

# Deputy Leader Statement 2017/18



## **INTRODUCTION**

East Staffordshire Borough Council has three Corporate Priorities:

- **Value For Money Council Services:**  
*Protecting your money*
- **Promoting Local Economic Growth:**  
*To benefit local people by turning aspiration into reality*
- **Protecting and Strengthening Communities:**  
*Love where you live*

The following statement sets out how the Deputy Leader for Cultural Services and officers of the Council will contribute to achieving these priorities.

However throughout the statement there may be examples of joint delivery with other Executive Members as well as managers from other sections. The activities outlined in the statement are often cross-cutting themes with overlaps into other areas.

The statement also highlights past successes by highlighting the Council's key achievements in 2016/17.

## **ACHIEVEMENTS IN 2016/17**

Over the past 12 months, the Council has been working hard to improve its services and is currently on track to achieve 96% of this portfolio's milestones set for 2016/17 by the end of the financial year.

Some of these achievements are highlighted in the following section.

### ***Leisure and Culture Service Delivery Review***

In August 2016 the Council appointed Max Associates to undertake an options appraisal of its Leisure and Culture services in order to review and consider the best way of delivering these services moving forward. The services in the review included; leisure centres (Meadowside, Uttoxeter and Shobnall), Sports Development, the Brewhouse and Arts provision as well as the Market Hall and Civic Function Suite. The identified outcomes set out in the report were considered by Cabinet in February 2016.

### ***Cultural Services Customer Service Improvements***

As part of the continuous process to improve customer services, the Cultural Services department implemented the "Insight - Customer Care Platform". This new system enables managers to gain vital feedback on their services through; 'mystery shopper' visits and telephone calls to sites (with documented feedback), the ability to undertake customer surveys and the opportunity for customers to feedback comments on their visits and the service they have received. By gaining this vital feedback officers can address any issues raised and better meet the needs of our customers and residents. Both Uttoxeter and Meadowside Leisure Centres scored well above the national standard (49) in the "net promoter score" (a measure of customer satisfaction) achieving 75 and 69 respectively.

### ***Service Wide Marketing Initiatives***

Marketing of the services provided across Leisure and Culture has been greatly improved over the year. An overarching Marketing Strategy to cover all

departments, including the Leisure Centres, the Brewhouse, Town Hall, Market Hall, Sports Development and Parks/Open Spaces has been developed. In addition, specific and coordinated marketing plans have been developed for each of these services, ensuring that teams work together to share resources and opportunities. Members are kept abreast of marketing performance via a bi-monthly update posted on the Member Briefing.

### ***Brewhouse and Civic Function Suite***

The Brewhouse Improvement Plan has been revised and refreshed, taking into account the service developments achieved in 2015/16. These included; the enhanced commercial and activity programme at the Brewhouse as well as a restructure which saw the Civic Function Suite form part of the Cultural Services delivery programme. On the back of this plan the Brewhouse Arts and Town Hall Manager was successful in securing an £83,000 grant from Arts Council England to further develop the artistic programme at the Brewhouse.

With specific reference to the Civic Function Suite, members approved a new brand for the Town Hall which has subsequently been used to promote the facilities and services offered within the venue. A schedule of works to implement phase 3 of the Town Hall development plan has been identified. Once procured, these works will be implemented.

### ***Consideration of Opportunities to Make Leisure and Cultural Facilities Greener***

In December 2016 Meadowside Leisure Centre saw the installation of a Combined Heat and Power unit (CHP), a system which generates electricity, with any excess being sold back to the National Grid.

The Brewhouse Arts Centre has also benefited from the installation of more efficient lighting and air conditioning which will not only improve the customer experience but also reduce energy bills as a consequence of improved operating efficiency.

### ***Facilities Management Review of Services***

A strategic review of the Council's approach to managing its facilities has resulted in an amended staffing structure that is more suited to delivering faster response times to maintenance and building issues. The review also identified a number of actions that will be implemented in 2017/18 and beyond, including undertaking building condition surveys.

### ***Market Hall Business Development Initiatives***

Building on the progress made during 2015/16 a number of new initiatives have been introduced during the year. Specific marketing and promotion plans aimed at driving footfall into the Market Hall have been developed. Programmes such as the Easter Festival (between 23<sup>rd</sup> March and 4<sup>th</sup> April) are a good example of the collaborative work being undertaken, not only within Cultural Services but also with the local shopping centres. Other sporting and cultural activities have included children's holiday activities, the Festival of Gardening, boxing events as well as numerous specialised markets such as the Halloween Market, Craft Market and Christmas Markets. The Christmas light switch on also proved to be tremendously popular this year with an estimated 5,438 attending the Market Square and Market Hall (compared to 4,650 the previous year) and formed just one part of the "Christmas in Burton" campaign.

### ***Outdoor Sports Hubs***

Following the work undertaken in 2015/16 to progress the development of the Outdoor Sports Hubs (i.e. Burton Rugby Club site at Tatenhill and the multi-sports hub in Uttoxeter) the Council has continued to work with partners (Burton Rugby Club, local sports clubs, Sport Across Staffordshire, Sport England and National Governing Bodies) to take these projects forward. The Council has fulfilled its role in supporting the development of these projects by providing assistance to those sports clubs involved at the local level. At the proposed Uttoxeter multi-sports hub, the Council has provided financial support to fund the appointment of consultants Knight, Kavanagh and Page to draw up a delivery action plan as well as the delivery of an agronomy report.

This will inform any future work relating to pitch development on site, for example, drainage and construction.

### ***Developing Health Related Initiatives***

For several years the Council has played a leading role in developing health initiatives across East Staffordshire. As a member of the Healthy City Network (HCN), the Cultural Service teams have developed a number of initiatives around the themes identified in Phase VI of the HCN programme. These have included the implementation of activity programmes around: Nutrition and Obesity; Physical Activity; Mental Health and Wellbeing; Early Life; and Older People. Headline projects include the Children's Weight Management Programme (commissioned by Staffordshire and Stoke Partnership Trust) and the Healthy Families project, providing a holistic approach to health and well-being specifically aimed at family units.

Cultural Services teams, led by the Council's Sports Development Officers, have delivered a wide variety of nationally recognised health promotion campaigns and activities (on average, one health promotion activity per month) including: Dementia Awareness; Day of the Older Person; February Heart Month; and International Women's Day.

### ***Sports Development Projects***

Following the integration of Leisure Facilities and Sports Development during 2015/16, the teams have worked together on a number of sport and health related initiatives. These have included: working with National Governing Bodies of Sport to deliver at least six separate projects; Sport England's 'Back to....' initiative covering both Adult and Junior Netball; the FA's 'Just Play.....Women's Football; Able Too adult disability club at both Meadowside and Uttoxeter Leisure Centres; and the 'Move it or lose it' Active Adult sessions (resulting in a 10% increase in participation). The Sports Development team also developed two branded programmes focused around bowls. The Bowls Development Alliance encouraged 28 new players into participation. The sport of Footgolf was also introduced into Shobnall Leisure Complex.

The 'Raising Aspirations' project of the Heath Big Local scheme was supported by the Council through working with the local first schools in Uttoxeter to deliver the Sports Leaders Playmaker award. This resulted in 24 pupils becoming involved, building their confidence and developing their leadership skills, with a view to becoming 'playground leaders' themselves.

Building on projects undertaken in previous years and in support of the Borough's "Cycling Action Plan", the Sports team focused attention on cycle training, specifically learning to ride and riding safely. During the year, eight bikeability, eight learn to ride and seven family cycle opportunities have been delivered.

### ***Open Spaces Service Development Initiatives***

The Council has once again achieved three gold "In Bloom" awards for Burton, Uttoxeter and Winhill, with Uttoxeter receiving special recognition and entered into the National awards scheme for 2017. Green Flag awards have been retained on our parks.

The "Digital Parks" programme has established trial sites and equipment on Green Flag locations within the Borough. This coupled with an increasing use of social media and other platforms, will project and promote the Council's parks into the 21<sup>st</sup> century.

Digital technology has also been employed to log customers' calls and comments, with over 90% of customer enquires responded to within 72 hours. This electronic recording system enables the Council to then review all comments, complaints, and concerns and subsequently adjust or revise services.

## **OBJECTIVES FOR 2017/18**

2016/17 has been another successful period for the Council, but it is determined to build on this platform as it moves forward into the new financial year. It will continue to further improve service delivery, performance and value for money. This will be achieved through delivery of the Council's three Corporate Priorities, which will be supported by the following objectives and targets led by the Cultural Services area.

### ***Leisure and Culture Service Delivery Review (Targets CS01; CS02; CS03)***

Following Cabinet approval, the Leisure and Cultural Services Delivery Review will move to progress the project. Those services considered in the review include; the leisure centres, namely Meadowside, and Uttoxeter Leisure Centres and Shobnall Leisure Complex, Sports Development, Brewhouse and arts provision and the Market Hall and Civic Function Suite. This project will commence with the procurement of consultancy support in order to scope, advise and deliver on the various stages involved in a relatively complex process. The member working group (established for the review phase) will continue to track the progress of the project throughout 2017/18. Delivery of this project will require the Council to draw upon a wide range of internal services (for example Procurement, Human Resources, and Financial Management) in order to ensure successful completion.

### ***Brewhouse and Town Hall Developments (Targets CS04; CS05)***

Having introduced the Brewhouse and Town Hall development plans during 2016/17, the Council will now start to refine its approach to the delivery of the programmes delivered at these facilities. This will include undertaking a benchmarking and review exercise of audiences, data collection as well as developing income stream opportunities and strengthening staffing resources. Building improvements to the Brewhouse will continue with the implementation of phase 2 of the energy efficiency programme.



***Facilities Management (Target CS06)***

The Facilities Team will set out a schedule to undertake condition surveys across the Council's building assets. It will aim to complete three building condition surveys over the forthcoming year.

***Service Wide Marketing Initiatives (Targets CS07; CS08; CS09)***

The Cultural Services Marketing team will continue to work on improving audience understanding when promoting the Council's Cultural Services. This activity will result in improved business and marketing intelligence for use both in promotion and programming. This project will also provide benefits for the Brewhouse and the Town Hall through the implementation of an independent consultation exercise to provide a greater understanding of our audiences.

Bespoke marketing plans will be developed for each service area, including 12 months of actions and objectives, of which at least 85% will be completed in the 2017/18 year.

The Marketing team, supported by individual departments will deliver a series of new town centre events in conjunction with local sponsors in order to stimulate awareness of ESBC services such as the Market Hall.

***Market Hall Development (Targets CS10; CS11; CS12; CS13)***

The Council will continue to improve and develop all aspects of the Market Hall operation. This plan will include: trader / tenant mix arrangements; trader business unit proposal documents; revised tariff schedules; consideration of licensing arrangements; benchmarking approaches; as well as marketing and promotional planning. Alternative methods for collecting rent payments for both the indoor and outdoor markets will be assessed by exploring options for the use of digital technology.

The Council will also seek to continue to develop arrangements for non-retail activities such as sporting and cultural events, holding at least 20 events during the year whilst building on opportunities to maximise income through both hire charges and bar receipts.

***Community Sport and Health Development Initiatives (Targets CS14; CS15; CS16; CS17)***

The Council recognises the need to further develop existing programmes that support our vulnerable communities. During 2017/18 its teams will seek to develop a Community Support Programme, creating a range of activities that will enable residents to make better use of our facilities and services. The Council will also seek to support this programme by exploring opportunities for external funding.

The Sports Development team will take forward the “diversionary” activity programme piloted during 2016/17, using the latest data to tackle anti-social behaviour hot spots with sport as the means to provide positive outcomes for young people. The Council’s Disability Sport and Physical Activity programme will be further developed to provide opportunities for disabled people and their families to engage with our services creating sustainable opportunities for participants. The Brewhouse will contribute to this activity strand through its I-Dance programme and Inclusive Arts Café, supporting young adults with learning disabilities to access the arts. Meadowside Leisure Centre will also seek re-accreditation of the Inclusive Fitness Initiative (IFI) award.

Developing community projects is an important part of the work undertaken by the Open Spaces team. This work will continue over the year at both the Horticultural Centre (Burton) and the Go-Garden (Uttoxeter), creating community volunteering opportunities for vulnerable residents.

The Sports Development team will lead the Council’s services in the delivery of a number of health related initiatives. A new 60+ programme will be launched, targeting older and more vulnerable residents providing opportunities not only to develop an active lifestyle but also to reduce levels of isolation. In addition, the Council’s ‘Dementia friendly’ programme will be strengthened by introducing new activities across our facilities.

***Open Spaces Service Development Initiatives (Targets CS18; CS19; CS20; CS21; CS22; CS23)***

Following approval of the Council's Corporate Fees and Charges Policy in 2016, a full review of pricing at Stapenhill Cemetery will be undertaken. In addition, the service team will also review and update current operational practices and procedures, consulting where appropriate with the relevant community groups with a view to improving the service to our residents.

The Open Spaces team will seek to review how the Council provides quality assurance for its parks and open spaces, and propose a new approach for implementation in 2018/19. However, for 2017/18 the Council will be seeking to achieve three "In Bloom" awards in Burton, Uttoxeter and Winhill as well as three Green Flag awards at key parks across the Borough.

In conjunction with the Corporate Officer (Equalities & Organisational Development), the Council will undertake a review of the processes and delivery methods for safeguarding training for Members and officers to ensure all levels of its organisational structure receive appropriate and timely training.

## **MEASURES AND TARGETS FOR 2017/18**

The Cultural Services portfolio has identified a number of measures and targets for 2017/18 which will contribute to the delivery of the objectives detailed above. These are set out in the following tables.

### **Value For Money Council Services**

<b>Ref</b>	<b>Measures</b>	<b>Target 2017/18</b>
CS01	Leisure And Culture Service Delivery Review	Procure consultancy support for the delivery of the project ( <i>May 2017</i> )
CS02	Leisure And Culture Service Delivery Review	Establish a detailed project delivery plan ( <i>June 2017</i> )
CS03	Leisure And Culture Service Delivery Review	Commence the delivery of the project and provide quarterly updates ( <i>March 2018</i> )
CS04	Brewhouse And Town Hall Developments	Undertake a benchmarking and review exercise of the Brewhouse and Town Hall programmes ( <i>November 2017</i> )
CS05	Brewhouse And Town Hall Developments	Implement phase 2 of the energy efficiency programme at the Brewhouse ( <i>September 2017</i> )
CS06	Managing Facilities	Set out a schedule for implementing condition surveys across the Councils building assets and undertake 3 surveys ( <i>March 2018</i> )
CS07	Improve Marketing And Promotions In Cultural Services	Implement improvements through the use of customer data to further develop business and marketing intelligence ( <i>June 2017</i> )

<b>Ref</b>	<b>Measures</b>	<b>Target 2017/18</b>
CS08	Improve Marketing And Promotions In Cultural Services	Develop bespoke marketing plans for each service area and complete 85% of targets set in year <i>(March 2018)</i>
CS09	Improve Marketing And Promotions In Cultural Services	Deliver a minimum of 3 town centre events in conjunction with local sponsors in order to stimulate awareness of ESBC services <i>(March 2018)</i>

### Promoting Local Economic Growth

<b>Ref</b>	<b>Measures</b>	<b>Target 2017/18</b>
CS10	Market Hall Business Development Initiatives	Improve and develop all aspects of the Market Hall operation, including: trader / tenant mix arrangements; trader business unit proposal documents; revised tariff schedules <i>(December 2017)</i>
CS11	Market Hall Business Developments Initiatives	Explore options for the use of digital technology in collecting rent payments <i>(July 2017)</i>
CS12	Market Hall Business Developments Initiatives	Hold at least 20 commercial events during the year <i>(March 2018)</i>
CS13	Market Hall Business Developments Initiatives	Achieve occupancy levels of 80% and above <i>(March 2018)</i>

## Protecting and Strengthening Communities

Ref	Measures	Target 2017/18
CS14	Community Sport and Health Development Initiatives	Deliver a Community Support Programme providing a wide range of opportunity for our communities, including: “Diversionary” activity programme; disability sport and physical activity programme; I-Dance and Art sessions; gardening engagement <i>(March 2018)</i>
CS15	Community Sport and Health Development Initiatives	Consider accessing external funding to assist in the delivery of community programmes, including: an initiative aimed at improving physical activity in the 60+ age group <i>(March 2018)</i>
CS16	Community Sport and Health Development Initiatives	Achieve IFI accreditation at Meadowside Leisure Centre <i>(December 2017)</i>
CS17	Community Sport and Health Development Initiatives	Develop a ‘Dementia friendly’ programme-including provision for dedicated swimming sessions <i>(May 2017)</i>
CS18	Open Spaces Service Development Initiatives	Undertake a review of pricing at Stapenhill Cemetery <i>(October 2017)</i>
CS19	Open Spaces Service Development Initiatives	Review current operational practices and procedures at Stapenhill Cemetery and update management documentation <i>(March 2018)</i>
CS20	Open Spaces Service Development Initiatives	Review processes and delivery methods for delivering safeguarding training to members and officers <i>(September 2017)</i>
CS21	Open Spaces Service Development Initiatives	Review the quality assurance frameworks for parks and open spaces and identify a revised approach <i>(March 2018)</i>

Ref	Measures	Target 2017/18
CS22	Open Spaces Service Development Initiatives	Achieve three 'In Bloom' awards in Burton, Uttoxeter and Winhill <i>(September 2017)</i>
CS23	Open Spaces Service Development Initiatives	Achieve three Green Flags in parks across the Borough <i>(March 2018)</i>