

Statement of Purpose – Tourism, Leisure and Culture.

The Council's Vision for Bath and North East Somerset is to be a distinctive place that has:

- **outstanding built and natural environment**
- **a dynamic economy**
- **connectivity**
- **world class arts and culture**

The Council champions the Tourism, Leisure and Culture sectors through the Service Delivery Department which makes a major contribution to the council's aim of '*making Bath and North East Somerset a better place to live, work and visit*'.

The Council's interests in 'delivering these services' are shared with:

- **Children's Services**
- **Adult & Health Services**

In addition the 'shaping the sense of place' vision and delivery is shared with the:

- **other Divisions of Service Delivery**
- **Development and Major Projects.**

The Council is developing a partnership with 'business' (in the form of GWE Business West) known as **Future Bath Plus Ltd** which has a role in developing

- town centre management – safe and clean
- the retail and business economy
- culture structures and networks

This mirrors in structure and in delivery the arrangements made in order to create **Bath Tourism Plus** which is focused upon developing the international and domestic visitor market for the area.

In Bath and its environs there is an established network for the 'not for profit' and voluntary sector in the "Cultural Forum" as well as a creative industries grouping – 'Creative Bath'

AIM: The Tourism, Leisure and Culture Division of the Service Delivery Department will work alongside partners to provide quality; affordable services that enhance the health and well-being of the people of Bath and North East Somerset to generate greater social cohesion and support the economic prosperity of the communities of North East Somerset & the City.

PURPOSE:

Tourism, Leisure and Culture are issues touch the lives of everyone in Bath and North East Somerset.

"For me culture is not just about the economic value of our creative industries – It is what defines us as a civilisation. Culture helps us understand the world around us, explain it, and sometimes escape from it – as Picasso put it: washing the dust of daily life from our souls" **Jeremy Hunt MP**

(Parliamentary Under-Secretary of State, Department for Culture, Media & Sport)

Speaking at the Serpentine Art Gallery & Commenting upon the Tourism Industry Rt Hon David Cameron (Prime Minister) said – For too long tourism has been looked down on as a second class service sector. That's just wrong. Tourism is a fiercely competitive market, requiring skills, talent, enterprise and a government that backs Britain, It's fundamental to the rebuilding and rebalancing of our economy.

It's one of the best and fastest ways of generating the jobs we need so badly in this country. And it's absolutely crucial to us making the most of the Olympics and indeed a whole decade of great international sport across Britain”.

Thus whilst some would encourage culture for its own sake there is a strong thread that relates to wealth creation based upon strategic investment of funds into the local economy:

- in the creative industries, festivals & events
- the promotion of tourism
- knowledge transfer
- the provision of commercially viable heritage and visitor attractions
- the promotion of a healthy & active resident and working population
- the ‘enabling’ of activities in the commercial, social enterprise & voluntary sectors

- all of which contributes to the Cultural, Heritage and Sporting landscape as well as the economic prosperity & success of Bath & North East Somerset. In this regard the service responds to the **Enterprise and Economic Development** programmes of the Council.

A further strand of Cultural portfolio contributes to the **Safer and Stronger Communities** agenda and the building of the **Big Society**.

“It is a guiding philosophy, a society where the leading force for progress is social responsibility, not state control”

It includes a whole set of unifying approaches – breaking state monopolies, allowing charities, social enterprises and companies to provide public services, devolving power down to neighbourhoods, making government more accountable”.

“And it's the thread that runs consistently through our whole policy programme – our plans to reform public services, mend our broken society, and rebuild trust in politics”. Right Honourable David Cameron – Prime Minister

Partnerships

Ministers also recognise that Cultural Services have a potential impact on more individuals than any other Council department, whether the recipient is a resident, business people or visitor to the area.

The nature and work of the Department within which these services fit means that we work at the forefront of the Council's activities relating to national and

global issues, such as pollution, recycling, cultural identity & mobility of individuals – due to economic migration.

In order to address these challenges we will work closely with:

- National Government Departments, Regional Offices and their Agencies
- Regional Development Agencies
- Council Departments
- Partners and Stakeholders

and regularly consult local communities, Town and Parish Councils in order to ensure their perceptions and views form an integral part of the service planning, monitoring, delivery and review processes.

The use of survey activities such as '**Voicebox**' and '**Mosaic**' will assist us in making decisions as to how best serve the local residents.

PROCESS:

Whilst most of the work is associated with co-ordination of the sector and developing the strategic vision for this portfolio of activities, much of the direct intervention is driven by:

- Strategy & Planning
- Assessment of business cases
- Securing and investing resources
- Delivery of services (both directly and through third party organisations)
- Assessment of performance against Key Performance Indicators
- Monitoring, reporting and remodelling

These issues are already encapsulated in Service Contracts & Service Level Agreements (related to grant aided organisations) – that document the relationship with the organisations into which the Council invests funding. The Council will take a disciplined approach to ensuring compliance with the terms for each of its contracted services, as well as these SLA's.

The need for 'value for money services' is essential as the Department continues to develop and improve service provision - underpinned by the principles of economy, efficiency, effectiveness, fairness, responsiveness and appropriateness.

As a Division we will play our part by seeking out innovation and best practice to inform the way we work. For instance- we have already introduced Radio Frequency Identification to the Library Service to release staff to provide a more direct service to customers. This approach in '**improving our contact with the customer**' will characterise our service changes.

Directly Delivered Services.

The **Library Service** is recognised as one of the functions of Local Authorities that is most valued by residents. The service has been challenged over recent years by a concentration upon counting book loans, visits, users of IT and

income targets. Whilst this has been valuable in many ways it hasn't provided the strategic vision that will steer the Service towards a different future.

Ed Vaizey, (Minister for Culture) recognised the special place libraries play in community life; *"Public libraries have a unique status in the nation's consciousness as places where anyone can go without judgement in order to learn, read, access information, get online, and find entertainment. They are spaces for the individual alone or as part of a community"*

B&NES has embraced the national and sector initiatives such as the 'Blueprint for Excellence' – a strategy that places Libraries at the centre of our communities that they serve. The libraries should become centres of community life that are recognised for:

- Reading and literacy
- Digital inclusion and Fluency
- Learning and skills
- Business and innovation
- Community Anchors

Underpinning all other roles, libraries are welcoming, neutral and safe places for communities to come together. They are an important source of cultural resources.

We will create reading groups, tea circles and any other process; we can identify, to encourage people through the front doors, recognising that more volunteer support will be required to operate an extension of the present service. At the same time we will be encouraging greater use of the internet for those activities that do not require a visit to the library – services such as joining the library, renewals, reservations, search catalogue and online resources, download audio books and check accounts.

The Active Lifestyles Programmes will be focused upon those communities that are most in need of support because of issues related to the physical and mental health of the population. We will use Super Output Areas, PCT statistics and the guidance of Young Peoples Services to focus evening, week-end and holiday provision upon those areas where 'diversion' into sport and active lifestyles can directly impact upon the sense of community cohesion and wellbeing.

We are developing partnerships with the Primary Care Trust and the Governing Bodies of Sport that are focused around programmes of activities and development of new facilities – the Odd Down cycling track, 3G pitch and changing facilities – is a good case in point in which the funding is drawn from Section 106 agreements (associated with building developments) and the sports involved.

Heritage Services. The completion of the development programme for the Roman Baths created a new benchmark for the experience of around 900,000 visitors each year.

A new phase will develop during the 2011 calendar year as the 'Roman Baths Café', in the Abbey Church Yard, will be brought on stream and the immediate future of the Assembly Rooms (owned by the National Trust) is decided. The huge success of the Diana dresses exhibition (Fashion Museum), the Kurt

Jackson & Don McCullin (Shaped by War) exhibitions continue to ensure the popularity of the Victoria Art Gallery and the Council's collections.

Arts Development and Film Office.

Both operate of an extremely limited resource base and yet achieve significant results in enabling activities to take place that are culturally significant and present Bath as a visitor location and a culturally aware City.

In future the Arts Development Team will maintain its present role but also take a greater interest in the development and delivery of events alongside Future Bath Plus but particularly in parks and in the central locations.

The Film Office will continue to attract major films and TV dramas. In a difficult year, due to the economic climate, Bath attracted - The Night Watch (World War 2), Lords don't lie, Questions of the Heart & and Channel 4 drama – Campus (12 weeks filming at Bath University).

OUR VISION

The vision Tourism, Leisure and Culture.

The Division is concerned to contribute where it can to the widest possible understanding of the diverse cultural inheritance of the communities within the area - to those who come to work in the area and those who visit.

As a leader of initiatives – or as a support player – the Division is committed to enabling people to celebrate, and further develop, their literature, art, music, dance, sports and faith – fostering creative thought and debate – as well as all those other aspects of life that contribute to the identities of place of individuals and of groups within our society.

The Tourism, Leisure and Culture Division of the Council is concerned to identify the unique role it can play within the complex mosaic of interests and activities that make up the cultural sector.

The Council would like to take further steps to identify, support and enable cultural organisations within the area:

- To assist in widening their appeal
- To further develop their activities and services
- To encourage a wider partnership with a cultural network that strengthens community bonds, builds understanding and friendships.
- To bring a unique flavour to the City Region that will:
 1. encourage more visitors
 2. contribute to growing economic strength
 3. further develop 'civic pride' and pride in 'community'.
 4. enhance the capacity of the 'not for profit' & voluntary sector.

During a period of change in the organisation of public services characterised by the deconstruction of regional and strategic agencies of government we will realign our services in order to deliver benefits consistent with programmes of activity concerned with:

- Children and Young People
- Safer and Stronger Communities
- Healthier Communities and Older People

- Economic Development and Enterprise

We will deliver 'Community Strategy' priorities alongside actions to promote environmental sustainability, improve public transport and provide an excellent public realm. All these programmes of work will have made significant differences to the quality of life for everyone living and working in Bath and NE Somerset in 2015.

In addition we will assist the development of the dialogue around the development of the West of England Enterprise Partnership in order to assist with the further development of the sub-regions Creative Industries & Tourism.

2012 Cultural and Sporting Olympiad.

Clearly the arrival of the Olympic Games in London will be a Cultural Landmark.

The London 2012 environmental plan is based on a "Towards a One Planet Olympics" concept, which aims to create a major and enduring legacy for sport, the community and the environment across the UK.

The Cultural programme is always an important part of the Olympic activities to which the Bath and NE Somerset wishes to contribute through involvement in events, ceremonies, education and information programmes, the Torch Relay and the preparation camps GB Paralympics team.

Bath & North East Somerset will work with the two Universities in the City to attract international teams to pre-Olympic Training camps – recognizing the unique link the City of Bath offers between International Sport and UK Culture.

There is a "Relay" programme that is intended to leave a lasting legacy within Higher Education. Bath University this will be expressed through increasing participation by young people in sport, at Bath Spa it will be expressed through the Festival of Illumination, the first event has already been successfully delivered in the City Centre.

The 'Quest' Programme for the South West is a series of journeys associated with programmes of song, poetry, plays and news delivered by groups of modern troubadores. The greatest benefits is to be achieved by using this core as a process for engaging communities in 'new challenges' associated with participation, engagement associated with the 'Big Society'

The Council's interest in the development the Cultural sector goes beyond the visit of one of the World's most prestigious events to the UK. We articulate here some of the basic achievements we expect to be measured by.

Our team of people will contribute to the physical and social renewal of Bath and North East Somerset - particularly the City's economic development – by attracting new and repeat visitors. This as a result of projecting Bath's unique offer of heritage buildings, mixed with a diverse, contemporary cultural ambiance that drives artistic achievement, new design and the creation of public spaces that allow for a high quality leisure experience. We will contribute to attracting new businesses to the area by supporting the work of

the economic development team and presenting Bath to business leaders and investors.

A Bath resident in 2012 will enjoy parks that will host a range of events for the whole community and high quality special events that will attract new visitors.

We will assist in encouraging young people into the arts, sport, music and a range of other leisure time activities. Clearly these are to be enjoyed for the benefits of challenge, skill acquisition, team working, socialisation & many of our young people already participate and excel in regional and national arenas. The youth of the area will be provided with the opportunity to demonstrate their achievements to a national and international audience - because of the 'quality of their performance' and also because we wish the experience to be an investment in preparing them for future education and employment.

Sports facilities in the community and in our schools will be available to residents out of school hours and more of our young people will turn to sports activities, have places to get together rather than falling into anti-social behaviour. These initiatives will support other activities in street care, urban design, community support, joined up thinking (with other Council departments) leading to an improve public confidence, resulting in better perceptions of safety leading to a reduction in actual crimes and the fear of crimes.

In addition there will be very close links between sport & leisure and the local community health services.

The area will have first class leisure facilities & sports centres – some of which will be located upon school sites in order to ensure the very best use of the resource. There will be more places for people to pursue sports and the arts – many will be run by other organisations – whether Higher Education, Commercial or 'Not for Profit'.

Our Libraries will sit at the heart of our communities and will present themselves as vibrant centres of knowledge, information, learning & social engagement - to young and old alike. Poets, artists and authors will see Bath and the surrounding communities as locations to present their work in buildings that will delight the users by the inter-action of historic structures matched with contemporary architecture and style – the International Music Festival, Music Literature and Children's Literature Festivals will provide one of a number of initiatives that make use of these facilities. One of the most important challenges is to find a solution to the need for a significant concert venue in Bath - either through a new build solution or the reuse of an existing building.

Our Heritage Services will give people opportunities for learning, inspiration and enjoyment through the Council's unique museum and archive collections and historic public buildings. Through our local history, topographical and archive collections we will continue to help people trace their ancestry and discover the history of their homes and communities. We will ensure that the visitor attractions and services funded by tourism are accessible and relevant to residents of Bath and North East Somerset and, working with partners in the independent museums and heritage sector, we will provide programmes of events and activities for residents that celebrate the richness of their local identities. Finding solution to the issues of:

- the storage of the historic archive of the City of Bath and of the 250 years of the publication of the Chronicle.
- the presentation of the finds from the Beau Street archaeological excavation.
- creating an education centre for the Roman Baths.

will be priorities for the planning period.

Bath and NE Somerset will support the development of the cultural and tourism industries. The department will continue to balance the need for a vibrant social life, and entertainment industry, with the need to protect residents from the impact of noise and nuisance. The Customer Services Department will contribute to managing that balance through its licensing and enforcement roles but also seek to find a more 'developmental role' in helping our cultural sector business community promote themselves - linking them with an appropriately trained work force.

The Sport and Leisure Team will lead the promotion of cycling and walking in order to contribute to a healthier community, as well as a more mobile community – this will link with initiatives over public transport and the management of car use, particularly in the vicinity of the City. We will create 'Sports Hubs' to secure facilities for the communities sporting clubs and organisations to use and enjoy.

The priorities are:

- Integrating the delivery of general health and fitness services with the future structure of the NHS Primary Care Services.
- Ensuring the delivery of the Wells Way School Sports Hall (6 court hall)
- Ensuring an appropriate sports and leisure provision in the centre of Bath.
- Delivering the Odd Down hub, 3G pitch and cycle track.
- Developing the Lansdown hub, 3G pitch and revised changing facilities.

We monitor a number of contracted out services including the operation of our sports centres and the Thermae Bath Spa.

The operation of the sports centre contract by Aquaterra (a charitable company) is greatly improved due to the investment strategy agreed with the Council.

The Thermae Spa's water supply has been greatly improved by upgrading the manifolds and pipe work at the heads of the springs. A new borehole will have been completed and brought into operation in order to supply the Gainsborough Hotel in addition to the existing demands.

Our Customers

Everyone in Bath and NE Somerset will be easily able to contact the Council by phone, or electronically about any sport, heritage or cultural service and we will put our booking services on-line to enable easy access to a range of heritage visits, sporting activities, courses, school holiday programmes and to enable the booking of any of the room spaces we have in the area for formal performances and rehearsal.

Potential customers will know what services the Council has to offer and understand how they access services along with an understanding of who they need to talk to. Given the widespread use of I.T, residents will be able to track their calls, check progress and respond on the adequacy of actions taken, assisting future service planning and modelling. Progressively local people will recognise the excellence of our services.

Existing opportunities and new developments will be communicated to our customers with clarity using 'simple english'. We will regularly review our communications to ensure they achieve the intended objectives.

This should form our basic commitment to our residents, business community and visitors – resonating with the tenor of the Lyons Report we will seek to go further – “doing more for a place than you are strictly responsible for” :

- Identify the range of initiatives and activities that 'need' to take place.
- Single out those programmes that the Council is in the best position to drive forwards.
- Identify those programmes of activity to be co-ordinated and delivered by other partners.
- Shape the roles of the commercial sectors, 'not for profit' and the voluntary sector in order to improve the delivery to our communities whilst at the same time promoting their interests.

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