



To: Executive Councillor for Community, Arts and Recreation: Councillor Richard Johnson
Report by: Head of Communities, Arts & Recreation
Relevant scrutiny committee: Community Services Scrutiny Committee 19 March 2015
Wards affected: ALL

Cambridge City Council Arts Plan Delivery Framework

Not a key decision

1. Executive summary

This report follows on from the Arts Plan report presented at committee on 15th January 2015 and provides the detailed action plan as mentioned in that report.

2. Recommendations

The Executive Councillor is recommended:

- To approve the Arts Plan Delivery Framework 2015-18 and action plan 2015-16

3. Background

3.1 The Cambridge City Council Arts Plan specifies that it will work to a combination of Cambridge City Council's strategic vision, and the shared cultural vision, *Inspiring Cambridge*, established by Cambridge Arts and Cultural Leaders.

3.2 Cambridge City Council strategic vision 'One Cambridge – fair for all', in which economic dynamism and prosperity are combined with social justice and equality.

- One Cambridge – Fair for all
- Caring for our environment and our people
- Creating a great place to live, learn and work

3.2 *Inspiring Cambridge* sets out the importance of arts and culture to health and well-being, economic prosperity, and community cohesion. It identifies four high level outcomes for arts and culture in Cambridge:

- Connecting the whole community through arts and culture
- Exploiting our rich cultural assets to develop a world leading cultural education offer
- Contributing to sustainable growth
- Developing further a creative, welcoming accessible city with an excellent cultural offer

3.3 Operational Approach

In addition to specifying high level aspirations the arts plan also sets out the operational approach. It states that Cambridge City Council will have a strategic and developmental role, enabling rather than directly delivering arts and cultural activities. There are three identified elements to the new operational approach: partnerships; advocacy, communication and evidence; and investment. The delivery framework below sets out in more detail the parameters for each element, followed by an action plan for 2015-16.

3.4 Delivery Framework

3.5 **Partnerships** play a crucial role in taking forward the outcomes of the arts plan. They reflect the fact that going forward, Cambridge City Council will not directly deliver arts activities, but works through partnerships with arts and cultural organisations, and others.

3.6 **Structural Partnerships** reflect a long term understanding of the arts and cultural landscape of Cambridge, include key arts and cultural partners, and are often the starting point from which thematic and project specific partnerships can develop. The relationships sustained through these structural partnerships are central to the effective delivery of Cambridge's shared aspirations for arts and culture, by providing clear and stable mechanisms through which the sector can engage. Cambridge City Council has a long term commitment to these partnerships, at the same time recognising that they need to be re-focused and re-shaped to meet the aims of the changed landscape. The action plan 2015-16 specifies actions over the first 12 months of this plan. The impact of the changes and the effectiveness of the partnerships going forward will be monitored and evaluated annually for the lifetime of this framework.

3.7 Cambridge City Council currently maintains five key structural partnerships for arts and culture:

- Cambridge Arts and Cultural Leaders (CACL) established by Cambridge City Council and bringing together all the major arts and cultural organisations based in Cambridge;
- Cambridge Core Stakeholders Partnership: the major funding bodies for arts and culture in Cambridge, including Cambridge City Council, Arts Council England, University of Cambridge, Cambridgeshire County Council;
- Culture Task Group: a county wide grouping encompassing culture and sport including all local authorities, Arts Council England, Sport England, English Heritage, and other key bodies, led by Cambridgeshire County Council;
- Cambridge Arts Network (CAN): a city based network with in the region of 1000 members, established and administered by Cambridge City Council;
- Event Management Group (EMG): a City Council convened forum to ensure a diverse and balanced range of high quality cultural, recreational, social and community outdoor events delivered throughout the year.

3.8 Thematic Partnerships reflect key priorities, focusing on the role that arts and culture can play in helping to meet the significant opportunities and challenges for Cambridge. They recognise that the most effective interventions will draw on strengths from outside the arts and cultural sector. Thematic partnerships are not project specific and can have a significant life span.

3.9 Children and Young People is the first thematic partnership to be established. *My Cambridge* (the partnership name) was established through a collaborative process, engaging with experts within and beyond the arts and cultural field, with residents, and with children and young people. It is working across arts and cultural organisations, schools, Cambridge City Council, and Cambridgeshire County Council, to develop and implement a programme designed to bring a sea change to the way in which children and young people engage with arts and culture across Cambridge, and in particular to ensure that every child is able to make full use of Cambridge's rich art and cultural resources.

3.10 Two further thematic partnerships are proposed, and will be developed using the same collaborative process.

3.11 Well-being: arts and culture are increasingly recognised as playing a significant role in community and individual well-being, across a spectrum ranging from community engagement through to clinical interventions. Individual Cambridge based organisations already have a significant track record in this field. The purpose of the partnership will be to harness the skills and expertise already in the City, and identify shared opportunities to

meet key aspirations around health and well-being and connected communities. There will be a particular focus on reducing inequality and social exclusion, given their impact on health and well-being.

3.12 Growth: the arts and cultural sector has an essential role to play in good growth, helping to ensure that Cambridge is a great place to live and work. The development of a partnership will enable the alignment of activity and investment both within and beyond the City Council.

3.13 The impact of the thematic partnerships will be monitored and evaluated annually for the life time of this framework.

3.14 In addition to structural and thematic partnerships, Cambridge City Council will continue to work in partnership with individual organisations to support the approach outlined in this plan.

3.15 Evidence, Advocacy, and Communication

This is the second element of the arts plan. Cambridge City Council is uniquely positioned at the intersection of communities, businesses, its own operations, other local authorities, and other agencies working in and influencing the city. It is able to listen and share knowledge and to ensure that multiple and sometimes competing perspectives are heard and attended to.

3.16 Evidence: there is an increasing body of evidence about the wider benefits of arts and cultural engagement, both economic and social. The City Council will collate and share evidence, in particular where there is a clear link back to City Council priorities, the vision of *Inspiring Cambridge*, and the activity of the thematic partnerships. It will also work with others to support the collection of high quality evidence.

3.17 Advocacy: Cambridge City Council will advocate, both internally and externally, for the role of arts and culture in achieving City Council priorities and the vision of Inspiring Cambridge. Advocacy will take place both through existing networks and forums, for example, Cambridge City Deal, Greater Cambridge Greater Peterborough Partnership, and also through specific, timetabled activities, in particular in relation to internal advocacy.

3.18 Communication: Cambridge City Council is a recognised source of information about arts and culture in the City. In addition to the communication that will take place through partnerships and the advocacy strategy, there is a regular requirement both to put information into the public domain, and to respond to enquiries from residents and others.

3.19 Investment

3.20 Cambridge City Council is a major investor in the arts and cultural life of the City. The investment made by the City Council will focus on achieving the strategic vision of the City Council through arts and culture.

3.21 Grants: Cambridge City Council will continue to include arts and culture as one of the priorities in its Community Grants scheme, and applicants and funded organisations will be supported by an appropriately experienced strategy officer.

3.22 Contracts: From 1 April 2015 Cambridge City Council will have a long term contract in place with Cambridge Live to deliver key elements of the arts and cultural programme in Cambridge, including the Cambridge Corn Exchange and Guildhalls, Cambridge Folk Festival, and Cambridge City Events. This investment will be managed to ensure maximum benefit in relation to the goals of this plan are achieved.

3.23 Commissions: Cambridge City Council will commission specific activities in relation to agreed plans. For example, work in relation to the My Cambridge children and young people's programme will be commissioned.

3.24 External Investment : Cambridge City Council will work with Arts Council England, Heritage Lottery Fund, and other funders to maximize the benefit of external funding within the city, both in relation to jointly funded organisations, and more broadly.

3.25 When appropriate it will prepare and submit grant applications either solely, or as lead or support within a partnership bid, linked to strategic partnership plans developed using the approach outlined above.

3.26 Action Plan 2015-16

1	Partnerships
1.1	Structural
1.11	Cambridge Arts and Cultural Leaders (CACL)
1.111	Maintain active engagement and attendance at meetings Provide support to the partnership
1.12	Cambridge Core Stakeholders Partnership
1.121	Lead on convening quarterly meetings
1.122	Review role of partnership in relation to CACL
1.13	Culture Task Group (County wide partnership)
1.131	Review options for Cross County partnership
1.14	Cambridge Arts Network – CAN
1.141	Implement 12 month plan for CAN to operate as an independent network, including recruitment of external support for newsletter, initiation and support of committee, handover of website, and social networking opportunities
1.15	Event Management Group
1.151	Implement new approach following outcomes of review of the role and purpose of the group taking place February 2015
1.16	Monitor and evaluate individual and cumulative impact of changes to structural partnerships.

1.2	Thematic Partnerships
1.21	My Cambridge
1.211	Continue to support the development of the partnership, including facilitation of meetings, identification of funding opportunities, and brokering appropriate links
1.22	Development of new Thematic Partnerships
1.221	Establish Arts, Culture and Well Being Partnership using My Cambridge model
1.222	Investigate options and potential for Arts, Culture and Growth Partnership
1.23	Monitor and evaluate impact of thematic partnerships
2	Evidence, Advocacy and Communication
2.1	Evidence
2.11	Develop and maintain a regular process to identify, digest and disseminate relevant evidence about arts and cultural impact, using local and national information sources, such as Arts Council England, Arts Development UK, and key journals including Arts Professional, Arts Industry.
2.12	Identify and take up specific regional and national opportunities to network both to bring back best practice to Cambridge and to showcase Cambridge strengths.
2.2	Advocacy
2.21	Internal Advocacy
2.211	identify internal opportunities to present the benefits of relevant arts and cultural engagement including but not limited to presentations at team, departmental and other management meetings
2.212	Identify and build working relationships with internal officers relevant to this framework (for example: planning, growth, community development, children and young people)
2.22	External Advocacy
2.221	Identify opportunities to present the benefits of arts and cultural engagement to key external groups and partnerships (as part of CACL or other partnership where appropriate). These will include the City Deal partnership, Greater Cambridge Greater Peterborough LEP
2.222	Identify and building working relationships with relevant external organisations
2.3	Communications
2.31	Maintain regular communication mechanisms
2.311	Identify and implement revised operation of CAN newsletter using external support
2.321	Use City Council internal and external communication mechanisms, including websites, newsletters etc., to communicate messages about arts and cultural engagement
2.34	Maintain database of key local contacts, both arts and cultural and in support of the thematic partnerships
2.32	Advice and Support
2.321	Provide advice and support to arts practitioners, organisations and community groups in relation to arts and cultural activity.
2.322	Work with CACL and other partners to deliver annual conference with a focus on sharing and disseminating best practice in support of key aims
3	Investment
3.1	Grants
3.11	Ensure all Cambridge City Council funding opportunities relevant for the delivery of the aims of this plan are identified and shared with potential applicants
3.12	Community Grants Scheme
3.121	Ensure accurate and timely information about the scheme is shared with arts and cultural sector in Cambridge
3.122	work with Community Grants team to support application process and ensure maximum benefit is achieved
3.123	Provide strategic support at level appropriate to grant to organisations in receipt of Community grants under arts and culture priority
3.2	Contracts
3.21	Cambridge Live
3.211	Oversee contract
3.212	Maintain regular contact to ensure maximum benefit in relation to arts plan and key aims are achieved
3.3	Commissions
3.31	Manage the process of awarding commissions for activities, including activities funded through external investment. Ensure that My Cambridge resources are allocated

	appropriately (in conjunction with partnership steering group)
3.4	External Investment
3.41	Work with key external funders to ensure that maximum benefit is achieved for Cambridge. Sign post opportunities and where appropriate work through partnerships or take the lead on bidding for external investment

4. Implications

(a) **Financial Implications** - none

(b) **Staffing Implications**

The Arts Development Officer role will be reviewed to take on this new approach. The need for a future review of this role was highlighted in the Director of Customer and Community Services' Implementation Paper in respect of the merger of Community Development and Arts & Recreation in June 2014.

(c) **Equality and Poverty Implications**

An Equality Impact Assessment has been conducted.

(d) **Environmental Implications** - Nil

(e) **Procurement** - None

(f) **Consultation and communication**

Discussions have been held with Cambridge City Council Arts and Events Team, and Cambridge Arts and Cultural Leaders.

(g) **Community Safety** - None

5. Background papers

Arts Plan Delivery Framework Equality Impact Assessment

Inspiring Cambridge available at:

http://www.cam.ac.uk/sites/www.cam.ac.uk/files/inspiring_cambridge_10.12.14_a4_printable_version.pdf

6. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Jane Wilson

Author's Phone Number: 01223 457592

Author's Email: jane.wilson@cambridge.gov.uk