



Cultural Services

Deputy Leader's Statement

2019/20



INTRODUCTION

East Staffordshire Borough Council has three Corporate Priorities:

- **Value for Money Council**
- **Community Regeneration**
- **Environment and Health & Wellbeing**

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 2018/19.

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 2019/20.

ACHIEVEMENTS IN 2018/19

Over the past 12 months, the Council has been working hard to improve its services and is currently on track to achieve 94.74% of this portfolio's milestones set for 2018/19 by the end of this financial year.

Some of these achievements are highlighted in the following section.

Implemented New Sport and Leisure Service Management Arrangements

Throughout 2018/19, the Council continued to work on the Cultural Services Management Procurement Project, awarding a 10-year contract to Sports and Leisure Management Ltd (SLM) for the management of its leisure facilities and services in November 2018. The Council then successfully worked together with SLM to mobilise the contract, and subsequently transition to the new management arrangements. SLM, which operates under the customer facing brand "Everyone Active" took over the contract on 1st February 2019 and now manages Meadowside Leisure Centre, Uttoxeter Leisure Centre, Shobnall Leisure Complex and Active East Staffs. The Council has also implemented the agreed contract management resource, operating within the Council, to ensure that the contract delivers the agreed aims and objectives intended through this new management arrangement with Everyone Active.

Service Wide Marketing Initiatives

Throughout the year the Council has continued to work in conjunction with local partners to deliver town centre events and attend outreach days to help showcase the Council and raise the profile of its services. Events have included: launching the DASH summer programme at Coopers Square Shopping Centre in June; the National Playday event held at Shobnall Leisure Complex in August; celebrating September's National Fitness Day with Burton Albion Community Trust in Coopers Square Shopping Centre; and promoting the National 'Know Your Numbers' campaign by offering free blood pressure testing.

Brewhouse, Arts and Town Hall Developments

This year the Council developed a project plan for the delivery of public art expected to be progressed as part of the Town Centre Regeneration project. The Public Art Project Proposal was completed in May 2018, and it was recommended that any plans for the development and delivery of public art should be taken in line with the Burton Regeneration Strategy.

Facilities Management

The Council has this year continued to look at more efficient means of procuring repairs and maintenance works across the organisation. This work on improving the Council's procurement approach to repair and maintenance provision has also included the adaptations works relating to our Disabled Facilities Grants, supporting the new "in-house" delivery of this activity. The Facilities team also played a key role in the office move from the Maltsters to the Town Hall supporting and facilitating teams to resettle in the upgraded accommodation.

Community Sport and Health Development Initiatives

The Sports Development team re-launched the Disability Sport Programme in July, targeting those residents with a disability by increasing the awareness of the opportunities that are available and raising levels of physical activity. New "Able Too" logos were created in order to provide consistent branding and help promote indoor facility inclusive sport activities to residents.

Open Spaces Service Development Initiatives

The Council has this year developed a Management Strategy encompassing a range of improvements for the Washlands and Stapenhill areas, including a Green Flag plan for Stapenhill Gardens and the Washlands. This includes a specific tree management plan for the Centenary Woodland and surrounding areas. The Council also submitted an application to the National Forest for grant support in undertaking this Management Strategy.

The Council, through the Open Spaces team, has also been actively engaged in developing several aspects of public realm within the town centre area, including improvements to the Abbots and Memorial Gardens. The Council has also reviewed the provision of cycle facilities on open spaces and car parks across the Borough, with new additional shelters to be installed in 2019.

The Council expanded the “In Bloom” federation membership into other areas of the Borough, achieving 2 Green Flag Awards at Bramshall Park and Stapenhill Gardens, 5 In Bloom awards (3 of which were rated as Gold standard) with special recognition awards received for Winshill, as well as 9 awards at the RHS *‘It’s Your Neighbourhood Awards’* 2018. Winshill also won the West Midlands category and is scheduled to enter the UK Nationals in 2019.

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

OBJECTIVES FOR 2019/20

The Council is determined to continue to build on its successes during 2018/19 as it moves forward into the 2019/20 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 Services Contract Management (Targets CS01; CS02; CS03)

Now that the Leisure Services contract has gone live, this year will see Everyone Active embedding themselves in East Staffordshire and the users of our services beginning to reap the benefits of this enhanced offering. The newly established contract management resource within the Council will continue to monitor the contract performance and to develop, with Everyone Active, the necessary service plans set out in the contract specification required for the effective delivery and monitoring of the service. In order to enhance the quality of the services available and maximise revenue and efficiency at the Council's leisure facilities, a number of capital improvements will be undertaken by Everyone Active across all three sites. The Council will have project oversight of these improvement works, in conjunction with the agreed independent QS support, and report on progress accordingly. The Council will also assist in the project management of the works to ensure value for money from the works funded via prudential borrowing as well as the quality of the improvements.

The contract manager will provide quarterly reports containing detailed performance information throughout the contract, including progress on the capital improvement works projects.

This year the Council will also consider opportunities to benchmark its leisure facilities and associated value for money data using relevant models provided through APSE (Association of Public Service Excellence) or CIPFA (Chartered

Institute of Public Finance and Accounting). This will allow the effective development of the service planning process with Everyone Active, and contribute to the consideration of any further opportunities within the partnership.

We will review the Council's Leisure related strategy and policy documentation, with a view to creating a plan for their updating. This documentation will aim to reflect the Council's new partnership approach to its sport and leisure services.

Open Spaces Service Development Initiatives (Targets CS04; CS05; CS06; CS07)

The Council invests a significant amount of financial resource into the maintenance of parks and open spaces. In 2021, the existing contract for this service expires. Based on the past 9 years of experience, learning and input from stakeholders, the Open Spaces team will conduct a review of the Open Spaces / Grounds Maintenance Contract to ensure it is reflective of the needs of local parks when retendered in 2020.

In 2016 Stapenhill Cemetery commemorated its 150th anniversary. To ensure the Cemetery can run and operate for future generations the Council will commission a consultant to assess the potential capital requirements for the expansion of the Cemetery.

Additionally, across Council owned parks, car parks and rear access roads there are a number of lighting columns that generate significant running costs. Options may exist to upgrade the lighting provision which would introduce lower operating costs with the implementation of modern efficient lighting. These options will be considered in preparation for a future capital bid.

June 2019 marks the first anniversary of the introduction of the new lone working (Alertcom) system for Council officers. In order to ensure that officers remain safe, the Council will conduct a first year review of the scheme with a view to incorporating any learning from year 1 into future service provision.

Brewhouse, Arts and Town Hall Developments (Targets CS08)

During the final tender stage of the Cultural services leisure management project, the one remaining bidder decided to withdraw their interest and therefore the procurement process for the Council's Arts Facilities, Civic Function Suite and Arts Development ended. Therefore, during 2019/20 we will draw from the experience gained during the Cultural services procurement process to investigate new models of delivery for the Brewhouse Arts Facilities, Civic Function Suite and Arts Development.

Planting Strategy and In-Bloom Awards (Targets CS14; CS15; CS16)

Historically, the Borough Council have had success with planting regimes across East Staffordshire earning numerous top awards. Building on these previous successes the Open Spaces team will look to expand the portfolio of areas that benefit from bright and attractive floral displays. As such the Council will develop a Borough wide planting strategy.

The Council and its Parish Council partners have an unparalleled record of success in the Heart of England in Bloom awards. In 2019 the Open Spaces team will continue to build on this by supporting Winshill in Bloom at the UK national awards and achieving 2 gold awards at the regional West Midlands category.

Continuing the success of 2018/19 the Open Spaces team will look to maintain the achievement of 2 Green Flag Awards at Bramshall Park and Stapenhill Gardens through the continuous improvement of these parks.

Market Hall Development Initiatives (Targets CS12; CS13)

Building on the success of previous years, the Market Hall will look to hold 25 commercial events in the Market Hall across the year, further promoting the potential of the Hall as an events venue for a wide range of sectors including sports, music and specialist fairs. The Market Hall will also continue with its APSE Benchmarking membership in order to continually monitor performance across all aspects of the Market Hall operation. Officers will draw on APSE and

our previous procurement experience in order to undertake an evaluation of potential future options for the Market Hall.

Marketing Initiatives (Targets CS09, CS10, CS11)

Building on the successes of the past 12 months, the Council will again strive to achieve its annual marketing objectives. Specifically, we will work to drive income and attendances across venues and services (e.g. the Brewhouse, Market Hall and Open Spaces) through the implementation of robust and targeted marketing plans and processes. Working in conjunction with local partners we will aim to deliver town centre initiatives and continue to attend outreach days around the Borough, to showcase the Council and raise the profile of its services.

MEASURES AND TARGETS FOR 2019/20

The Cultural Services portfolio has identified a number of measures and targets for 2019/20 which will contribute to the delivery of the objectives detailed above. These are set out in the following tables.

Value for Money Council

Ref	Measures	Target 2019/20
CS01	Maintain Robust Mechanisms for Contract Managing the New Leisure Service Arrangements	Report on the performance of the Leisure Services contractor on a quarterly basis (Q1, Q2, Q3 and Q4 2020)
CS02	Review Strategic Sport and Leisure Approach in Line with New Leisure Service Arrangements	Undertake a benchmarking exercise to support the delivery of the leisure management contract (November 2019)
CS03	Review Strategic Sport and Leisure Approach in Line with New Leisure Service Arrangements	Conduct a review of the relevant Sport and Leisure Strategy and Policy Documents and create a plan for their delivery (March 2020)
CS04	Open Spaces Service Development Initiatives	Review the Open Spaces/Grounds Maintenance Contract in preparation for retendering in 2020/21 (March 2020)
CS05	Open Spaces Service Development Initiatives	Commission a consultant to assess the potential practical and capital requirements for the expansion of Stapenhill Cemetery (August 2019)

Ref	Measures	Target 2019/20
CS06	Open Spaces Service Development Initiatives	Review the options for improving the energy efficiency of lighting stock on Council land across the Borough (July 2019)
CS07	Open Spaces Service Development Initiatives	Review the first years performance of the Alertcom lone working system (June 2019)
CS08	Brewhouse, Arts and Town Hall Developments	Investigate new models of delivery for the Brewhouse Arts Facilities, Civic Function Suite and Arts Development (March 2020)
CS09	Improve Awareness of ESBC Venues and Initiatives	Produce Marketing and Development Plans for key services and provide quarterly updates on performance (March 2020)
CS10	Improve Awareness of ESBC Venues and Initiatives	Deliver a minimum of 2 Town Centre initiatives in Conjunction with local partners (December 2019)
CS11	Improve Awareness of ESBC Venues and Initiatives	Organise a minimum of 4 "Outreach" Days (1 Per Quarter) to raise the profile of the Council's services (March 2020)

Community Regeneration

Ref	Measures	Target 2019/20
CS12	Market Hall Development Initiatives	Hold at least 25 commercial events in the Market Hall (March 2020)
CS13	Market Hall Development Initiatives	Utilising previous procurement experience and the APSE Benchmarking Membership an Evaluation of future options for the Market offering will be completed (March 2020)

Environment and Health & Wellbeing

Ref	Measures	Target 2019/20
CS14	Develop a Town Centre planting strategy	Develop a Borough wide Planting Strategy (October 2019)
CS15	In Bloom/Green Flag	Deliver a minimum of two Golds at the regional “In Bloom awards” and support Winshill In Bloom at the National RHS Awards (September 2019)
CS16	In Bloom/Green Flag	Achieve 2 Green Flag Awards at Bramshall Park and Stapenhill Gardens (November 2019)