

Cambridge City Council

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Arts & Recreation

Portfolio Holder: Councillor Rod Cantrill

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Introduction

The Arts & Recreation portfolio includes the management of parks, streets and open spaces, and a broad range of cultural and sporting provision.

The portfolio has four strategic objectives:

- 1) Ensuring all city residents have the opportunity to access arts & recreation services**
- 2) Enhancing the City's reputation and identity through arts & recreation provision**
- 3) Protecting & enhancing the environment and tackling the causes and consequences of climate change**
- 4) Engage and involve local communities in shaping arts & recreation activities**

The Council will deliver these objectives by working in a number of ways:

- Direct provision
- Partnership working
- Advocacy & development

The following service divisions will contribute to the achievement of this Plan's Objectives:

- Arts and Recreation
- Streets and Open Spaces
- Community Development (Leisure Grants)

The portfolio includes services spread primarily across two newly created sections, Streets & Open Spaces, and Arts & Recreation. Both are currently engaged in restructuring exercises in order to better focus on Council priorities and to examine ways of delivering services more efficiently. The Council currently directly manages the majority of services although management of swimming and leisure provision is outsourced. A number of strategic approaches are being finalised within the two sections and these will provide clarity about future direction, investment, performance and opportunities for partnership working and engagement.

Achieving efficiencies and savings

We anticipate that in 2011-2012 the council will need to achieve about £2 million of the overall £6 million savings that we need to make over the next four years. We have put in place a programme of service reviews that goes across all portfolios, where we are looking very closely at what we do, how we do it, what the service costs and whether we could do things differently in the future. The programme of reviews is a rolling programme and early in 2011 all portfolios will be looking to identify further areas for review during 2011-2012 that will deliver savings from 2012-2013 onwards.

In looking to see where we might make savings we will seek to:

- Protect services for vulnerable individuals and communities
- Protect the basic services that keep our city looking good and working well
- Make sure that we get right the things that we only have one chance to get right – such as planning new communities.

Vision Statements applicable to this portfolio

1. A City which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community
2. A City which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings
3. A City in the forefront of low carbon living and minimising its impact on the environment from waste and pollution
4. A City whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives.

Strategic Objectives 2011-2012

Vision Statement 1:	<i>A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community</i>
Strategic Objective AR1:	Ensure all city residents have the opportunity to access arts & recreation services
By March 2012 we will have:	<p>AR1.1 Reviewed our leisure grants policy and priorities to ensure that leisure grants are better aligned to Council objectives and priorities</p> <p>AR1.2 Implemented a staffing restructure of the Cambridge Corn Exchange & delivered efficiencies of £300,000 for improvements to programming, marketing, physical environment and customer service</p> <p>AR1.3 Agreed a new approach to the future management of the Council's leisure facilities to ensure best value</p> <p>AR 1.4 Progress implementation of approved plan to maximise opportunities from London 2012 Olympic & Paralympic Games</p> <p>AR1.5 Delivered (or worked with developers to deliver) 3 public art projects to ensure a good supply of amenities for new communities planned with the involvement of the community</p> <p>AR 1.6 Implemented a new approach to outdoor events management, taking a more creative approach to identify and commission events in parks to provide a more diverse, relevant and cost-effective offer to residents.</p> <p>AR 1.7 Increased participation in arts & recreation activities by people on low incomes & those from black, Asian & minority groups</p> <p>AR 1.8 Created an evidence base to assist with the management of the future anticipated impact of city growth on service delivery and existing cultural amenities</p> <p>AR 1.9 Development of an Arts Strategy action plan in partnership with stakeholders</p>
Lead Officer:	Debbie Kaye, Head of Arts & Recreation (1.1, 1.2, 1.3, 1.4, 1.6, 1.7 and 1.8) Toni Ainley, Head of Streets & Open Spaces (1.5 & 1.7)

<p>Performance Measures:</p>	<p>AR 1.1 Grant monitoring evidencing alignment to Council priorities & delivery on objectives</p> <p>AR 1.2 Corn Exchange attendance levels (target: 190,000 per annum)</p> <p>AR 1.2 Corn Exchange comment cards record customer satisfaction levels</p> <p>AR 1.2 Asset Improvement Plan actions & targets for the Corn Exchange & Guildhall Halls</p> <p>AR 1.3 New management arrangements agreed for progression</p> <p>AR 1.4 No. of local groups/organisations involved in London 2012 Action Plan events</p> <p>AR 1.4 % of approved London 2012 Action Plan priorities underway</p> <p>AR 1.5 % of public art projects completed on time & on budget</p> <p>AR 1.5 Consider new question in Citizens Survey: % levels of satisfaction with open space, sport, public art and recreation delivered within new housing developments</p> <p>AR 1.6 Even spread of events programmed on open spaces across new Event Management Framework model</p> <p>AR 1.7 % of people on means-tested benefits attending Council managed cultural venues & events (e.g. as monitored via the Leisure Card A scheme or its replacement)</p> <p>AR 1.7 % satisfaction with parks & open spaces and outdoor & indoor sport by BAME citizens from Booster Survey/Citizen survey</p> <p>AR 1.7 % leisure grant applications from BAME led groups</p> <p>AR 1.8 Asset management plans across portfolio include requirements to address future growth</p> <p>AR 1.8 Targets set & monitored for Council funded cultural venues incorporating requirements to address future growth</p> <p>AR 1.9 Plan produced, number/% projects progressed each year as identified</p>
<p>Delivery Risks:</p>	<ul style="list-style-type: none"> ▪ Uncertainty relating to the funding of related areas (e.g. school sport, arts community) ▪ Failure to secure adequate s106 provision

Vision Statement 2:	<i>A City which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings</i>
Strategic Objective AR2:	Enhance the city of Cambridge's reputation and identity through arts & recreation provision
By March 2012 we will have:	AR2.1 Enhanced communities' sense of place by adopting a coordinated approach to the management and improvement of the public realm including trees, parks and open spaces AR2.2 Made tangible improvements to open space, sports, recreation and public art provision by delivering 10 developer contributed projects AR2.3 Worked with developers and other stakeholders to consider proposals for a community stadium
Lead Officer:	Toni Ainley, Head of Streets & Open Spaces (2.1 & 2.2) Debbie Kaye, Head of Arts & Recreation (2.3)
Performance Measures	AR 2.1 Published strategy for managing & investing in trees AR 2.1 % increase in supply of allotments AR 2.1 % reduction in waiting list times for allotments AR 2.1 % levels of satisfaction in Citizen Survey with open space AR 2.1 % reduction in unauthorised BBQs in parks & open spaces AR 2.2 % of developer contributed projects delivered on target across all categories AR 2.3 Decision taken on level of commitment to further engagement on any feasibility studies post Mar 2012
Delivery Risks:	<ul style="list-style-type: none"> ▪ Possible repayment of developer contributions

Vision Statement 3:	<i>A City in the forefront of low carbon living and minimising its impact on the environment from waste and pollution</i>
Strategic Objective AR3:	Protect & enhance the environment; and tackle the causes and consequences of climate change throughout arts & recreation activity
By March 2012 we will have:	AR 3.1 Establish an overall plan and agree priorities to enhance local environmental quality, biodiversity and sustainability as part of our three year programme to implement energy efficiency measures in community leisure and recreation facilities AR3.2 Reduced the carbon footprint of, and the waste produced by, arts & recreation services
Lead Officer:	Debbie Kaye, Head of Arts & Recreation (3.1, 3.2 and 3.3) Toni Ainley, Head of Streets & Open Spaces (3.1)
Performance Measures:	AR 3.1 % projects completed on target AR 3.1 % reduction in utilities consumption by cultural venues AR 3.2 % of major outdoor events adopting highest EMF standard for recycling waste AR 3.2 % people accessing services by walking, cycling & public transport
Delivery Risks:	<ul style="list-style-type: none"> ▪ Available funding to support invest-to-save measures

Vision Statement 4:	<i>A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives</i>
Strategic Objective AR4:	Engage and involve local communities in shaping arts & recreation activities
By March 2012 we will have:	AR4.1 Involved local people in understanding and identifying local needs and in decision-making about arts & recreation provision e.g. through area committees and other consultation and feedback channels AR4.2 Enabled new and existing communities to use arts and recreation to shape themselves & their city through the development of participatory opportunities
Lead Officer:	Debbie Kaye, Head of Arts & Recreation
Performance Measures:	AR 4.1 No. of art & recreation agenda items discussed at area committee meetings AR 4.1 Minutes of consultation meetings AR 4.2 Levels of residents satisfaction with arts & recreation discretionary services from Citizen Survey AR 4.2 No. of community organisations involved in delivering Council run events
Delivery Risks:	<ul style="list-style-type: none"> • Local expectations exceed what is possible with available resource <ul style="list-style-type: none"> ▪ Sustainability of engagement

Background Information:

- Allotment Strategy
- Arts Strategy 2011 – 2014
- Cambridge London 2012 Action Plan
- Corn Exchange Review
- Events Framework
- Parks & Open Spaces Strategy
- Performance Management Frameworks for Parks & Open Spaces, and Leisure Management
- Sports Strategy 2009 – 2013

Version control: