

**Cambridge City Council**

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## **Arts, Sport & Public Places Portfolio Plan 2012-13**

**Portfolio Holder: Executive Councillor Rod Cantrill**

Lead drafting officer: **Debbie Kaye, Head of Arts & Recreation**

Email address: [Debbie.kaye@cambridge.gov.uk](mailto:Debbie.kaye@cambridge.gov.uk)

Telephone number: 01223 458633

## Introduction

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

**The portfolio has six strategic objectives:**

- 1) Ensuring all city residents have the opportunity to access services**
- 2) Enhancing the City's reputation and identity through provision of well-managed public places and high quality arts and sports services**
- 3) Providing high quality open spaces with good access particularly as the City grows**
- 4) Celebrating opportunities to be inspired by the London 2012 Olympic and Paralympic Games\***
- 5) Protecting & enhancing the environment and tackling the causes and consequences of climate change**
- 6) Engage and involve local communities in shaping services and decision-making**

\* A shorter-term strategic objective

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

- Arts and Recreation (Head of Service – Debbie Kaye)
- Streets and Open Spaces (Head of Service – Toni Ainley)
- Community Development (Leisure Grants)

The portfolio includes services spread primarily across two service areas, Arts & Recreation and Streets & Open Spaces. In 2011/12, major restructuring exercises were completed across both areas. The Council currently directly manages the majority of services although management of swimming and leisure provision is outsourced.

### **Achieving efficiencies and savings**

In the year to 2011/12, the Council's programme of restructure and savings reviews produced savings of £2 million, with £350,000 of this found from efficiencies and increased performance targets from within the Arts & Recreation service area and significant savings through the Streetscene review and the Streets and Open Spaces restructure.

The Council now has to find a further £3.6 million of savings over the period 2012-2015 and has already begun to identify how this goal can be achieved. However, the Council will prioritise services for vulnerable people, protecting everyday services and making sure one-off opportunities to get things right have a particular focus.

## **Vision Statements applicable to the Arts, Sport & Public Spaces portfolio**

### **Council Vision**

The Council's eight corporate vision statements were reiterated as part of the [2011 Annual Statement](#) and provide the context for the Council's work. The first and fifth vision statements have recently been revised to emphasise the Council's intention to support disadvantaged residents, and to recognise the broad base of Cambridge's economic growth.

So, "A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community" becomes "**A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing**"; and "a city with a thriving knowledge-based economy that benefits the whole community and builds on its reputation as a global hub of ideas and learning" becomes "**A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery**".

The vision statements most pertinent to this portfolio are:

1. A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing

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.

## **Performance measures**

This plan identifies a high level approach to performance management. Detailed targets will be developed on this basis through service operational plans.

## Strategic Objectives 2012-2013

<b>Vision Statement:</b>	<b>A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing</b>
<b>Strategic Objective 1:</b>	<b>Ensure all city residents have the opportunity to access arts, sports &amp; public spaces services</b>
<b>By March 2013 we will have:</b>	<p>1.1 Implemented our revised leisure grants policy and begun work with major grant recipients to release capacity and offer longer term relationships</p> <p>1.2 Implemented a three-year business plan for Cambridge Corn Exchange to deliver upon the final objectives of the original improvement programme and maximise revenues.</p> <p>1.3 Undertaken a procurement exercise and let the contract for the future management of the Council's leisure facilities</p> <p>1.4 Supported civic and community celebrations of HM Queen Elizabeth's Diamond Jubilee including participation in Fields in Trust</p> <p>1.5 Reviewed outdoor events and procured or commissioned a range of required activities including an outdoor winter ice rink for the period 2012-15.</p> <p>1.6 Increased participation in at events, cultural and sporting activities by people on low incomes &amp; those from black, Asian &amp; minority groups</p> <p>1.7 Implemented the Arts Strategy action plan in partnership with stakeholders to deliver the four key objectives</p>
<b>Lead Officer:</b>	Debbie Kaye, Head of Arts & Recreation (1.1, 1.2, 1.3, 1.6, 1.7) Shared with Toni Ainley, Head of Streets and Open Spaces (1.4, 1.5)
<b>Performance Measures:</b>	<p>1.1 Monitor grant applications to ensure there is a clear link to delivery of service priorities</p> <p>1.2 Performance targets will be identified for the Corn Exchange and Guildhall as part of the business plan process</p> <p>1.2 A building improvement plan will be identified for both the Corn Exchange &amp; Guildhall Halls and aligned clearly to the business plans for each</p>

	<p>1.3 Contract awarded by April 2013</p> <p>1.4 A suitable location is identified for participation in the process</p> <p>1.5 A revised event programme will be identified which clearly aligns to delivery of service objectives</p> <p>1.6 Measure throughputs and undertake surveys at certain activities to ascertain access by people receiving means-tested benefits</p> <p>1.6 Percentage of leisure grant applications from BAME groups</p> <p>1.7 Identify baseline and targets for number/% projects progressed each year as identified</p> <p>1.7 Identify baseline &amp; targets for number of groups/organisations involved in implementation of the plan</p>
<b>Delivery Risks:</b>	<ul style="list-style-type: none"> <li>▪ 1.4 Community support for celebrations</li> <li>▪ 1.5 Viability of market proposals</li> <li>▪ 1.3 Market interest may influence price, quality and choice</li> </ul>
<b>Vision Statement:</b>	<b>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</b>
<b>Strategic Objective 2:</b>	<b>Enhancing the City's reputation and identity through provision of well-managed public places and high quality arts and sports services</b>
<b>By March 2013 we will have:</b>	<p>2.1 Enhanced communities' sense of place by adopting a coordinated approach to the management and improvement of the public realm including trees, parks, nature reserves and other open spaces</p> <p>2.2 Completed a revised Tree Protocol</p> <p>2.3 Made tangible improvements to open space, sports, recreation and public art provision by delivering a range of developer funded projects</p> <p>2.4 Identified opportunities, when improving open space, to mitigate against surface water flooding by retrofitting solutions.</p> <p>2.5 Improved the quantity and quality of provision of recycling / litter &amp; dog waste bins on open spaces.</p> <p>2.6 Continue work with all parties to explore proposals for a community stadium for Cambridge</p>
<b>Lead Officer:</b>	Toni Ainley, Head of Streets & Open Spaces (2.1, 2.2 & 2.3, 2.4 & 2.5) Debbie Kaye, Head of Arts & Recreation (2.6)

<b>Performance Measures</b>	<p>2.1 Identify baseline and increase in the percentage of sites graded as A (None present) or B (Predominantly free with some minor instances) by the Local Environment Quality framework, which measures litter, detritus, graffiti and fly-posting.</p> <p>2.1 Increase in the quality of our open spaces as measured by the evaluation of individual sites after work has been completed using the Open Space and Recreation Assessment.</p> <p>2.1 Identify a baseline and increase in the percentage of residents satisfied with the City Council's management of open spaces in a survey conducted during in Environment Week in our parks and on our website.</p> <p>2.2 Whether the revised tree protocol has been approved by the Council.</p> <p>2.3 Number of developer contributed projects that improve open space, sports, recreation and public art provision delivered against identified timescales.</p> <p>2.5 Reduction in the number of service requests for, and complaints about, litter removal.</p>
<b>Delivery Risks:</b>	<ul style="list-style-type: none"> <li>▪ Possible repayment of developer contributions</li> <li>▪ Failure to secure capital funding where identified</li> </ul>
<b>Strategic Objective 3:</b>	<b>Providing high quality open spaces with good access particularly as the City grows</b>
<b>By March 2013 we will have</b>	<p>3.1 Introduced either a community garden or allotment starter plots on a site to be identified.</p> <p>3.2 Introduced a new community orchard on a site to be identified</p> <p>3.3 Identified ways in which the Council can promote public access to public open space not directly maintained by the City Council.</p>
<b>Lead Officer:</b>	Toni Ainley, Head of Streets and Open Spaces
<b>Performance Measures</b>	<p>3.1 Whether a community garden or allotment starter plots have been developed and maintained by residents.</p> <p>3.1 Identify a baseline and reduce the number of people on the waiting list for an allotment.</p>

	<p>3.2 Whether a community orchard has been developed and maintained by residents.</p> <p>3.3 Whether arrangements are in place that allows the City Council to input into the management of open spaces that it does not directly maintain.</p>
<b>Delivery Risks:</b>	<ul style="list-style-type: none"> <li>▪ Failure to identify sites</li> <li>▪ Capital funding not available.</li> <li>▪ Failure to get community buy in</li> </ul>
<b>Strategic Objective 4:</b>	<b>Celebrating opportunities to be inspired by the London 2012 Olympic and Paralympic Games</b>
<b>By March 2013 we will have</b>	<p>4.1 Progressed the implementation of the City Olympic Action Plan to maximise opportunities from London 2012 Olympic &amp; Paralympics Games</p> <p>4.2 Delivered the London 2012 Public Art project</p> <p>4.3 Successfully managed the Olympic Torch Relay and Evening Celebration</p>
<b>Lead Officer:</b>	<p>Debbie Kaye, Head of Arts &amp; Recreation (4.1, 4.3)</p> <p>Toni Ainley, Head of Streets &amp; Open Spaces (4.2)</p>
<b>Performance Measures</b>	<p>4.1 Identify baseline and targets for number of local groups/organisations involved in London 2012 Action Plan events</p> <p>4.1 Identify baseline and targets for % of approved London 2012 Action Plan priorities underway</p> <p>4.2 Project delivered and legacy identified.</p> <p>4.3 All elements of SLA with LOCOG successfully achieved</p>
<b>Delivery Risks:</b>	<ul style="list-style-type: none"> <li>▪ Failure to secure adequate/appropriate proposals via procurement process for public art</li> </ul>



<b>Vision Statement:</b>	<b>A City in the forefront of low carbon living and minimising its impact on the environment from waste and pollution</b>
<b>Strategic Objective 5:</b>	<b>Protecting &amp; enhancing the environment and tackling the causes and consequences of climate change</b>
<b>By March 2013 we will have:</b>	<p>5.1 Established an overall plan and agreed 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</p> <p>5.2 Reduced the carbon footprint of, and the waste produced by services in this portfolio</p> <p>5.3 Contributed to corporate proposals for a community district heating/combined heat and power scheme</p>
<b>Lead Officer:</b>	<p>Toni Ainley, Head of Streets &amp; Open Spaces (5.1)</p> <p>Shared (5.2)</p> <p>Debbie Kaye, Head of Arts &amp; Recreation (5.3)</p>
<b>Performance Measures:</b>	<p>5.1 &amp; 5.2 Identify targets for planned reduction in utilities consumption by cultural venues</p> <p>5.1 Monitor fuel usage and identify ways petroleum fuel usage can be reduced</p> <p>5.1 &amp; 5.2 Identify baseline and targets for increase in number of major outdoor events adopting highest EMF standard for reusing and recycling waste</p> <p>5.2 Identify baseline and targets for increasing the number of people accessing certain services by walking, cycling &amp; public transport</p>
<b>Delivery Risks:</b>	<ul style="list-style-type: none"> <li>▪ Subject to approval of capital funding where this is yet to be identified</li> <li>▪ Economic climate may deter investment in some recycling initiatives</li> </ul>

<b>Vision Statement:</b>	<b>A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives</b>
<b>Strategic Objective 6:</b>	<b>Engage and involve local communities in shaping services and decision-making</b>
<b>By March 2013 we will have:</b>	<p>6.1 Involved local people in understanding and identifying local needs and in decision-making e.g. through area committees and other consultation and feedback channels</p> <p>6.2 Enabled new and existing communities to use arts and sports development activities to shape themselves and their city through the development of participatory opportunities</p> <p>6.3 Used the portfolio's evidence base created for the Community Infrastructure Levy to support decision-making by Area Committees and to develop Area Committee Action Plans</p> <p>6.4 Encouraged flexible ways to deliver services that can respond and enable the setting of local priorities through area committees.</p>
<b>Lead Officer:</b>	<p>6.1, 6.3 &amp; 6.4 shared</p> <p>6.2 Debbie Kaye, Head of Arts &amp; Recreation</p>
<b>Performance Measures:</b>	6.1 Whether Area Committee Action Plans include suggestions made by residents and community groups.
<b>Delivery Risks:</b>	<ul style="list-style-type: none"> <li>▪ The extent to which local people may wish to engage in topics in relation to this area</li> <li>▪ Minority views may determine a direction which is not representative of wider community perspectives</li> </ul>

## Background Information:

- Allotment Strategy
- Arts Strategy
- 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
- Public Art SPD
- Tree Strategy
- Tree Protocol