

# Deputy Leader: Cultural Services Portfolio

## Statement 2018/19



## **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 within this portfolio area will contribute to achieving these priorities, as well highlighting key achievements from 2017/18.

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

Each of the statements made by the individual portfolio holders will then be collated to form the basis of East Staffordshire Borough Council's Corporate Plan for 2018/19.

## **ACHIEVEMENTS IN 2017/18**

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 2017/18 by the end of this financial year.

Some of these achievements are highlighted in the following section.

### ***Leisure and Cultural Services Delivery Review***

Following Cabinet approval of the Leisure and Cultural Services Delivery review, the project has now focused on delivering the procurement of the management of these services. The Council has procured the consultancy support necessary to deliver this complex project, and the project team has worked hard to ensure the various stages have been delivered to the approved timescales and budget. The cross-party member project board has overseen the delivery of the project throughout the past year.

The procurement process to secure proposals for a potential contractor for the Council's Market offering was completed in February 2018, with the Council being unable to secure a suitable contractor. The procurement for the management of the Leisure Centres, Sports Development Team, Brewhouse / Arts provision and Civic Function Suite has completed the "Detailed Solutions" tender phase and the preferred bidders for the "Final Tender" phase have been identified.

### ***Brewhouse and Town Hall Developments***

Having introduced the Brewhouse and Town Hall development plans during 2016/17, the Council has started to refine its approach to the programmes delivered at these facilities. This has included undertaking a benchmarking and review exercise of our audiences through data collection, as well as developing income stream opportunities via piloting new events at the Town Hall, and strengthening staffing resources via a restructure of the Arts Development team to focus more on audience development. Building improvements to the

Brewhouse have continued with the implementation of phase 2 of the energy efficiency programme resulting in, amongst other things, a new and much needed air conditioning and heat recovery unit for the auditorium.

### ***Facilities Management***

The Facilities Team have undertaken condition surveys on three Council properties. The results of these surveys will help with the future management of Council owned buildings.

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

The Council has continued to drive forward the use of data to make improved business and marketing decisions. This has included the development of detailed customer and demographic analysis reports for both indoor leisure and the Brewhouse services in conjunction with external research professionals. The findings of these reports will be used in marketing plans for the 2018/19 year.

Individual marketing plans were again developed for the 2017/18 year, in order to continue progress in developing our planned approach to marketing. Over 85% of these targets have been achieved in year. As part of this marketing planning, the Council has this year developed and implemented a social media plan, to better enable employees and venues to engage with residents, through improved content, planning and training. This has maximised awareness of Council initiatives via social media, in line with the services marketing strategy aimed at embracing digital and online channels.

The Council attended a record number of “outreach” days, to both support and improve links with local partners, whilst continuing to improve local residents’ awareness of Council initiatives. The Council also exceeded its target of developing town centre events in conjunction with local partners.

### ***Market Hall Development***

In addition to playing an active role in the procurement process to potentially secure an external operator for the Council’s markets offering, the Markets

Team has continued to improve and develop all aspects of the Market Hall operation. This has included the trader / tenant mix arrangements, with a review of the Balance of Trade Policy and trader business unit proposal documents being introduced. Following a review of market unit prices, revised tariff schedules were introduced for three shop units. Burton Market Hall has also been part of an Association of Public Service Excellence (APSE) pilot benchmarking group for Markets. Alternative methods for collecting rent payments for both the indoor and outdoor markets have also been explored.

The Council has continued to develop arrangements for non-retail activities such as sporting and cultural events, holding over 20 commercial events during the year, whilst building on opportunities to maximise income through both hire charges and bar receipts.

### ***Community Sport and Health Development Initiatives***

During the past year the Council, led by the Sports Development Team, has continued to use the latest Anti-Social Behaviour (ASB) data supplied by the Neighbourhood Working Team and Staffordshire Police to tackle areas of the Borough and provide “Diversionary” activities. The sessions have worked well and provided an instant response team when reports of ASB occur. Feedback has been received well and they have generally had the effect of dispersing the identified ASB.

The Council has also increased its Disability Sport & Physical Activity programme for its residents. New projects, such as Rebound Therapy, have been introduced during 2017. The sustainability of the Disability Sport programme is also supported through the team’s integration into the Indoor Leisure Facilities. This also attracts new clientele into the leisure facilities, and showcases other activities the Council has on offer. There are more opportunities to develop these services further in 2018/19, linking to activities provided at the Brewhouse and the leisure facilities and the Council looks forward to seeing how these progress.

The Meadowside Leisure Centre was also successful in re-validating its Inclusive Fitness Initiative (IFI) status, continuing to demonstrate to both disabled and non-disabled customers that the facility has considered their needs. The Go Garden Project is also now well established and offers regular volunteering opportunities for vulnerable adults. Both the Horticulture Centre and Go Garden Project continue to thrive and both schemes have been praised by judges at regional and national award level.

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

This year the Council was once again successful in relation to “In Bloom”. It achieved three gold awards at the West Midlands “In Bloom” awards and silver gilt for Uttoxeter at the national awards. Also, four of the Council’s parks achieved Green Flag status, with six parks also achieving bronze and above at the West Midlands “In Bloom Parks” awards including 4 Silver Gilt and 1 Silver award.

Over the past 12 months, methods for training officers and Members have been reviewed and the schedule for training updated. The Safeguarding Team and the Human Resources team continued to work in conjunction to deliver appropriate training to all new elected Members and staff.

A detailed and full review of the Council’s cemetery fees and charges was undertaken. Full costs are now incorporated within new charges which will come into effect from April 2018.

## **OBJECTIVES FOR 2018/19**

The Council is determined to continue to build on its successes during 2017/18 as it moves forward into the 2018/19 financial year. It will continue to improve performance, service delivery and value for money through delivery of the Council's three Corporate Priorities. Achievement of these priorities will be supported by the Cultural Services portfolio through delivery of the objectives detailed in the following section. The specific performance indicators identified to measure these objectives are referenced in the paragraphs below.

### ***Leisure and Cultural Services Delivery Review (Targets CS01; CS02; CS03)***

During 2018, the Leisure and Cultural Services Management procurement project will enter into the final stages for the Leisure Centres and Sports Development Team, Brewhouse, Arts Provision and Civic Function Suite services. The project team will continue to meet all key milestones of the project and provide quarterly updates on progress. Following any potential contract award, the project will enter into a mobilisation phase to ensure a seamless transition to the incoming provider. The Council will also establish a Contracts and Strategic Leisure team to ensure that the contract with the incoming provider delivers the agreed aims and objectives set out by the Council.

### ***Service Wide Marketing Initiatives (Targets CS04; CS05)***

Building on the successes of the past 12 months and the findings of the detailed customer and demographic analysis reports the Council prepared, the Council will again strive to achieve its annual marketing objectives. Specifically, it will work in conjunction with local sponsors to deliver town centre events and in addition continue to attend outreach days, where the team will attend a number of events around the Borough to showcase the Council and raise the profile of its services.

***Brewhouse, Arts and Town Hall Developments (Targets CS06; CS09)***

As part of the Town Centre Regeneration Programme a project plan for the delivery of public art will be progressed during this year. This will include both permanent and temporary art work pieces as well as looking at the feasibility of moving the Malt Shovel artwork from its current position to a more prominent “gateway” location.

The Council will also look to undertake further improvements to the Brewhouse, by investigating the feasibility of seeking external funding in order to undertake additional capital works to the facilities.

***Facilities Management (Target CS07)***

The Council will look to go live with a revised and more efficient manner of procuring repairs and maintenance contract work across the organisation. This will also include the provision of adaptations works relating to our Disabled Facilities Grants activities.

***Market Hall (Target CS08)***

Following the completion of the procurement exercise undertaken in 2017/18 the Council was unable to secure a suitable contractor. An appraisal of the options for the future delivery of the service will be undertaken during 2018/19.

***Community Sport and Health Development Initiatives (Target CS10)***

This year the Sports Development team will re-launch the “Able Too” programme, targeting those residents with a disability by increasing the awareness of the opportunities that are available and raising levels of physical activity. All indoor facility inclusive sport activities are to be promoted under the “Able Too” brand to provide a consistent message to residents.

***Open Spaces Service Development Initiatives (Targets CS11; CS12; CS13; CS14; CS15; CS16; CS17; CS18; CS19; CS20)***

In the forthcoming financial year the Council will develop a Management Strategy that will encompass a range of improvements for the Washlands and Stapenhill areas including a Green Flag plan for Stapenhill Gardens and the



Washlands, and a management plan for the Centenary Woodland. The Council will submit an application to the National Forest for grant support in undertaking this Management Strategy.

The Open Spaces team will actively engage in developing several aspects of public realm within the town centre area, including improvements to Andressey Passage and the Memorial Gardens.

The Council will also review the provision of cycle facilities on open spaces and car parks across the Borough.

The Council will look to expand the "In Bloom" federation membership into other areas of the Borough, and strive to achieve 3 "In Bloom" golds and 5 silver gilt awards or above for parks and cemeteries, in addition to 2 Green Flag awards.

Building on the work of the past 12 months, the Council will prepare a succession plan for the Go Garden project to be run by a board of volunteers, and institute an adult safeguarding training programme for identified key services that will potentially have direct interaction with vulnerable adults.

## MEASURES AND TARGETS FOR 2018/19

The Cultural Services portfolio has identified a number of measures and targets for 2018/19 which will contribute to the delivery of the objectives detailed above. These are set out in the following tables.

**\*\*\*Please note that targets CS02, CS03, CS04 and CS05 are subject to the delivery of the Cultural Services Management Procurement project, and may need to be reconsidered at the point of potential contract award\*\*\***

### Value for Money Council Services

Ref	Measures	Target 2018/19
CS01	Leisure and Cultural Service Delivery Review	Progress the Project in Line With Key Milestones, Providing Quarterly Updates  (March 2019)
CS02	Leisure and Cultural Service Delivery Review	Establish a Contracts and Strategic Leisure Team  (July 2018)
CS03	Leisure and Cultural Service Delivery Review	Commence the Monitoring of the Delivery of Cultural Services in Line With the Agreed Contract(s)  (Quarter 3 2018/19)
CS04	Improve Awareness of ESBC Venues and Initiatives	Deliver a Minimum of 2 Town Centre Events in Conjunction With Local Partners  (October 2018)
CS05	Improve Awareness of ESBC Venues and Initiatives	Attend a Minimum of 4 “Outreach” Days (1 Per Quarter) to Raise the Profile of the Council’s Services

<b>Ref</b>	<b>Measures</b>	<b>Target 2018/19</b>
CS06	Improvements to the Brewhouse Facilities	Investigate The Feasibility Of Securing External Funding To Further Develop And Improve The Brewhouse Facilities  (July 2018)
CS07	Improve Efficiency in Repairs, Maintenance and Adaptation Works Procurement	New Contract With an External Building Services Contractor Commences  (June 2018)

### Promoting Local Economic Growth

<b>Ref</b>	<b>Measures</b>	<b>Target 2018/19</b>
CS08	Markets Options Appraisal	Evaluation of Future Options for the Market Offering Completed  (March 2019)

### Protecting and Strengthening Communities

<b>Ref</b>	<b>Measures</b>	<b>Target 2018/19</b>
CS09	Improving Public Art in the Borough	Develop a Project Plan for the Delivery of Public Art Including;  - New Public Art Commissions Including Both Permanent and Temporary Pieces  - Investigating the Feasibility of Moving the Malt Shovel  (August 2018)

<b>Ref</b>	<b>Measures</b>	<b>Target 2018/19</b>
CS10	Community Sport and Health Development Initiatives	Re-Launch the Council's Disability Sport Programme Under the "Able Too" Brand (July 2018)
CS11	Delivering Open Space Improvement Initiatives	Management Strategy Prepared and Ready for 2019 Green Flag Submission, Including the Washlands and Stapenhill Gardens (January 2019)
CS12	Delivering Open Space Improvement Initiatives	Develop Proposals for the Improvement of the Memorial Gardens, Abbot's Garden and Andressey Passage (June 2018)
CS13	Delivering Open Space Improvement Initiatives	Submit an Application to The National Forest for Grant Support (November 2018)
CS14	Review The Provision Of Cycle Facilities On Open Spaces And Car Parks	Review of Cycle Facilities Complete (October 2018)
CS15	Green Flag Awards	Achieve 2 Green Flag Awards at Bramshall Park and Stapenhill Gardens
CS16	In Bloom Awards	Achieve 3 In Bloom Gold Awards at Winshill, Burton And Uttoxeter

Ref	Measures	Target 2018/19
CS17	In Bloom Awards	Achieve a Minimum of 5 Silver Gilt and Above for In Bloom Parks Awards. Including; Branston Water Park, Stapenhill Cemetery, Bramshall Park, Winshill (Mill Hill Lane) and Shobnall Fields.
CS18	In Bloom Awards	Expand the In Bloom Federation, Achieving 1 Additional Member
CS19	Adult Safeguarding Training Programme	Deliver Training to Services Which Have Contact With Vulnerable Adults: Housing; Licensing; Enforcement; Revenues and Benefits.  (March 2019)
CS20	Prepare a Succession Plan for Volunteers Running the GO Garden Project	Plan Approved Ready for Implementation for 2019 Growing Season  (October 2018)