

# Arts Plan For Cambridge 2002 – 2007

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## **Executive Summary**

This is an Arts Plan for the city of Cambridge created by Cambridge City Council working in partnership with East England Arts, Cambridge Independent Arts Association and the University of Cambridge. Together these partners are key to the development of arts in the city. The plan sets out how arts providers can cooperate to maximise the potential of the arts in Cambridge. This document is for the arts providers in Cambridge and will become the tool by which they can work together to offer arts and cultural services that reflect the needs of the people in Cambridge. The Arts Plan will be implemented between April 2002 and March 2007.

The arts providers of Cambridge are keen to co-ordinate effectively the richness and diversity of the city's arts and cultural opportunities to ensure the widest possible audience access and to generate a sustainable environment for their continued growth. This draft sets out the way in which potential partners can collaborate to deliver this. A commitment to deliver on its objectives is essential to achieving its vision. The need for a joint planning process allied to an infrastructure for listening and responding to audience and community needs means that partners' first task is to map and analyse the needs of Cambridge.

## **The Vision**

All partners share a vision that the arts play a vital role in the quality of life and economic development of Cambridge.

For a city of its size, the range of arts providers in Cambridge is both large and diverse. The issue for Cambridge is not lack of a local arts scene but how to maximise the benefit of what we do have and to improve access for Cambridge residents and visitors to the wide range of arts provision that the city has to offer.

Therefore, the Arts Plan sets out five strategic objectives.

## **The Strategic Objectives**

- 1 facilitate key partners in planning together
- 2 co-ordinate and evaluate marketing of the arts
- 3 build on creative partnerships between arts and other sectors
- 4 ensure equality of access to arts opportunities
- 5 enhance Cambridge as a cultural destination, centre for innovation and regional gateway

## **CONTEXT**

### **History**

In recent years, Cambridge's established worldwide reputation for its academic and architectural heritage has been enhanced by a global focus for new technology and scientific research and development. Knowledge based industries have clustered here to benefit from shared skills and resources, and their desire to attract and retain high calibre, creative staff by offering a good quality lifestyle with access to comprehensive cultural resources.

The scale and variety of arts and cultural provision in Cambridge is considerable. Eleven museums, 120 venues, 10 galleries, international events, 24 professional arts organisations, over 200 amateur and student societies presenting programmes of work, outreach and education, offering a breathtaking diversity of theatre, dance, music, film, clubs and exhibitions seven days a week.

These opportunities are available to 120,000 residents, 30,000 students, 4 million visitors and 560,000 people in the Cambridge sub region.

All this arts activity is concentrated by chance rather than design in a small geographic area, creating a cultural quarter of dynamic potential with the opportunity for building on established good practice.

Cambridge traditionally has had a strong community of artists and performers with an emphasis on innovation and cutting edge creativity. Because of this, the diversity of arts in Cambridge ranges from Open Studios and Strawberry Fair through experimental groups such as Live Experimental Arts Projects (LEAPS) to major providers such as The Corn Exchange and Junction CDC .

The universities in Cambridge play a key role in arts provision, including international cultural links, choral and other student music programmes, quality theatre via ADC Theatre and other societies, courses in Architecture, Arts Management, Music, Film and Media amongst many others. The creative and intellectual energy that the universities bring to Cambridge is an important factor to the development of arts in the city.

In the last decade there has been significant change and growth in arts provision. With such an exciting range of new opportunities, high quality work and expertise there is now a need for a strategic approach to ensure the arts in Cambridge achieve their full potential to contribute to the economic development and quality of life of the city.

## **The Arts Management Group**

To address the significant change and growth in arts provision, Cambridge City Council, East England Arts, the University of Cambridge and Cambridge Independent Arts Association created an Arts Strategy Officer post on a fixed term contract from January 2001 - January 2004. The post reports to an Arts Management Group made up of representatives from the four organisations.

The purpose of the post is:

To provide and stimulate strategic planning and co-ordination of arts activities, in liaison with local arts providers, to develop and promote the arts in Cambridge

To be a source of information and knowledge about the arts in Cambridge and the region and to facilitate communication between arts providers in the City and surrounding region

To identify the opportunities for extending arts and cultural activities within Cambridge.

**Cambridge City Council** invests in the arts because they improve and enhance the quality of life of local residents, because they make a significant contribution to the local economy and because they enhance the City's reputation as a centre for cultural activity. As the Planning Authority the Council is able to influence the provision of arts venues through the planning process.

The Council has three roles in relation to arts provision:

- Strategy and Co-ordination
- Enabling and support, including grant aid
- Direct provision where appropriate

Its direct arts services include the Corn Exchange, Marketing and Promotions and Community Arts, plus a grant aid programme of large and small awards, reviewed annually. In total the Council invests in the region of £2 million each year in the arts in Cambridge. Furthermore the Council has used the arts to deliver other service objectives, such as work with young people, developing its markets as major craft attractions and encouraging the use of its parks and open spaces. It hosts the Arts Strategy post within the Strategy and Partnerships team of its Chief Executive's department

The Council has four corporate objectives:

- Improving basic services
- Improving the environment
- Dispersing power
- Removing barriers created by poverty, ignorance and conformity.

The Council's objectives for arts provision in the city derive from these corporate objectives and are:

To encourage and facilitate a vibrant and mixed arts provision in the city by working in partnership and cooperation with other providers and by targeting grant aid appropriately.

To provide a regionally significant entertainments venue with capacity for large-scale events which complements the other smaller venues in the city and which offers a broad mixed programme of arts and entertainments including modern and classical music, dance and comedy.

To increase and improve access to arts and cultural activities for city residents, especially those whose lives are restricted by discrimination and disadvantage, through targeting grant aid and arts development work and ensuring that a range of large scale, free public events is provided within the city

To see the arts flourish in the professional, voluntary and not for profit sectors so that Cambridge residents have the opportunity to access arts activities as both audience and participant.

To enable residents and users to participate in and influence local arts organisations.

To use the arts as a tool to realise community development objectives

**East England Arts** is the regional arts board for East England. Its main purpose is to identify opportunities for growth and lead partnerships to bring about that growth. Its mission is to increase the impact of the arts in East England via arts initiatives addressing the priorities of:

Children and Young People  
New Technology and innovation  
Promoting regional identity  
Expanding the arts economy.

It has committed up to £4 million to Cambridge based arts organisations in its current three-year corporate plan. Its Corporate Plan 2001 – 2004 identifies flagship organisations with leadership roles and a regional profile. Those based in Cambridge include Britten Sinfonia, Arts Theatre, Commissions East, Eastern Touring Agency, Junction CDC and Kettles Yard.

Dance East and Arts and Business East are considering relocation to the local area. Cambridge benefits both directly from all these organisations' services and by an enhanced reputation as a regional hub for the arts. East England Arts is conscious of the potential of Cambridge's arts and cultural sector as a regional gateway for international visitors and believes the arts in Cambridge

can contribute to innovation and new technology development within the creative industries.

**The University of Cambridge** has a collegiate structure, a global reputation for its teaching and research and a range of Arts, Humanities and Science collections within its museums.

**Cambridge Independent Arts Association** is an umbrella organisation for arts organisations in or near Cambridge. Its object is to sustain and promote independent arts organisations. It has an important role as the voice of the independent arts community.

### **Why an Arts Plan now?**

In its recent Best Value Fundamental Service Review of its Arts services Cambridge City Council identified a “policy vacuum”, a need for clearer relationships with external organisations and an overlap in managing resources. It resolved to restructure together the Corn Exchange and Marketing and Promotions and to focus Community Arts on delivering Community Development objectives. It also resolved to develop an Arts Plan which provided service direction for internally provided arts services and a context for service level agreements and partnership working with grant aided and other external organisations. Consequently the City Council created the post of Head of Arts and Entertainments with a key role in implementing an Arts Plan.

The Arts Management Group and the sectors they represent also endorsed The Arts Plan as the best way forward for achieving the objectives of the Arts Strategy post.

## UNDERSTANDING THE ARTS IN CAMBRIDGE

### The Current Situation

From February to October 2001 the Arts Strategy Officer met with over 200 organisations, groups, individuals, agencies, and local authorities to gather the widest possible range of views and gain a broad picture of arts and cultural provision in Cambridge. (see Appendix 1).

The following is a broad outline of the current situation. It indicates the current range of provision and where key gaps or opportunities may occur. Given the scale of arts activity in Cambridge one of the first actions of the Arts Plan for partners will be to undertake a complete map and audit of arts activity in the City.

**Venues:** There are up to 120 performance spaces, ranging from college chapels and theatres through restaurants, clubs and pubs to traditional outdoor spaces. There are a number of venues programming professionally and these include:

*The Corn Exchange* is the biggest venue with a capacity of 1,849. In 2001/02 the estimated attendance is 215,000. It is the main provider of large & medium scale, rock, pop, comedy, musical, MOR and children's shows for Cambridge, as well as hosting large scale professional international orchestras, opera and ballet. It is a key provider within the city and sub region. Its Fast Forward audience development programme was nationally recognised for its innovation and artistic quality. In 1999/00 £80,000 capital was invested to improve access for disabled people and there are proposals to refurbish the foyer and improve auditorium and technical facilities in the coming five years. It is a triple Charter Mark award winner for excellence in services to its customers.

*The Arts Theatre* has a capacity 666 and presents a mixed programme of drama, dance, pantomime, musical theatre and opera. Following a significant refurbishment it has rebuilt its audience base to an average of 75% and developed a strong education and outreach programme. It is entering into a partnership with the Corpus Christi Playroom to develop its small scale and educational work. Its economic impact study in 1999/00 showed that there were 4,000 new attendees, 9,000 participants in workshops/discussions and 8,000 students attended events in that year. It has received awards for excellence in the provision of services to facilitate disabled access and as Britain's most welcoming theatre.

*Junction CDC* opened in 1989 to provide new opportunities for young people and merged with Cambridge Drama Centre in 1999. It presents a mix of live music, clubs, comedy, dance and drama events as well as a range of workshops and projects. It currently operates on two sites but a £7 million redevelopment during 2002/03 will improve the 1,000 capacity music space and create a 220 capacity venue for theatre and dance as well as rehearsal and workshop spaces. With significant revenue support from East England

Arts, it has a new regional role developing theatre companies and supporting work with young people and community groups through more outreach staff including music and digital arts officers. It has created Junction Exports to deliver services in community and commercial settings. The Junction will close for between 5 and 10 months during 2002/03 and plans to deliver services in other spaces, with partners, during that time.

*West Road Concert Hall* has a 496 capacity with high quality acoustics. It is currently undergoing major foyer, rehearsal space and studio improvements. It has appointed its first Concert Hall Manager and proposes to build partnerships and promote its own concerts from 2003 as well as sustaining the wide range of student and professional concerts who currently hire the venue.

*Mumford Theatre* is based at Anglia Polytechnic University and has a 250 capacity. It presents a broad professional drama and children's programme plus student and amateur presentations, particularly dance.

*Anglia Polytechnic University* propose building a supplementary Centre for the Arts with improved music and drama studios during this decade aiming to reflect the cutting edge of new technology and establish key strategic partnerships with professional arts organisations. It is also building on the success of its Arts Administration and Policy, Film and Media studies, Music Technology and Drama courses.

*ADC Theatre* is a 300-seat venue with a mixed programme of comedy, music theatre, drama, dance and children's theatre presented by students and professionals. It is renowned for nurturing dramatic and satirical performers, writers and directors from the University of Cambridge.

*The Arts Picturehouse* (formerly Arts Cinema) has 3 screens. In the last three years, after a period without a site, it has rebuilt a strong audience base with a revised Film Festival, broad programme of mainstream, art house and specialist work and by becoming a key regional platform for screening specialist or new work.

*Warners multiplex cinema* has 8 screens presenting a range of mainstream films.

**Local Authorities:** In the last decade other authorities across Cambridgeshire have developed arts development services, including specialist posts such as Arts Education and Literature Development Officers within the County Council providing a comprehensive network of training and projects for artists and local people. All arts officers work in partnership via the Cambridgeshire and Peterborough Arts Development Officer Group under leadership of the County Arts Officer and with other forums as required. The Arts Forum of Cambridgeshire and Peterborough is a councillor led body reflecting the needs of its arts community via the Local Government Arts Forum to East England Arts.

South Cambridgeshire District Council has an important inter-relationship with the city. It has a budget of £175,000 per annum for arts development and £125,000 capital. In the last five years it has grant-aided a number of city based arts organisations which serve the needs of its residents including Junction CDC, Arts Theatre and Kettles Yard.

In addition to the Corn Exchange, the City Council provides other arts services and opportunities:

*Marketing and Promotions* provides wide range of programmes and events. They include a four day international Folk Festival, Fireworks Display, Party on the Piece, Children's Festival, Midsummer Fair, Summer in the City with music, comedy and children's events. The service is able to respond flexibly to special celebratory events such as the Octocentenary and the Millennium. In 1999/00 the service achieved over £100,000 sponsorship and had over 150,000 attendees. It runs programmes for young people and senior citizens and provides a comprehensive service to local promoters in design and distribution of publicity. It has received a Charter Mark Award for the excellence of its services to customers.

*Community Arts* targets arts opportunities in response to the special needs of particular communities, linked to the Council's Community Development objectives. It uses a wide variety of creative opportunities to encourage access to the arts for disadvantaged groups and to enhance personal and social development. It has a minimum 6000 users per year served via projects which have included creative writing, textiles, dance, graffiti art, video and CD production. It manages rehearsal/recording facilities for young people. It works in partnership to help others achieve key non-arts related objectives using creative activities as tool.

*Grant Aid* is available, within an overall budget of up to £500,000 per year, to voluntary and not-for-profit organisations who demonstrate that they are addressing the policy priorities of the Council's Community Development and Leisure Committee. Grants have been awarded to community, arts and sports organisations. The Council also provides £20,000 capital per year to pump-prime lottery applications. The Arts Plan will provide an opportunity to explore the impact of grants to arts and cultural organisations on the city's cultural, social and economic needs and how that relates to investing with partners to maximise opportunities via capital as well as revenue.

*Parks and Open Spaces* host in partnership with Marketing and Promotions major events like the Folk Festival, Bonfire Night, Big Day Out as well as numerous events and initiatives like "Parked" (a visual arts interactive installation) aiming to make open spaces accessible and relevant to all the community.

*Cambridge Markets* promotes year round specialist craft markets in Trinity and Market Square as well as promotional events at key times like Christmas. The craft markets attract visitors from across the country and is an important outlet sustaining working artists and craftspeople in Cambridge. Foreign

craftspeople are also accommodated. There is significant capacity for expansion identified.

**The University of Cambridge** through its museums, colleges and societies is a major contributor to the arts and cultural provision of Cambridge. Five of the collections are designated as nationally significant. Building on recent successful access initiatives is a key issue for the University and its partners.

*Fitzwilliam Museum* has a globally renowned collection of arts and artefacts and a programme of temporary exhibitions. During 2002 – 2004 it will undergo a £12 million redevelopment to improve access, create a central orientation area and increase exhibition space. It has a strong education and outreach programme including music and drama events. Since appointing a Marketing Officer and extending opening hours visitors numbers are now over 250,000 per annum.

*The University Museums of Human and Natural Sciences* work together under the auspices of the Joint Museums Committee. They are the Whipple Museum of Science, Sedgewick Museum of Earth Sciences, Museum of Archaeology and Anthropology as well as the Fitzwilliam Museum, Kettles Yard and The Botanic Gardens. They have recently developed an outreach programme with a dedicated officer, are working to continue extending public opening hours and have a number of capital projects for gallery improvements to improve access, display and information for the public. In addition to the collections within the above museums, the Museum of Classical Archaeology and the Scott Polar Research Institute are seeking wider public access.

*The Botanic Gardens* is committed to its potential as a venue for arts and sciences. It is a unique amenity and its collection underpins an education and events programme. The proposed Education and Interpretation Centre will extend these and other partnership opportunities.

*Kettles Yard* houses a nationally significant collection and hosts a programme of regionally significant exhibitions of contemporary art. It plans to extend its gallery in the coming five years. It has a strong outreach and education programme, and renowned music and visual art fellowships and is developing an international research partnership with Junction CDC, the University of Cambridge's Computer Department (Crucible) and the Massachusetts Institute of Technology.

*Cambridge University Moving Image Studio* have created media facilities and partnerships with arts organisations such as Junction CDC.

**Other arts and cultural venues and organisations:** Cambridge and its locality has a range of commercial and independent galleries. Amongst the independent sector these include:

*The Institute of Visual Culture* (formerly Cambridge Dark Room) focuses on contemporary visual arts and their influence on Cambridge. It proposes to

develop a £200,000 project to develop work with artists and local communities with Regional Arts Lottery Programme funding.

*Imperial War Museum, Duxford* houses the national collection of military aircraft underpinned by a education programme using arts, science and technology to interpret the collection.

*Cambridge Folk Museum* houses a collection of local history artefacts and in 2003/04 will undergo a £1.5 million redevelopment to improve access, display and education facilities. It has increased visitor numbers by 100% in the last three years.

*Wysing Arts* is located 9 miles from Cambridge. The 11 acre site includes gallery, 26 studios, accommodation and resource rooms. Currently working on a £1.7 million project which will see an increase in the number of studios and better facilities for audiences and participants. It has a reputation for Science-Art collaborations, plus an artist in residence and exhibition programme linked to educational projects. It has a programme for people with disabilities, including Cambridge residents, and is a project partner to many city-based organisations.

#### **Other arts organisations:**

*Classworks Theatre* has 20 years experience and is the main provider of youth and community theatre workshops and courses in Cambridge. It commissions and produces new work for professional touring.

*Menagerie Theatre* is a theatre group committed to developing new writing through workshops, festivals and showcases.

*Escape Artists* works with people from the margins of society. It produces the biennial Edge Festival.

*Cross Border Arts* is a community arts development organisation with expertise in working with disadvantaged sectors of the community. Based at Wysing Arts they work countywide and in Peterborough.

*Hoi Polloi Theatre* is a physical theatre group with significant new investment from East England Arts to develop a body of work for national and international tours.

*Cambridge Film Consortium* is run under franchise from East England Arts by Anglia Polytechnic University, Cambridge Arts Picture House, Cambridge Film Festival and Parkside Community College. Through its Film Education Officer it runs a wide range of screenings, workshops and training. It has strong partnership links to local arts organisations and has been awarded £106,000 for a Youth Media Production Project.

*Cambridge Film Festival* was revived in 2001 and is held annually in July. Its categories include 16mm and 35mm as well as animation.

*Cambridge Sculpture Workshops* offers a range of community based sculpture activities including a regional Sculptors and Schools initiative led by practising artists.

*Access Arts* is an online teaching resource for visual arts education.

*Rush Dance* will become a countywide dance agency from 2002. It aims to improve opportunities in contemporary dance for performers, teachers and participants.

*Artsworks* is a co-operative of visual artists offering studio space, exhibitions and workshops. They are planning to upgrade their studios and create a exhibition and workshop area.

*The Museum of Technology* is an industrial monument and has a range of working steam engines and displays and is run by committed volunteers. It has ambitions to extend its opening hours and educational programme via development funding. Local groups have successfully used it as a flexible arts venue.

*Voices* provides a wide range of high quality workshops and projects bringing professional poets into educational and community spaces. It works closely with the County Literature Officer.

**Music in Cambridge:** Music is the most visible of art forms in Cambridge, with up to 20 different events on any evening in chapels, college venues, pubs, clubs and mainstream venues. Cambridge has an international reputation for choral music as well as being renowned for nurturing key musicians and bands in the last forty years, such as Pink Floyd. The programming priorities of venues like *Portland Arms*, *The Boatrace* and *Sophbeck Sessions* influence the local contemporary music focus. Cambridge Band Competition and Rock Tech develops new interest and talent via the Junction CDC.

*Strawberry Fair* is a celebratory community led arts festival with an emphasis on experimental and innovative arts with music as a prime element.

*Britten Sinfonia* is an orchestra aiming to have an international profile but sees its development work as rooted in the Cambridge sub region. It has a key role in the Fast Forward project with Corn Exchange. It is developing innovative artistic partnerships (Nightscares with Joanna McGregor), and a strong outreach and educational programme.

*Cambridge Music Festival* promotes a major triennial festival (60 plus events over three weeks) and works with local promoters to encourage the presentation of a varied and high quality ongoing programme. It also works with partners to acknowledge celebratory opportunities such as the recent *Britten @ 25 Festival*. It is committed to educational and development work related to its programme.

*Cambridge Folk Festival* is the premier national event of its type attracting 10,000 people. Local talent is showcased as well as high profile international artists. It is broadcast nationally on BBC radio and television. The Festival has a Live! Award for its production standards.

*Jazz East* is an experienced jazz agency, programming Sophbeck Sessions and running jazz based community arts projects. It ran a successful regional jazz development project funded by Arts 4 Everyone lottery investment.

**Other arts related factors:**

*Red Studios* is a television and media facility aimed at community use. It is the home of Red TV, a cable broadcaster.

*Cambridge Regional College* is increasing its arts and music courses and is seeking partnership with other further education organisations such as the University of Cambridge Music Department.

*Parkside School* has specialist accreditation as a media college. It contributes with resources and expertise to several partnerships including Cambridge Film Consortium.

The above list is merely an indicator of the range of arts activity in Cambridge. Beyond this there are amateur and community groups, professional and semi professional companies, artists and performers working independently or in collaboration using many and diverse performance and exhibition spaces. The importance of these further sectors is acknowledged and their vital contribution to the cultural life of Cambridge will have a significant impact on the success of the Arts Plan.

## **FORCES FOR CHANGE**

### **National and Regional Trends**

The impact of plans and strategies of regional and national bodies, and local partners, on Cambridge and the significant investment, opportunity and responsibility this brings provides an important backdrop to this Arts Plan. The corporate objectives of these organisations illustrate the investment and partnership potential of these organisations with the arts and cultural sector in Cambridge. As such, the Arts Plan is also informed by the priorities of the following organisations:

#### **Department for Culture, Media and Sport (DCMS)**

- Encouraging greater access
- Promoting excellence and innovation
- Supporting educational activities
- Developing the creative industries

#### **Arts Council for England**

- Acting for the arts
- Focusing on the artist
- Body of evidence
- Making Connections
- A Diverse World

The Arts Council is to merge during 2002 with the Regional Arts Boards. The expectation is that this will increase resources and provide a stronger role for local government. They will allocating up to £100 million of new Treasury investment over the next three years.

#### **Resource**

- Improving Access
- Developing Information Technology
- Supporting beacons of excellence

This agency supports the library, museums and archives sector with Government funding and advice. Over the coming three years they are hoping to allocate up to £267 million of new Treasury investment and to create new regional bodies to bring together these sectors under one agency.

#### **Film Council**

Established in 2000, its objectives include developing film culture in the UK by improving access to, and education about the moving image. Access to its £6 million annual Regional Investment Fund for England is via Screen East, its regional arm, in the East of England area.

## **Living East**

This is the cultural consortium for the East of England. Its strategy, Culture: A Catalyst for Change has the following themes:

- Living Life to the full – Participation, regeneration and social impact
- Living Organisations – Improving the business performance of the cultural sector
- Living Image – creating a regional image

## **The Local Scene**

**East of England Development Agency** predict up to 10,000 knowledge-based companies locating to the region in the next decade. The cultural infrastructure of Cambridge is a key reason cited by business for locating in the sub region as it helps to attract high calibre employees.

## **Sub Regional Strategy**

The local authorities, regional agencies and business, health and educational interests are assessing the most appropriate way to allow this sub region to respond to the predicted need for 47,000 new dwellings and 56,000 new jobs by 2016. The infrastructure needs in the coming two decades could cost up to £2075 million. The cultural infrastructure will need to respond to this growth and, audience base, to make the most of new audiences and partnership opportunities as the city potentially doubles in size.

## **County Cultural Strategy (A County of Culture)**

The authorities in Cambridgeshire are creating a countywide Cultural Strategy. Their priorities are:

- Inclusive and Safe Communities
- Regeneration
- Environmental Sustainability
- Social Health and Well Being
- Life Long Learning

## **Cambridgeshire County Council**

The County Council is a key partner in developing working relationships with schools, libraries, community education and agencies working in areas such as health, social inclusion and community capacity building. The Arts and Museum teams will be an important part of developing opportunities for people in Cambridge and exploring how the arts resources based in the city can best serve residents countywide.

## **South Cambridgeshire District Council**

In the arts, as in many areas, the City Council and South Cambridgeshire have an interdependent relationship. Significant numbers of residents from both council areas use the arts and cultural resources located in the city. Both councils therefore have a vested interest in the development of arts organisations in the city and beyond. This plan links to South Cambridgeshire District Council's current strategy "Lighting The Way", with joint ambitions to

harmonise grant aid agreements, develop a marketing strategy and improving access to the arts.

South Cambridgeshire District Council's corporate objectives are:

Maintaining and improving and sympathetically developing the character, economy and social fabric of our parishes

Enabling our communities to lead safer and healthier lives.

Providing services which are efficient, responsive to peoples views and accessible to all sections of the community

Working towards a more sustainable future, balancing our needs and the needs of future generations.

### **Capital and Lottery**

Between 2002 – 2005 over £12 million of lottery capital funding will be invested in Cambridge through Junction CDC, Fitzwilliam Museum and Folk Museum. Further capital projects are underway or proposed for The Corn Exchange, Wysing Arts, Institute of Visual Culture, Anglia Polytechnic University, County Heritage Centre, West Road Concert Hall and Kettles Yard. Through the joint planning process of the Arts Plan, future arts capital development will need prioritising. The potential for Cambridge to fulfil the ambitions of partners like East England Arts and Living East to generate a landmark project of international significance needs to be fully explored. This potential will need to be reflected within the Local Plan. During consultations there were aspirations expressed for a 1000+ concert hall, gallery space for new work by local artists, dance studios, public art signature piece, film/media facilities.

**A Public Art Plan** has been commissioned from the public art agency, Commissions East by the Planning Department of Cambridge City Council. This will include Supplementary Planning Guidance. The Public Art Plan will increase the amount, value and profile of public art through seeking contributions from developers. The City Council can then more effectively use its planning powers to secure public art as part of the development of the city's major sites.

### **Cambridge City Council Public Consultation.**

In a recent electronic voting consultation by the Council on spending budgets allocated to young people, that grouping identified arts related activities as a key priority. In the general budget consultation on Council spending priorities for the next year 8% of residents rated arts and entertainments as a high priority and 70% rated street cleansing and refuse collection as a high priority. In its most recent Leisure Survey (2000) 92% rated Council arts and entertainments services satisfactory. The awareness levels of the Corn Exchange was 89%, Pop in the Park 70%, Big Day Out 55% and Children's Festival 35%. Satisfaction rates for all Promotions events was 90– 100% In a recent (2001) survey of Corn Exchange customers 97% were satisfied with the programme. 45% wanted more rock concerts and 35% more comedy.

## **Community and Business issues**

### **Social Inclusion**

Following the report of the Government's Policy Action Team and creation of the Social Exclusion Unit, cultural services are increasingly valued for their role in addressing the issue of poverty and its consequences. As shown in the Countrywide Cultural Strategy the Arts Plan has a role to play in identifying the ways in which the arts in Cambridge can assist partners in areas of Community Safety, Life Long Learning, Community Development, Health Improvement, and how the arts complement the work of other cultural partners in sports, libraries and heritage.

The capacity of groups representing the interests of disabled people, black and ethnic minorities and the homeless can be enhanced by building on excellent outreach work by some arts providers and developing sustainable partnerships to address access and audience development issues that have a tangible effect on the lives of disadvantaged people. The breadth and depth of the arts in Cambridge could offer many and diverse choices for disadvantaged people to develop self confidence, improve their quality of life, discover new career pathways or ways back into work. It will be vital that the Arts Plan has the mechanisms to fully research the needs of the local community to ensure their voices are heard and the choices understood.

**Arts and Business East** commissioned The Focus Group Ltd. to review the relationships between business and the arts in the East of England. The key findings showed that businesses **could** be convinced about the effectiveness of the arts as a training tool, but existing partnerships were not strong enough to add value to both partners as business sponsors still see advertising exposure as the main rationale for their involvement. The report concluded that strategic partnerships can only be built up with mutual understanding of business aims and objectives, where mutual gain can be identified and where contact between the two organisations is maintained at a senior level.

## **SWOT ANALYSIS**

The following analysis of strengths, weaknesses, opportunities and threats has been informed by research and consultation from February to October 2001 and during the development of this plan.

### **STRENGTHS**

International architectural and academic status.

New Cambridge Architecture Centre being developed with support from Commission for Architecture and Built Environment and strong back up from the architecture and related building, heritage and design community.

Global focus for new technology development and innovative research.

Extraordinary diversity and quality of arts activity .

Regionally important.

Established working relationships and networks.

Commitment to working in partnership.

Folk Festival is renowned international event.

Growth of independent arts sector in last ten years.

5 designated Museums with collections of national significance.

ADHOC provide centralised information via web site and magazine.

Large number of arts organisations with skilled staff in programming, marketing and education.

Strong arts activity within schools and further education.

Strong commitment to community development, particularly young people.

Youth Participation team provides clear routes for consulting young people.

Community Arts services highly valued by users.

East England Arts investment in key City based organisations – Junction CDC, Arts Theatre, Britten Sinfonia, Kettles Yard.

City Council's commitment to arts via direct provision and grant aid.

Large community of artists.

Growing population valuing arts and cultural opportunities.

Most arts activity within close proximity of each other.

University museums commitment to outreach/education.

Museums increased opening hours.

Strength of education programmes across arts organisations and museums.

## **WEAKNESSES**

Missed opportunities for audience development.

Missed opportunities for funding.

Financial uncertainty for organisations restricting development and partnership working.

Some groups of residents/visitors feel excluded from or are not aware of arts opportunities.

Some groups of local people have a low awareness of the opportunities available through the universities museums, galleries and presentations.

Some young people have personal security concerns at some venues.

Reduction in Community Arts service.

Little arts related tourism despite range and quality available.

No centralised booking facility.

Little sharing of audience information by arts providers so unable to jointly plan or market effectively.

Range of networks with overlapping roles or unclear objectives.

Artists lack training in working within community and business environment.

Community organisations lack access to artists.

Growth of independent arts sector causing overlap in provision creating unnecessary competition and confusion.

Close proximity of arts activity without joint planning and marketing causing confusion and missed opportunities for audiences.

No policy links between the Council's objectives for grant aided organisations and its own direct provision via Community Arts, Marketing and Promotions and Corn Exchange.

Lack of public awareness of University Museums opening hours and confusion on times.

Education services are not sufficiently influential within organisations to influence planning and so improve access.

Lack of accommodation restricts arts tourism.

City Centre redevelopment will restrict access to parking for key venues during 2003 – 2005.

Loss of What's On Guide formerly provided by City Leisure Services.

## **OPPORTUNITIES**

Explore potential to extend Park and Ride service to cover evening events.

Closer collaboration between City and County Council arts provision.

Liaison between venues, events and festivals to improve range, quality, access and marketing.

Close proximity of arts activity could develop sense of cultural quarter and ease cooperation in audience development and partnership projects.

Promote "cultural quarter" as tourist attraction.

Appointment of Head of Arts and Entertainments at City Council and restructure of services.

Closer co-operation between arts providers and Council for Voluntary Services.

New Arts East magazine aimed at 25 – 24 year olds will sustain and build audiences.

New support and training in the arts for young people via Connexions service.

The e-government agenda will offer new ways of using arts and new technology to provide information and interactive services for local people.

New Technology Arts Fellowships led by Junction CDC with Kettles Yard and Crucible sets new agenda for arts and new technology collaborations.

Extension of South Cambridgeshire Disability Network to Cambridge.

Potential for collaboration by creative people across arts, academic, public and commercial sectors.

Access to funding streams through the arts sector delivering objectives of other partnerships and agencies, for example, Community Safety, Health Improvement, Learning and Skills Council.

Best Value review of the City Council's arts services identifies opportunity for restructure and evaluation of inter departmental collaboration through the Arts Plan providing service direction.

City Council and partners identifying strong partnerships for Regional Arts Lottery Programme applications.

Auditing and assessing audience information from all providers to inform marketing strategies.

Existing Community Development work offers potential to explore the use of Arts Ambassadors to identify and address barriers to attendance and participation by under-represented groups by empowering community groups, agencies, artists to advocate the arts to excluded groups.

Possible potential of City Council Leisure Card scheme to wider range of arts activities to encourage increased access to the arts by local people.

Work with the new Primary Care Trust has the potential to extend GP referral scheme to arts activities.

Interest from artists in working together as part of an Artists Support Network offering training, employment, creative development for artists.

Resource - DCMS to create, in each region, a leading museum and three partner museums to set new standards to create new access, outreach and education programmes, new exhibitions and information technology.

Arts Council of England – restructure and increased funding for artists.

Work with East England Arts to support Local Government Arts Forum within the new Arts Council structure in the region and to maximise the opportunities within Regional Arts Lottery Programme 3 for Cambridge.

Agreements between City, South Cambridgeshire and County Council's for jointly supported arts organisations to deliver joint objectives

East England Arts are keen to develop a sub regional arts development agency which could provide the opportunity for Cambridge based arts organisations to deliver services countywide more efficiently.

Work with Eastern Touring Agency and East England Arts to develop the Local Promoters for Cultural Diversity scheme in Cambridge to provide capacity building within the Black and Ethnic Minority communities, encourage audience development initiatives and mainstream programming of culturally diverse work.

County Cultural Strategy – could give direction to joint planning.

University Museums willing to extend and standardise opening times with partners' support.

Major capital developments at Junction CDC, Fitzwilliam, Folk Museum, Wysing Arts, County Heritage Centre.

Work with the Tourism Plan objective to create arts packages for international tourists and “weekenders”, and to “sell” Cambridge as an arts destination.

Work with Dance East and Rush Dance to develop dance and explore potential to host British Dance Edition 2004.

Growth in the sub region will provide both new audiences and new potential business partners for arts organisations.

The City Council Planning Department is developing a Public Art Plan to provide guidance to developers, value the work already present and develop a programme of installation and education with key partners.

Anglia Polytechnic University proposing new Centre for the Arts.

Improved interpretation of archaeological and other heritage via proposed County Heritage Centre.

Strong literature programme provided by County Council working with Voices including new family friendly initiatives.

## **THREATS**

Key partners unwilling to commit to Arts Plan.

Loss of experienced staff.

Loss of grant aid for some organisations.

Perpetuating perception that City Council prioritises its own direct provision without considering impact on other providers and funders.

Lack of co-operation on joint marketing.

Fewer tourists due to international situation.

Economic downturn – less opportunity for artists/business collaboration or sponsorship.

Key outreach posts and Arts Strategy post not permanent.

Balance of university museums between teaching/research and public access.

County Cultural Strategy – doesn't offer clear direction.

Further cuts to arts related budgets.

## CONCLUSIONS

### The Vision

All partners share a vision that the arts play a vital role in the quality of life and economic development of Cambridge.

For a city of its size, the range of arts providers in Cambridge is both large and diverse. The issue for Cambridge is not lack of a local arts scene but acknowledging and valuing our significant regional impact on arts and culture and how to maximise the benefit of what we do have by improving access for Cambridge residents and visitors to the wide range of arts provision that the city has to offer.

### Factors affecting access to the arts in Cambridge:

Although there are many examples of good partnership working nevertheless some factors inhibit potential audiences accessing the arts in the City, including the following:

**Lack of Co-ordination** – Lack of resources or leadership restricts providers from planning strategically together. The concentration of activity in a small area intensifies any programme clashes.

**Lack of information** - although the scale of printed material and websites demonstrates the exciting range available some potential audiences are confused. There are reports of missed events due to lack of targeted information. The challenge of finding an event in a university environment can defeat all but the most determined attendee.

**Too many “routes in”** – small to medium arts organisations feel that the consequence of so many events across the voluntary and professional arts without a centralised or co-ordinated booking system means that audiences are “filtered” through several options, making it hard for small to medium arts events to attract their potential audience and harder for larger organisations to build new, specialised or crossover audiences.

**Lack of Knowledge** – there is a lack of understanding and value by residents of certain arts opportunities in Cambridge and some arts facilities such as Museums and galleries can be labelled dry or elitist by non- users.

**Lack of Cultural Diversity** – culturally specific work has little profile from local artists or within mainstream programmes despite local ethnic minority communities expressing a rich cultural heritage.

**Problems with Access** – Many smaller venues of great architectural merit cannot accommodate people with disabilities.

**Cost** – lower priced events and offers are not marketed effectively at those on lower incomes.

**Transport** – Pressure on central car parks already intense. will increase with the forthcoming restrictions to Lion Yard during the Grand Arcade Development. The lack of an evening Park and Ride service and mid-evening bus service finishes to outlying areas may deter some audiences.

**Accommodation** – Research by arts organisations point to lack of suitable overnight accommodation as a factor in restricting arts tourism impacting on the programming of events, themed programmes and festivals.

**Space** - Many visual artists have difficulty finding appropriate spaces to make or present their work, restricting creative development and partnerships.

**To ensure these issues are addressed we need to**

- **facilitate key partners in planning together**
- **co-ordinate and evaluate marketing of the arts**
- **ensure equality of access to arts opportunities**

Arts in Cambridge can boast effective examples of partnership working and a range of committed networks. The benefit of building on established good practice of co-operation and joint planning between arts providers will be to avoid programme clashes, duplicated marketing effort, unnecessary competition and to maximise funding opportunities. There is a commitment to co-operate from arts organisations and now a clear process for long term planning can be developed.

The richness and diversity of activity in a small area requires a clear communication process to ensure audiences are maximised. Partners are realistic about the importance of earned income and therefore commercial sensitivity but acknowledge the value where appropriate of sharing information on audience profiles, programming, education and outreach plans build and develop new audiences. There is also a need to market together to sell Cambridge more effectively as a cultural destination.

Many arts organisations see Cambridge City Council in a crucial leadership role and as the body to facilitate joint planning and communication. The Council is committed to ensuring that its investment in the arts, through both direct provision and grants, achieves the maximum benefit for its residents, both through partnership working and facilitating the planning process.

Investment by the Council through grants and partnership working is a crucial catalyst for accessing other funding, particularly in the area of Social Inclusion.

Children and young people could provide a strong audience development focus as they are a priority for the City Council and East England Arts. There are also opportunities to encourage access for black and minority ethnic communities as East of England Arts' Diversity programme will bring new money into the city to develop local artists and promoters in the Chinese, African Caribbean and Asian communities particularly during key periods like the national diversity celebration in November 2003.

Over the next 5 years there will be investment by external sources in Cambridge organisations of over £20 million through both capital and revenue programmes. There are opportunities to develop the role of the arts in delivering wider social objectives. There are also opportunities to enhance the capacity of local artists – both creatively and in terms of business and networking skills - so that they can make the most of the partnership opportunities that currently exist and develop new ones. The Cambridge Sub-region already has a reputation for high-tech business and innovation and there is a clear opportunity to build on Cambridge's reputation for digital arts and other hi-tech innovation in the cultural sector too. The impact of forty thousand new households on the Cambridge sub region demands a co-ordinated response from the arts providers to create cultural opportunities for the expanding population. It will also bring new businesses that wish to be associated with the Cambridge "phenomenon". The arts sector needs to be able to exploit this potential by developing new ways of working with the business sector.

**To ensure the vibrancy of the arts scene in the city into the future we need to**

- **build on creative partnerships between arts and other sectors**
- **enhance Cambridge as a cultural destination, centre for innovation and regional gateway**

**The Way Forward**

The Arts Plan for Cambridge will succeed through the co-operation and commitment of all partners to engage with its priorities and to deliver its strategic objectives.

The City Council will use its direct services and its grant aid processes to help achieve the objectives of this plan. It is also committed to working in partnership with other providers to address the issues of co-ordination and communication. The restructuring together of Marketing and Promotions and the Corn Exchange under a Head of Arts and Entertainments and with an Arts Strategy Officer in a three-year post allows the City Council to address its priorities as an enabler and provider.

All partners acknowledge the importance of a mapping and gap analysis and engagement with the public and community groups to ensure the actions truly reflect the needs of Cambridge. A key outcome of the monitoring and evaluation of the Arts Plan will be a fuller understanding of the cultural, social and economic impact of the arts on Cambridge.

An Arts Forum, involving City Councillors and Arts organisations, could be an effective mechanism to monitor and evaluate the implementation of the Arts Plan, as well as providing guidance in its development and ensuring real outcomes are achieved.

As part of the consultation process on this draft partners were asked to approve the plan and commit their organisations to its strategic objectives. The lead partners for each action will be responsible for ensuring its implementation and monitoring its impact.

To develop each action appropriately a series of seminars, leading to task groups under each action, will be the first step, culminating in a major conference late in 2002.

## **Finance**

The Action Plan assumes a standstill level of investment initially and acknowledges it can only be delivered if the resources of all partners are used effectively together. External funding however will be required. Areas of need will become clear in the detailed planning process and the pooling of partnership finance to access external funding from regional, national and international sources is the most likely way of achieving new funding streams. A key issue will be to identify how partners can address the social and economic priorities of local and regional government, regional agencies and business partners. Increased investment will give added value to the impact of the plan and should be an outcome from it but is not a requirement for its implementation.

## **The Strategic Objectives**

In summary, this Art Plan seeks to address five strategic objectives. The next section contains an action plan designed to:

- 1 facilitate key partners in planning together
- 2 co-ordinate and evaluate marketing of the arts
- 3 build on creative partnerships between arts and other sectors
- 4 ensure equality of access to arts opportunities
- 5 enhance Cambridge as a cultural destination, centre for innovation and regional gateway

## **ACTION PLAN (with linkage to corporate/strategic objectives of partners)**

### **Strategic Objective 1 – facilitate key partners in planning together**

- Agree with partners a process for effective coordination and strategic planning
- Coordinate joint planning process for development
- City Council to develop and communicate clearly a vision for achieving its arts objectives, including its Social Inclusion objectives
- Strengthen partnership between Arts Theatre and Corn Exchange

Linkage with others' corporate/strategic objectives:

- Cambridge City Council – Dispersing power
- East England Arts – Expand the arts economy
- Living East – Living organisations
- A County of Culture – Environmental Sustainability (cultural infrastructure)
- South Cambridgeshire District Council – To link capital and revenue investment in professional facilities to a programme of arts and cultural development for the community

### **Strategic Objective 2 – co-ordinate and evaluate marketing of arts and culture**

- Consult users and non users of the arts and analyse audience needs
- Develop a strategy for arts marketing
- Develop working relationships between partners to improve availability of and access to publicity and booking facilities.
- Improve access to museums

Linkage to others' corporate/strategic objectives:

- Cambridge City Council – improving the environment
- East England Arts – expand the arts economy
- Living East – Living Image
- A County of Culture – Regeneration (Recognition of culture)
- South Cambridgeshire District Council – To link capital and revenue investment in professional facilities to a programme of arts and cultural development in the community.

### **Strategic Objective 3 – build on creative partnerships between the arts and other sectors**

- Work with Artists Support Networks and support developmental needs
- Develop sponsorship and partnership links with businesses
- Encourage further creative partnerships between science, arts and new technology
- Develop support for artists to work in public and private sectors
- Explore the use of arts to further community safety objectives

Linkage with others' corporate/strategic objectives:

Cambridge City Council – Dispersing power

East England Arts – Arts and New Technology

Living East – Living organisations

A County of Culture – Environmental Sustainability (cultural infrastructure)

South Cambridgeshire D C – To link capital and revenue investment in professional facilities to a programme of arts and cultural development for the community.

#### **Strategic Objective 4 – ensure equality of access to arts opportunities**

Research needs of children and young people and develop action plan to increase opportunities to engage in the arts.

Explore potential for Arts Ambassadors as “champions” within their community of an art form, venue or organisation.

Eastern Touring Agency to develop Diversity programme

Museums Advisory Group to develop outreach strategy

Support work for people with disabilities

Linkage with others corporate/strategic objectives:

Cambridge City Council – Removing the barriers created by poverty, ignorance and conformity

East England Arts – Children and Young People

Living East – Living life to the full

A County of Culture – Inclusive and safe communities

South Cambridgeshire District Council – to engage the parishes, local organisations and residents in arts schemes to answer a community need, whether cultural, environmental, social or economic

#### **Strategic Objective 5 – enhance Cambridge as a cultural destination, centre for innovation and regional gateway.**

Work with tourism partners to promote packages, special projects, festivals and public art

Work with partners to bring international showcases and programmes of specific art forms to Cambridge

Develop and sustain partnerships to link arts and high tech innovation

Promote and implement Public Art Plan

Promote arts spaces to enhance Cambridge as cultural centre

Linkage to others' corporate/strategic objectives:

Cambridge City Council – improving the environment

East England Arts – Promoting a regional identity

Living East – Living Image

A County of Culture – Regeneration (Recognition of culture)

South Cambridgeshire District Council – To attract significant investment into the district for improved arts facilities for South Cambridgeshire's residents

**STRATEGIC OBJECTIVE 1 – TO FACILITATE KEY PARTNERS IN PLANNING TOGETHER.**

<b>ACTION</b>	<b>TIMESCALE</b>	<b>PARTNERS (lead partners in bold)</b>	<b>RESOURCE</b>	<b>TARGETS/OUTCOMES</b>
Agree with partners a process for effective coordination and strategic planning	2002	City Council ( <b>Arts Strategy</b> , Grants, <b>Arts and Entertainments</b> , Community Arts, Tourism, Planning) East England Arts, Grant clients of City + key players like Arts Picturehouse, Britten Sinfonia, Wysing Arts, South Cambridgeshire District Council, County Council	Led by Head of Arts and Entertainments and Arts Strategy Officer	Mapping and gap analysis to inform an agreed planning process. Actions for Plan delivery, improved efficiency, more earned income, harmonise grants criteria,.
Coordinate joint planning process for development	From 2003	<b>Cambridge Independent Arts Association</b> , City Council (Arts Strategy, Arts and Entertainments, Councillors) , East England Arts, University of Cambridge	Led by CIAA Chairman and Co-ordinator.	Effective coordination of planning process through facilitation of meetings, joint projects etc, biannual Arts Forum to evaluate and report on Arts Plan
City Council to develop and communicate clearly a vision for achieving its arts objectives, including its Social Inclusion objectives	By March 2003	Cambridgeshire and Peterborough Arts Officers, CIAA, City Council (Arts Strategy, <b>Arts and Entertainments</b> , Community Safety, <b>Community Development</b> inc. Grants, Arts, Children's, Youth Participation, Youth Development, Sports Development, Open Spaces), East England Arts, Junction CDC, and agencies	Led by Head of Arts and Entertainments and Grants Manager	A clear structure delivering the Council's objectives (including its Community Development and Social Inclusion objectives) through the arts, either by direct provision through grant aid or with other providers.
Strengthen partnership between Arts Theatre and Corn Exchange	2003 and Ongoing	<b>Arts Theatre</b> , City Council ( <b>Arts and Entertainments</b> , Arts Strategy, Grants) South Cambridgeshire District Council, East England Arts	Led by Head of Arts and Entertainments and Arts Theatre Director	Appropriate programme, marketing and operational planning, assess options for closer joint working

## STRATEGIC OBJECTIVE 2 – CO-ORDINATE AND EVALUATE MARKETING OF THE ARTS

ACTION	TIMESCALE	PARTNERS (lead in bold)	RESOURCE	TARGETS/OUTCOMES
Consult users and non users of the arts and analyse audience needs	2002	Cambridge Independent Arts Association, City Council ( <b>Arts and Entertainments, Arts Strategy, Tourism</b> ), University Museums	Led by Head of Arts and Entertainments and Arts Strategy Officer	Information to inform joint planning process. Ability to target new or specific audiences effectively, inform Council grants criteria and long-term arts capital development in the city.
Develop a strategy for arts marketing	2002	CIAA, Cambridge Network, City Council (Arts and Entertainments, Arts Strategy, Tourism), South Cambridgeshire D C, University Museums and societies <b>Working Group facilitated by Arts Strategy</b>	Led by Arts Strategy Officer and multi-agency working group	A co-ordinating infrastructure, improved information sources, web links, advice and support for smaller organisations or producers. Efficiency savings and new opportunities for audience development explored
Develop working relationships between partners to improve availability of and access to publicity and booking facilities.	2004	Arts Theatre, City Council ( <b>Arts and Entertainments, Arts Strategy, City Centre Management, Tourism</b> ) Music Programmers Group and similar groups University Societies,	Led by Head of Arts and Entertainments	Link booking information/ticket sales where appropriate, improved display and distribution mechanisms, Voluntary and Student events given better profile where appropriate.
Improve access to museums	2003 onwards	City Council (Arts Strategy, Tourism, Community Development), County Museums Officer, Fitzwilliam, Folk Museum, Kettles Yard, County Museums Advisory Group, <b>University Museums,</b>	Led by Museums Resources Officer	Publicity to link collections, longer public opening, new local audiences especially young people

### STRATEGIC OBJECTIVE 3 – BUILD ON CREATIVE PARTNERSHIPS BETWEEN THE ARTS AND OTHER SECTORS.

ACTION	TIMESCALE	PARTNERS (lead in bold)	RESOURCE	TARGETS/OUTCOMES
Work with Artists Support Networks and support developmental needs	From 2003	<b>Cambs Arts Officers Group</b> , CIAA, City Council (Arts Strategy, Community Development, Economic Development), Cross Border Arts, South Cambridgeshire District Council, Classworks, Wysing Arts, Junction CDC	Led by Arts Strategy Officer	Support for artists to share skills, knowledge and creativity
Develop sponsorship and partnership links with business	From 2004	<b>Arts and Business East</b> , City Council ( <b>Arts Strategy</b> , Arts and Entertainments, Economic Development, Planning, Tourism), University of Cambridge and Anglia Polytechnic University	Led by Arts Strategy Officer	To help business sector identify partnership opportunities, increase investment impact
Encourage further creative partnerships between science, arts and new technology	From 2004	Arts Picturehouse Botanic Gardens Cambridge Network, City Council (Arts and Entertainments), Crucible East England Arts, Edge Festival, Kettles Yard, <b>Junction CDC</b> , University departments at Cambridge and APU, Wysing Arts	Led by Junction CDC Director	Develop innovative projects, understand and inspire new developments, sustain Cambridge's reputation
Develop support for artists to work in public and private sectors	From 2004	Arts and Business East, CIAA, Cambridge Network, City Council (Arts Strategy, Arts and Entertainments, Economic Development), <b>County Council Arts Education, Cambridge Arts Education Network</b> , Learning and Skills Council, East England Arts, South Cambridgeshire District Council	Led by Cambridge County Council Arts Education Co-ordinator	Courses, mentoring, training and information to enable artists to work in education, community and business effectively. Improved employment for artists
Explore the use of the arts to further community safety objectives	From 2003	<b>Community Safety Partnership</b> , City Council (Arts and Entertainments, Community Development, Arts Strategy, Junction CDC, Escape Artists.	Led by Strategy Officer Community Safety	New partnership opportunities for arts and crime and disorder reduction work

#### STRATEGIC OBJECTIVE 4 – TO ENSURE EQUALITY OF ACCESS TO ARTS OPPORTUNITIES

ACTION	TIMESCALE	PARTNERS (lead in bold)	RESOURCE	TARGETS/OUTCOMES
Research needs of children and young people and develop action plan to increase opportunities to engage in the arts	2002 and ongoing	CIAA, City Council ( Arts Strategy, <b>Arts and Entertainments</b> , Community Development esp. <b>Youth Participation</b> , Youth Development, Children’s Team, Sports and Open Spaces), Community Education, <b>Junction CDC</b> , South Cambridgeshire District Council, Wysing Arts, East England Arts	Led by Head of Arts and Entertainments, Youth Participation Officer and Junction CDC	A targeted and effective approach to engaging children and young people and the arts for personal development and health improvement
Explore potential for Arts Ambassadors as “champions” within their community of a venue, art form or organisation.	2002 and ongoing	Cambridge Arts Education Network , CIAA, City Council ( <b>Arts Strategy</b> , Community, Development, Economic Development) Museums Advisory Group, voluntary sector groups,	Led by Arts Strategy Officer	To inspire and train local people to advocate specific arts opportunities to their communities. Introduce and sustain new audiences. Enhance the personal, social and career development of Arts Ambassadors
Eastern Touring Agency to develop a Diversity Programme	2002 and ongoing	CIAA, Ethnic Community Forum and other groups, City Council (Arts Strategy, Arts and Entertainments, Community Development), <b>Eastern Touring Agency</b> ,	Led by Eastern Touring Agency	To support culturally specific communities in expressing their needs, support emerging artists and influence mainstream programming.
Museums Advisory Group to develop outreach strategy	2002 and ongoing	City Council (Arts Strategy, Tourism, City Centre Management), County Council Fitzwilliam, Kettles Yard, independent museums, <b>County Museums Advisory Group</b> University Science Museums	Led by County Museums Officer	New and repeat visits to museums by local people, Promote key events e.g. Science week, linked exhibitions or national events
Support work for people with disabilities	2003 and ongoing	Arts Theatre, City Council (Strategy and Partnerships, Community Development, Environment and Planning) , County Council, <b>Cross Border Arts</b> , Junction CDC, SCDC, Fulbourn Friends	Led by Cross Border Arts Director	Support people with disabilities to express their needs and support community arts activities. Improve physical access to venues and assist in DDA compliance

**STRATEGIC OBJECTIVE 5 – TO ENHANCE CAMBRIDGE AS A CULTURAL DESTINATION, CENTRE FOR INNOVATION AND REGIONAL GATEWAY**

<b>ACTION</b>	<b>TIMESCALE</b>	<b>PARTNERS (lead in bold)</b>	<b>RESOURCE</b>	<b>TARGETS/OUTCOME</b>
Work with tourism partners to promote packages, special projects, festivals and public art	2003 onwards	City Council (Arts Strategy, <b>Tourism</b> , Arts and Entertainment, City Centre Management) East England Tourist Board, Cambridge Tourism Group, CIAA, South Cambridgeshire DC, Commissions East	Led by Tourism Officer	Co-ordinated programme with clear target audiences, increased overnight stays and better management of visitors movement. Evidence of arts as contributor to city economy
Work with partners to bring international showcases and programmes of specific art forms to Cambridge	2004 and ongoing	Arts Theatre, Britten Sinfonia, Cambridge Music Festival City Council ( <b>Arts and Entertainments, Arts Strategy</b> , Community Development, Planning, Tourism), Dance East, Junction CDC, Rush Dance, South Cambs DC, University of Cambridge	Led by Arts Strategy Officer	Able to respond to opportunities to present an international showcase, develop international reputation in the arts, capacity building for key organisations, opportunity to focus on art form development.
Develop and sustain partnerships to link arts and high tech innovation	2002 and ongoing	Cambridge Network, City Council, CUMIS East England Development Agency, <b>East England Arts</b> , Kettles Yard, Junction CDC,	Led by East England Arts Officer for Cambridge	Contribute to EXPO 2002 and Edge Festival, explore role of arts in promoting Cambridge as innovation capital of Europe
Promote and implement Public Art Plan	2002 and ongoing	Cambridge Architecture Centre, City Council ( <b>Planning</b> , Arts Strategy, Tourism), Commissions East, Developers, Galleries, Living East, University of Cambridge, Wysing Arts	Led by Environmental Projects Manager	Range of temporary and permanent works, explore feasibility of locating regional signature work, educational and information
Promote arts provision to enhance Cambridge as a cultural centre	From 2005	City Council (Environment and Planning, Tourism, Arts and Entertainments), County Council	Led by Planning Policy Manager	Ensure arts and cultural provision are part of Cambridge expansion via Local Plan Review

## **APPENDICES**

### **APPENDIX 1 - Consultations**

Purpose to network and understand arts, cultural, strategic, political and community issues.

Cambridge and Peterborough Arts Development Officer Group  
Antoinette Jackson – Head of Strategy and Partnerships, City  
Nigel Cutting, Head of Arts and Entertainments, City  
Tim Wall – Policy and Performance Manager - City  
Pauline Haughey - City Marketing and Promotions  
Frances Alderton - City Promotions  
Eddie Barcan - City Promotions  
Alison Kemp - Best Value - City  
Robert Sanderson, Graham Saxby - Corn Exchange  
Deborah Agnes - Community Safety – City Council  
Cambridge Independent Arts Association  
Andy Thompson - Principal Planning Officer, City  
Commissions East  
Trevor Woolams - Strategy City  
Adam Clarke - Grants - City  
Community Safety Partnership - Safer Future Group  
Eastern Orchestral Board - Cambridgeshire Forums  
Sarah Jones - Marketing - City  
Trystan Hawkins, Jane Brown - Wysing Arts  
Cambridge Arts Forum  
Bridget Barclay Munro, Community Arts, City  
Zoe Curnow – ADC Theatre  
Liz Wilson, Alan Orme, Jo Broad, Alastair Haynes, Peter Thornton, Salette  
Gressette – East England Arts  
Stephan Kalmar, Hannah Lilley – Institute of Visual Culture  
Margaret Greaves/Frances Sword – Fitzwilliam Museum  
David Butcher - Britten Sinfonia  
Tim Freathy - DCMS East  
John Pye - Funding Officer – City  
Sin Cru  
Janet Robertson - Corn Ex Education  
Artswork  
Cameron Hawke-Smith and team - Folk Museum  
Graham Magee - Sustainable City Officer  
George Brown, Emma Turner - West Road Concert Hall  
Carrie Carruthers - Junction CDC  
Gillian Perkins - Cambridge Music Festival  
Sarah Bushell/Prof Micheal Akam - Museum of Zoology  
Corporate Management Team, City Council  
South Cambridgeshire District Council, Arts Strategy Steering Group  
Paula Bishop, Childrens Team, City Council  
Sarah Ferguson, Youth Participation, City Council  
Dr. David Phillipson – Museum of Archaeology and Anthropology

Viv Ewington, John Wroe, Pauline Caitlin-Reed, Johnathan Goodacre –  
 Eastern Touring Agency  
 Adhoc - Tim Holt  
 Roberta Hammond - Arts Theatre Education  
 Arts Forum of Cambridgeshire and Peterborough  
 Lorraine von Gehlen, Gavin Clayton - Cross Border Arts  
 Margaret Walker - Director Central Services, City  
 Joint Museums Committee  
 Brian Mitchell - ILAM Best Value Consultant for City  
 Matthew Taylor - Escape Artists  
 Juliette Day/Prof J Parker/ Christine Preston - Botanic Gdns  
 Peter Britton - CIMA  
 Victoria Little/Ruth Lynn - City Centre Manager  
 Tricia Shiel/ Emma Bonsall - Arts Picturehouse  
 Richard Purkiss - Mumford Theatre  
 Paul Bourne – Menagerie Theatre  
 Andy O'Hanlon – South Cambridgeshire D C  
 Liz Hill/ Brian Whitehead – Consultants/Publisher Arts Professional  
 Andrew Burn - Parkside Community College  
 Nick Ellis Multimedia  
 Ian Ross - Arts Theatre  
 Margaret Badcock - Tourism Manager, City  
 John Goldsmith - County Museums  
 Catherine Slack - Arts and Business East  
 Richard Brown – Junctions CDC  
 Peterborough City Council - tour of facilities with Peter Newman  
 Vivienne Lovell - public art consultant to Cambridge University  
 Simon Kaner - County Archaeology  
 Philip Saunders - County Archives  
 Isabelle Thomas - County Literature  
 Meredith Lloyd Evans - Japan 2001  
 Prof R Parker - CU School of Music  
 Lizzie Muller - Digital Arts Network  
 Paul Bogan - Junction CDC  
 Joan Hewlett, tutors and students - APU Arts Management  
 Jenny Culank, Dee Moore, Kate Fitzackerly - Classworks  
 Steve Walters - Homerton/Writer  
 Polly Gould and Anne Eggebert – Year of the Artist @ Botanic Gdns  
 Richard Heeps – Year of the Artist @ Babylon, Ely  
 Junction CDC - public lottery consultation  
 Suzanne Gardner - City re GP referral and Health for All  
 Sarah Jones - APU film lecturer  
 Helen Taylor - Voices  
 Hoi Polloi Theatre Company  
 Cambridge University Contemporary Dance Workshop  
 Cambridge Dance Forum  
 Dale Johnstone - University Museum Outreach Officer  
 Jemma Little - County  
 Dr Liz Hide - Sedgwick Museum  
 Joan Morrell, Dan Somagi Jazz East -

Sue Chipington/Zoe Chamberlain - Duxford  
 Francois Penz/Peter Cook – Cambridge University Moving Image Studio  
 Cambridge Regional College - Music Dept.  
 Murray Lang - Interactive Training  
 Arts and Business Seminar  
 Assis Carreio Dance East -  
 Gill Doak - Community Education  
 Christinn White - Shiftworks  
 Liz Stazicker – County Council  
 NALGAO - sharing regional rep with South Cambs  
 John Roebuck, Head of Parks and Open Spaces  
 Sue Jessop - County Arts Education  
 Rob Howard - County Adviser on Art and Design  
 Architecture Centre for Cambridge Committee  
 Isabelle Joyau - French Cultural Delegation  
 Sin Cru - Break/Club Dance and Graffiti artists  
 Peter Studdart - Director City Planning and Environment  
 Bob Chapman - Community Music/LEAPS  
 Joanne Roberts – artist/performer  
 David Cleeveley, Richard Jones - Analysys  
 Music Programmers Group  
 Community Departmental Team Meeting  
 Marketing and Promotions Team Meeting  
 Simon Meecham - Economic Development, City  
 Martin Ayres - Screen East  
 Chris Freeman - Grants Manager Community Services  
 Cllrs, Joye Rosenstiel,  
 Cllr Hannah Reed  
 Cambridge Arts Education Network  
 Roman Vasseur – Arts Projects Management  
 Graham Cuffley – City  
 Fast Forward Audience Development – Steering Group  
 Sound Sense  
 Jo Morrison – City Council  
 Kate Wearing – composer  
 Guy Noble – Addenbrookes Hospital  
 Idit Nathan – Cambridge Centre for Imagination and Discovery  
 Incubator East Steering Group  
 Liberal Democrat Group, City  
 Vaughan Aston – Norwich City Council  
 Terry Braun – Braun Arts  
 Alex McIntosh – University of Cambridge Community Liaison  
 Miles Foster – Peregrine Theatre  
 Linda Capper – British Antarctic Survey  
 Elizabeth Rolph – Planning Policy, City  
 Alastair Wilson – Parks and Open Spaces, City  
 Debbie Kaye/Liz Ellerington – Sports Development, City  
 Jenny Dunn – St Pauls School, Creative Arts Co-ordinator  
 Debbie Heath – Netherhall Upper School, Head of Community  
 Sam Dawn – Freelance Dancer

Gerald Coteman – The Focus Group  
Vicky Barker – CIAA  
Steve White – Community Education

**Events/venues/seminars attended**

Heritage Centre Seminar - Keatsu Centre, New Hall  
Tackling Poverty through the Arts – Local Government Association  
Collaboration on Ownership in the Digital Economy Conference  
Action for Childrens Arts Conference  
Childrens Festival  
Midsummer Fair – Romany exhibition  
Strawberry Fair  
New Hall – Jane Mackay exhibition  
Voices – County Library  
Museum of Zoology – BP Wildlife Photographer 2001  
Junction - Imlata, Jasmine Vardimon  
CDC - Apples and Snakes, Hide and Seek  
Arts Theatre - Rita, Sue and Bob Too, Romeo and Juliet (Marlowe), Musical  
Challenge (Education)  
Corn Ex - Only the Lonely  
C U Dance Workshop - Diffused @ Queens Hall, Emmanuel  
Kings Dance Project - Kang Zinj @ ADC  
Clare Chapel - Stravinsky Concert, sung Messiah  
The Eddie Effect - award winning student film - Caius and Gonville  
Sprung - Kenneth Tharp in residence @ Queens College  
Kettles Yard - House/Language of Things/Last Chance to See/Concert and ongoing exhibitions  
Fitzwilliam - Galleries and Language of Things talk, various exhibitions  
Babylon Gallery - 36 Minutes in Cambridgeshire  
Museum of Zoology  
Sedgwick Museum  
Museum of Archaeology and Anthropology  
Whipple Museum  
East Chesterton Panto - Childrens Services  
Arts Picturehouse - Life is beautiful and discussion, various films  
IVC - Geocruiser/Anywhere Out of the World  
Courtyard Theatre (CADS) - Corpus Christi - Arthur Miller's Broken Glass  
Boatrace - Cambridge Songwriters  
Devonshire Arms - African Night  
West Road Hall - CUMS - Percussion Symphony  
CB1 - Stand and Deliver Poetry Open Mic  
CU Discovery lectures X 2  
CU Student Exhibition - Lion Yard  
Mumford - Stags and Hens  
Sophbeck Sessions - Big Air  
Combined Actors of Cambridge - Blue Remembered Hills  
Arts Works and Open Studios  
Britten Festival - Soloists

### **APPENDIX 3 - Bibliography**

Fundamental Best Value Service Reviews – Community Arts, Marketing and Promotions, Community Arts (City)  
Building Success, Tackling Poverty – Economic Development Plan, (City)  
Cambridge Tourism Strategy (City)  
Youth Participation Plan (City)  
Parks and Open Spaces Plans (City)  
Sustainable City Strategy (City)  
Local Plan (City)  
ILAM Consultants report for Arts Services at City Council  
Leisure Strategy and Update (City)  
City Centre Management Plan (City)  
Screen East Development Plan  
Arts Theatre Economic Impact Plans  
East England Arts Corporate Plan  
Health Improvement Plan  
Learning and Skills Council  
Sports Development Plan  
A County of Culture – countywide cultural strategy  
Culture: A Catalyst for Change – regional cultural strategy  
National lottery applications – Junction CDC, Folk Museum, Fitzwilliam Museum  
Arts Council of England – Prospectus for Change, Working together for the Arts  
East England Arts Corporate Plan  
Crime and Disorder Reduction Plan (Community Safety Partnership)  
Department of Culture, Media and Sport guidelines  
Lighting The Way – South Cambridgeshire District Council Arts Strategy  
Creative Directions – Norwich City Council Arts and Culture Strategy  
Arts plans from districts of Fenland, East Cambridgeshire and Huntingdonshire  
Midland Arts Marketing – Corn Exchange Orchestral Research  
Regional Arts Lottery Programme applications  
Public:Art:Space – V Lovell  
Public Art Guidelines (City)  
Impact of the Arts – Essex County Council  
Implementing the Cambridge Sub-regional Strategy