

GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	Agenda Item No. 5
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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

1. PURPOSE

- 1.1 To provide members with a progress report from the Cabinet Member for City Centre Management, Culture and Tourism in relation to matters relevant to this Committee.

2. RECOMMENDATIONS

- 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.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 The city centre management, culture and tourism portfolio contribute to the following priorities in the Sustainable Community Strategy:-
- Creating opportunities – tackling inequalities;
 - Creating strong and supportive communities; and
 - Delivering substantial and truly sustainable growth.

4. BACKGROUND

- 4.1 The Council's constitution sets out the responsibilities of the Cabinet Member, including:
- City Centre Management
 - Tourism
 - Culture and Leisure
 - Vivacity contract

These responsibilities fall under the remit of the Growth, Environment and Resources Scrutiny Committee.

Other responsibilities contained within the constitution fall outside the remit of this committee and are therefore not included in this report.

5.1 CITY CENTRE MANAGEMENT & TOURISM

City Centre Management is part of the City Services and Communications Directorate.

The City Services and Communications Directorate comprises the following services:

- Regulatory Services (Environmental Health, Trading Standards, Licensing and Safety)
- Resilience
- Corporate Marketing and Communication
- Car Parks and Commercial Management
- City Centre Management
- Tourism

This report covers city centre management, tourism and parking elements of this service.

City centre management aims to protect and develop the vibrancy, vitality and viability of Peterborough's offer. City centre management aims to make the city a better place to live, visit, work and do business in.

A major objective of this service is to increase footfall, retail spend, parking income, employment, business opportunities and wealth. This is done through:

- Business engagement, working with private and public stakeholders
- Organising or facilitating events and attractions to encourage visitation
- Promoting the city centre and its events and attractions
- Providing a vibrant, clean, attractive and safe city centre

A number of the services operated by city centre management are non-statutory and often the beneficiary is the commercial sector, particularly benefitting from events this service stages, tourism, initiatives to increase footfall and promotion of the city.

At present Peterborough City Council fully manage and fully fund both city centre management and its tourism functions. Budget pressures on local authorities has meant many councils are unable to subsidise non statutory services to the level previously enjoyed.

The National Context

Given the discretionary nature of tourism, Section 4.2 of the "2011 National Government Tourism Policy" identifies private sector led partnerships as the financially sustainable way forward for tourism delivery locally. These new models are referred to as "Destination Management Organisations" (DMOs) in Government Policy.

City centre management is often provided by public/private partnerships with some functions being managed under a regime known as BIDs (Business Improvement Districts) whereby city businesses within a defined area contribute to agreed services with a levy based on the rateable value.

Guidance from VisitEngland in their document of August 2014) "City centre management and the visitor economy" outlines the importance of both city centre management and city-wide destination development working in tandem to shared objectives. **City centre/town centre management** is most commonly delivered by:

Town teams

A loose association of interests including town councils, chambers of commerce, large retailers and shopping centres, local authorities, traders associations and community groups. Often they are attached to one of the main organisations active in town. They don't always have a dedicated budget and will bid for funds for specific projects.

City/Town Centre Management companies

More formal versions of town teams that are legal entities, employing dedicated staff and working to a business plan that is overseen by a management or advisory board.

Business Improvement District (BID) companies

A specific entity that comes into being when businesses in a locality vote to deliver a business plan and fund this by paying an additional levy on top of their business rates. It is common for BIDs to see themselves as destination management organisations. The Association of Town and City Management is the national coordinating body that provides support, advice and guidance.

Tourism/Destination management is most commonly delivered by:

Destination Management Organisations

Usually a public/private partnership, a community interest company or private sector company that is formally constituted. It is usually, though not always, financed through mixture of public and private funds. It often operates commercial activity alongside its strategic functions and can also have a remit for place marketing, development of cultural product and the delivery of events. Some of the larger DMOs in major cities are also responsible for inward investment.

Destination Management Partnerships

These are less formal and are made up of a range of organisations that come together to perform the destination management function and deliver a mutually agreed Destination Management Plan.

Local Authority Tourism Teams

Delivering a range of activity to develop the visitor economy. The team is usually placed within a department that focuses on economic development, culture or sport and in some instances the local authority's communications division. In some places, the two functions have been managed separately and in others they have been managed together. There isn't a blueprint that every place can follow, arrangements will be tailored to the location and will change over time.

There is no blueprint of which type of delivery is "best" or whether they should be managed separately or together, both exist. It is always local circumstances, history and finance that govern which arrangement is most appropriate. The visitor economy approach should be the basis for both.

City Centre Management /Tourism intends to investigate ways of changing the way these services are delivered and seek partnership working/funding with the commercial sector.

City Centre Management - Operations

The operations team within city centre management comprises two city centre officers and one city centre co-ordinator. Their main responsibilities include:

- Managing road closures.
- Upholding city centre policy and dealing with begging, busking and rough sleepers.
- Managing and monitoring city centre concessions and outdoor seating.
- Co-ordination and dealing with issues arising from embankment events, Charter and Horse Fair.
- Monitoring and dealing with issues on Stanley and Millfield Recreation Grounds, city centre, Itter Park and Bretton Park.
- Co-ordinating and monitoring ad hoc markets and car boot sales.
- Engagement with city centre Businesses including Queensgate and Lincoln Road
- City Centre Maintenance
- Assisting with and monitoring events in the city centre including third party organised festivals funfairs and one off events.

The operations budgets following restructure for 2016/17 are as follows:

	Income	Salaries	Other expend	Cost
Pedestrian Area*	-£221,200	£153,700	£233,600	£166,100
Fountains**			£43,100	£43,100
Christmas Lights***			£100,400	£100,400
	-£221,200	£153,700	£377,100	£309,600

*£202,600 of the pedestrian area costs is for city centre cleaning performed under contract by Amey and without this cost the pedestrian area makes a surplus.

**£41,100 of the fountains cost is for their maintenance.

***£88,000 of the Christmas light costs is for their erection and dismantling, repairs and storage.

In 2016 CCTV and Enforcement moved to the People and Communities Directorate. This included responsibility for monitoring and dealing with/enforcement of anti-social behaviour including graffiti, aggressive begging, busking, littering, illegal parking and cycling.

Correctly by implication, city centre management has responsibility for ensuring the city centre is clean, attractive and free from anti-social behaviour and there is currently and understandably some confusion regarding responsibility for this. Going forward it is proposed that a more formal client and contractor role is established, whereby city centre management perform a monitoring role, recording and reporting anti-social behaviour and enforcement staff dealing with it.

Similarly a more formal arrangement should be established for monitoring city centre cleanliness with Amey and its contract management.

Events

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 proven fact that events can 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.

In summary, city centre events are accommodated or organised by city centre management to:

- Increase footfall to support the retail economy
- Provide vibrancy to the city centre
- Install pride and a sense of belonging to Peterborough residents
- Increase car park income
- Promote diversity
- Support cultural and social cohesion

Some events are directly organised by this service which includes taking full responsibility for every element of them including their producing and promotion. Some events are facilitated by this services which ranges from 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.

Hires since March 2016 have included **the American Circus** (6-10 April), **Beer Festival** (23-27 April), **Bridge Fair** (25 September – 9 October), **Cherry Fair** (16 June-3 July). **Mart Fair** (7-23 April) **Mr Fipps Circus** (18 – 30 October). Car park income received by the council increased on the days that these events were hosted.

The service facilitated a performance on the Embankment by **Bryan Adams**, attended by 10,000 people. The service produced and promoted the **Classic Vintage Vehicle Show** on 3 and 4 September 2016 attended by approximately 4,000 people.

This service also manages Cathedral Square, encouraging and facilitating events, providing advice, promoting events and where necessary producing or co-producing them.

Since March 2016 these events have included **Army Careers Event** (16 April), a **Black History Month Event** (1 October), **CYD (YMCA) Employment show** (20 August), **Women's International Day Event** (8 March), **Travel Choice Event** (26 March), the **Green Festival** (13 August) and **Metal Event** (5 March). The service also assisted in the organisation of a **Motor Cycle show** on (21 May) and **Merrie England Opera** event on (11 June).

This service has facilitated and co-produced a number of Festivals in the city centre. **The Italian Festival** was hosted on (10 and 11 September) and **The Diwali Festival** on (22 October).

The Heritage Festival was hosted on (2 and 3 July) with in the region of 20,000 people attending on the Saturday and 14,000 on the Sunday. 869 more cars were parked in city council car parks than the weekend prior to it. **The Peterborough Festival** was hosted on (3 and 4 September).

Processions, marches and protests are also managed by this section. Since March 2016 these have included **The Good Friday procession**, **PTUC March** and **The Scouts and Guides and St Georges Day Parade**.

This service manages three parks including Central Park which hosted a **Polish Independence Day Event** on (11 November), **The De Stressed Festival** on (1 May) and was the destination of the **Muslim Children's Walk**.

For the first time in 2016 this section organised the **Children's Film Awards** on 28 June on behalf of the People and Communities Directorate. 1000 people attended, 560 of these were schools participants and 293 parents of school participants.

This section organised three events to Mark **The Queens 90th Birthday**. These took place on 21 April and 10 June where a meal was provided for 103 people.

The service produced **The Christmas Light Switch On Event** on 19 November. Approximately 10,000 people attended, completely filling Cathedral Square.

Great Eastern Run

The service also produces The **Perkins Great Eastern Run**. Over 7,000 people took part in this half marathon and fun run in 2016. Established in 1982 it is a "gold standard" international run, one of fastest half marathons in the country. The producing of such a large scale events requires the assistance from 300 volunteers and a lot of co-operation from council staff and city centre Businesses. Issues that the service oversees includes marketing and promotion of the race, gaining sponsorship, dealing with road closures, organising training sessions, providing health advice, providing timings and seeking elite runners.

Prior to 2016 this event broke even but did not provide a contribution towards staff time and overhead costs involved in organising it. Through cost control, tendering for the provision of T shirts and medal supply, increasing admission charges and increasing sponsorship this has been addressed. We estimate that a surplus was made in 2016 of £36,000 which would represent a fairer contribution to our services staff time and overhead costs.

In 2017 we are increasing admission prices by £2 and stopping paper entries which were not resource efficient. We are looking to increase sponsorship and commercial income so that this race can be considered commercially successful. We will aim to mitigate confusion with "The Great East Run" a new run introduced in 2017 in Ipswich.

Tourism

City centre management manages tourism and operates the Visitor Information Centre and Travel Choice Centre at Queensgate Bus Station. 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, Shaws Holidays, Maps, Gifts, Local event ticket sales. Information is available on a UK wide basis for residents as well as local promotions.

The Tourism Service aims relate to:

1. Promoting the city
2. Managing the city
3. Improving the environment and public spaces
4. Providing a prosperous city

The budgeted costs of these services in 2016/17 are as follows:

	Expenditure	Income	Cost
Travel Choice	£247,400	-£191,600	£55,800
Tourism	£231,700	-£113,600	£118,100
	£479,100	-£305,200	£173,900

The tourism budget includes the costs of the Tourism Manager who also oversees the Travel Choice staffing/management. It also includes a payment of rent of £29,500 paid to the council's property division.

In 2015 the post Strategic Tourism Manager was deleted in order to achieve savings. However, without this post and without a City Centre Manager there has been little pro-active tourism management aimed at increasing visitation and overnight staying. In particular the Visitor Economy Strategy 2015-2020 has not been implemented.

The volume and value of the visitor economy is significant. Visit England Data from 2013 states that Peterborough welcomed an estimated 5.7 million visitors per year: 5.25m day visitors and 482,000 staying visitors.

The economic value of tourism to the Peterborough economy from visitors alone is over 291m (185.4m day and 94.9m staying visitors). The wider economic benefit across the visitor economy with additional and supplier effects is estimated at £376.4m.

Peterborough direct tourism employment was estimated at 5,416 and total actual with tourism related employment as 7,167. The proportion of tourism and additional employment in the city is 9.7 %.

The strategic policy on Peterborough's tourism approach is detailed in our Visitor Economy Strategy 2015-2020. This covers:

Vision

Peterborough will be an excellent, accessible, unified and varied visitor and business destination throughout the year, based on the quality of life offer to residents and the social, environmental and economic development of the urban and rural areas of the city it will bring.

Mission

To support the ONE vision for Peterborough policy towards sustainable communities. To develop Peterborough as a visitor destination by harmonisation of activity and investments across multiple delivery agencies to achieve more effective use of resources and a more focussed strategic approach. To develop the quality of life for residents and create a vibrant city and lifestyle that is also attractive to visitors. To develop a context for all place and product developments and events that is brought together in a single planning framework.

Principles

To deliver the vision and mission 5 cross-cutting principles are established that must be borne in mind at the outset by all action planning activity in future.

1. Work for a common goal and ONE vision for Peterborough partnerships

The visitor economy is as much about residents as visitors and contributing to local quality of life, economy and employment and the benefits it can bring as it is about encouraging new visitors from “away” in the early stages especially.

2. Develop the city

Reinforcement of the city themes and city areas ii. Maintain and grow the value of business and conference tourism

3. Position the city

Peterborough is an important growing city at the heart of East England ii. Peterborough is both heritage and modern

4. Develop links between the urban and rural areas

Reinforce the 4 city areas of Peterborough as interrelated components of the city: Historic Core, Nene Valley, John Clare Country (the Soke) and the Fens

5. Integrate sustainability in development plans

Development of sustainability, accessibility and social inclusion are key to supporting the creating the UK’s environment capital aspiration for the city.

Objectives

Strategic objectives and action areas under the 4 key strategic objectives a number of action areas are specified. It is appropriate that these are the city council corporate objectives set for City Services and Communications. They also work as broad objectives and work areas for the wider partnership development for the city.

Objective O1 - Promoting the city The strategic development of events and product development and marketing to build the identity and image of the city are explored.

Objective O2 - Managing the city, the management of the city centre specifically will be covered, however as outlined earlier the strategy is to evolve the team to work across the outer and inner city centre, wider urban areas and support city-wide development.

Objective O3 - Improving the environment and public spaces The infrastructure and facilities development and management of the public realm are scoped and key strategic areas highlighted that will need partnership discussion and working relationships to be reviewed or established.

Objective O4 - A Prosperous City Visitor Economy Conference, Visitor Economy Clusters (Networks), Visitor Economy Forum and building towards a shared City Management Framework.

In 2015 the Strategic Tourism Manager post was deleted to achieve savings. Much of the strategic and developmental work relating tourism management was to transfer to the post of City Centre Manager. However, so far we have been unable to appoint a City Centre Manager after two attempts at recruitment to it.

July 2016 saw the relocation of the Visitor Information Centre necessitating a closure of the service for two weeks.

In the year the centre has begun selling parking permits, boat licenses and tours for Peterborough Cathedral. Three book signings were hosted.

This service also operates Travel Choice at Queensgate. This includes selling bus passes, National Express tickets and providing information on local transport. Operating hours were reduced in 2016

with the centre now open 9am to 5pm.

165,035 visits were made to the Visit Peterborough Web site in 2016, a small increase from 163,617 visits made in 2015.

Sales from merchandising at the Visitor Centre are estimated to be around £100,000 in the current year with sales at the Travel Choice Centre at £145,000.

In 2017 we are looking to update the current till/ ticket system as it will soon become obsolete. We will continue to organise forums with hoteliers and attraction providers and look to reduce costs of the service by increasing income and reducing costs which have least negative impact to the city.

The focus on a year of celebrations in 2018 for Peterborough 900 is a once in a generation opportunity. Work with VisitEngland nationally and internationally needs to see this celebration promoted from 2017.

5.2 MARKETS

The general market supports local business and creates significant employment in the city. Managed by city centre management, it is an integral part of the local community, providing an assortment of goods, from furniture and clothing to fresh fruit and vegetables. There are 55 individual traders occupying 112 market stalls on the market which is open Tuesday to Saturday 8.30am - 4pm.

The markets budget for 2016/17 are as below.

	Income	Salaries	Other expend	Total Cost
Markets	-£465,500	£97,000	£159,100	-£209,400

A number of physical improvements have been made to the general market since March 2016. These have included:

- Re-roofing of Market Food Hall and offices to improve lifespan
- Upgrading electricity supply to stalls
- Cleaning of fascias, guttering and steelwork in Laxton Square
- Replacement of anti-pigeon roosting netting completed
- New lean-to canopies introduced to stalls facing old 5th Avenue building
- New water heaters installed in a number of the communal washrooms

Marketing and promotion of the Market has included

- Market poster campaigns run through JC Decaux advertising hoardings across the city.
- Christmas 2016 Hamper Competition well supported by customers and traders.
- New market traders website launched in June 2016. Now linked to PCC Market pages for increased partnership working.
- Market used for a number of mainstream TV Vox-pops (BBC, ITV, Sky News) to increase public awareness of it.
- Increased use of social media streams to publicise the market and its offerings.

Footfall at the market has remained constant year on year. Occupancy increased by 2% over the popular summer months and a number of traders (both new and existing) have invested heavily in stall improvements, including the Cathedral Square Diner expanding to take a key unit within the Food Court.

The market was rated 4.5 out of 5 on Facebook. 526 likes, 520 people following the page and increasing interactions with customers/members of the public. The market traders website has recorded 2000 individual hits.

In 2017 we plan to:

- Redecorate stalls and fencing to improve visual appearance of market
- Revamp office accommodation
- Resurface the market with anti-slip flooring to improve aesthetics

We continue to ensure that council management have good relationships with traders and work to support their businesses; this includes the investment in the market and working with traders that may have arrears to set up new repayment plans to ensure that their business remains viable and continues to add to the vibrancy of the market.

5.3 PARKING

Parking services looks after the Council's portfolio of 11 car parks with 2973 parking spaces and manages a further one for Vivacity at the Regional Pool. Two of these car parks (Pleasurefair and Wirrina) are owned by the Peterborough Investment Partnership and are linked to the Fletton Quays project.

All car parks with the exception of multi storey and Dickens Street have a Safer Parking accreditation as well as disabled facility accreditations.

In April 2016 there was a tariff rise across all car parks which mainly saw the removal of a 30 minute option for payment. This became live on the 3rd of that month. Haven Car Park was closed briefly during the year for resurfacing work.

This service also looks after the permit system delivering resident, staff and season tickets throughout Peterborough.

904,202 car park tickets were issued between January and December 2016 with the multi storey and The Haven been the busiest. Parking income increased by 1.3% (£28,300) over 2015 to £2,246,300.

There was a 40% increase in the number of people paying for their parking tickets by phone. Details of income are detailed in the table below (rounded to nearest £100):

Income	Cash Card	Phone	Total	Cash Card LY	Phone LY	Total LY
Acland Street	£12,000	£700	£12,700	£11,200	£100	£11,300
Bishops Road	£104,100	£4,300	£108,400	£99,300	£4,300	£103,600
Brook Street	£83,300	£4,600	£87,900	£79,100	£2,900	£82,000
Car Haven	£622,600	£32,100	£654,700	£644,900	£19,800	£664,700
Dickens Street	£61,300	£17,700	£79,000	£58,500	£14,700	£73,200
Multi Storey	£481,500	£79,600	£561,100	£494,500	£55,000	£549,000
Pleasurefair	£81,300	£7,400	£88,700	£78,700	£4,200	£82,900
Riverside	£206,100	£13,500	£219,600	£219,600	£10,900	£230,500
Trinity Street	£47,500	£5,000	£52,500	£49,900	£1,600	£51,500
Wellington Street	£76,900	£2,800	£79,700	£69,200	£1,700	£70,900
Wirrina	£259,500	£42,500	£302,000	£263,400	£34,500	£297,900
Total	£2,036,100	£210,200	£2,246,300	£2,068,300	£149,700	£2,218,000

During the upcoming year there are a number of works within the multi-storey including the installation of a barrier system that will replace the existing pay and display, this will give customers more flexibility in only paying for time used. The area will be repainted on all levels and also suicide prevention measures will be added.

Resurfacing works are planned to Trinity Street Car Park.

It is suspected that a transfer of authority will take place on the Wellington Street Car Park which will see parking services take over the running of a portion of the car park currently run by RCP parking.

We will also be working alongside the NPS when developing two new car parks for the new Fletton Quays project.

There are planned tariff changes taking place again this coming April which will also encompass a rise to residential permits. These are awaiting final cabinet approval but will see a rise in on street parking from £1.10 to £1.50, a rise in evening parking charges in car parks from £1.50 to £2 and a rise in permits from £19 to £25.

6 CULTURE AND LEISURE

6.1 CULTURE STRATEGY

The council published its new strategy for culture in 2015. Whilst the strategy is 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. This summer will see the formation of a new cultural board with an independent chair that will represent cultural organisations from across the city with Arts Council England and the Heritage Lottery Fund.

The committee will lead on the implementation of the strategy, making sure all organisations are working toward the vision and priorities set out in the strategy.

The strategy sets out:

Our vision

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.

Our priorities

More people, more often – increasing participation in and enjoyment of cultural activities

The strategy is committed to creative engagement and participation across all areas in Peterborough – involving people to enable them to make their own decisions about what excites them, and to ensure that the cultural offer is relevant to local people.

Peterborough has a range of excellence cultural institutions and programmes which residents can enjoy. Many residents would like to engage more in cultural activities but encounter a range of barriers including time, transport, price, availability of information and familiarity. This priority aims to overcome these barriers and enable more people to participate in cultural activities.

Developing, retaining and attracting people with talent

The strategy will aid in the development of opportunities for the next generation of cultural producers and practitioners, innovative and imaginative programming brokering new relationships between professional and non-professionals and cultural organisations, providing pathways through early years to higher education.

The documents will outline projects that will experiment with programmes, locations and forms, and set ambitious targets for increasing levels of participation, both in numbers and levels of activity.

There will be new pathways to excellence, developing talent and retention.

Places to go and things to do – making the best use of our city spaces

Through this document, Peterborough's city spaces will develop a stronger cultural infrastructure through the development of networks, capacity and relationships, making links with the public realm works and exploiting underutilised spaces within the city. The aim for the strategy is to support high quality programming and the production of new work through accessing and utilising under used spaces across the city.

The impact we are seeking to have

- To raise the profile of culture and increase participation within the city
- To raise the profile of the city through culture and increase visitor numbers

6.2 SPORTS STRATEGY

The council has identified the need for a strategy to assist in guiding the future provision of sport and sporting facilities in the city, the current sports strategy cycle finishes at the end of 2014. The refreshed strategy running from 2017 – 2025 and will address the need for a clear framework for future investment is particularly critical given the projected population growth within Peterborough and the surrounding area.

The development of this strategy provides the opportunity to assess the condition of existing provision, establish whether it is appropriate to meet local needs and demand and ensure that potential provision helps address any current quantitative or qualitative deficiencies. In addition there is a need to facilitate increased participation and improve the health and wellbeing of the residents of Peterborough.

The emerging strategy sets out:

Our vision

To promote active lifestyles: Providing facilities and encourage participation for all.

Our priorities

- Health and wellbeing
- Participation
- Economic growth
- Stronger communities
- Value for money and efficiency

A director-led project group has been established to develop and implement the sports strategy, drawing on different areas of expertise across the council and strategic partners including Sport England, Living Sport and Vivacity.

The strategy is expected to be brought to security in September ahead of the public consultation, to be adopted in December 2017.

6.3 PETERBOROUGH MUSIC HUB

The Peterborough Music Hub (PMH) transferred to resources in October 2015. The Hub is funded by the Department of Education, administered through Arts Council England and managed by Peterborough City Council. PMH receive £333,000 a year to deliver musical

programmes across the city's schools and through extracurricular activities.

Peterborough Music Hub aspires to deliver a first-class musical environment where all young people can thrive and develop to their full potential. Music will have a high priority in the curriculum offered within schools and beyond which providers feel empowered to deliver, strengthening children's positive engagement with Peterborough's cultural traditions, providing pathways for all young people to progress with their musical ambitions.

The Hub's key focus is on access and inclusion. Engagement from and with schools is essential. During 2017-2018 PMH will continue its work on School Music Education Plans, challenging school leadership teams in their delivery of music teaching and curriculum, practical music making and Hub engagement and providing practical feedback and toolkits for schools and teachers to adopt to support music education within schools.

During 2015/2016 PMH has delivered:

- Percentage of Peterborough schools engaged with – 98%
- Number of Individual singing / instrumental lessons – 658
- Number of small group lessons – 210
- Number of whole class lessons – 283
- Number of extracurricular groups – 34
- Number of young people engaged – 8,521
- Number of training days delivered to teachers – 25
- Number of local music teachers employed by the Hub - 21

In recent months the Hub has established a monthly column in the Peterborough Telegraph - Music Matters - and has raised its presence in The Moment magazine - a bi-monthly publications now promoting a specific music section. Members of the Hub team have also featured regularly as panelists and guest visitors at a number of school talent shows, staff curriculum meetings and conferences. The Hub is sponsoring the Creative Zone at the city's annual Career's Fair (in June 2017) and is promoting the best soundtrack at the Peterborough Children's Film Awards.

Successful collaborations with schools have resulted in the development of new projects and the 2017 spring term will see a KS3 project led by the National Youth Jazz Collective, devising a new piece of work with up to 120 students from Ken Stimpson Community College, Jack Hunt School, St. John Fisher Catholic High School and the Ormiston Bushfield Academy.

The Hub is also producing a new initiative - Schools Make Music - a concert to be staged at KingsGate Conference Centre - highlighting the best of excellent musical work produced across the city's schools.

The Hub offers a programme of Whole Class Instrumental Tuition. Once again, at the end of this term, a small number of these groups will come together and share their new found skills with other pupils as well as having the opportunity of listening to professional players and other young musicians.

A Beethoven Weekend Workshop with the Peterborough Youth Orchestra over the February half term provided a high quality holiday activity for young orchestral players, supporting the development of the annual Summer Workshop programme and Gala Concert.

The Hub has also provided promotional and technical assistance for the 2017 Peterborough Music Festival, supporting the Festival's move to the Key Theatre and sponsored the New Youth Music Showcase.

The Music hub deliver priorities one and two of the culture strategy, **More people, more often – increasing participation in and enjoyment of cultural activities** and **developing, retaining and attracting people with talent.**

6.4 THE MILL DEVELOPMENT

The council has acquired the Whitworth Mill complex and the intention is to develop the buildings into a multi-disciplinary artist's creative and digital hub for the city led by arts organisation Metal who will make it their new home in Peterborough and be the anchor tenant.

The creative and digital sector is one of the top four sectors prioritised by the Greater Cambridge Greater Peterborough Enterprise Partnership as a strategic priority and the Mill project will have both an immediate and long term benefit for this sector both in Peterborough as well as regionally, nationally and internationally. The Mill project deliver priority two of the culture strategy **developing, retaining and attracting people with talent** and priority three **places to go and things to do – making the best use of our city spaces**.

It is proposed that the 'cultural hub' will prioritise 'creation' rather than the 'presentation' of work. The vision for the Mill is as a creation centre rather than a standard arts centre model. This will not be a public space in the way that conventional art centres are. It will be public at times, used for educational purposes at all levels, it will be where work is developed, discussed, supported and made. It will therefore require a mixture of flexible 'clean' and 'dirty' workspaces and studios, rehearsal spaces for performance (dance, music, theatre), and overnight accommodation for visiting artists and companies with associated facilities (en-suite bedrooms, access to kitchen and communal eating/living spaces).

It is intended that the Mill will house the following facilities and resources:

- Artists' Studios
- Metal Art School facilities – for all ages from 5 to post graduate.
- Workshop space/classrooms and rehearsal studios – private and public
- Space for mental and physical disability arts
- Shared technical studio for sound recording, video editing and filming and digital creation
- Shared eating / common room / small discussion space / kitchen Joint meeting spaces and relaxed break-out areas
- Large flexible multi-purpose spaces for conferencing, film screenings and public exhibitions
- Public communal eating space with café (and associated kitchen)
- Artists' residency spaces including overnight accommodation (up to 6 self-contained bedrooms)
- Commercial office space for cultural businesses
- Space for a cluster of innovative digital SMEs, incubation and digital skills development

The council has undertaken initial feasibility work through Norr architects who were commissioned to design the wider Fletton Quays scheme. It is intended to take this work forward through a new more detailed commission to assist in identifying precedent models, building feasibility issues and responding to appropriate elements of the client's overall brief.

The council currently has funding bids placed with Arts Council England and Greater Cambridge Greater Peterborough Enterprise Partnership totalling £4.5 million pounds.

6.5 MUST FARM ARCHIVE

The fenland area between Peterborough and Whittlesey (The Flag Fen Basin) has been shown to contain a growing number of internationally important Bronze Age sites. These originated with the extensive excavation of the fen-edge settlement at Fengate, and the discovery and excavation in the

1980s of a well-preserved timber causeway and platform at Flag Fen that led from organized landscapes on the dryland edge at Fengate towards Whittlesey; discoveries leading to academic recognition and high public profile. Public interest in the Fengate site was met through the creation of the Flag Fen Archaeological Park in 1987.

The discovery and excavation of eight Bronze Age log boats from Must Farm in 2011 dramatically demonstrated the technological skills with which Bronze Age and early Iron Age communities navigated their environment. The boats are currently undergoing conservation in a purpose built facility at Flag Fen.

In 2006, limited evaluation of the Must Farm settlement hinted at the exceptional range and preservation of archaeological material, including exotic goods. When, in 2016, the palisaded platform of pile-driven timber round houses ('lake dwellings') was uncovered and removed in order to guarantee the maximum retrieval of its archaeological significance in the light of future risks to its continued physical preservation, the potential promised by the evaluation was far surpassed by the story of late Bronze Age domestic life, architecture, crafts and communication which unfolded. The legibility of the remains (with evidence of continental contacts and trade), their resonance with contemporary narratives of environmental change, and the sudden end of the settlement led to its popular moniker 'Pompeii of the Fens' and unprecedented national and international press coverage.

Taken together, it has become apparent that these archaeological sites and their archives represent a unique opportunity for Peterborough and its sub-region to stand on the international stage.

Gillian Beasley has agreed to chair a consortium of partners that have come together to drive this initiative forward to its best possible solution in terms of display, interpretation, conservation, research and opportunities for economic growth.

The partners form the Steering Group for the project, and include partners ranging from the British Museum to Historic England, and the local authorities including Fenland DC and Whittlesey to the Arts Council and the Greater Cambridge Greater Peterborough Enterprise Partnership. This partnership is testament to the importance of the finds and the scale of the opportunity they present.

A delivery team has also been established to provide the project with focus and impetus. Opportunity Peterborough is co-ordinating this group as a respected independent organisation, with experience of both heritage and economic development. The delivery team have pulled together a brief for consultants to refresh the study carried out by Atkins in 2014, taking into account the more recent finds at Must Farm.

The review will consider the needs of the heritage assets, the needs and ambitions of the Peterborough region and opportunities for regeneration, visitor attraction and economic growth, alongside the capacity of Peterborough and its venues, or potential venues, to host, house, sustain and do justice to the archaeology, taking into account the potential benefits for education, academia, research and engagement with the local population.

At this point there are no preconceptions about what the solution might be and speculation around options could compromise or prejudice the work of the consultants. The appointed consultants will be expected to take an objective view of the opportunity and report to the commissioning parties and associated partners accordingly.

For the council this project will deliver priority three of the culture strategy **places to go and things to do – making the best use of our city spaces.**

6.6 PETERBOROUGH PRESENTS

Peterborough Presents is an ambitious three year programme aimed at building audiences. The three year programme is funded by Arts Council England and Peterborough City Council investing in the City over the last three years. The programme aims to deliver priority one of the culture strategy

More people, more often – increasing participation in and enjoyment of cultural activities and priority two Developing, retaining and attracting people with talent.

The programme aims to inspire more people to get involved and stay involved in art for the first time. 'Peterborough Presents.' will work in six communities around the city, bringing the best national artists to work with local people to make and produce the art that they want to see in their local area.

The core project consortium comprises of Vivacity (lead partner), Metal, Voluntary Arts and Creative Peterborough, supported by creative and community organisations across the city.

Over the past twelve months, the programme has delivered:

Community Bridgebuilders Network

Community leaders were brought together to create the Community Bridgebuilders Network. They have developed and commissioned high quality arts events and activities for the communities that they represent. Highlights this year included 'De-stress Fest' in Autumn 2016 which was a fortnight of activities to promote health and wellbeing through great art.

Emerge Network

Each year four young people (aged 16-25) will undertake a 6 month traineeship that will enable them to pursue a career in the creative industries. Highlights from this year included 'Wash Your Dirty Linen in Public', a live art exhibition at the city gallery, curated and performed by three young people and 'Wet Sounds' a weekend of music and underwater sound installations at the Lido.

Large scale commissions

In addition to the commissioning funds available to the three networks there is a further commissioning fund for large scale projects. These are projects that will engage a broad audience encompassing all three networks. In the summer of 2017 Peterborough Presents will deliver three large commissions in Bretton, Hampton and Millfield, accompanied by three community festivals.

Training programme

Delivered by Metal, training programme comprises of mentoring, workshops and stimulus sessions to enable local artists to develop and sustain their creative practice. The workshops focussed on both professional and creative skills and have been highly regarded by local artists and creative practitioners.

Throughout the project, evaluation has been conducted by the Audience Agency. This has shown that Peterborough Presents is managing to bring new audiences to its events, many of whom historically have never engaged with art. It has also allowed Peterborough Presents to focus its activities to work with the least artistically engaged communities in the city.

In October 2016 the programme secured future funding of £680,000 to continue the programme for a further three years. With new consortium members Eastern Angles, Cross Keys Homes and Nene Park Trust joining Vivacity, Metal and Voluntary Arts, the Peterborough Presents phase two programme aims to grow and embed sustainable community networks. The programme activity will focus on six different areas of the city, enabling residents to experience high quality arts on their doorstep. In each area Peterborough Presents will involve local people in commissioning and creating art that is new and relevant to them; providing training and support so they are actively involved at every step of the way. The Emerge network for young creative producers will also continue and grow providing the opportunity for eighteen young people, aged 16-25, to realise their own creative projects.

6.7 METAL

Metal is a National Portfolio Origination (NPO) Metal Peterborough is located at Chauffeurs Cottage. The building, which until 2011 had been largely unused, has been renovated by Metal in partnership with Peterborough City Council and now provides a welcoming, stimulating, and comfortable space for artists to create, show and make work in partnership with the wider communities of Peterborough.

Metal curate an exciting programme of international and UK artists in residence, host week-long, residential talent development LABs for artists from mixed disciplines and run a wide range of events, exhibitions and participatory projects that connect artists to audiences and audiences to artists.

The council support Metal through an annual grant of £50,000 a year, for which Metal deliver a number of projects which are outlined below, delivering all three priorities from the culture strategy, **More people, more often – increasing participation in and enjoyment of cultural activities, developing, retaining and attracting people with talent and places to go and things to do – making the best use of our city spaces.**

During 2015/2016 Metal delivered:

- Audiences members: 252,406
- Number of artists supported through project work and residencies: 235
- Number of participants engaged in Metal activities: 935
- Number of individual volunteers: 61
- Number of volunteer hours: 298 hours
- Number of exhibition days: 172
- Number of performance days: 27
- Number of new commissions: 27
- Number of talks/debates/workshops: 82
- Number of organisations using Chauffeurs Cottage facilities: 16
- Additional funding raised for Metal projects: £94,000
- Supported artists to gain Arts Council Lottery investment: £157,000

As part of the funding Metal receive from the council and the Arts Council England, a number of projects have been delivered for the city, these include;

Partnership Building and Advocacy

Metal regularly works in partnership with Peterborough City Council and Vivacity, contributing to the strategic thinking around the development of the cultural offer in the city. Metal also support local artists and organisations to build their capacity, knowledge and networks both in and outside the city, advocating the role the city is playing in talent development and community engagement. We are supporting Peterborough to position itself nationally as a place for artists to successfully do business and building links to other venues, festivals and organisations for co-commissioning and pathways to showcasing Peterborough made product.

Artists in Residence

During last year 21 artists spent extended periods of time at Chauffeurs Cottage developing and testing their ideas, rehearsing, and showcasing works to gain feedback from local audiences. Many of the projects were public facing, directly involving local Peterborough residents in the research, delivery and performances. Metal worked with many of the artists to secure funding to realise their projects, as well as providing the time and space for reflection, mentoring, critical feedback and support. Many of the works also went on to tour elsewhere in London, Edinburgh, Ipswich and Cambridge.

Management of Idea1 website

Metal have seen significant growth in audiences for the Idea1 website. Partnership investment (PHACE, Peterborough Presents) has allowed the site to grow the range of information available on the site as a city wide resource. Innovative approaches to audience development through guest curators has proved successful, ensuring a stronger dialogue and ownership with and by local residents. The design and easy to use navigation tools have proved popular, with the creation of a sister website Idea13 developed in Southend.

Networking and Talent Development

Metal offer a diverse range of opportunities for artists to develop their practice, gain skills in business development, access to funding, meet potential collaborators and network in a welcoming environment. Last year saw artist talks and symposia of the highest level at both Chauffeurs Cottage and Peterborough City Gallery, and Peterborough talent was showcased at Hampton Court Flower Show, with audiences in excess of 100,000.

Grants for the Arts successes:

Metal staff have worked directly with artists and organisations on the development of Grants for the Arts applications to Arts Council England for lottery investment. This has supported work to be developed in Peterborough and often premiered, showcased or tested here before touring elsewhere. This is a key role in developing Chauffeurs Cottage in Peterborough as a creation centre, and a place for artists to develop their ideas and practice in a supported environment.

Hub Activity at Chauffeurs Cottage

Chauffeurs Cottage is regularly used by local cultural organisations to meet, plan and showcase their activities. It is a thriving hub, with all the rooms often booked and busy with activity. The addition of hot-desking facilities has meant individual artists and freelancers can also utilise the facilities, aiding our ambition to create an environment that fosters new networks and opportunities for collaboration.

Developing Opportunities for Community Engagement

Metal has had a very successful year in producing its own public facing projects, with high levels of local ownership and participation; and exceptional audience figures. Feedback shows the role the arts can play in contributing to improving quality of life, building self-esteem and local pride; and supporting community cohesion.

7 VIVACITY CONTRACT

Since May 2010, Vivacity, a charitable trust, has been operating a number of culture and leisure services on behalf of the council. The cabinet member for City Centre Management, Culture and Tourism Councillor Janet Goodwin and her adviser Councillor Graham Casey both sit on the Vivacity board to represent the council's views.

Vivacity is one of the council's delivery 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 the council priorities. Vivacity deliver all three priorities from the culture strategy, **More people, more often – increasing participation in and enjoyment of cultural activities, Developing, retaining and attracting people with talent and places to go and things to do – making the best use of our city spaces.**

Vivacity provide services in the following areas:

- Art services
- Heritage services
- Library and archives services
- Sport service

The funding the council provides to vivacity and for Vivacity activities are outlined below;

	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Vivacity Funding Management Agreement	1,539	1,539	1,540	1,540
Vivacity Service Level Agreement	577	589	600	612
Property	816	816	816	816
Business rates NNDR	897	906	915	924
Capital financing (for capital investment up to 2015/16)	647	647	647	647
Total Vivacity Revenue Costs	4,476	4,497	4,518	4,539
Capital	1,125	350	350	350
Total Vivacity Costs	5,601	4,847	4,868	4,889

Vivacity has and is delivering a wide range of services and events to the people of Peterborough throughout the year, which include, arts, heritage, sports and libraries. The council has continued to invest in Vivacity's services, including through major capital investment to Vivacity Primer Fitness and future developments to the regional pool and Jack Hunt pool.

In looking to the future, the council is working closely with the 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 that reflects the need for Vivacity to continue to grow commercially in order for it to thrive as an organisation in the future.

7.1 VIVACITY SPORTS

During 2016 - in partnership with the council, Vivacity Premier Fitness was redeveloped to improve member retention and attract new members. An internal 'extension' on the first floor added an additional 108 sqm of floor space enabling the building to provide 25 additional pieces of equipment. The ground floor was also reconfigured to provide additional toilet facilities and increase the amount of seating available in the cafeteria. Vivacity also increased the capacity of the car park.

Next year in partnership with the council the Regional Swimming and Fitness Centre will be redeveloped to improve the customer experience and generate additional usage and income. By the Summer of 2017 a new cafeteria in the reception area and a fitness studio on the first floor will be completed. This development will allow the range and number of classes to be expanded and also attract a larger number of community groups to use the building.

Over the next five years

Vivacity's successful exercise referral and specialist rehabilitation programme together with their walking initiatives currently attract 12,500 attendances a year. Vivacity will continue to champion health and wellbeing in Peterborough by growing the support offered benefitting three times more people. Vivacity aim to achieve this by investing further (an additional £100,000 per year from 2019) and connecting with key partners such as the Council, Macmillan Cancer Care and British Heart Foundation.

7.2 VIVACITY MUSEUM, LIBRARIES AND ARCHIVES (MLA)

Libraries

During 2016 - The Summer Reading Challenge was a highlight for many families around the city. Last year, all of Peterborough's libraries welcomed children taking part in the Roald Dahl themed 'Big Friendly Read' and aiming to read six books throughout the summer. It is known that children who keep reading during the school holidays attain better than their peers who do not. Vivacity reported that 20% more children took part in the reading challenge this year in Peterborough than in 2015. This is against a national picture where 4% fewer children took part in the summer reading challenge.

During 2017, Vivacity will continue a programme of encouraging more children to read for pleasure. In September, Vivacity plan to deliver a Children's Book Bus which will visit every primary school in the city once a term, offering every child in the city the chance to join the library and borrow books and providing information and resources for parents about the importance of reading at home.

Over the next five years Vivacity will work with colleagues in the council to deliver a strategic plan for literacy improvement. Vivacity plan to invest resources in delivering reading for pleasure activities. Together the ambition is that Peterborough would move from being an authority in the bottom quartile for children's literacy, to one in an upper quartile.

Museums

Peterborough Museum has one of the most significant geological collections in the UK and in 2016 the 'Big Jurassic Fish' project, funded by the Esmee Fairbairn Trust, allowed Vivacity to catalogue the fossils of the 150 million year old Leedsichthys fish. This was the largest fish ever recorded which swam in waters in the Peterborough area. Vivacity brought an international expert to the city to lead this work and ran public engagement events that saw over 2,600 visitors come to the museum.

In 2017 Vivacity will once again take part in the Department for Education funded Museums and Schools programme. In partnership with the Natural History Museum, Vivacity will create education resources to inspire children to learn more about science and the natural world. The project will also deliver an online resource to aid in the teaching of place based curriculum, allowing cultural attractions around Peterborough to deliver content to teachers and pupils.

Later in 2018 Vivacity will work with partners across the city as part of 'Peterborough Celebrates', marking 900 years of the city's history. As part of this, the museum will host an exhibition 'Peterborough Treasures' where high profile items from the city's past now in national and international museums will be returned to Peterborough for a stunning exhibition in the Museum.

Archives

Funded by the Heritage Lottery Fund, Vivacity commemorated the Great War with a volunteer led project to research the soldiers and sailors in two guest books from Peterborough Station. Servicemen travelling through the station on their way to and from the frontline left messages, drawings and poems in these two books. The project was featured on BBC News, ITV, Sky News, London Live, The Guardian, Independent and Daily Express, as well as winning multiple awards. Every day, commuters through Peterborough Railway station can still see the information on the soldiers travelling through the station 100 years previously on a digital screen in the station foyer.

The City's Archives hold paper and parchment based records dating from 1245. In 2017 Vivacity will conclude its work with other archive service around the region exploring how to make sure that the latest digital and electronic records created by the council and other bodies in Peterborough can still survive in a thousand years' time, in a format we can still read.

Over the next five years Vivacity will focus on concluding the process started in 2004 when the Archives Service was set up by the council by bringing back records relating to Peterborough's past that languish in neighbouring record offices and archives. Over five hundred years of Peterborough's records will come back to the city so that residents can learn more about their past.

7.3 VIVACITY ARTS

In 2016 Vivacity held the first Park Tales festival at Nene Park. The event was billed as fun for the whole family, this encouraged children and their parents to get involved with nature, with den building, bug hunting, storytelling, craft activities and incredible artistic performers from across the UK.

In early 2018 Vivacity will be ready to unveil the new siting for 'Places to Be', the life sized figures made by Sir Antony Gormley. The proposed new location for the sculptures will be dramatic and exciting and be accompanied by a programme for local children, teaching them more about the importance of these sculptures to Peterborough's recent history.

Peterborough has some nationally significant collections of modern art and over the next five years Vivacity will aim to raise the calibre of exhibitions in the City Gallery through a programme drawing upon items in the city's collection, supplemented by loans from across the country. Highlights will include major exhibitions of work by J.M.W. Turner, Sir Anthony Caro, Mary Fedden and Julian Trevelyan.

8. IMPLICATIONS

- 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.

9. CONSULTATION

- 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 Capita. The report has been discussed with a wide range of stakeholders, including Vivacity Trustees and officers, community associations, voluntary groups and individuals from across the city.

10. NEXT STEPS

- 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.

11. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 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 2016

12. APPENDICES

- 12.1 None