

Cambridge City Council

Arts Strategy 2011-2014



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Introduction

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

It will see the Olympics and Paralympics 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

1. 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 vibrant, 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 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.

2. Purpose

2.1 Why should Cambridge City Council support the arts?

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

2.1.2 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 of cultural expression, provide experiences that bring people together and inspire them.

2.1.3 There is a significant link between participation in cultural activity, which supports a healthy, active lifestyle, 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.

2.1.4 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. Artistic expression is unique in helping people to connect with others through enhancing their self-esteem & confidence, and helping them to express feelings, feel valued & accepted as a person, and feel enjoyment & pride in their achievements². 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, through art, entertainment and culture all over Cambridge people come together to share experiences, be creative, and enjoy their lives and our city.

2.1.5 The arts provide a platform to celebrate and showcase our local cultural diversity and create a sense of excitement and pride in our city. It can enhance the quality of the built environment, and provide distinction and character.

2.1.6 This vibrant cultural offer generates economic prosperity for Cambridge, attracting more than 4 million tourists³ to the city each year to experience its culture as visitors. It encourages local business enterprises employing over 88,000 people⁴ to locate here, including a significant portion of Greater Cambridge's approximately £1 billion economy⁵, helping to build on Cambridge's reputation as a global hub of ideas & learning.

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

2.1.8 These benefits are all valuable contributors to the Council's wider objectives as outlined in its Vision Statement⁶ and justify its continued engagement with, and investment in, the arts in Cambridge.

¹ Taking Part (DCMS, 2006)

² Jenny Secker (2011) citing Clift – The State of the Arts & Mental Health in England (2009)

³ East of England Tourist Board

⁴ ONS Annual Population Survey: Oct 08 - Sept 09 (2009 figures)

⁵ Greater Cambridge Partnership (March 2008)

⁶ Available from: <http://www.cambridge.gov.uk/ccm/content/council-and-democracy/vision-statement.en>

2.2 Our Vision:

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

2.2.2 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 vibrant, innovative knowledge-based economy.

2.2.3 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.

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

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

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

2.3.3 Currently the Council's own arts activities have a net revenue cost of £1.1 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 addition, it supports local arts activity through an investment of a further £323, 507 to local voluntary organisations through grant aid for arts activities.

2.3.4 The Council has a 'Percent for Art' policy for the provision of public art within major new developments. This policy is outlined in its Public Art Supplementary Planning Document (SPD), which was adopted in January 2010. The SPD aims to ensure high quality public art is commissioned in Cambridge and it is the role of the Council to facilitate this.

2.3.5 The Council contributes to many local strategic partnerships including consortiums such as the Culture Task Group, the Cambridgeshire Museums Advisory Partnership and its own Cambridge Arts Network (CAN). Its governance impacts the direction of the city in many other areas including planning, economic development and tourism.

2.3.6 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.

2.3.7 However, reduced resources will require re-prioritisation of activity in order for the Council to continue to deliver on its commitment to the arts. The Council will use this strategy to identify how it can manage its role and ensure that it provides best value to its stakeholders.

3. Setting the Scene

3.1 Current Context

3.1.1 Cambridge's population is growing at a rapid pace and is scheduled to rise from 119,100 by around 27% over the next 20 years⁷. 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 on 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.

3.1.2 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 contribute to the city's carbon footprint 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 whilst embracing the potential for the arts to showcase the city's commitment to environmental sustainability through their creativity.

3.1.3 The economic climate is particularly challenging and will require the City Council to make reductions to its budget in the region of £6 million over four years resulting in a reduced investment in arts services. This climate will drive changes to the working environment for the arts, as can be seen in the decision by Cambridgeshire County Council to develop a Libraries, Learning & Culture Trust for the delivery of cultural activity. Other factors will increase local financial challenges; notably Arts Council England will incur a reduction in its budget of 29.6% over four years⁸ whilst experiencing a likely increase in demand for its services and competition for funding from organisations affected by the changing funding landscape. This is reflected in the closure of the Museums, Libraries & Archives Council and Screen East, as well as enterprises such as the East of England Development Agency and Cambridgeshire Horizons which will further decrease local investment in arts organisations and infrastructure.

3.1.4 The London 2012 Olympic & Paralympic Games will provide an exciting opportunity for Cambridge to be seen on the world stage and cultural organisations will be crucial in ensuring a positive legacy from this celebration.

3.1.5 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 to ensure community cohesion and well-being through difficult times. This strategy will help the Council to prioritise its work to ensure it delivers on this commitment. It will challenge the Council's ways of working to ensure its activities deliver on these priorities.

⁷ Cambridgeshire County Council Research Group cited in Annual Monitoring Report (Cambridge City Council, 2010)

⁸ Arts Council England East Essential Guide Presentation (Nov 2010)

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

3.2 A New Approach

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

3.2.2 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.

3.2.3 The introduction of the Localism Bill in December 2010 will shift power from central government back into the hands of local councils, communities and individuals. The Council is developing the role of its Area Committees in response to this, which will create a new democratic environment that more directly involves local people in delivering services. This will open up fresh opportunities for local people to shape the arts in Cambridge.

3.3 Local Engagement in the Arts

3.3.1 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.⁹

3.3.2 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.

3.3.3 In the 12 months to December 2009, 60.3% of adults in Cambridge engaged in the arts at least three times¹⁰ however local research suggests that

⁹ MRUK Residents Survey (2007)

inequalities exist in access to services. An example of this is that engagement & awareness of arts activities is significantly lower for Black, Asian & Minority Ethnic (BAME) communities¹¹ and young people who lack access to positive activities that could be provided by the arts¹².

3.3.4 Cambridge is a relatively expensive city to live in. Although 73% of the working population is economically active¹³, 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 associated¹⁴ and engagement in the arts is notably lowest in most deprived wards of the city, concentrated in the North and East of Cambridge¹⁵. Arts attendance is likely to be affected by economic recession which could in turn impact the sustainability of arts organisations.

3.3.5 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.

3.4 Arts in Cambridge – Where are we now?

3.4.1 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 at the Cambridge Corn Exchange in May 2010 of the Cambridge Arts Network (the Council run network of local arts practitioners) and other interested parties.

3.4.2 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 Council commissioned Arts & Entertainment Residents Survey (MRUK, 2007), have formed a broad view of the arts in Cambridge.

3.4.3 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.

3.4.4 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.

3.4.5 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

10 Taking Part (DCMS findings until March 2010)

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

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

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

14 MRUK Residents Survey (2007)

15 Active People's Survey (April, 2009)

organisations, venues and festivals supporting local artistic talent and attracting national & international artists.

3.4.6 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 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 and archives outside of London, notably with the inclusion of the University museums such as The Fitzwilliam Museum, housing prestigious collections open for free to all.

3.4.7 The city boasts a wealth of resident and touring professional arts organisations such as Hoipolloi and New International Encounter theatre companies, the Britten Sinfonia, and Gomito as an example of an organisation initiated in Cambridge by local students. It is fortunate to benefit from the regional artist development role of The Junction venue, which supports Cambridge's iconic international and regional profile whilst providing local people with access to world-class provision. This benefit is felt across the county and Peterborough whose residents experience Cambridge's rich cultural offer through organisations' outreach as well as visiting the city.

3.4.8 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.

3.4.9 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.

3.4.10 The Council is currently developing and delivering a number of public art projects, including the Snowy Farr Memorial, the Swift Tower commission at Pye Fen and a project at Mill Road Cemetery, and is continuing to commission and plan artworks through the notable opportunities arising from city growth.

3.4.11 The city's non-professional and voluntary sector particularly contributes to the city's vibrancy with the Council's grant programme reflecting the value of partnership working through support for a significant community of creative voluntary organisations working in a range of disciplines including physical and mental health such as Inspire and Rowan Humberstone.

3.5 Improvements & Opportunities

3.5.1 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.

3.5.2 Cambridge is growing, with new homes, new neighbourhoods and a rising population. There several major growth sites planned for new homes and communities: on the southern, north-west and eastern fringes of Cambridge, as well as the Cambridge Northern Fringe East and the Station Area (CB1).

3.5.3 In a 2008 public survey of Cambridge's public art, there was strong support for the role of public art in giving Cambridge a positive image, promoting art and culture and place-making. Art has a role to play in ensuring the development and integration of these new and existing communities, but in addition these sites present a significant opportunity for the Council explore the role of art in shaping the city's identity with investment through developer contributions.

3.5.4 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, made more difficult by the increasing costs in this area.

3.5.6 There is an unmet demand for creative workspace¹⁶, 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. 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 conferences¹⁷. 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.

3.5.7 Engagement in arts activity by minority groups such as BAME communities is lower than for the overall public, however many of these groups have a desire to engage further in the delivery of local activity¹⁸. 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.

3.5.8 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.

3.6 Partnership Working

3.6.1 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 based on historical relationships and tradition with little emphasis on developing or nurturing new activity or individual practitioners.

¹⁶ Cambridgeshire Horizons Arts & Culture Strategy (2006) & Cambridge Arts Network consultation event (May 2010)

¹⁷ Cambridgeshire Horizons Arts & Culture Strategy (2006)

¹⁸ Survey of Black & Minority Ethnic People Living in Cambridge (Cambridge City Council, 2006)

3.6.2 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. The Council acknowledges the beneficial role that partners' activities play in delivering on its priorities and the potential to better utilise local assets such as the Universities to support arts priorities.

3.6.3 Local business investment in the arts in Cambridge has been underdeveloped and there is a desire felt by both arts providers and current corporate champions for the arts to nurture mutually beneficial partnerships with the corporate sector. This includes greater consideration of the role that the independent business sector such as local commercial galleries, as well as the city's vibrant creative & technology industries, can play in delivering on shared objectives and enhancing the city's identity & profile.

3.6.4 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, venues 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.

4. Priorities 2011-2014

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

4.2 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 vibrant, innovative knowledge-based economy.

4.3 Prioritising will help the Council to ensure best value for the use of its limited resources.

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

Everyone to have the opportunity to access the arts regardless of circumstance:

- Better access for those people who traditionally have barriers to arts engagement, particularly children & young people, older people, people with mental & physical disabilities & dependencies, and people from BAME 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

Residents to see Council resources spent effectively for their benefit:

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

c) A broad & coordinated range of diverse arts provision

People both now and in the future to have the opportunity to access excellent art in all its forms in Cambridge:

- 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

Arts provision to deliver on local need:

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

e) Develop community involvement & participation

Empower local communities to use the arts to shape their neighbourhoods and the broader city:

- 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.

3) Enhance the city's reputation & identity

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

f) Enhance Cambridge's reputation

Enhance the city's reputation as a world leader in innovation and creativity:

- 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

Use the arts to help define Cambridge's identity:

- Public art and the opportunities surrounding the city's growth are 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

Protect the environment and mitigate & manage the carbon consequences of arts activity:

- 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

Use the arts to enhance the outdoor environment and the public realm:

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

5. The Ripple Effect

5.1 How we will work and what we will do

5.1.1 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".

5.1.2 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**

5.2 The First Ripple - Direct Provision

5.2.1 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

5.2.2 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.

5.2.3 A review of the Corn Exchange was completed in 2010 and identified the future direction for the Council's involvement with this significant venue. This 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 financial and energy efficiency.

b) Outdoor events & regular programmes

5.2.4 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 partnership associations, through to free community events such as The Big Weekend and Bonfire Night each attracting around 20,000 people per annum.

5.2.5 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.

5.2.6 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 & maximise programming opportunities on 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 BAME community including delivering targeted events for the benefit of this community.
- 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 people with barriers to accessing the arts.
- Develop an environmental policy for our events & programmes.

c) Growth of the city and Public Art

5.2.7 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.

5.2.8 This investment presents an opportunity to ensure that cultural facilities are considered & developed by, and for, new & existing Cambridge communities, in particular through the management of developer contributions and the provision of public art.

5.2.9 The City Council enjoys an effective joint working partnership with South Cambridgeshire District Council within the management of growth and has recently commissioned an Infrastructure Study for Cambridge and South Cambridgeshire in order to better understand existing and future infrastructure to inform each authority's Development Plan. The Development Plan will identify the necessary social, physical and green infrastructure to ensure sustainable communities are delivered and will include leisure and community facilities.

5.2.10 In addition to the influence of the Council on ensuring the arts are considered within city growth through the planning process, the Council's Public Art Supplementary Document (SPD) outlines how the Council will ensure the successful delivery of public art within new developments. The Council's preference is for public art to be delivered on site by the developer but where this is not possible a financial contribution is made to the Public Art Initiative. The

City Council is responsible for spending these commuted sums by directly commissioning public artworks itself.

5.2.11 The priorities of this Arts Strategy compliment the Council's vision for public art stated in the Public Art SPD which is to "deliver outstanding communities and places by joining the best contemporary public art practice to community engagement, architecture, landscape and urban design in order to shape and improve the experience of the City as a place of creativity and innovation that offers a high quality of life" as well as supporting the Council's commitment to the Cambridgeshire Quality Charter principles of community, connectivity, climate and character¹⁹.

5.2.12 The Council will:

- Strengthen community engagement with public art to ensure it responds to the needs of local communities.
- Ensure that the Council's Development Plan incorporates good quality leisure and art infrastructure facilities.
- Provide advice and expertise to developers & communities to ensure best practice in commissioning public art.
- Enhance the development, curation and management of public art projects and ensure the strategic use of public art funds including art to deliver projects, which provide character and improve the quality of the public realm.
- Ensure public art projects are developed which support both the Public Art SPD and the Arts Strategy priorities of promoting the environment, climate change and sustainable living.

5.3 The Second Ripple - Partnership Working

5.3.1 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.

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

e) Financial investment in partners

5.3.3 The Council's funding helps organisations to lever other external support and maintains and develops local arts organisations. 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.

5.3.4 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

¹⁹ Cambridgeshire Quality Charter (2009)

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 by the Council.

5.3.5 Levels of funding cannot be prescribed in this document however the Council is committed to continuing to provide financial support to arts organisations. The Council seeks to enhance its working to ensure a fair and transparent process for allocating funding that aligns the outcomes of its investment with its priorities and promotes long-term organisational development & sustainability for grant recipients.

5.3.6 The Council will:

- Review its leisure grants to consider the best delivery models for financial investment including exploring 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.
- Consult with existing grant recipients and the wider arts community on the impact, design & implementation of proposed changes to grant funding.
- Proactively seek to support activity which promotes environmental sustainability.

f) External strategic relationships

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

5.3.8 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.

5.3.9 For example, in 2009-10 ACE made 28 grants for projects taking place in Cambridge totalling £681,316 to 26 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.

5.3.10 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 in ACE's decisions 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, South Cambridgeshire District Council, and other local district authorities:** to develop work that supports access by the wider county to the city's cultural assets.
- **Other external arts organisations & grant recipients** in developing their own work which delivers on Council priorities including joint projects & environmental policies.
- **Local businesses & the corporate sector** in nurturing business investment and support for the city's arts activities, organisations and infrastructure.

g) Coordination & facilitation

5.3.11 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.

5.3.12 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 enhanced communication & 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

5.3.13 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 grant recipients 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.
- Greater advocacy for the work of artists and art providers in the city.

5.4 The Third Ripple - Advocacy & Development

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

i) Strategising & influencing others

5.4.2 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 its 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 Culture First, the Culture Task Group and the Cambridgeshire Museums Advisory Partnership, to provide a steer for the city's provision.
- Encourage others to support and use the arts as a tool to achieve their objectives such as in the education sector, voluntary groups, healthcare providers, other local authorities in Cambridgeshire, and through the Local Enterprise Partnership (LEP).
- Campaign to decrease the carbon footprint of arts activities.

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

5.4.3 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.

5.4.4 The Council welcomes developmental proposals for consideration and will identify areas to focus its advocacy on to ensure the successful development of city arts provision in partnership with others. It will:

- Coordinate discussion on maximising city resources to address the need for creative space including undertaking a needs analysis.
- Identify resources to enable flexibility to respond to arts development opportunities.
- Lead on the development of a strategy for the city's festivals and outdoor events involving a range of external & internal stakeholders.

5.5 Delivering on objectives

5.5.1 The Council will be proactive in ensuring it delivers on its priorities and the objectives of this Arts Strategy. It will produce an Action Plan for the management of the delivery of activity in collaboration with external stakeholders.

5.5.2 This Action Plan will aim to be specific and achievable and will incorporate methods for monitoring success. The plan will enable local people to see the impact of the arts on their city and document the outcomes of the strategy as it delivers on the Council's vision for the arts.

The Ripple Effect

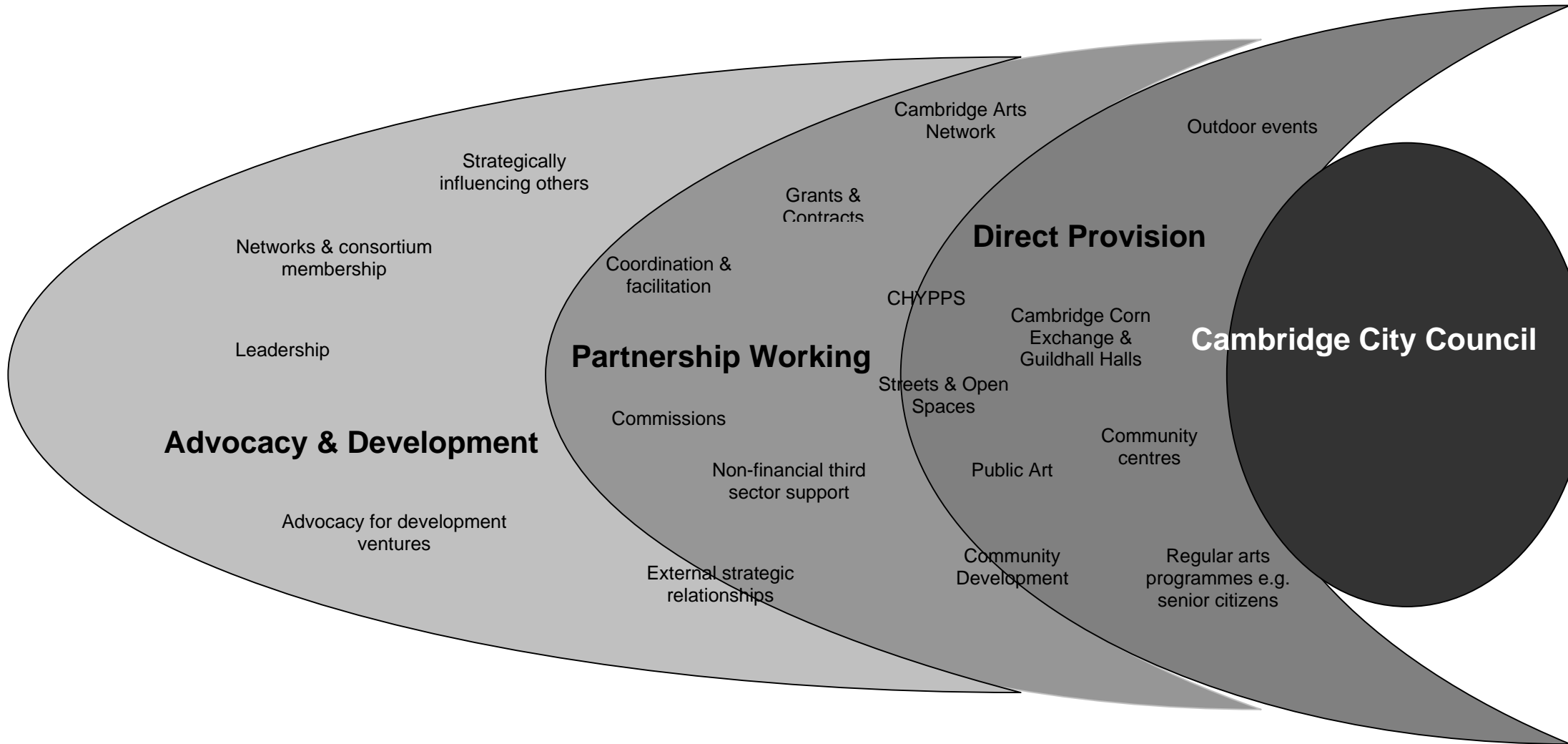


Table of Objectives

1) Access to art for all		
	Ripple	Objective
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 BAME community including delivering targeted events for the benefit of this community.
	1 - Direct Provision	Maintain a targeted programme of activity for the benefit of people with barriers to accessing the arts.
	2 – Partnership Working	Strengthen relationships with both city universities, schools & colleges 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	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 financial efficiency of the Corn Exchange.
	2 – Partnership Working	Review leisure grants 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 & maximise programming on 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.
	1 - Direct Provision	Ensure that the Council's Development Plan incorporates good quality leisure and art infrastructure facilities.
	2 – Partnership Working	Bring together venues and arts organisations to ensure enhanced communication & coordination of programmes and marketing of activity across Cambridge.
	3 – Advocacy & Development	Attend and support other local networks such as Culture First, the Culture Task Group and the Cambridgeshire Museums Advisory Partnership, to provide a steer for the city's provision.

	3 – Advocacy & Development	Coordinate discussion on maximising city resources to address the need for creative space including undertaking a needs analysis.
	3 – Advocacy & Development	Identify resources to enable flexibility to respond to arts development 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	Objective
d) Support local need	1 - Direct Provision	Strengthen community engagement with public art to ensure it responds to the needs of local communities.
	2 – Partnership Working	Undertake consultation with Cambridge residents to ensure their views are reflected in city-wide arts provision.
	2 – Partnership Working	Consult with existing grant recipients and the wider arts community on the impact, design & implementation of proposed changes to grant funding.
	2 – Partnership Working	Support Council grant recipients 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.

	2 – Partnership Working	Nurture business investment & support for the city’s arts activities, organisations & infrastructure.
	3 – Advocacy & Development	Greater advocacy for the work of artists and arts providers in the city.
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.
	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, healthcare providers, other local authorities in Cambridgeshire & through the LEP.

3) Enhance the city's reputation & identity		
	Ripple	Objective
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	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 developers & communities to ensure best practice in commissioning public art.
	1 - Direct Provision	Enhance the development, curation and management of public art projects and ensure the strategic use of public art funds including art to deliver projects, which provide character and improve the quality of the public realm.

4) Protect the environment

	Ripple	Objective
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 & grant recipients 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	Ensure public art projects are developed which support both the Public Art SPD and the Arts Strategy priorities of promoting the environment, climate change and sustainable living.
	1 - Direct Provision	Develop an Events Framework, which will provide direction on the coordination of outdoor events in parks & open spaces & maximise programming on open spaces.
	2 – Partnership Working	Proactively seek to support activity which promotes environmental sustainability.

List of Sources

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