



Deputy Leader Statement 2016/17



Portfolio for Cultural Services

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 2015/16.

ACHIEVEMENTS IN 2015/16

Over the past 12 months, the Council has been working hard to improve its services and is currently on track to achieve 100% of this portfolio's milestones set for 2015/16 by the end of the financial year.

Some of these achievements are highlighted in the following section.

Continuing to Improve the Market Offering

During 2015/16 a number of initiatives have been implemented which aimed to increase the footfall into the Market Hall. A broad range of themed markets have taken place including; monthly farmers' markets, car boot markets, craft fairs, record fairs, a Halloween market and Christmas markets. During the summer holidays the Council's Sports Development Team ran a weekly activity session for children, which brought parents who might otherwise not have been aware of the Market Hall to the facility. A significant effort has also been invested in developing a number of marketing initiatives including; newsletters for the traders and Market Hall customers, the introduction of a monthly prize draw to develop repeat custom, improved website content and the development of a Twitter feed to provide ongoing and up to date accounts of activities in the Market Hall. In addition, a number of other events have taken place in the Hall including; Thai boxing, a charity football evening, antique fairs, St George's Day parade, model car racing and several privately hired events.

The Brewhouse Improvement Plan

In May 2015, the Brewhouse Arts Manager was appointed to enhance and progress the development of the Brewhouse in line with the 'Improvement Plan'. During 2015/16 the Brewhouse has made considerable progress in establishing its offering, including the delivery of the café/bar function and a broader workshop and professional show programme. A diverse range of professional shows have been staged, with nationally renowned comedians (such as Chris Ramsey and Shappi Korsandi being particularly successful)

often achieving full houses. The Brewhouse has also begun to develop links with other arts organisations such as the East Midlands Children's Theatre Network, Derby Theatre and the Mitchell Arts Centre, and this has resulted in a number of potential future projects that will enhance the Arts Centre's reputation in the region.

Procure and Build Shobnall Changing Rooms

During 2015/16 the outdoor changing room facilities have been redeveloped at Shobnall Leisure Complex. This development formed part of a project in excess of £1,000,000 which includes work to install a second artificial turf pitch on the site in partnership with Burton Hockey Club. The new building is compliant with the latest Sport England design requirements and will provide a modern, efficient facility for a number of different sports to use as they prepare for training and matches at the Complex.

Consideration of Opportunities to Make our Leisure and Cultural Facilities Greener

2015/16 saw a number of projects develop with the aim of increasing the energy efficiency of our cultural service buildings. Meadowside Leisure Centre undertook a piece of work that will result in a Combined Heat and Power (CHP) unit being installed in the centre. This system will not only reduce the cost of utilities taken up by the centre, but will also result in any excess electricity generated being sold back to the National Grid, further offsetting costs.

The Brewhouse Arts Centre also undertook a review of its energy systems during 2015/16 and an 'invest to save' scheme has been proposed. This will also result in reduced energy consumption and costs moving forward. The development of new outdoor changing facilities (as discussed above) has also resulted in improvements to energy efficiency at Shobnall Leisure Complex as a consequence of new, more efficient plant and building services (such as under floor heating).

Continue to Develop the Outdoor Sport Delivery and Investment Plan (OSDIP)

The Borough's role in helping to facilitate the development of two Outdoor Sports hubs continued during 2015/16. Burton Rugby Club is continuing to talk to partners (including the Council) in pursuit of developing the proposed site at Tatenhill. Having developed the OSDIP, the Council has played a key part in ensuring that the evidence base to support the proposed facility is in place and this has resulted in developer (s106) contributions being earmarked for this site.

The Outdoor Sports Hub at Uttoxeter has also seen a number of developments during the year. The Council has worked with Sport Across Staffordshire and Stoke on Trent (SASSOT), the National Governing Bodies of sport for Rugby, Football and Cricket as well as the sports clubs themselves to provide the basis for collaboration that will help to take the project forward. The Borough has funded the appointment of a consultant (in partnership with SASSOT) to prepare a feasibility study for the site. In a similar manner to the proposed sports hub at Tatenhill, the OSDIP document has been key to ensuring developer contributions come forward to support the development of the sites.

Implement New Opportunities for People with Disabilities to Participate in Sport (Uttoxeter & Burton)

Adult disabled group clubs (Able Too Adult Disability Club) have been established at both the Meadowside and Uttoxeter Leisure Centres during the past year. These sessions allow access for disabled adults to play sport and swim in our two leisure centres. 'Inspire' junior club sessions for young people with disabilities also run at Meadowside Leisure Centre, allowing whole families to participate in sporting and health related activities.

In June 2015, the Council's Sports Development Team supported the first Cerebral Palsy World Football Championships to be hosted in the UK. The event was a great success and the Council hosted delegates from each of the competing nations at a civic dinner in the Town Hall.

Following the refurbishment of Uttoxeter Leisure Centre, which included the provision of a ‘Changing Places’ disabled persons changing facility, the leisure centre also gained Inclusive Fitness Initiative (IFI) accreditation. This award recognises and acknowledges that the centre is suitably equipped to cater for disabled persons, both in terms of the equipment available and the qualifications of its staff members.

Develop New Plans for Delivering Cycling Opportunities

This year a number of cycling initiatives were implemented by the Sports Development Team. These included; six cycle training sessions for children as young as two years old, fifteen family fun rides and four ‘learn to ride’ sessions. In addition, the ‘Inclusive Cycling Centre’ based at Shobnall Leisure Complex continues to attract a wide range of families and groups from around East Staffordshire and surrounding areas.

Play Area Refurbishment and Next Asset Mapping

Throughout the year the Neighbourhood Team undertook an extensive programme of play area refurbishment. This has involved the installation of new play equipment across a number of parks in the Borough. These are:

- Woodland Drive, Rocester
- Seagram Way, Lark Rise, Russell Close, Kestrel Close, Uttoxeter
- Cromwell Close Tutbury
- Alexandra Drive, Yoxall
- Caraway Drive,
- Torrance Close,
- Shipley Close
- Bitham Court (by March 2016)
- Regents Park Road (work commenced January 2016)

In addition, an asset mapping exercise of the Borough’s play areas was also completed to examine the condition and life of the current play equipment. This survey, combined with annual inspection data, has highlighted that the Council’s play equipment stock is of a generally good condition.

In Bloom “Gold Award” Success Across the Borough

The Council’s Heart of England ‘In Bloom’ performance continues to develop, and working closely with a number of communities across the Borough, the Council achieved great success in 2015/16. For the 10th successive year the Borough has received a ‘gold award’ for floral displays in Burton and Uttoxeter as well as a ‘silver gilt award’ for Winshill.

Four Green Flag Awards

The Council retained the four green flag awards for Branston Water Park, the Kingfisher Trail, Stapenhill Gardens and Bramshall Park. The Green Flag awards are a nationally recognised standard for parks and open spaces that establish benchmarks for safety, maintenance, conservation and community involvement.

Health & Safety and Environment Strategy

In 2015/16 the Council revised its Health and Safety and Environment Strategy. The aim of this strategy is to embed in all aspects of the business the way we plan and manage obligations of health, safety and environmental legislation. The benefits of this to the Council include reduced risks, lower employee absence, fewer accidents and lessened threat from legal action.

Civic Function Suite

2015/16 ‘Phase 2’ of the improvements to the Civic Function Suite was implemented. This included improvements to the Mayoral staircase. Plans for the implementation of ‘Phase 3’ of the development process have also been determined with improvements to public toilets being a key aspect of this work. In June, the Civic Function Suite hosted a dinner for the FA and Cerebral Palsy World Cup representatives. The evening was a great success and much appreciated by delegates from the competing countries. In September, the Town Hall was selected by the RFU to host the ‘capping’ ceremony for the Irish world cup rugby union squad. The evening was very well supported inside the venue and out, with TV crews and reporters relaying the ceremony around the world.

OBJECTIVES FOR 2016/17

2015/16 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)

The Council has invested over £10,000,000 in redeveloping its leisure centre stock since 2009. To ensure that residents continue to be provided with the best possible service, the Council will undertake an options appraisal to review and consider the best way of delivering its leisure and cultural services moving forward. Those services to be considered would include; the leisure centres, namely Meadowside, and Uttoxeter Leisure Centres and Shobnall Leisure Complex, Sports Development and the Brewhouse and arts provision. An options appraisal will provide members with all the necessary information to allow a decision to be made on how we shape the future delivery of these services.

Cultural Services Customer Service Improvements (Target CS03)

Cultural Services deliver a wide variety of activities directly to residents of the Borough. Customer care is an essential part of this delivery. In order to continue to improve our customer service we will be implementing a new customer care protocol that will help with planning of our activity programmes, address issues that customers raise as they occur, and provide valuable feedback on customer care to help improve 'in service' training and delivery. This new system will include; '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.

Service Wide Marketing Initiatives (Targets CS04; CS05)

The service will continue to develop its marketing activities by producing an updated and overarching Marketing Strategy to cover all services, including the Leisure Centres, the Brewhouse, Town Hall, Market Hall, Sports Development and Parks/Open Spaces. In addition, specific and coordinated marketing plans will be developed for each of these services, ensuring that teams work together to share resources and opportunities.

Brewhouse and Civic Function Suite (Targets CS6; CS7; CS8)

The Brewhouse Arts and Town Hall Manager will revise and refresh the work identified in the Brewhouse Improvement Plan, taking into account the service developments achieved in 2015/16, for example, the enhanced commercial and activity programme at the Brewhouse as well as the structural improvement which saw the Civic Function Suite now forming part of the Cultural Services delivery programme. This plan will identify and set out various work streams such as the professional programme, the workshop and arts development activities, options to streamline our IT provision in line with leisure centres, as well as general building improvements.

With specific reference to the Civic Function Suite, the Council will review options for a re-brand of the service, which will include signage and website and social media developments, as well as the improvements outlined in phase 3 of the Civic Function Suite development plan.

Consideration of Opportunities to Make Leisure and Cultural Facilities Greener (Targets CS9; CS10)

The Council will bring forward the implementation of several initiatives aimed at improving the efficiency of several key facilities within Cultural Services. These will include the installation of a Combined Heat and Power (CHP) unit at Meadowside Leisure Centre as well as the installation of new more efficient lighting and air conditioning at the Brewhouse Arts Centre. Once installed, these measures will help reduce energy costs and enhance the customer experience in these facilities.

Facilities Management Review of Services (Target CS11)

The Council runs and operates a number of buildings across the Borough. A strategic review of our approach to managing these facilities will aim to look at any synergies between services, assess options for improved sustainability and explore opportunities to enhance service provision. Central to this review will also be a quality response time of 48 hours to ensure our businesses continue to run efficiently and effectively.

Market Hall Business Development Initiatives (Targets CS12; CS13; CS14)

The Council will continue to build on the foundations and progress made during 2015/16. In order to take the Market Hall forward during 2016/17, the Council will develop a number of new initiatives. These will include; the development of specific marketing and promotion plans that link up with other services within Cultural services, in order to drive footfall into the Market Hall. The Council will also look to establish the Market Hall as a venue for sporting and cultural activities, and hold at least five of these types of events during the year. Building on 2015/16 targets the Council will look to achieve an 85% occupancy level for traders' units in the Market Hall.

Traffic Island and Town Centre Landscaping (Targets CS15; CS16; CS17)

In order to brighten up our Town Centres and bring a degree of attractiveness that our residents look for, we will consider the feasibility of improving the landscaping and art work on our roundabouts and 'high profile' town centre public open spaces. By undertaking these projects the Council may also be better placed to attract sponsorship for these spaces. The development of a 'public art' installation on the Swan Bed in Stapenhill Gardens will be a 'pilot project' for this work, and builds on both internal and external partnership working.

Outdoor Sports Hubs (Targets CS18; CS19)

Following the work undertaken in 2015/16 to progress the Outdoor Sports Hubs (the Burton Rugby Club site at Tatenhill and the sports hub in Uttoxeter) the Council will continue to work with partners (Burton Rugby Club, local

sports clubs, Sport Across Staffordshire, Sport England and NGBs) to take these projects forward. The Council's role in delivering these projects is to provide assistance to those parties more closely involved. It will therefore continue to help facilitate the development of these sites.

Developing Health Related Initiatives (Target CS20)

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 will develop a number of initiatives around the themes identified in Phase VI of the HCN programme. These will include the implementation of activity programmes around; 'nutrition and obesity', 'physical activity', 'mental health and wellbeing', 'early life' and 'older people'.

The Cultural Services and Open Spaces teams will be led by our Sports Development team to continue to deliver on a variety of nationally recognised health promotion campaigns and activities, with the target of undertaking at least one health promotion activity per month in support of the HCN initiatives.

Sports Development Projects (Targets CS21; CS22)

Following the integration of Leisure Facilities and Sports Development during 2015/16 the teams will work together on a number of sport and health related initiatives. These include; working with National Governing Bodies of Sport to deliver at least six separate projects throughout the year aimed at increasing participation and engagement in those identified sports, both within our leisure centres and across the Borough. The Council will also develop two branded programmes focused around bowls and golf that will be based around our three major leisure centre facilities.

These will also include supporting the 'Raising Aspirations' project of the Heath Big Local scheme by working with the local first schools in Uttoxeter to deliver the Sports Leaders Playmaker award. This project will help pupils build confidence and develop leadership skills, with a view to becoming 'playground leaders'. The raising aspirations fund will also support the delivery of additional activities as part of the Sport in the Hood programme.

Building on projects undertaken in previous years and in support of the Borough's 'Cycling Action Plan' the Council will develop its cycling initiatives to focus on training, specifically, learning to ride and riding safely. It will also develop a new 'steady' cycle ride route from Uttoxeter Leisure Centre and widely promote our other Skyride cycling routes. The Council will also provide at least six individual and family cycling days aimed at increasing participation in cycling along planned and risk assessed routes.

Open Spaces Service Development Initiatives (Targets CS23; CS24; CS25)

Building on many years of success, the Council will be seeking to achieve three in Bloom awards in Burton, Uttoxter and Winshill as well as four green flags for Bramshall, Branston Water Park, Stapenhill Gardens, and the Kingfisher Trail. Part of this aim will include the development of a "Digital Parks" scheme to promote the use of parks and open spaces using multi media and modern IT platforms (assisted by the marketing team). Traditionally, parks have been promoted using information boards, leaflets and flyers. These are expensive to produce (and to maintain in the case of information boards), and can quickly become dated. Having a more digitally focused approach would enable the Council to produce messages and information that is current and more time appropriate for the thousands of visitors to East Staffordshire's open spaces.

MEASURES AND TARGETS FOR 2016/17

The Cultural Services portfolio has identified a number of measures and targets for 2016/17 which will contribute to the delivery of the objectives detailed above. These are set out in the following tables.

Value For Money Council Services

Ref	Measures	Target 2016/17
CS01	Leisure and Culture Service Delivery Review	Produce an options appraisal for the future delivery of Leisure and Cultural Services (December 2016)
CS02	Leisure and Culture Service Delivery Review	Preferred option to be approved by Cabinet (March 2017)
CS03	Improving Customer Service in Cultural Services	Develop and embed a range of customer care activities within key service areas i.e. Leisure Centres, Brewhouse, Civic Function Suite and the Market Hall and achieve a customer satisfaction rating of at least 80% (March 2017)
CS04	Improving marketing and promotions in Cultural Services	Produce an 'overarching' marketing strategy for Cultural Services (June 2016)
CS05	Improving marketing and promotions in Cultural Services	Provide a quarterly update on marketing performance and achieve an 85% completion rate (March 2017)
CS06	Developing and Improving the Brewhouse and Civic Function Suite	Develop a new Brewhouse Improvement Plan building on and bringing together the work undertaken by the QUAD and the Brewhouse Arts Strategy (September 2016)
CS07	Developing and Improving the Brewhouse and Civic Function Suite	Consider options for developing a new Civic Function Suite brand (in line with new marketing and promotional plans) (October 2016)

Ref	Measures	Target 2016/17
CS08	Developing and Improving the Brewhouse and Civic Function Suite	Implement phase 3 of the Civic Function Suite development plan (March 2017)
CS09	Consideration of Opportunities to Make Leisure and Cultural Facilities Greener	Procure and install a combined heat and power unit at Meadowside Leisure Centre (January 2017)
CS10	Consideration of Opportunities to Make Leisure and Cultural Facilities Greener	Implement the installation of energy saving equipment at the Brewhouse (March 2017)
CS11	Improving our facility operation	Undertake a strategic review of how we manage our facilities across the Borough (October 2016)

Promoting Local Economic Growth

Ref	Measures	Target 2016/17
CS12	Market Hall-Business Development Initiatives	Establish the Market Hall as a venue for sporting and cultural activities and hold five of these types of events (March 2017)
CS13	Market Hall-Business Development Initiatives	Hold at least 15 commercial events during the year (March 2017)
CS14	Market Hall-Business Development Initiatives	Achieve occupancy levels of 80% and above (March 2017)

Protecting and Strengthening Communities

Ref	Measures	Target 2016/17
CS15	Traffic Island and Town Centre landscaping	Complete the Swan bed art installation in Stapehill (pilot project) (July 2016)
CS16	Traffic Island and Town Centre landscaping	Develop a project brief to set out key requirements and milestones for delivery (October 2016)
CS17	Traffic Island and Town Centre landscaping	Installation commencement (March 2017)
CS18	Outdoor Sports Hubs	To continue to work with partners to assist in facilitating the development of plans for the Tatenhill site (March 2017)
CS19	Outdoor Sports Hubs	To continue to work with partners to assist in facilitating the development of plans for the Uttoxeter Quarry Site (March 2017)
CS20	Developing Health Related Initiatives	Deliver a range of Health Promotion Activity including initiatives based around phase VI of the Healthy City Network work programme, covering; nutrition and obesity (1), mental health and well being (1), physical activity (1) and older people (1) (March 2017)
CS21	Sports Development Projects	Support the 'Raising Aspirations' project for the 'Heath Big Local' and deliver the Sports Leaders Playmaker award to at least 20 children (March 2017)
CS22	Sports Development Projects	Develop a number of cycling projects in support of the Boroughs Cycling Strategy including; 6 family cycle days, 6 Bikeability and 6 Balance Ability Sessions and the introduction of a new 'Steady' cycle ride route in and around Uttoxeter (March 2017)

Ref	Measures	Target 2016/17
CS23	Open Spaces-Service Development Initiatives	Achieve three in Bloom awards in Burton, Uttoxeter and Winshill (September 2016)
CS24	Open Spaces-Service Development Initiatives	Achieve four Green Flags for Bramshall, Branston Water Park, Stapenhill Gardens, and the Kingfisher Trail (December 2016)
CS25	Open Spaces-Service Development Initiatives	Develop a “Digital Parks” scheme to promote the use of parks and open spaces using multi media and modern IT platforms (December 2016)