

<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 4</b>
<b>18 November 2014</b>	<b>Public Report</b>

## Report of the Cabinet Member for City Centre Management, Culture and Tourism

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### PORTFOLIO PROGRESS REPORT: CABINET MEMBER FOR CITY CENTRE MANAGEMENT, CULTURE AND TOURISM

<b>1.</b>	<b>PURPOSE</b>
1.1	To provide Committee Members with a progress report from the Cabinet Member for City Centre Management, Culture and Tourism in relation to matters relevant to this committee.
<b>2.</b>	<b>RECOMMENDATIONS</b>
2.1	Members are asked to scrutinise the progress made on those aspects of the Cabinet Member's portfolio relevant to this Committee by providing challenge where necessary and to suggest ideas and initiatives to support the continued delivery of priorities within that portfolio.
<b>3.</b>	<b>LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY</b>
3.1	The City Centre management, culture and tourism portfolio contributes to the following priorities in the Sustainable Community Strategy:- <ul style="list-style-type: none"> <li>• Creating opportunities – tackling inequalities;</li> <li>• Creating strong and supportive communities; and</li> <li>• Delivering substantial and truly sustainable growth.</li> </ul>
<b>4.</b>	<b>BACKGROUND</b>
4.1	The Council's Constitution sets out the responsibilities of the Cabinet Member, including: <ul style="list-style-type: none"> <li>• Commercial operations, including city centre management and tourism</li> <li>• Culture and leisure</li> <li>• Vivacity</li> </ul> <p>These responsibilities fall under the remit of the Strong and Supportive Communities Scrutiny Committee and are reported on below.</p> <p>Other responsibilities contained within the Constitution fall outside the remit of this Committee and are therefore not included in this report.</p>

5.	<p><b>COMMERCIAL OPERATIONS</b></p> <p><i>Commercial operations</i> provides a framework for the day to day operation of the city and strategic effort to enhance the city and the region in the long term.</p> <p>The service's vision is to provide a high quality, safe and easily accessible environment that underpins commercial and social success.</p> <p>Five individual services are deliberately strategically aligned within the one larger section to support sustainable growth and the commercial wealth of the City Centre:</p> <ul style="list-style-type: none"> <li>• <b>Tourism</b> – which promotes visits.</li> <li>• <b>Markets</b> and the retail offer – which encourage tourism.</li> <li>• <b>City Centre Management</b> – which aims to make the City a place people want to visit and do business in.</li> <li>• <b>Parking</b> – which facilitates visiting the city.</li> <li>• <b>CCTV</b> – which helps ensure that visitors and residents are safe.</li> </ul>
5.1	<p><b>TOURISM</b></p>
	<p>The Commercial Operations Service includes Strategic Tourism Management and The Visitor Information Service which operates two centres:</p> <ul style="list-style-type: none"> <li>• The Visitor Information Centre in Bridge Street which manages tourism, providing information of residents and visitors, providing ticket sales for City Events by operating Box Office services and promoting sustainable travel.</li> <li>• <i>Travel Choice Centre (TCC)</i> at Queensgate Bus Station to service transport enquiries and Sustainable Travel options in line with council policies related to Environment Capital aspirations.</li> </ul> <p>The Visitor Information Centre and Bus Station services are both open Monday to Saturday 9.30 – 5.00pm. Both sites sell a combination of the services: Bus Station tickets, National Express tickets, Railcards, Bus Passes, Holidays, Maps, Gifts and tickets to local events.</p> <p><b>Performance/Outcomes</b></p> <p>The city has an estimated 2.59m day visitors and 572,000 staying visitors a year.</p> <p>The economic value of tourism to the Peterborough economy from visitors alone is over £200m pa (£109m day and £92m staying visitors).</p> <p>The wider economic benefit across the visitor economy with ancillary and supplier effects is estimated at £301m.</p> <p>Peterborough <i>direct tourism employment</i> is 4,145 and total tourism related employment is 5,538 (c 8% against an average for Cambridgeshire as a whole of 10.1%). (Tourism South East Economic Impact of Tourism 2011).</p> <p>In 2013 there were 3.5 million web page views to VisitPeterborough.com. This compares to 1.07 million views in 2009.</p> <p>The Visitor information Service has been restructured to help fulfil its extended, wider potential remit for Visitor Economy Development outlined above. Income has increased from a wider range of ticket sales and this will be set to increase again next year.</p> <p>Income for the guide increased from £4.5k to £17.5k, this then covered all increased costs of double the size and print run to deliver a superior product for the city at no extra cost</p>

2014 has seen a totally new concept and change from “Discover Peterborough 2013” (accommodation guide) to the “Visit Peterborough Handbook 2014” (experiences and accommodation handbook). The new title is to reflect 2 things. Firstly its use literally as an information handbook of simple facts on what, where, how, when you can experience the key experiences of the city in a clear structure. Secondly to align the Visit Peterborough website and handbook titles as a basis for future development.

A Hotel and Conference group to inform developments has been created.

A marketing partnership for Peterborough has been set up with Vivacity, Opportunity Peterborough, Corporate Marketing, Events and Tourism facilitating a £5,000 Government’s Regional Growth Fund grant to be received.

A Destination Management Plan (DMP) 2014-17 will create a flexible strategic framework that will allow inclusion, innovation and cross-working partnerships to develop and flourish. It will help create the One Vision for Peterborough, through the creation of a single Visitor Economy Strategy.

Creating Visitor Economy networks to establish future needs for joint marketing that can facilitate promotion of the City at no cost to the budget will be progressed.

#### **2014-2015 Objectives Summary**

- Produce a Visitor Economy Strategy (VES) 2014-24
- Produce a Destination Management Plan (DMP) 2014-17
- Increase ticket sales through the Visitor Information Centre
- Develop the VIS to be the prime high street outlet for the emerging Peterborough Gift range
- Create Visitor Economy networks

## **5.2 MARKETS**

The General Market supports local business and creates significant employment in the city. Managed by Commercial Operations, it is an integral part of the local community, providing an assortment of goods, from furniture and clothing to fresh fruit and vegetables.

### **Performance**

There are 55 individual licence holders occupying 112 market stalls providing approximately 150 jobs.

The Market is open Tuesday to Saturday 8.30am - 4pm. The potential for development and promotion of the market will be an issue that will be strategically addressed as part of the emerging Visitor Economy Strategy.

### **Opportunities**

The market is not currently operating to full capacity. This service does not have a dedicated Marketing and Promotional budget and has not had any marketing or promotional campaigns to increase trader numbers and in doing so raise income to the Council from this service.

The market could accommodate a Food Quarter – providing and promoting locally sustainably sourced food as well as providing outlets for the selling of food from different cultures.

There are a number of walls and areas within the market which may allow opportunities for increased advertising/sponsors logos to be displayed within the market.

The perimeter of the market is unattractive and we wish to replacement exterior security railings to encourage shopping at the market.

	<p>The service, traders and customers could benefit from review and changes to current lease arrangements so new Lease documentation is to be produced.</p> <p>The food hall roof could accommodate solar panels to reduce energy consumption, improve the environment and reduce costs.</p> <p><b>2014/15 Objectives</b></p> <ul style="list-style-type: none"> <li>• To carry out a marketing and promotion campaign of the market to potential traders to facilitate fuller occupancy</li> <li>• To investigate / introduce a food quarter</li> <li>• Investigate increased advertising and sponsorship opportunities within the market</li> <li>• Improve perimeter fencing and appearance of the market</li> <li>• Improve current lease arrangements and its documentation</li> <li>• Investigate energy efficiencies, particularly whether solar panels could benefit the Market from installation to its roof.</li> </ul>
<b>5.3</b>	<b>CITY CENTRE MANAGEMENT</b>
	<p>City centre management aims to protect and develop the vibrancy, vitality &amp; viability of Peterborough's offer. City Centre management aims to make the City a better place to live, visit, work and do business in.</p> <p>This is done through:</p> <ul style="list-style-type: none"> <li>• Business engagement, working with private and public stakeholders</li> <li>• Organising or facilitating events and attractions to encourage visitation</li> <li>• Promoting the City Centre and its events and attractions</li> <li>• Providing a vibrant, clean, attractive and safe City Centre</li> </ul> <p>The value of the visitor economy will be assessed through the analysis of economic retail data and footfall within the emerging Visitor Economy Strategy 2014-24 and Destination Management Plan 2014-17.</p> <p><b>Business Engagement</b></p> <p>City Centre Management work closely with retail and City Centre Businesses to improve the City Centre economy. City Centre Management hosts a business forum for local businesses every month, at which businesses and or city centre stakeholders attend to discuss issues, including marketing plans and overall performance of the city.</p> <p><b>Licensing &amp; Enforcement</b></p> <p>City Centre Management license concessions, outside seating, street trading and visiting markets. It also controls enforcement of illegal street trading, begging and rough sleeping.</p> <p><b>Public Realm</b></p> <p>City Centre Management strive to make the City centre a beautiful place to visit. This is done through initiating or inputting in to redevelopment projects (such as current improvements to St Peters Arcade) through to maintenance of fountains and the installation of hanging baskets/planters display.</p>

## **City Centre Events**

Commercial Operations / City Centre Management organise (or facilitate through partnership working - often with local community groups to celebrate cultures) a number of events that add to the vibrancy of the City and encourages visitation. It is a fact that events provide huge economic benefits to a City through creating direct trading and employment opportunities at the events and from what's known as the "ripple effect" or multipliers in that those visiting events will spend money at car parks, on retail, in cafes & bars. Consequently these businesses benefiting create employment and receive income that may be spent locally. There are also significant positive social and cultural impacts from hosting such events.

For those directly organised this service takes full responsibility for every element of events from sourcing to producing. Facilitating events includes licensing them, contracting use of spaces, providing infra-structure, providing or advising on risk assessment, liaison with emergency services, traffic management and organising road closures.

Significant events managed by the team and delivered through the portfolio include:

- Perkins Great Eastern Run
- WW1 commemoration event
- Classic and Vintage Vehicle Show:
- Italian Festival
- Diwali Festival
- Christmas Lights & The Christmas Light Switch On

## **Opportunities**

Whilst Commercial Operations work closely with Vivacity there could be even stronger partnership working with Vivacity & other cultural providers (including the Cressett and Peterborough Arena) not least to ensure economic impact from events can be secured in addition to social impacts.

The Head of Commercial Operations is on the Board of Directors for St Johns Church. A vision for the Church is to play a greater role within the City Centre particularly in the presentation of arts/classical music events.

A marketing post reporting directly to Commercial Operations would be very helpful in achieving some aims of the service. Responsibility for city sponsorship (roundabouts, street banners etc) could be transferred to Commercial Operations.

A City Centre early evening economy strategy is also being prepared by this service which may identify further opportunities.

## **2014-2015 Objectives Summary**

- Ensure closer partnership working with Vivacity and other Cultural providers to achieve economic benefit to the City.
- Assist with the ambitions of St Johns Church in increasing its Cultural offer
- Transfer responsibility for City sponsorship budgets along with a marketing post to Commercial Operations
- Produce a City Centre Early Evening Economy Strategy
- Invest in hard flooring/tracking for the Embankment facilitating greater use in wet conditions
- Contribute to the redevelopment of Long Causeway and investigate partnership opportunities
- Help Introduce a Portuguese Festival through partnership working
- Help introduce a Latvian Festival through partnership working

	<ul style="list-style-type: none"> <li>• Expand car boot sales in Peterborough Car Parks if possible</li> <li>• Further increase participation to the Great Eastern Run</li> </ul>
<b>5.4</b>	<b>PARKING</b>
	<p>This service manages all of Peterborough City Council’s City Centre Car Parks. It also manages Off Street parking (metered parking and illegal parking). A major objective of the service is to allow a good flow of traffic and easy accessible and affordable parking for visitors, businesses, workers and residents. Charges are set at a rate as to provide sufficient income to the Council but low enough to encourage footfall to the City to help provide it with overall prosperity and growth.</p> <p><b>Opportunities</b></p> <p>The present way of issuing parking permits is labour intensive requiring visitation to Council offices and display of a paper parking permit. A paperless parking permit system allowing payment from home would reduce administration times and offer improved customer service.</p> <p>The signage to Peterborough City Council’s car parks can be improved to ensure visitors find car parks quickly that have parking spaces available.</p> <p>The Council operates a flexible charging scheme to car parks that allows variation to support the needs of the City &amp; promote business, an example being to reduce charges at the Market car park to encourage visitation to the market. This scheme could be extended.</p> <p>Ringo was introduced to Peterborough City Council car parks in 2012 that allows users to pay for and top up parking via their mobile phones. This excellent scheme deserves wider promotion.</p> <p>There may be commercial opportunities to increase car park income from advertising in car parks to displaying adverts on the back of parking tickets.</p> <p><b>2014-2015 Objectives Summary</b></p> <ul style="list-style-type: none"> <li>• Introduce an improved system for issuing parking permits</li> <li>• Investigate/implement improved signage to Peterborough City Council car parks</li> <li>• Extend the flexible charging scheme to allow promotions to encourage visitation at certain times in support of business</li> <li>• Increase promotion of Ringo to residents and car park users</li> <li>• Investigate further commercial opportunities City Council car parks may allow</li> </ul>
<b>5.5</b>	<b>CCTV</b>
	<p>This service comprises operation and observation of 144 cameras 24 hours a day covering the whole of the City. The service also deals with emergency calls for Peterborough City Council and out of hour’s calls for Axiom Housing on a commercial basis.</p> <p>CCTV improves the safety to residents, visitors to the City and security of City businesses. Recent capital investment has seen additional cameras installed using new technology.</p> <p><b>Performance/Outcomes</b></p> <p>This is a busy service providing significant detection and deterrence of crime as indicated in the table below:</p>

	Apr 13 to Feb 14	10month average	Last year average	Increase
Requests from police to CCTV	2823	282	262	8%
Airwave information received	737	74	49	50%
Requests from CCTV to police	539	54	44	23%
Persons detained resultant of CCTV	555	56	53	5%

As can be seen there has been a significant increase to detection as a result of the capital improvements made in this service.

### **Opportunities**

There may be opportunities to provide additional CCTV services on a commercial basis to forthcoming redevelopments within the City.

Some of the Civil Parking Enforcement Officers (CEO) are being trained/offered training to provide additional/emergency CCTV cover. This is good for the staff as it grows their skills set whilst ensuring the service has resilience in the event of staff absences and avoids the need to recruit temporary staff from specialist agencies.

The CCTV maintenance contract will be tendered in 2014/15 with a view to reducing / providing best value.

With the advent of the City Fibre project there is the potential to improve the service and make the operation future proof. Costing's have yet to be calculated but it is anticipated that there will be a saving

### **2014-2015 Objectives Summary**

- To reduce the running cost of CCTV through increasing commercial contracts.
- To train Civil Enforcement Officers to operate CCTV.
- To procure the CCTV maintenance contract in 2014/15.
- Investigate potential of service improvements and cost reductions as part of the City Fibre Project.

## **6. CULTURE AND LEISURE**

### **6.1 SPORTS STRATEGY**

The council has identified the need for a refreshed strategy to assist in guiding the future provision of sport and sporting facilities in the City (the current sports strategy runs to the end of 2014).

The refreshed strategy (to cover 2015 – 2020) will provide a clear framework for future investment, given the projected population growth within Peterborough and the surrounding area, and the need to facilitate increased participation to support the health and well-being of Peterborough residents.

The development of this strategy provides the opportunity to assess the condition of existing facilities, establish whether current provision is appropriate to meet current and likely future local need and demand.

	<p><b>The strategy will set out:</b></p> <p><b>Our vision</b></p> <p>To promote active lifestyles: providing facilities and encouraging participation for all.</p> <p><b>Our priorities</b></p> <ul style="list-style-type: none"> <li>• Health &amp; Wellbeing</li> <li>• Participation</li> <li>• Economic growth</li> <li>• Strong communities</li> <li>• Value for money and efficiency</li> </ul> <p>Therefore it is proposed a Director-led project group be established to develop and implement the sports strategy, drawing on different areas of expertise across the council and strategic partners including Sport England and Vivacity, to be delivered in the new year.</p> <p>Sport England have identified Peterborough as a priority area: Peterborough City Council is one of ten councils Sport England will be working to identify and deliver strategic priorities and projects.</p>
<b>6.2</b>	<b>REVIEW OF LIBRARIES AND COMMUNITY CENTERS</b>
	<p>The review of libraries and community centres is the next item on the committee’s agenda, for which a full report has been provided. However it is noted that this are of works falls under the cabinet member’s portfolio.</p>
<b>6.3</b>	<b>CULTURE STRATEGY</b>
	<p>The Council is building a new strategy for culture. Whilst the strategy will be a council document, the intention is that it is a strategy for the whole of Peterborough. Culture and leisure are long-established priorities of the Council but it is right that – five years on from the publication of the last strategy – we take a fresh look at our approach and our priorities. The committee have commented on the development of the strategy, which is due to be taken to Full Council in the New year</p> <p><b>The strategy will set out:</b></p> <p><b>Our vision</b></p> <p>To bring local, regional, national and international interest in, and acclaim for the city’s cultural offer based on the variety and quality of the inspiring cultural experiences it offers.</p> <p><b>Our priorities</b></p> <ul style="list-style-type: none"> <li>• More people, more often – increasing participation in and enjoyment of cultural activities</li> <li>• Developing, retaining and attracting people with talent</li> <li>• Places to go and things to do – making the best use of our city spaces</li> </ul> <p><b>The impact we are seeking to have</b></p> <ul style="list-style-type: none"> <li>• To raise the profile of culture and to increase participation in cultural events and activity within the city</li> <li>• To raise the profile of the city through culture and to increase visitor numbers.</li> </ul>

<b>7</b>	<b>VIVACITY CONTRACT</b>
	<p>Since May 2010, Vivacity, a charitable trust, has been providing culture and leisure services on behalf of the Council. The cabinet member for City Centre Management, Culture and Tourism and her Cabinet Adviser both sit on the Vivacity Board to represent the council's views.</p> <p>Vivacity is one of the Council's key strategic partners and is resourced through a Funding and Management Agreement (FMA) that specifies the total sum of money made available by the Council to support the delivery of Council priorities. This income is supplemented through additional funding from the council as part of the contract for buildings and utilities. Vivacity income is also supplemented through externally-secured funding.</p> <p>Vivacity provide services in the following areas:</p> <ul style="list-style-type: none"> <li>• Arts services</li> <li>• Heritage, Library and Archives services</li> <li>• Sports services</li> </ul> <p>The Council has continued to invest in Vivacity's services, including through major capital investment to the regional pool, lido and Jack Hunt swimming pool, each resulting in a reduction to the subsidy that supports Vivacity.</p> <p>In looking to the future, the council is working closely with Vivacity to ensure that the services it provides continue to offer both a compelling, and value-for-money offer. The council is working with Vivacity to develop their next business plan and to ensure that it reflects the council's objectives and the need for Vivacity to continue to grow commercially in order for it to thrive and remain a financially sustainable organisation in the future.</p>
<b>7.1</b>	<b>SPORTS</b>
	<p>Vivacity sports services has focussed on creating increased opportunities and quality services by:</p> <ul style="list-style-type: none"> <li>• Bringing together the management of sports facilities,</li> <li>• Developing a citywide programme and pricing strategy,</li> <li>• Creating greater synergy, cost effectiveness and a single delivery model improving customer service and value for money.</li> </ul> <p>Linked to a comprehensive service restructure and growth in new services in the Hamptons, the service has seen year on year improvement in attendance and participation levels.</p> <p>The sports team have been working to eight objectives:</p> <ul style="list-style-type: none"> <li>• Supporting the Council in its multi million pound investment in modernising the city's swimming pools and leisure centres - improvements have included refurbishing gyms, dance studios, changing rooms, reception areas, sports pavilions, new all- weather pitches, health suites, and improving access for disabled customers.</li> <li>• Supporting the Council in the development of a new sports strategy for the City.</li> <li>• Introduction of family activities; Rollers roller skating, Aqua fun sessions utilising a wide range of fun inflatable play equipment.</li> <li>• Developing of a new Swim Academy (learn to swim programme).</li> <li>• On-going development of productive relationships with major sports clubs (swimming, athletics, football, racquet sports).</li> <li>• Developing new activities for customers with disabilities such as cycling, balance and coordination classes and swimming for the visually impaired.</li> </ul>

	<ul style="list-style-type: none"> <li>• Securing Quest quality accreditation for leisure centres.</li> <li>• Securing Inclusive Fitness Industry standard at RFSC and Bushfield Leisure Centres.</li> </ul>
<b>7.2</b>	<b>ARTS</b>
	<p>At the core of the arts offer is the Key Theatre and City Gallery together with Peterborough Arts Festival. In addition the service have raised a significant amount of new external investment to support work in Peterborough. In total the arts service has raised £1.9m of new arts investment and levered a further £200,000 into the local creative sector.</p> <p>The arts team have had three objectives, which were to</p> <ul style="list-style-type: none"> <li>• Lower the cost of the Key Theatre to under £100,000</li> <li>• Reduce costs and increase income for the arts festival</li> <li>• To deliver a grant funded programmes to meet both the public and funders expectations.</li> </ul>
<b>7.3</b>	<b>HERITAGE, LIBRARIES AND ARCHIVES (HLA)</b>
	<p>Heritage, libraries and archives play a significant role in supporting the information, education, cultural and recreational needs of Peterborough.</p> <p>At the core of the offer are the ten library buildings, the mobile library, the Museum, Flag Fen and Longthorpe Tower.</p> <p>The service has five objectives:</p> <ul style="list-style-type: none"> <li>• To encourage creative expression and critical reading among young people aged 11-16.</li> <li>• To developed a state of the art conservations unit at Flag Fen and transformed the onsite Museum to illustrate the new finds and put them in context of the story of the Flag Fen basin.</li> <li>• For the service to maintain full accreditation for the Museum, demonstrating that Peterborough Museum is achieving a quality standard that serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement.</li> <li>• To deliver a pilot to address the fact that to date the e-book offer of all public libraries has been stymied by publisher concerns about loss of sales and infringement of the digital rights management software, the pilots will be run to resolve these concerns.</li> <li>• For heritage services to build on the successful partnership with the Natural History Museum – for example with the British Museum and the National Space Centre.</li> </ul>
<b>8.</b>	<b>IMPLICATIONS</b>
8.1	As budgets become more constrained, the Council will need to ensure the very best possible return on any continuing investment in services. It is anticipated that the Scrutiny Committee will comment on and make recommendations relating to the updates provided in this report in order that delivery potential is maximised for the benefit of our communities.
<b>9.</b>	<b>CONSULTATION</b>
9.1	This report has been developed with the Cabinet Member for City Centre Management, Culture and Tourism and the Cabinet Member for Communities and Environment Capital. The Cabinet Member has regular discussions with a wide range of stakeholders, including Vivacity Trustees and officers, community associations, voluntary groups and individuals from across the City.

<b>10.</b>	<b>NEXT STEPS</b>
10.1	Comments and recommendations made by the Scrutiny Committee members will be considered as part of the ongoing development and delivery of specific business areas.
<b>11.</b>	<b>BACKGROUND DOCUMENTS</b>
11.1	Existing Council strategies, the Funding and Management Agreement dated 1 May 2010 between the Council and Vivacity, and published documents by the Arts Council and Cities outlook 2014
<b>12.</b>	<b>APPENDICES</b>
12.1	<i>No Appendices attached</i>

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