through new policies and guidelines.

- Engineer and manage better systems of monitoring financial investment in providers against Council objectives.
- Support arts projects which promote environmental sustainability.

f) External strategic relationships

The Council has a strong influencing role in supporting the arts through working with other local strategic partners.

The Council has a number of relationships with key local partners such as Arts Council England (ACE), East, the city's universities and education sector, local businesses and the other district authorities for Cambridgeshire. The Council is aware of its role in influencing the focus and investment of partners such as ACE in the Cambridge arts scene.

For example, in 2008-09 ACE made 34 grants for projects taking place in Cambridge totalling £1,126,152 to 29 different organisations/individuals. However, the publication of ACE's new 10 year strategic framework "Achieving Great Art for Everyone" in November 2010 includes a major renewal of its funding programmes, alongside a focus on 5 new goals, which are:

Goal 1 - Talent and artistic excellence are thriving and celebrated.

Goal 2 - More people experience and are inspired by the arts.

Goal 3 - The arts are sustainable, resilient and innovative.

Goal 4 - The arts leadership and workforce are diverse and highly skilled.

Goal 5 - Every child and young person has the opportunity to experience the richness of the arts.

The Council will seek to work closely with ACE to ensure that its investment in and development of the arts in Cambridge supports its own objectives in harmony with these goals.

The Council will seek to strengthen all its external strategic relationships to support its priorities and will work in partnership with:

- **Arts Council England:** to ensure that Council priorities are considered and maximise each other's investment in the arts.
- **Cambridge University, Anglia Ruskin University & local schools & sixth form colleges:** to ensure enhanced joint working & better access to their facilities by local residents.
- Explore the potential for joint projects working in partnership with others on shared initiatives.
- **Cambridgeshire County Council and local district authorities:** to develop work that support access by the wider county to the city's cultural assets.
- **Other external arts organisations & grantees** in developing their own work which delivers on our priorities including joint projects & environmental policies.

g) Coordination & facilitation

Whilst there is not a comprehensive audit of all city arts provision, the Council is well positioned to manage a broad overview of arts provision and the issues affecting the arts sector in Cambridge.

The Council will seek to develop this role and ensure effectiveness in identifying gaps in provision and will:

- Undertake consultation with Cambridge residents to ensure their views are reflected in city-wide arts provision.
- Help to forge links between the education sector and local arts organisations to increase engagement in the arts in particular for children & young people.
- Bring together venues and arts organisations to ensure an enhanced coordination of programmes and marketing of activity across Cambridge.
- Lead on the city's engagement with London 2012 to maximise opportunities for the arts.

h) Supporting the third sector through non-financial means

The Council has a role in offering advice and support to the third sector and other providers of arts activities in the city. This role will be developed to include:

- Support for Council grantees to assist them in diversifying their funding and developing sustainability.
- Understanding of the needs of third sector arts organisations to consider ways to enable their growth and development.

3) The Third Ripple - Advocacy & Development

The Council has a key influential role in providing leadership and advocacy on issues of relevance to our priorities to strategically influence other stakeholders and policies with a view to developing provision for the arts locally.

i) Strategising & influencing others

The Council will continue to provide a strong voice for the arts in Cambridge by finding ways to positively influence local and national policy and direction. It will:

- Raise the profile of our priorities and needs for the arts in Cambridge at a County, local & region wide level.
- Encourage engagement by the business community in the arts including investment & support.
- Attend and support other local networks such as the Cambridgeshire Museums Advisory Partnership, to provide steer for the city's provision.
- Encourage others to support and use the arts as a tool to achieve their objectives such as the education sector, voluntary groups and other district authorities in Cambridgeshire.
- Campaign to decrease the carbon footprint of arts activities.

j) Identifying, exploring, initiating & supporting long-term developmental aims

Cambridge City Council has an ability to influence significant development projects for the city such as capital investment through planning control, and the initiation of new major ventures for the city. The Council will identify areas to

focus its advocacy on to ensure the successful development of city arts provision and will:

- Support emerging plans to develop a major new purpose-built performance and conference venue for Cambridge.
- Identify resources to enable flexibility to respond to future developmental opportunities.
- Lead on the development of a strategy for the city's festivals and outdoor events involving a range of external & internal stakeholders.

The Ripple Effect

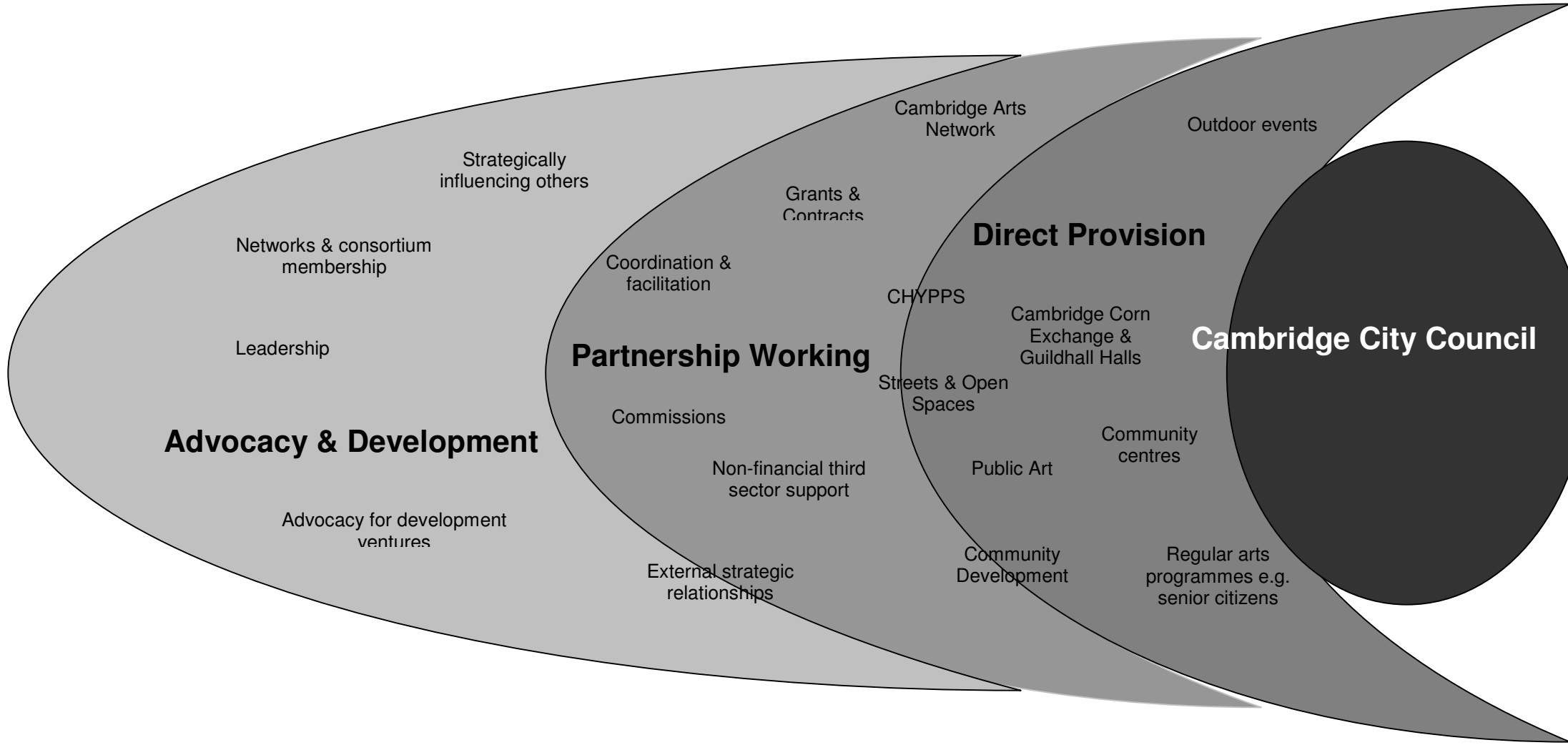


Table of Actions

1) Access to art for all		
	Ripple	Action
a) Equal access for everyone	1 - Direct Provision	Commit to exploring physical venue improvements to the Corn Exchange & Guildhall Halls to ensure they maintain increasing demand for services & provide better access for wheelchair users.
	1 - Direct Provision	Maintain a level of free provision for the community through events such as Bonfire Night and The Big Weekend.
	1 - Direct Provision	Encourage ethnic diversity within Council event programmes to support engagement by the BME community including delivering targeted events for the benefit of this community and the exploration of other cultures.
	1 - Direct Provision	Maintain a targeted programme of activity for the benefit of senior citizens and children & young people.
	2 – Partnership Working	Strengthen relationships with both city universities to ensure that better access is encouraged to their facilities by local residents.

	2 – Partnership Working	Develop work with Cambridgeshire County Council and local district authorities to support access by the wider county to the city’s cultural assets.
	2 – Partnership Working	Work with the County Council to ensure better delivery of arts services to children and young people.
	2 – Partnership Working	Help to forge links between the education sector and local arts organisations to increase engagement in the arts in particular for children & young people.
b) Excellent value for money	1 - Direct Provision	Increase the efficiency of the Corn Exchange and reduce its budget.
	1 - Direct Provision	Encourage the use of the arts within other Council sections to achieve relevant objectives and priorities.
	1 - Direct Provision	Improve communication with internal Council colleagues on the opportunities and achievements within arts activity.
	2 – Partnership Working	Review grant aid to consider the best delivery models to deliver objectives including strategic commissioning, contracts, grants, and bursaries for individual practitioners for capital, revenue and project costs.
	2 – Partnership Working	Create a clear rationale for financial investment through new policies and guidelines.

	2 – Partnership Working	Engineer and manage better systems of monitoring financial investment in providers against Council objectives.
	2 – Partnership Working	Work in partnership with Arts Council England to ensure that Council priorities are considered and maximise each other's investment in the arts.
	2 – Partnership Working	Explore the potential for joint projects working in partnership with others on shared initiatives.
	3 – Advocacy & Development	Encourage engagement by the business community in the arts including investment & support.
c) A broad & coordinated range of diverse arts provision	1 - Direct Provision	Focus on developing strategic external relationships with the Corn Exchange.
	1 - Direct Provision	Create a Performance Advisory Panel of members and officers to support the coordination & development of the Corn Exchange's programme.
	1 - Direct Provision	Develop an Events Framework, which will provide direction on the coordination of outdoor events in parks & open spaces.
	1 - Direct Provision	Spread the Council's event programme more evenly across the year to avoid an exclusive focus on the summer months.
	2 – Partnership Working	Bring together venues and arts organisations to ensure an enhanced coordination of programmes and marketing of activity across Cambridge.

	3 – Advocacy & Development	Attend and support other local networks such as the Cambridgeshire Museums Advisory Partnership, to provide steer for the city’s provision.
	3 – Advocacy & Development	Support emerging plans to develop a major new purpose-built performance and conference venue for Cambridge.
	3 – Advocacy & Development	Identify resources to enable flexibility to respond to future developmental opportunities.
	3 – Advocacy & Development	Lead on the development of a strategy for the city’s festivals and outdoor events involving a range of external & internal stakeholders.

2) Engage and enable local communities

	Ripple	Action
d) Support local need	1 - Direct Provision	Influence the use of public art funds to support the development of existing arts provision and infrastructure, where possible.
	2 – Partnership Working	Undertake consultation with Cambridge residents to ensure their views are reflected in city-wide arts provision.
	2 – Partnership Working	Support Council grantees to assist them in diversifying their funding and developing sustainability.
	2 – Partnership Working	Understand of the needs of third sector arts organisations to consider ways to enable their growth and development.

e) Develop community involvement & participation	1 - Direct Provision	Develop opportunities for new communities and wider community groups to engage with existing events such as The Big Weekend.
	1 - Direct Provision	Encourage the use of the arts within other Council sections to achieve relevant objectives and priorities.
	3 – Advocacy & Development	Encourage others to support and use the arts as a tool to achieve their objectives such as the education sector, voluntary groups and other district authorities in Cambridgeshire.
3) Enhance the city's reputation & identity		
	Ripple	Action
f) Enhance Cambridge's reputation	1 - Direct Provision	Develop a clear & refreshed Programming Policy for the Corn Exchange.
	1 - Direct Provision	Develop flexibility within the events programme to enable it to respond to changing needs and new opportunities such as London 2012.
	2 – Partnership Working	Lead on the city's engagement with London 2012 to maximise opportunities for the arts.
	3 – Advocacy & Development	Seek to raise the profile of Council priorities and needs for the arts in Cambridge at a county, local & regional level.

g) Develop Cambridge's identity & sense of place	1 - Direct Provision	Provide advice and expertise to internal Council colleagues and the Public Art Panel on engaging with the local arts scene through public art.
	1 - Direct Provision	Develop a commissioning strategy to ensure a strategic use of public art funds.
	1 - Direct Provision	Increase the link between Tourism and City Centre Management especially with regard to related event activity such as markets and fairs.
4) Protect the environment		
	Ripple	Action
h) Protect against negative impact	1 - Direct Provision	Increase the energy efficiency of the Corn Exchange and Guildhall Halls.
	1 - Direct Provision	Develop an environmental policy for events & programmes
	2 – Partnership Working	Support external arts organisations & grantees in developing their own environmental policies
	3 – Advocacy & Development	Campaign to decrease the carbon footprint of arts activities
i) Enhance the environment	1 - Direct Provision	Optimise programming on open spaces
	1 - Direct Provision	Commission public art which invigorates the public realm & promotes the environment
	2 – Partnership Working	Support arts projects which promote environmental sustainability

List of Sources

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Cambridge Arts Network Consultation Event (Cambridge City Council, May 2010)

Judge Business School Presentation (June 2010)

Active People's Survey (April, 2009)

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A Passion for Excellence (DCMS March 2008)

Big Plan 2 (Cambridgeshire Children & Young People's Strategic Partnership, 2009)

BME Booster Survey (Cambridge City Council, 2007)

BVPI Survey 2006

Cambridge Arts & Entertainment Resident Survey (MRUK, 2007)

Cambridge City annual demographic and socio-economic information report (Cambridgeshire County Council, 2009)

Cambridge Environmental Framework 2009-2012 (Cambridge City Council, 2009)

Citizen Survey (MRUK, 2007 & 2009)

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ONS Annual Population Survey: Oct 08 - Sept 09 (2009 figures)

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