



City of York Council Lifelong Learning & Culture Plan 2007 – 2010

April 2007

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Learning, Culture and Children's Services in the City of York has a strong sense of purpose shaped by the national policies and by the local strategic priorities included in the Community Plan. The service aspires to excellence in all that it does, reflecting the local ambition for York to be a world-class city in the 21st Century. It believes that this will not be achieved unless the people who are educated and live in the city are given the opportunity to become highly motivated, flexible and creative lifelong learners.

Vision statement for Lifelong Learning and Culture

The Lifelong Learning and Culture service arm of the department will take particular responsibility for the Cultural City vision statement: *Celebrating both our uniqueness and our diversity, we will promote a culture that helps build a confident and creative community, welcomes and inspires resident and visitor alike, and encourages quality opportunities for fun, learning, and fulfillment open to all.*

Our service will help to meet the following key aims:

- **Articulate a sense of what York is** - celebrating and interpreting what's already there, recognising and celebrating what we do well, pursuing projects that are appropriate to the city, different to other cities, of the highest quality, and that make a real impact
- **Encourage creative expression and talent** - supporting and promoting the cultural sector's contribution to York's economy, inspiring entrepreneurs to develop cultural enterprise in the City
- **Create change** – helping to make York more like the words citizens have suggested we should be aiming for: cosmopolitan, vibrant, innovative, go-ahead, creative and modern
- **Raise aspirations** - creating debate and engagement, challenging the city's existing assumptions on culture thus inspiring our citizens to do new things, visit a variety of places and try new experiences. This will increase participation in, and improve the quality of, the cultural life of York
- **Get more people involved** - raising awareness of the opportunities that are available for active lifestyles, creativity and learning for life. Seeking to identify the barriers to this and being active in breaking the barriers down.
- **Use all of our resources** - maximising the opportunities to enjoy our under-exploited assets such as parks, rivers and open spaces
- **Raise the quality of provision** - increasing investment in the city's cultural infrastructure, identifying the gaps and the priorities

The Outcomes

We will work towards the following outcomes:

Making York More Eventful - More York residents and visitors will enjoy participating in, and taking the lead in cultural events and activities.

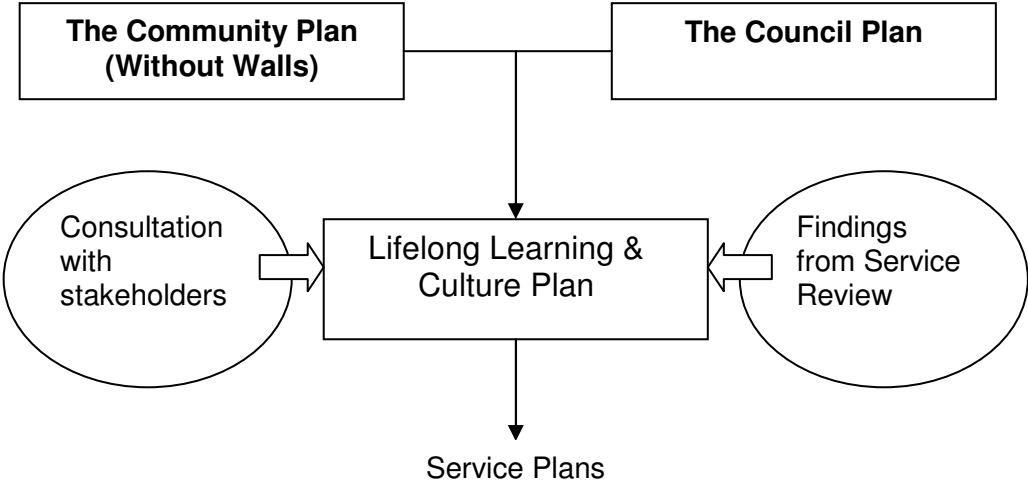
Engaging in Learning – York will be a place of creative expression and talent, with an increasing number of people of all ages and abilities participating in learning and exceeding their expectations of themselves.

Being Healthy – More residents will enjoy the good physical and mental health that comes from increased participation in active lifestyles.

Building Stronger, Safer and Greener Communities – Learning and cultural opportunities will contribute significantly to community strength and cohesion. Access will be open to all and local communities will increasingly direct their own provision. Greater community ownership of well maintained public open space will enhance quality of life.

Developing a Vibrant Cultural Infrastructure – Residents will enjoy an increasingly thriving cultural sector with better quality infrastructure and the economic benefits that flow from it.

This plan replaces the previous Lifelong Learning and Leisure Plan 2005 – 2008. It is a three year plan which is up-dated annually. In developing the plan we have drawn on a number of sources as represented in the diagram below.



Notwithstanding the size of the Lifelong Learning and Culture Plan, it is not a self contained document. Detailed action plans for the priorities that are referred to in the document are available elsewhere in service plans, in project plans and in team plans. All of these are public documents, available for anybody to examine should they wish to find out more about the work of the service arm.

Outcome 1: Making York More Eventful

More York residents and visitors will enjoy participating in, and taking the lead in cultural events and activities

What is being asked of us?

The achievement of this outcome will allow us to deliver on the following strategic aims in the Community Plan ('Without Walls')

The Community Plan ('Without Walls'): Strategic Aims

- Articulate a sense of what York is – celebrating and interpreting what's already there, championing the cultural sector in its wider sense: arts and heritage, sport and active leisure, play, open spaces, learning and the built environment
- Get more people involved – raising awareness of the opportunities that are available for active lifestyles, creativity and learning for life. Seeking to identify the barriers to this and being active in breaking the barriers down
- Work with York@ Large to implement the vision for the cultural life of the city.

The Council Plan: Aims and Objectives

- Develop a city-wide programme of festivals and events that make the city and its local neighbourhoods more vibrant (CA7: Vibrant and eventful city)
 - Increase participation in cultural activity by improving the quality of the city's cultural infrastructure and provision (CA7: Vibrant and eventful city)
 - Create a vibrant city centre (CA3: York's economy)
-

Where are we now?

Against Key Aims

York is an eventful place. In 2005/6 the Council's Arts and Culture team alone supported 212 events, of which 126 were new that year. For young people the Early Years Service team is on course in 2006/7 to deliver 597 holiday activities and to achieve 55,000 attendances. A City of Festivals website (www.yorkfestivals.com) has been developed with 19k hits in the first year. The "virtual" Festival Office is in place. New festivals have been developed / supported e.g. a Festival of the Rivers. Work has begun on looking at major events including participating as one of the 5 Yorkshire "Key Cities" in preparing for 2012. A priority is securing funding for the 2010 mystery plays.

There is a lot going on. However, there is more to be done. Issues include:

- o The Council's "Talk About" surveys have shown that residents strongly wish to live in a city that can be described as "vibrant" and "cosmopolitan". But the November 2006 survey revealed that only 14% of people think that York is already "vibrant" and 10% think it is "cosmopolitan".
- o York's population is rapidly becoming more diverse. Work is needed to ensure that the cultural offers keeps pace

- o Residents' satisfaction with activities for young people is only 29%. We need to improve the offer
- o A theme in consultation has been that residents say they do not know what's on. We need to develop and co-ordinate our information channels

York also has a strong brand image. In 2005 it was voted the preferred short break city of Daily Telegraph readers. However, research from First Stop York suggests concerns around falling trends in hotel occupancy and in overseas visitor numbers, and a change in the visitor profile with visitors becoming older and less affluent. Work is needed to develop and update our visitor offer to address this.

York@Large, has launched the 'York - City of Festivals' brand to co-ordinate the marketing of the city's events and festivals and new events have been built on the back of this including GF400 and Festival of the Rivers. Again, more needs to be done:

- o A survey of event organisers in 2004 showed that they thought that on the whole the council's response to events is poorly co-ordinated and contradictory. We need to tackle this perception and provide appropriate support for promoters and festival organisers to ensure an environment where organisers feel encouraged
- o The built environment in the City Centre is world-renowned for its heritage, diversity and high quality. But we lack some of the infrastructure needed to run events. Similarly our rivers, parks and public open spaces have the potential to be more fully utilised for events and activities. We need to invest in the infrastructure that will encourage greater use of our rivers, park and public open spaces for both organised and informal leisure events

Drivers for change

- o North Yorkshire Culture is pursuing a bid to develop a festivals support programme. We will participate in and help steer this for the benefit of York
- o The City Centre Partnership has been established and is looking at city centre events. We will actively co-operate with them in this
- o The regional response to London 2012 is developing and is likely to major on culture. We will participate within this
- o The regional major events strategy is developing. We will seek to work with this
- o Various Big Lottery funds have been announced. We will aim to access these to take forward our agenda
- o The concepts of the 5 Key Cities and the city regions are developing. We will be active in these debates and help to steer the agenda
- o As the Illuminate programme comes to an end we will participate in the closing events and in discussing what happens next

Outcome 1: Making York More Eventful

What will we do?

Priority 1: Enhance the vibrancy of the city and its local neighbourhoods by further developing the programme of festivals and events

Key improvement areas to be taken forward in service plans will be:

- Strengthening the 'York - City of Festivals' brand with events organisers and the public
- Increasing awareness of and involvement in events by local people
- Filling current gaps in the programme
- Improving the quality of key events to "world class"

Priority 2: Increase participation rates by enhancing the diversity and accessibility of cultural activities

Key improvement areas to be taken forward in service plans will be:

- Increasing the opportunity for communities to lead cultural events and activities through focussed work in targeted communities
- Increasing the reach of information about opportunities

Priority 3: Increase the opportunities available to young people to take part in a range of events

Key improvement areas to be taken forward in service plans will be:

- Working with schools and partners to improve the cultural offer within the extended schools programme
- Co-ordinating improved information about provision available
- Increasing opportunities for intergenerational events and activities
- Increasing the range of all year round activities available for young people

Resource allocation to support this priority

- o The £25k events budget will be used to stimulate new programme
- o We will top-slice funds to support the North Yorkshire Culture bid
- o We will identify funding from within existing budgets to ensure that events and festivals are covered by the new Visitor Information Centre
- o We will seek funding from the IT development programme to develop YORtime
- o We will influence the new Area Tourism Plan to bring resources into this area
- o We will bid for Big Lottery funding

Performance Indicators

Indicator		Performance				Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
LA 2a	Number of events in the City supported by the Arts and Culture Service				330	340	350	360
SSC 13.1	Number of new festival/event activities designed to target communities with low participation rates					30	34	38
LY 11	Number of visits to www.yorkfestivals.com				18691	7568	20000	25000
LY 12	% of respondents who see York as 'cosmopolitan, vibrant' - TalkAbout Survey				42.5%	47.5%	45%	50%
EDE 5.2	Number of high quality events in York supported by York@Large				180		184	188

Outcome 2: Engaging in Learning

York will be a place of creative expression and talent, with an increasing number of people of all ages and abilities participating in learning and exceeding their expectations of themselves

What is being asked of us?

The achievement of this outcome will allow us to deliver on the following strategic aims in the Community Plan ('Without Walls')

The Community Plan ('Without Walls'): Strategic Aims

- Raise aspirations – creating debate and engagement, challenging the city's existing assumptions on culture thus inspiring our citizens to do new things, visit a variety of places and try new experiences. This will increase participation in, and improve the quality of, the cultural life of York (A City of Culture)
- Create change – helping to make York more like the words citizens have suggested we should be aiming for: cosmopolitan, vibrant, innovative, go-ahead, creative and modern
- Encourage creative expression and talent – supporting and promoting the cultural sector's contribution to York's economy, inspiring entrepreneurs to develop cultural enterprise in the city (A City of Culture)
- Encourage and value all forms of creativity and talent (The Learning City)
- Promote a culture of learning throughout life (The Learning City)
- Establish an Employers' Charter (Kite mark) that supports employee development and learning (The Learning City)
- Improve the quality and choice of learning provision in York (The Learning City)
- Enhance the accessibility and quality of information advice and guidance about learning and work (The Learning City)
- Stimulate and increase demand for learning in all age groups (The Learning City)

The Council Plan: Aims and Objectives

- Encourage cultural diversity and tolerance, creative expression and talent (CA7: Vibrant and eventful city)
- Promote greater use of libraries and archives to ensure that they are an essential source of information and learning (CA7: Vibrant and eventful city)
- Increase the number of people learning from the knowledge that is stored in our museums and galleries (CA7: Vibrant and eventful city)
- Strive for excellence and creativity in educational achievement (CA2: Improve Opportunities for Learning)

- Improve the range of opportunities for formal and informal adult and lifelong learning, and support residents to develop skills for life (CA2: Improve Opportunities for Learning)
 - Support residents in learning and work, and improve skill levels in key areas of the economy (CA2: Improve Opportunities for Learning)
-

Where are we now?

Against Key Aims

The National Skills Strategy Skills: Getting on in Business, Getting on in work is the key document that sets the context for skills development and for learning in the post 19 sector. The key message in the paper is that Britain has significant weaknesses in skills; too many young people drop out of education and training before they are 17; too many adults lack basic in literacy, language and numeracy and too many communities have high concentrations of low skilled adults.

York has significant numbers of adults without a level two qualification in literacy, numeracy or ICT, with some 25% of adults lacking a GCSE at grade C or above or equivalent in Maths or English. 25% of adults in York have no formal qualifications while 36% have an NVQ or equivalent at level three and above and 24% have a qualification at level 5. This means the local workforce potentially lack those skills that employers need.

All of this involves a significant cultural change so that people see learning as something they engage in throughout their lives. This is a significant challenge for generations who have viewed their time at school as the one and last time that they engaged in learning.

DCMS has been working closely with the DfES to identify what its sectors, such as the arts, sport, museums and libraries can do to support the Skills for Life strategy. DCMS plans to develop and test its sectors' potential for providing alternatives to college-based learning and innovative training resources. Museums, libraries, galleries, archives, arts organisations and the built and historic environments are educational resources for people of all ages and backgrounds. They have the potential to engage adult learners, including those with skills for life needs, who do not find formal education attractive or accessible.

All of the services in Lifelong Learning and Culture can contribute to the creation of a culture of lifelong learning in York from the varied adult education programme offering courses studied for personal development as well as those that lead to further and higher education through to informal learning opportunities provided through sport, arts, events, open spaces, etc. We need to establish a benchmark of current activity in order that we can begin to set challenging targets.

Drivers for Change

- o *Inspiring Learning for All* provides a national framework within which the Library Service will develop its learning offer. The action plan for the Library Service following peer review will focus on learning. Improvement of library premises is vital

- o *The Vital Link* is focusing particularly on how creative reading activity through libraries can motivate students and engage new learners. It takes partnership between the library and Skills for Life sectors as its starting point. We need to complete the improvement framework and develop an action plan to take this forward
- o *Renaissance in the Regions* funding is focussing on learning in museums. We need to exploit this opportunity
- o The absorption of Learning Connections into the authority provides the opportunity to develop flexible learning centres
- o The recent Leitch report on the future of FE restated the commitment to public funding being directed at adults achieving their first full level 2 qualification and those who lack basic literacy and numeracy skills. Whilst reiterating a continued commitment to Personal and Community Development Learning it emphasises that the majority of this learning will increasingly have to be funded by student fee income and that in many cases this will have to be on a full cost basis
- o A recent report entitled *Heritage and Learning in York* made a number of recommendations which the heritage learning network will take forward
- o LPSA2 funding has been made available for improving literacy, numeracy and employability skills in York

Outcome 2: Engaging in Learning

What will we do?

Priority 1: Increase the opportunities for formal lifelong learning in a range of cultural settings

Key improvement areas to be taken forward in service plans will be:

- Developing better service arm performance indicators which set a base line for engagement in formal learning
- Extending the use of learning tasters at events and festivals

Priority 2: Support more residents into work by improving Skills For Life

Key improvement areas to be taken forward in service plans will be:

- Developing a whole service arm approach to supporting residents into work by improving Skills For Life

Priority 3: Increase opportunities for people to take the first step back into learning

Key improvement areas to be taken forward in service plans will be:

- Creating progression routes for informal learning events and activities

- Working with community groups and organisations to develop programmes that target groups and individuals who currently do not participate

Priority 4: Contribute to the development of a City wide learning culture

Key improvement areas to be taken forward in service plans will be:

- Increasing partnership working with professional cultural organisations to improve the range of learning opportunities in the cultural sector
- Create an attractive self-funding learning for life programme

Priority 5: Increase accessibility to learning through the use of technology

Key improvement areas to be taken forward in service plans will be:

- Identifying and working with excluded groups to bridge the digital divide
- Increasing the number of people who have the appropriate e-skills / IT skills to access e-learning

Resource allocation to support this priority

- o We will invest capital in the creation of a flexible learning centre at Acomb Library
- o We will seek Big Lottery funding to increase learning opportunities in libraries, play, and parks & open spaces
- o We will use available Extended Schools funding to create high quality lifelong learning opportunities for communities

Performance Indicators

Indicator		Performance				Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
PA 1	Number of pupils taking instrumental tuition with Arts & Culture Service in school. DfES return, Feb	2560	2446	2501	2244	2550	2600	2650
BVPI 118a	% of library users reporting success in obtaining a book to borrow (measured every 3 years)	Not Req	67.50%	Not Req	Not Req	70%	Not Req	Not Req
BVPI 118b	% of adult library users reporting success in gaining information as a result of a search or enquiry (measured every 3 years)	75%	67.4%	Not Req	Not Req	69%	Not Req	Not Req
BVPI 118c	Satisfaction with the library service (measured every 3 years)		92.4%	Not Req	Not Req	94%	Not Req	Not Req
BVPI 170a	Number of visits/usages of museums/galleries per 1000 population (for all LA funded or part funded museums from 2005/06)	2712	3081	3134	4028	3134	4000	3882
BVPI 170b	Number of those visits (BVPI 170a) of museums/galleries per person per 1000 population (for all LA funded or part funded museums from 2005/06)	2176	2323	1916	2515	2484	2608	2700
BVPI 170c	Number of pupils visiting museums and galleries in organised school groups	19699	24357	23837	26387	26500	27000	27050
LPSA 10.4	Number of adults registering and completing courses through public libraries				763	838	840	841
LPSA 10.1	Number of adults achieving Entry Level 3 qualification as part of the Skills for Life Strategy through Adult and Community Learning York				27			113
LPSA 10.2	Number of adults achieving Entry Level 1 qualification as part of the Skills for Life Strategy through Adult and Community Learning York				64			360
LPSA 10.3	Number of adults achieving Entry Level 2 qualification as part of the Skills for Life Strategy through Adult and Community Learning York				124			559
BVPI 117	Number of library visits by 1000 population	4051	4214	4627	4764	4900	5100	5200

Outcome 3: Being Healthy

More residents will enjoy the good physical and mental health that comes from increased participation in active lifestyles

What is being asked of us?

The achievement of this outcome will allow us to deliver on the following strategic aims in the Community Plan ('Without Walls')

The Community Plan ('Without Walls'): Strategic Aims

- To be a city where residents enjoy long, healthy and independent lives through the promotion of healthy living (The Healthy City)

The Council Plan: Aims and Objectives

- To promote independent living and improve life chances in education, health, leisure, work. (CA5: Independent living).
 - To promote healthy living (CA5: Improve Health)
 - To increase participation in sport and active leisure and promote active lifestyles (CA5: Improve Health)
-

Where are we now?

Against Key Aims

Improving the health of the nation and tackling health inequalities are high priorities for both national and local government. For example, it is widely accepted that only around 30% of the adult population are doing enough physical activity per week to derive a health benefit and sustain a healthy lifestyle. Recognition of the need to invest in preventative health is growing.

One of the key changes in the current NHS improvement plan is a move towards a focus on the whole of health and wellbeing, not only illness. "Choosing health" focuses upon the contribution that physical activity and healthy lifestyles make to physical health, mental health, mood and wellbeing, and sets out clear measures for development.

In particular it challenges local authorities and Primary Care Trusts to improve the percentage of adults who take part in 30 minutes of moderate intensity physical activity at least 5 times a week (DoH guidelines), and to increase the percentage of adults for whom 3 of these are in a leisure related activity (DCMS guidelines). This could be sport, walking the dog, gardening, tap dancing etc. This provides a clear driver for this plan. Issues that we will need to tackle if we are to make significant progress include:

- Physical activity levels in our region have been shown through the Active People survey to be lower than the national average (21%) with only 20.1 % of our region's adults hitting the 3 x 30 minutes target.
- In York, whilst this figure is moderately improved, still only 24.8% achieve the target and more worryingly 45.8% do no physical activity at all. York has already agreed an Local Public Service Agreement (LPSA) target which will increase the rate of participation by 3% by Nov 08
- 24.1% of men and 27.7% of women in our region are now obese. Nationally, 15.8% of 2 – 15 year olds are also obese. Through promoting a healthy lifestyles agenda we will aim to have a causal effect on the city's obesity rates
- The York and Selby PCT has no single direct means of measuring its progress in the area of mental health and wellbeing. Whilst a number of projects are in place to increase the detection and promotion of early intervention of depression, and to signpost information about mental health, the only outcome measure is focused on reduction in death rate by suicide and undetermined injury. In this instance, York and Selby areas are below the national average yet subject to fluctuation
- 16.6% of households in York include at least 1 disabled person and local research suggests that for both these individuals and their carers, participation in physical activity is lower than the city average
- Research suggests that participation rates for older people and women are also lower than in the general population in York. We need to reduce the participation gap for these target groups
- With the "health" picture for adults causing concern it is vital that the healthy lifestyle message is promoted for young people through an education system which values and enables breadth of activity. The national PESSCL strategy has been supported with over £1billion being made available for PE and school sport with all schools in England benefiting in some way
- In terms of % of school children who achieve the government's target of 2 hours high quality physical education and school sport per week, current information suggests that 71% of York schools are offering this. However, the processes in place to make judgement on the quality of provision remain an area for development. York has agreed an LPSA target with DfES of raising this figure to 87% by 2008

Drivers for change

- In our Sports and Active Leisure Strategy the city aspires to be the most active in the country. Given that participation rates are shown to be so low, there is clearly much to be done. This means that we must prioritise our support for the Active York partnership, revitalise its zonal organisation and drive its citywide plans in order to make an impact on participation rates
- Active York has achieved Community Sports Network status. Some funding will be available channelled through the newly established County Sports Partnership and Yorkshire Sports Board
- It is important to consider active recreation as being more than just participation in sport. Therefore we shall maximise York's excellent opportunities for active recreation through, for example, walking buses, green Gyms, youth dance

classes at performing arts centres, active lifestyles sessions within Adult Education and the fact we have been named England's top cycling city

- Increasing the percentage of school children accessing 2 hours of high quality PE per week from 71% to 87% by 2008 is challenging. Because of this we will focus resources on cross service curriculum and extended schools support and will develop closer working relationships with school sports partnerships, specialist sports and arts colleges and other community providers.
- We have a vibrant voluntary sector that provides the majority of the sports participation in York and a thriving community dance sector but both require more support to strengthen its organisation and funding. This will be a priority area
- Looking at sports facilities across the city, even with modest increases in participation rates demand would greatly outstrip supply. Supply and demand modelling for key facilities shows that we are short of what we need: We have a demand for more sports hall space providing up to 30 more badminton courts needed. There is also demand for additional swimming provision
- The city's playing pitches audit shows there is a shortage of pitches and many existing pitches are of poor quality
- Where we do have facilities available, many are badly in need of investment. Many clubs, for example, are hiring facilities that are unfit for purpose and uninspiring for participants. As such we must, through Active York, prioritise need for retention, replacement and refurbishment of these facilities and coordinate our resources accordingly
- The council's own facilities are in poor condition and require significant investment. These too, must be prioritised and developed within the scope of the Active York investment plans
- Many school facilities are not open to community use and therefore are unused for much of the time. This will be tackled through the extended schools programme bringing these facilities back into wider community use
- One of the major reasons given by individuals for not participating is lack of knowledge about what's available. Improving the access to information is a clear priority for the Local Authority but must clearly be linked to the impacting on increasing participation rates

Outcome 3: Being Healthy

What will we do?

Priority 1: Increase the range of, and access to, high quality opportunities that encourage a culture of participation in healthy lifestyles

Key improvement areas to be taken forward in service plans will be:

- Reviewing our direct service provision to ensure it fills market gaps
- Increasing activities that raise residents' consciousness about what they can do to benefit their physical and mental health
- Increasing the range of physical activity programmes available in each of the sports zones
- Better co-ordinating cross-service health and well-being programmes to contribute strategically to the targets of the city Sport & Active Leisure Plan

Priority 2: Build stronger partner networks to ensure provision is coordinated

Key improvement areas to be taken forward in service plans will be:

- Developing Active York as a community sports network and strengthening the organisation of the zonal partnerships
- Resourcing a time focused action plan in conjunction with the PCT to deliver the physical activity strategy

Priority 3: Build the capacity of the city's voluntary sector to enhance facility and activity provision

Key improvement areas to be taken forward in service plans will be:

- Expanding the type and level of support for a wider range of voluntary organisation networks
- Increasing the flow of Section 106 funds to zonal development plans
- Increasing external funding levered in for development programmes
- Better directing existing resources in a way that enhances provision through the voluntary sector
- Resourcing volunteer development programmes across all services

Priority 4: Make our own leisure facilities more fit for purpose

Key improvement areas to be taken forward in service plans will be:

- Refurbishing the council's sport and active leisure sites to create excellent customer focussed facilities
- Increasing the use of schools as local recreation facilities through the extended schools programme

Priority 5: Provide sources of information to promote participation in active and healthy lifestyles

Key improvement areas to be taken forward in service plans will be:

- Improving cross-service co-ordination of active leisure and healthy living information e.g. through integrated children's centres
- Improving the cascade of information to specific geographic and targeted communities through Active York zone management groups
- Improving information on progression routes for a range of activities
- Improving the Yortime community website so that community groups can maintain their own pages

Resource allocation to support this priority

- o We will invest capital in the improvement of our leisure sites and seek partnership agreements which allow the creation of new facilities and services.
- o We will identify funding from within existing budgets to ensure that staff stimulate new programmes which reach the least participating sections of the community and we can match partnership funding required for the deployment of community sports coaches.
- o We will bid for both capital and revenue funds through the "Active York" community investment fund portfolio, in order to deliver the city's sport and active leisure strategy. Along with partnership funding this will amount to £1.5million over the next 2 1/2 years.
- o We will continue to bid for national resources being offered through the PESSCL and health agendas in order to ensure a broad continuum of healthy lifestyle choices.

Performance Indicators

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Indicator		Performance				Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
BVPI 119a	% of residents satisfied with LA cultural services - Sport & Leisure	56%	55%	44%	40%	45%	40%	45
LY 8b	% of residents who have used any sports facilities, events or courses in the last year, on a frequent basis			66%	54%	55%	56%	57%
LS 1	Number of swims and other visits per 1000 population	5743	5463	3216	3993	4100	4300	4400
LPSA 12.1	% of adults participating in at least 30 mins moderate intensity physical activity sport on 3 or more days each week					Target for 2009/10 is 27.8%		
CYP 1.1	% of 5-16 year olds participating in an average of 2 hours high quality PE				62%	75%	85%	88%
CYP 11.10	Number of pupils who have participated in one or more community sports, dance or multi-skills club with links to the school				31%		33%	35%
CYP 14.1	% of pupils involved in sports volunteering and leadership during the academic year						8%	12%
CYP 14.3	Number of voluntary sports clubs achieving Charter Mark				21	30	32	34
LS 5a	Number of sports education coaches courses held		39	40	60	65	67	70
LS 5b	Number of people gaining qualifications through sports education courses		274	380	360	360	365	370
SSC 9.5	% of population volunteering in sport and active recreation for at least one hour per week					2009/10 target 5.75%		
SSC 12.2	% of population that are within 20minute travel time of a range of 3 different sports facility types of which one has achieved a specific quality assured standard						24.59%	42%

Outcome 4: Building Stronger, Safer, and Greener Communities

Learning and cultural opportunities will contribute significantly to community strength and cohesion. Access will be open to all and local communities will increasingly direct their own provision. Greater community ownership of well maintained public open space will enhance quality of life.

What is being asked of us?

The achievement of this outcome will allow us to deliver on the following strategic aims in the Community Plan ('Without Walls')

The Community Plan ('Without Walls'): Strategic Aims

- Empower and encourage residents to participate actively in the life of the community (*The Safer City*)
- Overcome barriers to community cohesion and ensure that no-one is excluded (*The Safer City*)
- Be a welcoming and inclusive city to people of lifestyles, cultures, faith communities and ethnic backgrounds (*The Inclusive City*) Use all of our resources – maximising the opportunities to enjoy our parks, rivers and open spaces
- Promote taking pride in the environment to local people and support them in improving the quality of their communities (*The Sustainable City*)
- Increase the amount and quality of publicly accessible green open space, including the amount of woodland (*The Sustainable City*)
- Work with others to provide a range of positive social activities for young adults (*The Safer City*)

The Council Plan: Aims and Objectives

- Increase the opportunity for residents and communities to lead, plan and enjoy cultural events and activities to take pride in their communities by leading, planning and enjoying cultural events and activities (CA7: Vibrant and eventful city)
- Encourage all children and young people to become active and responsible citizens (CA2: Improve Opportunities for Learning)
- Enable hard to reach and excluded groups to take part in the life of the city (CA6: Build strong proud local communities) Protect and enhance the built and green environment that makes York unique (CA1: Take Pride in the City)
- Increase resident satisfaction and pride with their local neighbourhoods (CA1: Take Pride in the City)
- Encourage residents to enjoy using and take pride in the city's parks, open spaces, allotments and rivers improving their quality, accessibility and the range of activities available in them (CA7: Vibrant and eventful city) Increase the opportunities available to young people to take part in a range of sport, arts, leisure and cultural activities in modern facilities (CA7: Vibrant and eventful city)

- Reduce the fear of crime experienced by York residents through building safer communities (CA4: Safe City)
- Work to reduce the number of young people involved in crime and anti-social behaviour (CA4: Safe City)

Where are we now?

Against Key Aims

National Policy is to create thriving, vibrant sustainable communities which will improve everyone's quality of life. A sustainable community is one where people want to live and work now and in the future. The vision for active communities is of strong, active and empowered communities, increasingly capable of doing things for themselves.

Government guidance emphasises the need to ensure that community and voluntary organisations and local people are in a position to play a full and equal part in decision making. The Government's community cohesion agenda is also important here with its aim of promoting greater knowledge, respect and contact between cultures, encouraging a common vision and sense of belonging for all communities.

With respect to public open space, nationally the vast majority (91%) of the public believes that parks and public spaces improve people's quality of life (ref. *Parks and Squares – Who cares?* Cagespace 2005). In York this interest in green space appears to be matched by use. Survey work undertaken for the 2001/02 Best Value review of parks and open spaces found that 48% of respondents use a green space in any one week, with 85% of respondents using a green space at some stage during the year.

There are a number of issues for York which suggest the need for targeting of cultural services:

- Aging population – There are over 30,000 people over 65, and nearly 4,000 people over 85 in York. Furthermore, these numbers are projected to rise in the next few years at double the national rate. Older people in York are also likely to be poorer than the national average
- Cultural diversity – the proportion of Black and Minority Ethnic (BME) groups in York is smaller than the national average but is significant at 4.9% and growing
- The number of disabled people is increasing – with disabled people now forming 17% of the population whilst 16% of children have Special Educational Needs (although they are not all disabled)
- In terms of overall deprivation York is ranked 219 out of 354 local authorities. However, 10 of its 118 "Super Output Areas" are within the 20% most deprived SOAs in England. Six of these are clustered with Westfield and Clifton.
- Locally young people are perceived as being a problem and resident satisfaction with the activities available to them is only 29%
- The Council's equalities plan "Pride in our Communities" 2004 sets out a number of issues for culture:

- ❖ To broaden the cultural diversity in services, festivals and events offered in York
- ❖ To increase awareness amongst all groups about the leisure and cultural activities available in York
- ❖ To improve access to leisure activities for disabled people
- ❖ To address gender stereotyping in young people's choice of cultural activities that can stifle potential interest and talent
- ❖ To improve the range of appropriate services and activities for those groups of children and young people who can find there are not enough. The most affected groups are those in the older age group, disabled, or from Black and Minority Ethnic communities

In terms of the local voluntary learning and cultural sector robust data is not currently collated. However, the team worked with 513 different cultural community groups in 2005/6 of which 299 were new to the department. The task is to deepen the quality of that support. Issues are:

- It is clear that volunteers are the lifeblood of cultural activity in York. Data is not comprehensive but we know that nationally 7 per cent of all adults volunteered in a culture or sport sector during the past year. York's figure for sport is only 5.5%. The reasons need to be understood and the figure improved
- Although there are many mechanisms available for York residents to become involved in the running and planning of local services it is increasingly noticed that participation is declining. Moreover, empirical evidence suggests that participation has never been particularly vibrant in the case of those who are most deprived
- There are 876 community group and organisations listed on Yortime. The support available needs to be strengthened
- There are numerous "friends groups". These need to be strengthened and extended
- We need to support and develop the networks already exist for community groups who have common interests and ambitions e.g. Local History Forum, York and District Sports Federation. Performing and Live Arts in York, York Cares and Millennium Volunteers

There is clear evidence of the value of cultural activity in promoting a safer community e.g. by providing a diversion from the risk of offending behaviour. During the summer out-of-school activities programme a drop in recorded anti-social behaviour of 17% has been recorded (2005).

Drivers for Change

The emergence of neighbourhood planning in the Council will provide a focus for Lifelong Learning and Culture's input to wider local agenda using a community development approach to planning and delivery of community leisure services.

We will work to strengthen our partnership working, for example through [York@Large](#) and through Active York with its zonal approach to further this agenda.

With regard to public open space, the Cabespace survey identified the seven things that public spaces have to get right and these provide a framework for assessing York's position:

- **Maintenance and management:** This is what people are most concerned about. In York efforts have been made over the last two years to develop management plans for key sites, five of which now have management plan with more sites to come over the next two years. This is supported by the development of new proactive customer focused maintenance arrangements with Commercial Services. 3 parks now have the "Green Flag" award. The task now is to extend this to all eligible sites. More sites need to have management and maintenance plans.

Quality of play areas also needs to continue to improve to meet the relevant national standards.

- **A community resource:** Parks and public spaces help to create a sense of ownership and pride in a community, and are essential for improving the quality of life in urban areas. In York we have some 33 "Friends", community groups and associations who help out with the animation and care of our open spaces. In support of this a range of community activities and celebrations take place across the City's green spaces. We need to work to increase this number.

Over the last three years the value of allotments as community resource has come to the fore. Not only do they offer the chance for home grown food, fruit and flowers but they can be a sense of community pride and activity. At 3 sites tenants have come together to build children's gardens, restored shops to sell seeds, fertiliser and produce, and organise work parties, mentoring and BBQ's! Take-up has increased significantly. Continued improvement is needed.

- **Space for nature:** Parks provide havens for wildlife and the opportunity for contact with and learning about nature. English Nature recommends that Local Nature Reserves (LNRs) be provided at the level of 1 ha per thousand population. For York with 183,100 people, there should 183 hectares of LNRs. The three existing LNRs cover 62 hectares, this could increase to 66 hectares with the establishment of Acomb Wood and Meadow as an LNR. Acomb Wood was purchased in 2003 so helping to safe guard its future and contribute to the woodland cover in the city which is well below the national average. There is scope for a further small increase in the coverage of LNR.

The 3 year grant aid to fund the Local Nature Reserves Officer post ended in 2006. Means need to be found to continue the care and management of exiting LNRS, to bring forward new sites for designation workload in this area, to run session for local schools and support community groups.

- **Leisure and recreation:** People use parks for relaxation and exercise and see links with health and community issues, particular for children and young people. In York the number and quality of children's play areas in the city is growing each year, with nearly half meeting National Playing Field Association standards. For older children basketball and skateboard facilities have been provided and improved. For others green spaces offer the places for relaxation and quite contemplation in both formal and informal settings.

York's green space also provide a base for city wide and local events and activities for both residents and visitors, events may be commercially driven or of a community and charitable nature.

In 2003 Members under took a Scrutiny investigation in "Making more use of York's Rivers and Riverbanks. Following the investigation facilities are being improved and information made more accessible to a range of users including boaters, walkers, cyclist and anglers. Looking forward to the summer of 2006 the city's rivers will host a "Festival of the Rivers" which will draw together these many interesting in a month long celebration.

- **Design quality and cultural heritage:** Good quality, varied and attractive design is considered a major strength. In York the adoption of management plans has created the opportunity to clearly specify the design criteria for sites - the materials, plants and even colours to be used so that a consistence feel and quality is created across each space.
- **Health and well being:** Public spaces are seen as very important for physical and mental health and for well-being. York's green space are a home for sports pitches, greens and courts, whilst the allotments service offers the opportunity to grow food with a known provenance.

Overall there is a perceived lack of an overarching parks and open spaces strategy to consolidate the good work over recent years and to set and guide future work programme.

Outcome 4: Building Stronger, Safer, and Greener Communities

What will we do?

Priority 1: Work with communities to help them develop and direct their own opportunities for lifelong learning and culture

Key improvement areas to be taken forward in service plans will be:

- Better connecting and supporting voluntary groups to help develop their own opportunities in their communities especially in respect of young people
- Designing more programmes that bring disparate communities together
- Extending the “ABCD” community development approach through staff training

Priority 2: Undertake the improvements in service provision suggested by the Council’s Equality Plan

Key improvement areas to be taken forward in service plans will be:

- Undertaking cultural diversity training for all staff
- Improving the diversity of resources and book stocks
- Improving the breadth and balance of activity programming within our cultural provision
- Better connecting to the existing diversity networks to inform our work

Priority 3: Improve access to cultural activities, facilities and information

Key improvement areas to be taken forward in service plans will be:

- Improving community consultation to address access issues in our cultural facilities through subsequent development briefs
- Developing opportunities for co-ordinated information promotion across services

Priority 4: Develop the Extended Schools initiative as a focus of delivery of services to families and communities

Key improvement areas to be taken forward in service plans will be:

- Getting 36 schools up to the core standard of: Swift and easy referral, Parenting support, Quality Child care, Community access

Priority 5: Increase residents’ enjoyment of and pride in the city’s parks, open spaces, allotments and rivers, by improving their quality, accessibility and the range of activities available in them

Key improvement areas to be taken forward in service plans will be:

- Improving the management of open spaces with improved development plans leading to nationally recognised quality awards for more public open spaces
- Improving the care and protection of environmentally sensitive open spaces
- Improving the quality of information available to the public at key sites
- Improving the service's knowledge of users and non users through survey work
- Carrying out targeted improvement to allotments sites, play areas, and parks designed to increase usage
- Developing and publicising more programmes which present the city's environment as health promoting
- Increasing animation in parks and open spaces
- Improving planning through a service asset management plan and an overarching city wide Parks and Open Space strategy

Priority 6: Increase the involvement of schools and the wider community in care of the environment

Key improvement areas to be taken forward in service plans will be:

- Increasing the number of learning opportunities for young people through schools and holiday programmes to increase their involvement in and awareness of the environment
- Develop and support partnerships such as with Yorkshire Wildlife Trust
- Encouraging more adults to become involved with parks and opens spaces by supporting community groups and allotment tenant associations to take greater control and interest

Priority 7: Improve the appearance and vitality of the urban public spaces

Key improvement areas to be taken forward in service plans will be:

- Encouraging ownership of public spaces through creative consultation and active participation in public arts projects
- Developing a programme of, contemporary public art in the city through the Renaissance Group
- Ensuring greater consideration for public art and design in the city's major developments at Coppergate and Hungate by working with the Council's Planning section on development briefs

Priority 8: Raise awareness of York's role and impact on the wider environment

Key improvement areas to be taken forward in service plans will be:

- Engaging targeted community groups in discovery and exploration of their history and local environment

- Increasing involvement in existing community environmental projects through integrating arts in the delivery

Priority 9: Develop activities that help to ensure communities are safe

Key improvement areas to be taken forward in service plans will be:

- Increasing the number of activities and variety of the young people’s activity programme
- Increasing the number of “open access” areas for informal sport and activity (including extended schools provision)
- Increase the number of young people participating in targeted sports programmes
- Increase the number of volunteers (working within home office guidelines) supporting young peoples sports activity

Priority 10: Make improvements to the environment that will make open spaces and leisure facilities more secure

Key improvement areas to be taken forward in service plans will be:

- Review and update site and activity risk assessments
- Addressing security issues at sites through facility development briefs and targeted investment

Resource allocation to support this priority

We will:

- Seek funding for the further development of Yortime for the development of groups’ own pages
- Use our corporate training budget for further ABCD budgets and for departmental equalities training
- Use the festivals support budget to target increased diversity in the programme
- Make extended schools capital funding subject to bids from schools and Shared Foundation Partnerships. These proposals to be agreed by Children’s Centre Project Board
- Where appropriate direct Section 106 payments to community priorities identified in zonal plans
- Direct the Library book stock fund to ensure that resources and book stocks available are more culturally diverse
- Direct some existing budget to the project to produce an open space strategy
- Continue to direct appropriate Section 106 payments to support the above priorities
- Seek Big Lottery funding for project(s) which will deliver on the above priorities

- Reprioritise funding in order to retain the Local Nature Reserves Officer post

Performance Indicators

Indicator		Performance				Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
LY 6a	Number of community groups with who leisure has worked with during the year	320	431	630		To be continued for information purposes only		
CYP 7b	% of residents satisfaction with leisure activities for YP (measured through Resop)	24%	18%	25%	29%	35%	38%	40%
BVPI 119e	% of residents satisfaction with LA cultural services - Parks and Open Spaces	67%	77% (8%)	70% (11%)	76%	76%	76%	78%
BVPI 119e (i)	% of residents dissatisfaction with LA cultural services - Parks and Open Spaces (bi-annual survey)		8%	11%	7%		7%	
LP 3	% of playgrounds that conform to National Playing Fields Association Standards	20%	30%	32%	36%	39%	42%	47%
LP 6	% of schools taking part in Environmental Education Programme	38%	23%	24%	20%	22%	22%	24%
LP 13	Number of sites meeting Civic Trust Green Flag Award status	0	0	1	2	3	3	3
LP 15	Number of parks and open spaces with Community Groups attached			33	33	33	34	35

Outcome 5: Developing a Vibrant Cultural Infrastructure

Residents will be enjoying an increasingly thriving cultural sector with better quality infrastructure and the economic benefits that flow from it.

What is being asked of us?

The achievement of this outcome will allow us to deliver on the following strategic aims in the Community Plan ('Without Walls')

The Community Plan ('Without Walls'): Strategic Aims

- Provide a strong and distinctive cultural sector, enriching the lives of residents and visitors (*The Thriving city*)
- Raise the quality of provision – creating a plan for investment in the cultural infrastructure, identifying the gaps and seeking funding to address the issues and allow York to secure its international and national cultural role (*A City of Culture*)
- To be ranked as an international quality leisure and business visitor destination (*The Thriving City*)
- Encourage creative expression and talent – supporting and promoting the cultural sector's contribution to York's economy, inspiring entrepreneurs to develop cultural enterprise in the city (*A City of Culture*)
- Build successes – recognising and celebrating what we do well, making the best of what already exists, encouraging co-operation and partnerships, adding value through joined up working, providing practical support to the cultural sector (*A City of Culture*)

The Council Plan: Aims and Objectives

- Support the creative industries as a key economic driver for the city
- Generate business growth and start ups in science, creative, tourism and other key business sectors to protect existing jobs and provide higher quality, sustainable and higher paid jobs (CA3: York's economy)

Where are we now?

Key Outcomes

The importance of a vibrant cultural infrastructure for economic and social well-being of a local area and its contribution to regeneration is now well understood in national research and policy development.

The aim must be to have a diverse cultural infrastructure in York that is both leading-edge and innovative as well as sustainable. It must inspire people to participate and it must be expanded to meet the resulting increase in demand.

Culture is a key component of York's Economic Development Strategy. Tourism is central to York's economy with 4 million annual visits supporting over 10,500 jobs (10.5% of the total). York Minster, the Jorvik Viking Museum and the National Railway Museum are all internationally recognised tourist attractions.

Drivers for Change

The Community Strategy sets out strategic aims in 'York – A City of Culture'. The strategy aims to secure a major cultural role for York at regional, national and even international level whilst ensuring that York residents feel that what is on offer is for them and encourages them to participate. Key principles for developing infrastructure will be:

- Raising aspirations – Creating debate and engagement, challenging the city's existing assumptions, inspiring citizens to do new things, visit a variety of places and try new experiences
- Getting more people involved – Raising awareness of the opportunities that are available for active lifestyles, creativity and learning, breaking down barriers
- Using all of our resources – Maximising the opportunities to enjoy existing facilities such as our museums, parks, rivers and open spaces.

Particular policy areas within the Community Strategy that will drive infrastructure development are:

- Building the York City of Festivals brand, building the success of current festivals, 'internationalising' key events, building community participation, and removing current barriers to events in the city
- Developing creativity and the creative industries into a key economic driver for the city
- Increasing the opportunities available for young people
- Increasing participation in sport, play, and active lifestyles through the city's Sport and Active Leisure Strategy

Development areas will be:

Sport and Active Leisure: If the city is to increase participation in Sport and Active Leisure it must raise the quantity and quality of its sporting facilities. Active York (the City's sport & active leisure partnership) has identified gaps in provision. We will work with partners to fill these.

Active York has also set out its strategy for increasing and improving the provision of outdoor facilities including:

- enhancing existing significant sports sites rather than placing new city wide facilities on isolated sites which have little potential for sustainable community use
- only developing new facilities if they fill identified gaps in provision and if a suitable infrastructure exists or can be established to manage and maintain them

- ensuring that sports people have access to safe and secure facilities which cater for the specific needs of the users. Investment must be made in existing sites to improve their quality and increase their capacity
- addressing the pressing need for a modern multi-use stadium that meets modern safety standards and can attract investors, players and spectators. This venue must be designed and managed as a citywide, multi-sport facility meeting the needs of both the professional clubs and the community sector

Open Space: Our open space includes children's playgrounds, informal amenity open space and outdoor sports facilities. It includes 480 hectares of parks and open spaces provided or managed by the authority (additional land is provided by Parish and Town Councils). However, existing open space is not distributed in a uniform manor across the city. Certain areas do not have ready access to either children's play areas or large expanses of good quality amenity open space. The need for new development within the built up areas places increasing pressure on existing open spaces and whilst there is a presumption to protect existing open space there could be opportunities where existing open space is of low quality to develop it in return for open space of higher quality in a location better suited to the needs of the local community.

Play: There are currently 85 children's play areas with equipment in York provided by the City Council, Parish and Town Councils and Housing Associations (March 2007). Distribution and quality vary such that not every child has access to a good quality play area. National good practice seeks to have play ground which confirm to the National Playing Fields Association play ground standards.

Civic public spaces: York's civic spaces already play host to a variety of uses ranging from markets to street theatre, from the occasional busker to major festivals. However, there are difficulties arising from the fact that the spaces are often cluttered, difficult to use, and lack the necessary infrastructure. Furthermore, there is no central point for information about what's on in the city centre. Work is ongoing to improve the lighting facilities and to support these spaces to be multi use and vibrant but there is more to do to improve the design and layout of spaces if they are to be more accessible, eventful and vibrant.

Cultural Quarter: One approach to addressing the strategic aims for culture will be to develop a 'cultural quarter', a distinct geographical district which will provide a focus for improvements to the cultural infrastructure. This is likely to cover the area of the city centre taking in the National Railway Museum and then crossing the River Ouse to take in the Museum Gardens, Yorkshire Museum, the Library, the York Art Gallery, Kings Manor, the Theatre Royal and De Grey Rooms, the Minster and Dean Gardens. This would provide an improved gateway to the City from the station area and better use could be made of the River Ouse frontage, possibly focusing on a new or improved walkway adjacent to the river.

The Rivers: York's *Making more use of the Rivers* Scrutiny report recognised that the Rivers Ouse and Foss in the urban area offer excellent opportunities for recreation and relaxation, as well as being havens for wildlife. Access to the rivers though is piecemeal and the facilities that are available limited. Improvements are needed if we are to make the city more attractive and welcoming to visitors and

residents alike. For example, there is a shortage of moorings for visiting boaters and a deficit of accessible river front for disabled anglers. Areas for wildlife are not continuous, being broken in places by harsh, sterile waterfronts which leave little space for nature.

City Centre Major Cultural Assets: A key aspect of York's successful economy has long been its attractiveness to visitors who come to enjoy its unique heritage assets. The major attractions alone bring around 2.94m visitors per annum. York has a record on innovation in the experience it offers visitors, each successive new attraction bringing something new and of international standard. However, in the last 20 years there has been little significant investment in York's attractions for a number of reasons. Furthermore, there is now stiff competition from other cities. Some smaller attractions have closed. There is a major challenge facing us to reinvest in our heritage and cultural assets and this will inevitably require an element of public sector funding.

Libraries, Learning and Archives: The recent Leisure and Heritage Scrutiny report "Libraries at the Heart of their Communities" sets out the Council's vision for the library service. The report contains a series of recommendations including ones concerning both the buildings and the spaces within them:

- The Council will develop a plan to tackle the current inadequacies of the Central Library: A group of internal and external stakeholders is being formed with the aim of redesigning the way services are offered from the central library - this will include looking at how the current building can be better used and how it can better link into the landscape
- The Council will implement the library asset management plan: This document details how we will use our assets to deliver the vision for the service
- The Council will develop a plan to implement the concept of library learning centres: Working with Adult and Community Education, the Library Service is developing the tiered approach to service delivery. This is detailed in the document 21st Century Learning; 21st Century Libraries

The current city archive building is not fit for purpose for delivery of a modern service serving communities, school students, and individual enquirers. Improved conditions for housing of material, research and learning are needed as well as greatly improved access through IT.

The Sub-regional Investment Plan (SRIP) recognises York's investment needs. The theme "Build and Develop York's Key City Role" highlights increasing tourism investment as a priority. An investment programme is needed which will refresh and re-interpret York's heritage:

- ⇒ Creating new "must see" attractions
- ⇒ Generating additional high-spending staying visitors
- ⇒ Enhancing York's role as a regional gateway
- ⇒ Generating additional employment in the tourism industry

Within the SRIP process York has identified specific cultural needs:

- ⇒ Improved information provision
- ⇒ Development of a wider events and festivals offer, to provide a year round calendar of activities
- ⇒ Development of St Mary's Abbey Precinct as a key component to that area becoming a cultural quarter

A second key area is the creative industries. Yorkshire Forward has identified the Creative and Digital Cluster as a key component in the economic regeneration of the region. This is echoed by the revitalisation of Creative York, part of the Science City York initiative. A baseline study has been undertaken in the region, commissioned jointly by York, North Yorkshire and the Arts Council, to establish the level of activity in this sector of the economy and the support that needs to be implemented to ensure the full economic potential of the sector. An action plan is now being drawn up as a result of this research.

Earlier research (2003) into the Cultural industries has suggested that there are some priorities that currently need to be addressed:

- ⇒ Lack of progression opportunities for small businesses or individuals working in the creative industries sector
- ⇒ The need to develop a strategy to retain the graduate students
- ⇒ The development of small industrial units or fit for purpose work / live spaces in our new city centre developments such as Hungate and York Central

Current issues are:

- We are already working with York College on a visual arts graduate scheme to provide support for young graduates into self-employment. 2005/6 will be the second year of the pilot and we now need to establish a sustainable way forward for this work
- We continue to contribute to the York Renaissance project. This is a major initiative to combine cultural objectives with those of the tourism and creative industries in York. The project aims to use creativity and innovation to refresh, re-interpret and breathe new life into York's historic urban environment while inspiring and showcasing the creative talent within the city
- The project is funded up to March 2006 by Yorkshire Forward and delivered, in partnership with the City Council and First Stop York, by a panel of experts selected from the city's art commissioning agencies, galleries, museums and new media industries. It has already commissioned 3 new artworks for the city and has a further programme of activity planned for 2006. There after its work will be taken forward through any extension to the York:Light programme with Yorkshire Forward
- We need to build on these initiatives and to develop closer internal networks, notably with EDU over events and stronger planning and discussion networks between staff at all levels

Outcome 5: Developing a Vibrant Cultural Infrastructure

What will we do?

Priority 1: Create a clearer sense of priority for investment in cultural facilities

Key improvement areas to be taken forward in service plans will be:

- Supporting York@Large to develop a cultural facilities map and identify priorities for development
- Developing a Parks and Open Spaces Strategy to identify city-wide priorities
- Using the Sport & Active Leisure Strategy to identify and pursue key city-wide priorities

Priority 2: Deliver investment in the key priorities

Key improvement areas to be taken forward in service plans will be:

- Contributing to making York a city of festivals of European stature
- Taking forward the cultural quarter concept
- Achieving major investment in the city's main heritage attractions not only to put them in good order but to restore them to the cutting-edge of innovation in interpretation and customer experience
- Achieving investment in the priorities within the Sport & Active Leisure Strategy
- Improving the range and quality of the city's open space
- Investing in renewal of the 3 swimming pools to create excellent swimming provision that meets the city's identified need

Priority 3: Develop the cultural offer in the city for visitors in partnership with *First Stop York* and others

Key improvement areas to be taken forward in service plans will be:

- St. Mary's Precinct – revitalising St. Mary's Abbey Precinct and Yorkshire Museum to improve visitor numbers, becoming a regional visitor attraction
- Developing a year round festivals offer linked with Gateway York

Priority 4: Support the creative industries as a key economic driver for the city

Key improvement areas to be taken forward in service plans will be:

- Ensuring that large scale development within the city include provision for work-live spaces
- Developing a Creative York programme to support new start-ups in the creative industries Developing state of the art learning facilities for the city
- Developing state of the art learning facilities for the city

Resource allocation to support this priority

We will:

- o Allocate capital to York Museums Trust's bid to realise the St Mary's Precinct project
- o Allocate festivals budget to the North Yorkshire Culture Events and Festivals development project to raise the profile of festivals in York
- o Allocate capital to redevelopment of the Council's sports facilities
- o Plan the use of Section 106 contributions in line with the emerging Parks & Open Spaces strategy
- o Bid for Big Lottery funding for further flexible learning centres

Performance Indicators

Indicator		Performance				Targets		
		2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09
BVPI 170a	Number of visits/usages of museums/galleries per 1000 population (for all LA funded or part funded museums from 2005/06)	2712	3081	3134	4028	3134	4000	3882
BVPI 170b	Number of those visits (BVPI 170a) of museums/galleries per person per 1000 population (for all LA funded or part funded museums from 2005/06)	2176	2323	1966	2515	2484	2608	2700
BVPI 119a	% of residents satisfaction with LA Cultural Services: Sports and Leisure	56%	55% (12%)	44% (24%)	40%	45%	40%	45%
BVPI 119b	% of residents satisfaction with LA Cultural Services: Libraries	68%	70% (4%)	64% (3%)	66%	67%	67%	68%
BVPI 119c	% of residents satisfaction with LA Cultural Services: Museums and Galleries	72%	72% (3%)	62% (2%)	67%	67%	70%	75%
BVPI 119d	% of residents satisfaction with LA Cultural Services: Theatres and Concert halls	71%	73% (3%)	65% (6%)	67%	67%	74%	74%
BVPI 119e	% of residents satisfaction with LA Cultural Services: Parks and Open Spaces	67%	77% (8%)	70% (11%)	76%	76%	76%	78%
CYP 7b	% of residents satisfaction with leisure activities for young people (measured through Resop)	24%	18%	41%	41%	41%	41%	

Note: the figures in brackets are the *Dissatisfaction* figures.

The Support Needed to Achieve the Outcomes: An Improvement Plan

What is being asked of us?

Improvement will allow us to deliver on the following aims and objectives in the Council Plan:

The Community Plan ('Without Walls'): Strategic Aims

- Improve access to services, information and facilities for residents, neighbourhoods and those at most risk of exclusion (*The Inclusive City*)

The Council Plan: Aims and Objectives

- Continue to provide sound and timely financial management and improve medium and long term financial planning (CA8: The Council)
- Ensure high quality in the delivery of services plus class leading accessibility arrangements for residents (CA8: The Council)
- Provide accurate and transparent management information in a timely and effective way (CA8: The Council)
- Improve the Council's management, development and treatment of staff
- Improve how the council plans and manages performance (CA8: The Council)

Where are we now?

Continuous Improvement:

Nationally the DCMS is working with local authorities to help improve performance across the cultural sector. Key issues that we need to respond to are:

- The new CPA block with raised thresholds and additional PIs
- The advent of Regional Commentaries
- Expectation that we will use validated self-assessment and peer review as part of a structure approach to self-assessment

Locally the first Local Area Agreement for York embeds a range of cultural outcomes across the four blocks. These provide a focus for performance.

Financial Management:

Lifelong Learning and Culture does not attract high levels of funding. For example, in the 'league table' of for library expenditure we are in the bottom quartile of unitary authorities. As a result budgets are tight.

In response to this we have robust internal financial management with sound budget management processes in place. However, a continued need to reduce budgets is predicted. If services are to continue to be viable we need to find new ways to deliver services, to maximise income, and to attract external funding wherever possible.

Land and Buildings:

A general theme across Lifelong Learning and Culture is of land and buildings being in poor condition and/or unfit for purpose. Major investment or reprovision is required in many cases. Schemes will need to be planned through partnerships and through attracting external funding.

E-government, E-Learning and ICT Infrastructure:

Use of IT in Learning, Culture and Children's Services remains limited with the exception of the library service where PCs are available for public use throughout. Priorities lie in pursuing e-government objectives, especially on-line booking. Implementation of smart card technology is important in order to be able to target customers. Further development of interactive customer information systems is also needed.

High quality staff:

In the 2006 City Council staff opinion survey, staff in Learning, Culture and Children's Services responded more favourably than other groups to a range of questions about working in the City. An assessment against the Investors in People standard in 2004 noted a positive, open and transparent culture in which people took pride in their work and effectiveness and felt valued within the organisation. It also highlighted several areas for development including the need for a more rigorous approach to addressing staff training and development needs identified in annual performance reviews.

Priority areas for staff development will lie in:

- enabling staff to take responsibility for continuous improvement
- consolidating the community development approach to service delivery

The Support Needed to Achieve the Outcomes

What will we do?

Priority 1: To attract additional resources for lifelong learning and culture

In order to achieve this priority we will take the following initiatives:

- Work jointly to bid for additional resources which contribute towards Lifelong Learning and Culture and individual service priorities
- Identify opportunities to increase funding for the arts and events programme
- Draw down government funding available to support the development of young people's sport and active leisure initiatives
- Develop a funding strategy to draw down sports funding through the Community Sports Network
- Secure Heritage Lottery Funding for the Yorkshire Museum and Gardens
- Complete asset management plans for all our properties
- Plan to use developer's contributions for investment in playgrounds, parks and sports facilities pitches to maximum effect

Priority 2: Investigate new models of service delivery

In order to achieve this priority we will take the following initiatives:

- Determine the potential for full cost recovery across each service area
- Examine the potential for new commercial opportunities in order to increase revenue generation
- Investigate the potential of trusts and similar delivery models
- Investigate the potential to relocate services into buildings that have more commercial potential

Priority 3: Make ICT facilities more widely available and provide access to services on-line

In order to achieve this priority we will take the following initiatives:

- Develop an on-line booking system for all part-time adult education programmes across the city
- Develop on-line booking for arts and cultural services both Council and non-council provided
- Develop the knowledge web to create a virtual portal to the history of York
- Plan the People's Network Service – the next stage of development of the People's Network

- Improve the Lifelong Learning and Leisure web presence on the council website
- Create web-based information in support of active lifestyles
- Further develop and promote Yortime
- Turn YorkCard into a smartcard

Priority 4: Ensure continuous improvement in our services

In order to achieve this priority we will take the following initiatives:

- Implement a cross- service arm self-assessment model and undertake external validation
- Undertake the regional commentary process
- Implementation of Quest / TAES sports model for the facilities beginning with Oaklands (18 month roll-out)
- Explore the potential to use process improvement
- Further develop the performance management framework through use of KPIs
- Establish a consistent neighbourhood working approach
- The Library service will identify the skills staff need to work in libraries in the 21st Century and develop a training and development plan to deliver them
- Review and implement Internal INSET plan via training needs analysis
- Establish staff development to understand cultural diversity issues

The Support Needed to Achieve the Outcomes

How will we know change is taking place?

Achievement in these areas will be demonstrated by sustained improvement across each of the 5 outcome areas.