

ARTS AND CULTURE

STRATEGY

MAY 2006

Executive Summary

The Cambridge sub-region will see a major expansion of its local economy and population over the next 20-30 years. These changes will require an Arts and Culture strategy that not only builds on the area's existing cultural offer, but also places culture and the arts firmly at the heart of the new planned community growth.

For this, decision-makers will need to embrace a number of key strategic objectives. To improve existing resources and meet future demand, cultural partners will have to look to increase facilities, support the growth and spread of cultural and creative activity, as well as strengthen leadership and resources dedicated to these tasks.

Current key strengths in the sub-region include museums, libraries, archives – many of which are based around Cambridge University – as well as music and some creative industries. These however are counter-balanced by sectors which demonstrate a considerable need for development and long-term investment.

Outside of Cambridge city centre, there is insufficient local access for many communities to culture and the arts. There is no major centre for the performing arts or commercial events in the sub-region, nor is there a centre for supporting creativity in industry. There is also unmet demand for creative workspace and for facilities for communities, and young people in particular, to make, enjoy and participate in a wide range of cultural and arts activities.

This report sets out the challenges for the sub-region as a whole, and proposes viable future steps to ensure that culture and the arts make valuable contributions to all of its communities, now and in years to come.

1 Introduction

“We invest in culture ... because we value innovation, heritage, risk and diversity. But we also invest because we know that the well-being of our society as individuals, communities and nations depends on the tools to explore who we are, being in the hands of the many and not the few.

“I believe that shared cultural experience is the mortar that bonds the building blocks of society together. And those interactions form the foundation of our rich national culture.”

David Lammy, Minister for Culture, DCMS 2006

1.1

Culture and the arts strengthen communities in many different ways. They enable people to develop pride in the places where they live and work, create local distinctiveness, and help to make communities healthy and sustainable. This diverse and valuable contribution has been recognised by the Government and the agencies delivering the growth agenda in the Cambridge sub-region. Cambridgeshire Horizons is keen to work with partner organisations to ensure that culture forms an integral, tangible and deliverable element of the county's growth plans.

1.2

It is widely recognised that culture and the arts help to generate a rich quality of life. Besides actively contributing to the health and educational requirements of new and existing communities, especially among young people, they also encourage civic, voluntary and democratic engagement. Culture and the arts embrace everything that makes people feel good about where they live. They create and celebrate local distinctiveness, shape communities and raise standards of design.

1.3

The creative and cultural sector is growing fast. It already makes a significant contribution to the wider knowledge and technology-based economy. These fast growing businesses contribute to regeneration and economic activity and the growth of a skilled workforce. Culture and the arts attract the people and businesses needed for a prosperous local economy. They provide local jobs and local markets now and for the future. Culture and the arts enhance Cambridgeshire's international reputation through its diverse attractions: from its history, buildings and collections to the diversity of its arts activity and its environment. As well as attracting tourists, these qualities are highly valued by its existing communities.

1.4

The brief was to prepare a strategy for the development of culture and the arts in the Cambridge sub-region looking forward 20-30 years. Importantly, it needed to reflect the context of the significant growth in the local economy and population that is planned to take place over this period. The focus of this proposed strategy is infrastructure, such as public realm, facilities, venues, buildings and resources. The primary responsibility for cultural activity itself lies with Cambridgeshire Horizons' cultural and local authority partners. The sub-region highlighted in this report lies wholly within Cambridgeshire and includes the City and South Cambridgeshire districts, and parts of East Cambridgeshire, Huntingdonshire and Fenland districts. However, some of the evidence and analysis has been reviewed on a county-wide basis.

1.5

This is one of three reports which Cambridgeshire Horizons has commissioned to ensure that the Quality of Life agenda is built into sub-regional growth plans. The other reports are on Green Infrastructure and Major Sports Facilities. This report is supported by a Technical Paper and a number of appendices, which are available from Cambridgeshire Horizons. The report comprises three key elements:

- A comprehensive survey, defining and cataloguing Cambridgeshire's cultural offer and identifying current pressures and opportunities: from the county's historic university roots and rural hinterland to its more recent role as a dynamic and expanding sub-region with an international reputation for successful knowledge-based and creative industries.
- An assessment of the likely future demand and expectation for facilities for culture and the arts facilities, based on the population growth for the sub-region projected for the next 20 years.
- A series of proposals to be taken forward by Cambridgeshire Horizons and its partners concerning:
 - Cultural facility and venue planning
 - Delivery-building capacity to respond to growth
 - Funding and related policy matters
 - Strategic opportunities and requirements for the larger new settlements

1.6

For the purposes of this report, "arts and culture" is broadly defined as:

- The performing and visual arts, craft, design and fashion
- Media, film, television, video and language
- Museums, artefacts and archives
- Libraries, literature, writing and publishing
- The built heritage, architecture
- Festivals and attractions
- Other commercial leisure pursuits
- Creative business sectors: architecture to TV

1.7

The Arts and Culture Strategy aims to improve facilities and foster current and future support for culture and the arts in the Cambridge sub-region by:

- Building on existing cultural strengths and developing them to meet planned community growth
- Equipping larger and smaller new communities with cultural facilities to enable widespread involvement in culture and the arts
- Supporting the growth and spread of cultural and creative activity
- Strengthening leadership and resources dedicated to these tasks

1.8

The Arts and Culture Strategy is structured under the following headings, with each section generating a number of actions and key projects:

- Building on existing cultural and artistic strengths (Section 4)
- Equipping major new settlements for culture and the arts (Section 5)
- Building cultural capacity to respond to growth (Section 6)
- Encouraging prosperity through the growth of the cultural and creative enterprise sector (Section 7)
- Strengthening leadership (Section 8)
- Putting funding policies and mechanisms in place (Section 9)

The actions and key projects are brought together and summarised in Section 10 of the report.

2. Survey

2.1

This review of culture and the arts in the Cambridge sub-region looked at projected development and population growth over the next 20-30 years. Against this context, the review identified the key ingredients of the existing cultural landscape – and the pressures and opportunities for arts and cultural organisations. The next step was to consider the economic power of these industries, especially the knowledge-based, high technology sector. The report also examined the wider role of non-building based, participatory cultural activity in the development of sustainable communities. In conclusion, it identified the indicators of demand for arts and cultural activity.

2.2

Overall, the sub-region has a thriving and broadly based arts and cultural scene, which operates at the community, local and commercial levels. The sub-region comprises a largely rural area of small villages and market towns relatively close to London, with the city of Cambridge at its centre. It is well connected by key transport routes to the rest of the UK and via Stansted to a global marketplace. The landscape is characterised by small settlements, which enjoy good transport links in the south but are increasingly isolated in Fenland and East Cambridgeshire, towards the borders with Norfolk and Lincolnshire. Most cultural assets of importance at a sub-regional (rather than local) level are in and around Cambridge, with smaller clusters in the larger or more historic market towns, particularly Ely. Population densities, access and investment strategies have not been sufficient to sustain many such assets outside the city. Nevertheless, improvements in the regional economy are having a positive effect in some of the market towns and villages where small-scale cultural activity is growing.

2.3

While the study was aimed primarily at evaluating cultural assets, the findings showed that culture and the arts play a vital role in building strong communities and targeting the hard to reach. There is evidence of:

- • Arts in the community, meeting social as well as arts objectives: funded primarily through national small grant schemes like Awards for All and the Local Network Fund and through local authorities' grant schemes.
- • Arts, museums and other cultural engagement in health service sector settings designed to enhance patient care and recovery: funded primarily by charitable trusts, donations and sponsorship
- • Arts and single-issues, relating to causes of concern such as obesity in young people, recycling and domestic violence: often funded by public sector agencies and non-arts departments of councils

(BOX OUT)

Culture in context

The Cambridge sub-region in profile:

- Museums*: 32
- Public libraries*: 48
- Cinema screens: 33
- Listed buildings**: 8,163
- Monuments**: 306
- Conservation areas**: 203
- Parks and gardens**: 38

- * county-wide
- ** in Cambridgeshire and Peterborough

Sub-regional strengths

- Museums libraries and archives
- Music and music technology.
- The public realm, architecture and built heritage
- Creative industries, specifically software development, games development
- Associated high technology hardware development and publishing

2.4

Cambridge has a global reputation. One of the UK's top 10 destinations for overseas tourists, it is a truly international city. At the heart of its appeal is the ancient university, whose built heritage, extraordinary museum, gallery, library and archive collections significantly add to the quality of life and cultural opportunity of the sub-region as a whole. For overseas visitors Cambridge itself is a global brand, synonymous with some of the most original thought and discovery in British history.

2.5

Cambridge is also a global leader in 21st century innovation and high technology. The vision for the Cambridge sub-region set out in EEDA's Regional Economic Strategy is as a leading economy, founded on its world class knowledge base and the creativity and enterprise of its people. Strong links between the two universities, research institutions and the private sector are vital here to encourage technology transfer and collaboration and to make full use of the research assets and global reputation of Cambridge to achieve benefits for the region. The significance of Cambridge's knowledge-based assets is evidenced in Silicon Fen and the well documented "Cambridge phenomenon". However, trends show that this regional strength is being threatened by global competition and an identified drift from Cambridge to the south¹.

2.6

Culture and the arts play an important role in the wider knowledge-based economy. Within cities, city regions and new developments, businesses in culture and the arts generate the following benefits:

- Competitiveness and sustainability
- Direct economic contributions
- Potential for further economic growth
- A tourism economy
- Attractive, energetic, innovative and forward thinking enterprises
- High quality design and environments
- Quality of life.

Little wonder that so many domestic and international cities and city regions are determined to sustain, retain and attract creative businesses. The key to success is providing the right balance of business, workspace support and investment opportunities for the creative sector.

2.7

At present the sub-region is well placed to attract innovators and creative thinkers. Its cultural and knowledge based assets set it apart from its immediate neighbours (Hertfordshire, Bedfordshire, Northamptonshire, Lincolnshire, Norfolk, Suffolk, Essex) and ensure that it punches above its weight in an increasingly competitive global market for talent. Local Futures' *Amenities Barometer*² rates the City of Cambridge the top non London local authority in their England wide survey of 407 councils: sustaining this advantage will be critical to the sub-region's overall economic sustainability. Conversely, the four rural

Cambridgeshire Districts all come in the bottom 25: redressing this disadvantage will be critical to health and quality of life of the sub-region's communities.

2.8

To produce a meaningful stock-take of cultural assets, this report focused on key issues currently facing culture and arts organisations operating at a sub-regional level, regardless of size. The aim was to understand the roles, pressures and opportunities facing a range of significant arts and cultural organisations. These are presented here in three reviews:

- Review 1. Infrastructure planning for culture and the arts
- Review 2. Community-building through culture and the arts
- Review 3. Commercial creative sectors

Review 1: Infrastructure planning for culture and the arts

Museums, Libraries and Archives

Summary

This sector remains a strength in the sub-region, but cutbacks to the County Council's Museum Service are perceived to have weakened co-ordination of sub-regional activity and expertise. However, the new post of Museums Development Officer will be advertised soon, and active discussions are taking place with Museums, Libraries and Archives Council East of England (MLA East of England), who are supportive of the County Council clarifying and confirming its future role in museum development.

Notable assets

The Imperial War Museum (IWM) at Duxford:

- Target of 450,000 visitors per year
- A £24 million Heritage Lottery project due to open in 2007

The Fitzwilliam Museum, Cambridge University:

- One of the oldest public museums in the world
- Attracts over 300,000 visitors a year, largely specialised and academic
- Interest in developing current facilities and widening public access

Historical Resource and Cultural Centre (HRCC) – proposed development:

- To form part of the Station Road redevelopment in Cambridge
- To house the county's unique archive collection and offer exhibition, display and promotion facilities

The Cambridge and County Folk Museum, and other specialised museums:

- Folk Museum reopened in spring 2005 thanks to Heritage Lottery Fund (HLF) redevelopment funding
- Complemented by a wide range of local and more specialised smaller museums in the market towns, such as the Norris Museum in St Ives, the Cromwell Museum, the Huntingdon Museum and the Ely and Wisbech and Fenland Museums
- Expansion plans for the Cambridge Museum of Technology, following the popularity of the University's Science Festival and the huge success of science based museums across the UK

Public libraries:

- 41 public libraries with 7 mobile libraries
- National reputation for its landmark library buildings
- Work with social inclusion and learning agencies including SureStart and the New Opportunities Fund
- Major investments include the redevelopment of the Central Library as part of the Grand Arcade project and redevelopment of the Huntingdon Library

Cambridge University community of libraries, archives and museums:

- An asset of world status
- Several globally renowned museums, including the Sedgwick Museum of Earth Sciences, The Whipple Museum of the History of Science, the Museum of Archaeology and Anthropology, Museum of Zoology and the Scott Polar Institute
- University interest to develop these facilities and increase public access

Architecture, the historic built environment and heritage properties

Summary

The sub-region boasts an extraordinary richness in its historic built environment. Cambridge itself is world famous for the wealth of important heritage buildings which form Cambridge University and its colleges. These are a major draw for the city's 4 million visitors a year.

Notable assets

Cambridge's historic city centre, the Colleges and the Backs.

Fenlands built heritage:

- Ely's iconic Norman cathedral and riverside Maltings buildings
- The Georgian buildings of Wisbech and in March, Chatteris, Littleport and Whittlesey. St Ives, St Neots and Cromwell's birth place, Huntingdon

Modern and contemporary architecture:

- Reflected particularly in Cambridge University and its Colleges. Key buildings include Churchill College, the modernist landmark Cripps Building at St John's College, and the University's Sidgwick Campus.
- The University currently has over £500 million of capital projects in development

Heritage organisations:

- The National Trust (NT) owns several historic properties in the sub-region including Wimpole Hall, Hall Farm and Anglesey Abbey, which is currently undergoing a £3 million visitor centre development and expects to increase its visitors by 50,000 per annum to 210,000 within 5 years
- The Heritage Lottery Fund (HLF) has recently awarded £851,000 to extend and greatly improve the Octavia Hill Birthplace Museum in Wisbech

English Heritage manages a number of smaller properties across the sub-region including Denny Abbey and Farmland Museum

Public Realm and Public Art

Summary

This is a traditional strength of the sub-region. High quality public realm is particularly notable in Cambridge itself, at Ely and in the public Market Squares of the historic market towns.

Notable assets

Shape East:

- The region's centre for architecture and the built environment
- Delivers education in formal and informal settings, and links up with professionals, architects, planners, developers, engineers, artists, politicians and community leaders
- Plays a key role in fostering and supporting cross disciplinary thinking and action in the design of successful places

Commissions East:

- Visual arts development agency
- Works with artists and commissioners to create innovative visual arts projects
- Commissions and manages public art, carries out research and development and provides support services for artists
- Identifies considerable opportunities for new work, partnerships and income in the sub-regional growth agenda

Cambridge City and South Cambridgeshire public art policies:

- Generate significant commission opportunities, such as the Grand Arcade development
- Identify capacity and resourcing improvements necessary to help specialist agencies in the growth area deliver high quality public art commissions

The Bridge of Reeds:

- Won the new landmark building competition for the East of England
- Seeking funding to connect the bridge with the city and the surrounding countryside for the benefit of walkers and cyclists

Music

Summary

Cambridge enjoys a distinguished music tradition both in production and participation and presents up to 20 different music events every evening of the week. However, despite a wide range of heritage and contemporary spaces, there is no purpose-built large-scale venue provision within the Cambridge sub-region.

Notable assets

Globally recognised brands:

- The Academy of Ancient Music orchestra
- The Britten Sinfonia orchestra
- The Choir and concert programme at Kings College.

The Corn Exchange:

- The city and sub-region's major venue (capacity: 1,849)
- Improvement plans for 2006

The University's West Road Concert Hall:

- High quality, small scale concert venue for classical and contemporary classical music
- Programming and marketing budgets currently limit its usefulness as a professional space

Ely Cathedral:

- One of the few spaces outside the city capable of presenting an orchestral music programme to professional standards
- Currently mounting a £2.5 million Cathedral Music development appeal

The Junction, Cambridge:

- 1,000+ capacity music venue promoting rock, pop and club events
- Attracts 150,000 people every year
- Viewed as an important regional development agency for youth music

Cambridge Folk Festival:

- Annual £1m turnover event, managed by the City Council

Film and Cinema Summary

The prestige value of Cambridge ("The Cambridge factor") attracts world-class artists to the city for events like Cambridge Film Festival, one of the UK's top three film festivals. The city also boasts The Arts Picturehouse, run by City Screen, one of Britain's leading independent exhibitors of film.

Notable assets

Cambridge Film Festival:

- Recently revived and delivered through Picture House

Multiplexes:

- Two multiplexes in Cambridge: the VUE (8 screens) and the new Cineworld (9 screens)
- Cineworld's 9-screen cinema at Huntingdon.

Other cinemas:

- ADeC (East Cambridgeshire's arts development and delivery service) now runs the Ely Cinema at the Maltings.
- Additional screens in March, Ramsey and Ely
- Film on Your Doorstep: mobile touring film facility

Theatre Summary

Many of the leading lights in British theatre made their acting debuts at Cambridge University. But despite this pedigree and a strong middle-scale touring programme at the Cambridge Arts Theatre, there is little commercial theatre production activity in the Cambridge sub-region.

Notable assets

Cambridge Arts Theatre:

- 666-capacity venue for a wide range of performing arts
- Participates in commercial co-productions and runs an active education programme
 - £600,000 planned extension to foyer and sales area expected in 2006

The Shed:

- New lottery funded small-scale theatre opened in March 2005 next to established music venue The Junction
- Provides rehearsal space and office accommodation for two producing companies
- Co-operative working model could be a template for other creative companies in the sub-region

Rural touring theatre:

- High demand for professional rural arts theatre and music popular in village halls and community centres across the sub-region

University theatres:

- The Mumford at Anglia Ruskin (capacity: 250)
- Cambridge University's ADC theatre (capacity: 300)

Dance

Summary

There are a number of small contemporary dance companies based in and around Cambridge. Community and youth based dance programmes make the important connection between dance, fitness and active lifestyles, and indicate the connections between arts based activities, sports activity and the commercial leisure and fitness sector. In 2005, The Junction, Cambridge opened The Shed, its 220 seat space which has been designed to present drama and small scale dance, and to provide a model for similar spaces across the county.

Literature

Summary

While the University has a rich literary heritage, literature is less accessible at a sub-regional level. ACE has commissioned a review to identify strategic opportunities for the development of live literature events and audiences and Cambridge is likely to be one of the focal points for this. This activity will be supported by the County Council's literature development officer post, which will support new writing across the county.

Notable assets

- Word Fest:
- Cambridge based literature festival

Visual Arts

Summary

Cambridge boasts a healthy environment for contemporary arts practice and exhibition, but this does not extend equally throughout the sub-region.

Notable assets

Kettle's Yard, Cambridge:

- World class exhibition and education programmes
- Extraordinary facility for a relatively small city
- Current expansion plans to provide educational facilities, creative workshops, a new gallery for artists' projects, an extended library, collection store, office space and café

Wysing Arts, Bourn:

- 11-acre site includes gallery, 26 studios, accommodation and resource rooms
- £2.7 million plans underway to improve facilities for visitors and artists

Babylon Gallery, East Cambridgeshire:

- Local anchor for networking, commissioning and displaying contemporary art practice
- Attracts 25,000 visitors a year

Cambridge Open Studios

- Annual programme in July raises the profile, networking capability and visibility of individual artists and makers in the sub-region

Review 2: Community-building through culture and the arts

While the study was aimed primarily at evaluating cultural assets, the findings showed that culture and the arts play a vital role in building strong communities and targeting the hard to reach.

Festivals and Events

Summary

Cambridge City Council has a proven track record in presenting successful high profile arts events. Elsewhere in the sub-region, in settlements large and small, there is a strong tradition of weekend Feasts and Festivals, often including high quality arts programmes, managed and co-ordinated by local people.

Notable assets

Cambridge's council-managed festivals:

- The Folk Festival, the annual firework display and other large-scale outdoor summer programmes

Local initiatives:

- The St Ives Music Festival and the Ely Folk Festival are two popular annual open air live music events coming out of the market towns

Participatory Arts and Cultural Activity

Summary

Although no specialist company currently operates in this sector, participatory arts and cultural activity are essential tools in building new communities in the sub-region.

Notable assets

Arts Development in East Cambridgeshire:

- ADeC's work provides a useful model of development

Arts Service in South Cambridgeshire:

- The Council prioritises high quality community-based arts work through dual use arts agreements with village colleges

Cambridgeshire Instrumental Music Agency (CIMA), Papworth:

- The County Music Service
- Provides a wide range of music services to schools and the community throughout Cambridgeshire and Peterborough.

Review 3: Commercial Creative Sectors

Background

The creative and cultural industries are one of the UK economy's fastest growing and most important sectors. As global technological development and convergence continues, creativity, invention and innovation will be critical for western economies to prosper in the face of emerging global competition from India and China.

Summary

The sub-region has a strong creative industry base, with an emphasis on software, games development and web design, as well as public relations and marketing, architecture and design and publishing. Within this mix, software and games development, hardware development and music technology are especially fast-growing sectors.

Creative sector profile: UK

- 8% of GVA (Gross Value Added) 1997-2003
- 6% growth per year (compared to 2% for the whole economy)
- Accounts for 1.8 million jobs
- 3% employment growth (compared to 1% for the whole economy)³.

Creative sector profile: Regional and Sub Regional

- 3.6% of all employment in 2004 and 8.9% employment growth between 1998 and 2004 (East of England)
- 5.8% of all employment in both the Cambridge sub-region and Cambridge City in 2004 in publishing, software consultancy, architecture, advertising, media, film and TV and the arts
- Employment growth in these sectors was 4.0% in the Cambridge sub-region and 7.9% in Cambridge City between 1998 and 2004⁴

Notably, commercial film and media production are lagging behind many of the other creative industries in the sub-region.

Cambridge University Press, the oldest printing house in the world, is also one of the largest academic and educational publishers. Nevertheless, the print and publishing cluster in the region is not solely or strongly focused on Cambridge.

Cambridge enjoys a rich diversity of bookshops. As well as the major chains, there are many antiquarian and second-hand bookshops including the famous David's. This diversity adds real value to the city's town centre.

The Role of Tourism in the economy

Culture and the arts also help to attract huge numbers of tourists to the sub-region, in particular to Cambridge City.

Tourism profile:

- Employs 10% of the workforce
- Contributed £355 million to the economy in 2004
- Cambridge attracts 4.5 million tourists a year
- Three of the top 10 major paid admission attractions in the East of England in 2003 were heritage attractions in the sub-region: the Imperial War Museum, King's College Chapel and Anglesey Abbey

2.9

In conclusion, Cambridgeshire has an extraordinary cultural heritage and offer for its size. Much of this is based around Cambridge University, and that puts particular pressure on the city centre, its facilities and transport networks. Key strengths include museums, libraries and archives, music and some creative industry sub-sectors. But the survey also points to some particular challenges. Outside the city centre, many communities do not enjoy sufficient local access to culture and the arts. There is unmet demand for creative workspace and for facilities for communities, and young people in particular, to make enjoy and participate in a wide range of cultural and arts activities. The sub-region does not have a major centre for the performing arts or commercial events. Neither is there a significant centre for supporting creativity in industry, and in particular in the burgeoning creative sector companies. These gaps and opportunities will be considered in the rest of the report, along with appropriate response strategies.

3. Substantial growth and rapid change – the sub-regional context for culture and the arts

3.1

The diverse cultural offer in Cambridgeshire cannot be seen in geographical isolation. Besides defining Cambridgeshire's international reputation, culture also makes a significant contribution both to the regional and national economy. This section presents the gaps and opportunities identified in the survey in the context of the planned 30% growth of Cambridgeshire's population over 20 years.

3.2

There are huge growth plans for the Cambridge sub-region. These comprise 47,500 new homes, and an additional 130,000 people living in the county (an increase of c30%) from 1999-2016. This will have a profound impact both on the landscape and existing communities in the county – and on infrastructure planning in culture and the arts. Cambridgeshire's population (currently c560,000) has seen a bigger increase in recent years than any of its neighbours in the East of England, partly thanks to its proximity to London. Reflecting national trends, the sub-region's population is aging, although almost 50% of residents in Cambridge are under 29. Cambridge also enjoys a more ethnically diverse population than the rest of the sub-region. Looking to the future, there is currently limited evidence available on projected demographics and household types in the growth area. This will be essential to effectively plan new settlements and developments, and their arts and cultural provision.

3.3

There is very strong regional support for culture and the arts. In 2005, more people in the East of England attended at least one arts performance or exhibition than anywhere else in the country. With the majority of future population growth stemming from within the existing community, this alone may indicate a continued growing demand and need for additional capacity in the sub-region to sustain existing services. When the Arts Council England (ACE) conducted a survey of attitudes, attendance and participation in the arts, strong support for cultural provision was identified in the East of England. Other national surveys show participation in new technologies is on the rise, and that increasing numbers of people are participating in culture, leisure and sport.

3.4

But these statistics do not tell the whole story. The Audit Commission's area indicator summaries, based on the Government's quality of life indicators, show, for example, that 39% of residents are satisfied with local authority sports and leisure facilities, and only 18% are satisfied with local authority provided museums. It is especially alarming that this negative trend has not changed in recent years. Other surveys paint a brighter picture. One of the most encouraging figures in terms of public perceptions is that 93% think that access to nature in their local area has improved (or stayed the same), over the past three years.

3.5

Cambridgeshire's local authorities reflect a variety of different political pressures and local circumstances in their approach to investing in culture and the arts. Councillors from Cambridgeshire's local authorities communicate to each other on arts matters via the Arts Forum for Cambridgeshire and Peterborough. This body elects a Chair who represents the group at the regional Local Government Arts Forum, managed by Arts Council England, East. The Arts Officers from the local authorities and an Arts Council representative meet regularly at meetings of the Cambridgeshire and Peterborough Arts Development Officers group. Both groups are managed by the Arts Development Officer for the County Council.

This sub-section looks at some of the current issues facing local authorities' delivery, as well as funding concerns for culture and arts facilities in the context of proposed growth.

3.6

Cambridge City Council is directly involved in running arts organisations, such as the Corn Exchange, as well as granting aid to other cultural bodies. But at present, there is no separate economic development strategy for the creative industries. Since the Council has planning responsibility for a number of the major development sites it is well placed to deliver a joined up approach to cultural planning in the overall delivery programme.

3.7

South Cambridgeshire District Council (SCDC) does not have a separate development strategy for the creative sector either, but it is closely committed to investing in local arts. It is pioneering a dual use approach to arts service delivery, which focuses on developing arts participation at all levels. With many of the major growth areas within its borders, SCDC is currently developing an arts strategy for Northstowe, planning infrastructure and service support, and is in discussion with Cambridgeshire Horizons and others about how best to access advice on design quality.

3.8

East Cambridgeshire District Council (ECDC) has devolved much of its cultural service delivery work to strategic partner ADeC, an independent company. ADeC provides culture and arts programmes and manages facilities at the Babylon Gallery, Ely. As yet, it does not have a separate development strategy for the creative industries.

3.9

Huntingdonshire District Council (HDC) provides a cultural and arts programme and supports local provision. Whilst the Council does not run any dedicated arts facilities, the various Market Towns do have facilities run by the Town Councils. HDC is still accommodating significant growth and is keen to identify potential small-scale venues for arts events and activities wherever possible. The largest town of St Neots is due to be one focus for growth where a new Performing Arts Centre is planned. This town is also the location for a proposed £1m Enterprise Centre for creative industries, which it is hoped will provide a catalyst for activity in this sector.

3.10

Fenland District Council (FDC) funds a cultural and arts programme and supports local provision. Whilst the Council does not run any dedicated arts facilities, the Council supports Fenlands Arts Association which works with FDC, the four Town Councils and smaller communities to improve access to culture and the arts.

3.11

Cambridgeshire County Council (CCC) supports through funding agreements some of the small but vital county-wide providers. The Arts Development Officer works in partnership with other funders to develop and deliver arts projects in particular focus areas. The County Council does not run dedicated arts facilities but does manage various educational facilities, such as the County Library and Information Service. Cabinet Members for Community Learning and Development have responsibility for culture and the arts, although the County does not have a separate economic development strategy for the creative industries.

3.12

In order to understand the arts and cultural needs of Cambridgeshire's growth area, it is important to consider the wider geographical context. The Cambridge sub-region, for

example, draws talent from the surrounding area, but also suffers brain drain towards Hertfordshire, London and the southern M11/M25 axis. Developments in neighbouring areas may impact on Cambridgeshire's audiences and catchment areas: many people at the edge of the growth area, for example, already find it easier to travel to towns outside Cambridgeshire for leisure and business. For culture and the arts at the largest scale, London will continue to be the place where opera, musicals, exhibitions and other events are presented to the largest audience.

3.13

The 2012 Olympic and Paralympic Games: Along with the rest of the East of England, the Cambridge sub-region is developing a strategic approach to London's hosting the Olympic Games in 2012. Opportunities include the growth of business and cultural tourism, and the potential for locally based companies and agencies to participate in Olympic related contracts and in the cultural Olympiad. However, this substantial investment in the southern end of the Lea Valley may divert or delay funding available for infrastructure investment in the Cambridge sub region.

3.14

Peterborough City Council has plans to turn the city into a major cultural, leisure and sporting hub. Considerable development is planned for the Riverside Cultural Quarter, the city's existing cultural assets and its natural heritage. It is also planning extensive regeneration, including work at the South Bank (seeking to attract £750 million investment into the city centre by 2016) and the creation of a new large-scale performing arts venue by 2013.

3.15

Northamptonshire's population looks set to swell. Accommodating 45% of the Milton Keynes South Midlands (MKSM) growth, it will see 73,000 new homes built in the next 25 years. This will create new opportunities for the arts, with a proposed Cultural Mile in Northampton, Cultural Crescent in Wellingborough, and Heritage Quarter in Kettering and the River Nene Regional Park.

3.16

Bedfordshire is a powerful cultural force in the region. Situated 30 minutes to the west of the sub-region, Bedford itself has many established cultural, retail and leisure facilities and won Government funding for further multi-million pound projects, including the Castle Lane Cultural Quarter (£2.8 million) and Bedford Museum and Art Gallery (£2.5 million). Other large-scale developments include the Grove Theatre scheme and the National Centre for Carnival Arts in Luton (completion due: 2007).

3.17

Hertfordshire is a strong competitor for Cambridgeshire's skilled workforce and for some parts of its creative sector. There are no major cultural developments highlighted in its County Plan and Arts Development Strategies, but considerable funding has been awarded to redevelop a museum and arts centre in Bishop's Stortford, as well as new sports facilities in the town.

3.18

Essex has just adopted a Public Arts Strategy and is focusing its cultural investment on Colchester, Southend and across the Thames Gateway South Essex area. In Colchester, Arts Council England, Colchester Borough Council, East of England Development Agency, Essex County Council and the University of Essex are promoting First Site, the new £16.5 million purpose built visual arts space (funded by ACE, EEDA and others) which will be complete in 2007.

3.19

Suffolk has seen numerous development projects affecting border market towns to Cambridgeshire. In Bury St Edmunds, for example, there have been various refurbishments and improvements to the Theatre Royal, cathedral, leisure centre and new Cattle Market Retail complex (due to open: 2008). Funds are currently being committed to develop a significant site in the centre of Haverhill, over the next 3-5 years. In Ipswich, meanwhile, EEDA and ACE have also funded 2 major cultural regeneration initiatives.

3.20

In **Norfolk**, Norwich has been given a cultural facelift thanks to a series of new developments encompassing gallery space and cinema. In addition to the greater provisions called for by the Norwich Local Plan 2005, independent studies have identified a need for a multi-purpose entertainment venue (seating 1200+). The City Council would support such a facility.

3.21

The **East of England's** creative industries are geographically clustered north of the London border and extend along a corridor between the M1 and M11 up to South Bedfordshire and Cambridge. The main concentrations of employment are in South Cambridgeshire, St Albans & Dacorum, and the urban centres of Cambridge, Norwich and Peterborough. While Cambridge is clearly a major player in the East of England, in particular thanks to the research and teaching strengths of the University, and its pool of skilled labour, the largest regional cluster of creative activity is in St Albans. Other key centres, including Hertsmere, Colchester, Basildon and Chelmsford, have all continued to see rates of employment growth above the regional average. Hertfordshire is particularly strong in pharmaceutical, bio-technology, financial services, and film and computer-related businesses. Further competition exists in and around Norwich (printing, publishing, film and TV), Ipswich (Adastral Park) and, to a lesser extent, in Peterborough.

3.22

In addition to planning for the short- and medium-term, it is also important to consider the next 20-30 years. The survey found very little evidence of planning for the long term – despite funders of capital projects requiring cultural institutions to take the long view.

Key future factors for cultural institutions include:

- Demographic change and diversity: changing family dynamics and an increasingly elderly population.
- Environmental changes: impacting on public policy and social behaviour increasingly dramatically.
- Rising travel costs: greater value on local amenities and time spent on cultural, leisure and other activities.
- Higher technology: impact on communications and media.
- Global market growth: rising world economies' influence on culture and the arts
- Many more makers of culture: young people in particular making culture outside institutions, often with widely available media and technologies which operate to professional standards.

3.23

This report recommends that Living East, Arts Council England, Greater Cambridge Partnership and EEDA jointly commission a programme of support activities to enable cultural and arts bodies and creative industries in Cambridgeshire to take the longer view. This should involve planners and regeneration bodies so that culture can be built into the long-term planning for the Cambridge sub-region.

4. Gaps and opportunities for existing culture and arts facilities from sub-regional growth.

4.1

Chapter 2 highlighted some of the considerable strengths and notable assets in culture and the arts in the Cambridge sub-region, as well as pointing to a number of specific gaps and areas for improvement within the county's cultural and arts provision. Some venues have already recognised the changes needed to meet growing demand. Others still need to identify development and investment opportunities.

4.2

Although there is a wide range of music venues at the small and medium scale in and around Cambridge, there is growing interest in testing the case for a purpose-built auditorium for large scale music – the nearest concert halls are at Aldeburgh and in Nottingham, Birmingham and London. Separately, there may also be opportunities for either or both a commercial arena for large scale outdoor events and a conference and convention centre – potential competitors for these are probably closer to hand, at Newmarket, Peterborough and Milton Keynes. A purpose built concert hall – based perhaps in Cambridge East – would be a long term project of regional significance with a 10-15 year development timetable. It would significantly raise the cultural offer of the Cambridge sub-region: the Greater Cambridge Partnership (GCP) has identified culture and quality of life issues as being critically important in maintaining Cambridge's place in the increasingly competitive global market place for academia, science and technology and the knowledge economies. A music venue of this scale will need to build on sustained local investment in music education and participation, and in supporting and retaining local talent, across their more local communities and catchment areas.

4.3

It would be useful to consider the costs and benefits of similar projects, such as The Sage, Gateshead (heavily supported by arts Lottery funding, the Regional Development Agency, and Gateshead MBC, and significant local commercial sponsorship) as well as venues which have been developed without Lottery funding and without direct subsidy such as Bridgewater Hall in Manchester. A concert hall, an arena and a conference centre will each need to be considered on its own merits. Preliminary testing will identify which combination of activities might best be taken forward for more detailed development work. Funding streams will also need to be appraised, taking into consideration the availability of political, regional, commercial and cultural support. For example, Cambridge City Council may need to consider relocating the activities currently at the Corn Exchange, and adapt the venue for other purposes.

4.4

The next practical step is to create a small team to act as project champions. This team will need to secure funding from sources such as the local authorities, developers, EEDA, cultural funders and GCP to commission work to identify what the project might consist of and how in principle it might best be funded and delivered. It is also vital to demonstrate the need and potential for such a major development. The major orchestras, the two universities, the County Music Service and existing venues should be brought on board as key partners in promoting the concert hall.

Key feasibility tasks will include site identification, assessment of planning issues and development opportunities, an analysis of demand and potential markets, business and programme planning and identifying major stakeholders and funders, to help secure capital and revenue.

4.5

Assuming these steps have been taken and the project deemed viable, the next stages would include:

- Capital and revenue business planning, risk and sensitivity analysis and management
- Development of stakeholders' and funders' profiles and strategies
- Securing capital and revenue funds
- Appointment and co-ordination of design teams and other professionals
- Development of organisational and management structures
- Market and audience development strategies
- Detailed programme and content planning

A key factor in developing the project is to ensure the proposed major new facility targets existing cultural activity and audiences, and that capital development is preceded by sustained investment in professional and community music making, participation and education. Gateshead's experience with both The Sage and BALTIC offers examples of successful practice.

4.6

Museums: Cambridge has the potential to become a City of Museums. But work is needed to meet current demands and the proposed growth in the sub-region:

- National museums: the IWM museum estate at Duxford is currently investing in educational and other public access improvements, in order to maintain its position within the region as one of its most visited museums
- Wider public access to collections and the sub-regional knowledge base: the Cambridge University museums and archives are developing plans both to promote wider public access to collections and their science and technology knowledge base.
- The proposed development of a Historical Resource and Cultural Centre (HRCC) in Cambridge would bring improved accommodation and access for County Archives and Cambridgeshire Collection.
- Local museums and archives form bases for community engagement. EEMLAC and Cambridgeshire County Council should increase its help and support for wider public access to smaller specialist museums and archives, and for local museums, archives and collections, such as the Cambridge Museum of Technology.

Libraries will also play a critical role in the new communities, and the potential to develop co-location or shared usage with cultural organisations should be further explored by the County Council.

4.7

Music: There are a number of sub-regional gaps in the music sector, including performance spaces for small and medium scale music outside Cambridge and Ely, as well as music rehearsal and production spaces outside Cambridge, particularly for young people involved in non-classical/choral music. There is a particular lack of any smaller scale professionally-equipped venue for non-classical music in the sub-region.

4.8

Cinema: There are currently enough commercial cinema screens to meet current demands – but a population growth of 30% by 2020 will probably require more. These will most likely be delivered by multiplex operators. External market forces will influence whether Cambridgeshire needs more screens and, if so, what kind of screens would be appropriate. Screen East highlights specialised and independent cinema as a potential growth area. There is also opportunity to deliver new screens to many of the market towns currently without provision (St Neots, Sawston, and Wisbech) but this is unlikely to be through multiplexes.

4.9

Theatre: The Cambridge Arts Theatre is looking to expand and will likely be large enough to accommodate the proposed future population growth. Elsewhere, Cambridge University's ADC Theatre is also fundraising for the final stages of redevelopment plans, which will include a new sound-proofed rehearsal room, workshop and support facilities. Children's theatre has enjoyed a strong revival across the UK, but Cambridgeshire currently has no dedicated space for this important educational, participative and inclusive family focussed cultural activity. The Shed at the Junction in Cambridge is a small scale space designed specifically for drama and small scale performance: this has been consciously designed as a model for similar spaces across the county, to enable easier and more cost effective transfer of professional, educational and community work between arts centres, schools and similar venues throughout the county's market towns and larger villages.

4.10

Great care needs to be taken not to assume that the general provision of multi-purpose community or shared educational space will be adequate for high quality cultural and arts activity. District Councils, developers and cultural agencies should make a long term commitment to planning and building small scale multi-art form venues and facilities – for music, dance, theatre, independent cinema and exhibition for existing, and in particular new and faster growing communities. This would also meet a number of sub-regional gaps, including performance spaces for small and medium scale music outside Cambridge and Ely; music rehearsal and production spaces outside Cambridge, particularly for young people involved in non-classical/choral music; and space for making and touring small scale performance, children's theatre and dance.

4.11

Contemporary Visual Arts: The gaps in this sector fall into two categories: Galleries have experienced a growth in demand and this has translated into major extension plans – funding streams are therefore at a premium. Rising property prices have also made it difficult for the growing number of practising artists to find secure and affordable studio accommodation. EEDA, the local authorities, ACE and specialist studio developers and providers like Wysing should be focusing on providing a larger number of working artist's studios, which are open to the public. Indeed, ACE is currently running a national exercise to map studio provision and identify gaps and development opportunities in significant subregional and local detail. The results of this two year programme (2006-2008) should be used to provide specific intelligence and targets for future development strategies.

4.12

Some of the detailed information on culture and the arts needed for sub-regional strategic planning is currently not available, although local authority arts officers are currently developing baseline figures for attendance and participation in arts activities across the County. In order to draw detailed conclusions about the current and future arts audience in Cambridgeshire, ACE, EEMLAC and other agencies will need to work with arts and cultural organisations to develop a coherent approach to collecting, collating and sharing market research, and to disaggregate existing regional data.

5. Gaps and Opportunities: Larger Settlements – Northstowe and East Cambridge

5.1

This section considers the specific arts and cultural strategic issues for the two biggest developments in Cambridgeshire: Northstowe and East Cambridge. Culture will help to bring life and vibrancy to these growth areas and connect them with the wider Cambridgeshire communities. It would be all too easy, for example, for Northstowe to turn into a dormitory village, with little heart and no soul.

The aim is to highlight the strategic opportunities that could be delivered through the new settlements, and understand the opportunities in developing a creative economy, especially in Northstowe. It is clear that stronger cultural partnerships and cross-organisational collaboration will be key to reaching these goals.

Northstowe

(Box Out)

Current proposals and facilities

- 8,000 new homes
- Up to 50% affordable housing, offering a mix of communities
- Estimated population of 20,000 people
- Construction expected to start in 2008 (developers: Gallaghers and English Partnerships)
- Location: 5 miles northwest of Cambridge city centre
- Distinctive town centre featuring civic hub, including major library
- 5 primary schools and a new secondary school
- Transport profile: on the edge of the A14 and close to the M11
- To be served by the Guided Bus linking Huntingdon to Cambridge

5.2

Northstowe will require at least one purpose built, high quality building committed primarily to arts and cultural activities, as well as wider communal spaces for a broad spectrum of cultural activity. The new building should be an inclusive, high quality stage for professional arts. Its full remit should be set out in the Northstowe cultural strategy, but it will need to embrace:

- Small scale professional touring theatre and dance
- Small concerts, recitals and other professional music programmes;
- Community and amateur performances
- Rehearsal studio and workshop space
- Arts and health/fitness facilities
- Capacity to show film for groups of 100-150
- Meeting rooms
- Exhibition space
- Bookshop, café, etc

5.3

The new building should tie in closely with the potential development of the Civic Hub. The Hub would offer considerable multi-use space and could offer many cultural provisions as core facilities. This might keep costs down, but SCDC should take care not to water down what should be a high quality community cultural programme.

5.4

A separate study is being carried out for SCDC by URBED with Marilyn Taylor Associates to explore the options for setting up a Local Management Organisation (LMO) for Northstowe to take responsibility for the management of community facilities and open spaces. This body could play a major role in managing and developing arts and cultural provision for the growing community.

5.5

ACE is keen to ensure that when planning facilities for Northstowe, SCDC matches the footprint of recent performance and exhibition spaces within the growth region, such as at Junction and Kettle's Yard. There are several "wins" in this approach. Not only will it increase investment efficiency and knowledge sharing, it will also enable tested models to be replicated. On an individual scale, it will also allow existing ACE funded organisations to build relationships by transferring their work between Northstowe and other compatible spaces in the new settlements. Shape East's research for SCDC in two schools showed that young people preferred a music venue/practice space over a theatre. SCDC is also planning a dance studio as part of the secondary school facility which could be managed as part of the Dual Use Sports Centre.

5.6

SCDC, English Partnerships and Gallaghers, and Cambridgeshire County Council should actively consider every school providing at least one studio/project space in which an artist or equivalent might be accommodated; one space properly equipped for arts in health activities, dance etc; and one for communal music making. In addition, there are proposed archives and exhibition facilities, linked to Northstowe, being considered in the redundant St Michael's Church in Longstanton.

5.7

Culture and the arts are hugely important for new communities looking to establish an identity. Cultural and arts activities and facilities must be inclusive, arrive early, and be targeted at long-term community development. This report proposes a set of projects to be commissioned by SCDC, with support from ACE and other cultural partners, and funded through developer contributions and from other revenue sources available to the Council. These should be implemented as soon as possible and in any event alongside the arrival of the first residents.

5.8

These projects should include:

- Artists at Home, a partnership between Cambridgeshire Horizons and ACE to work with SCDC and the Registered Social landlords (RSLs) working in Northstowe, to create affordable housing for cultural practitioners. Each artist housed would commit to undertake one commission per year within Northstowe;
- History in the Making, a 3-year appointment by the LMO of a historian to work with local people;
- Participation in design, increasing and embedding participation in the objects of the LMO; and street naming, with Gallagher's, SCDC and ACE jointly commissioning story-tellers to work with local children to create names for Northstowe's streets.

SCDC and the LMO should also develop plans to invite an experienced community arts agency to devise a programme of participation, celebrations and festivals. At the heart of Northstowe's community celebrations, this report recommends the creation of a "Feast Field": a flexible open space, capable of being used for performance, occasional events, festivals and markets.

5.9

SCDC has adopted a public art policy which says that the developers' contribution to public art must be no less than 1% and up to 5% of construction value in Northstowe. Future public art strategy should enable a mixture of short-term projects and events as well as long-term or permanent artists' contributions to design of public realm, buildings, landscaping and lighting.

5.10

Oakington Barracks, which is part of the site for Northstowe, currently houses the Oakington Immigration Reception Centre. Cambridgeshire Horizons, GCP and SCDC should open discussions as soon as possible with English Partnerships (EP) about the future of the site, with the objective of enabling creative workspace at least on an interim basis. With this in place, the remaining site can be used for high quality affordable housing. This would enable part of the site to support the economic development aspirations for a locally rooted creative economy. Should the Barracks not be available, SCDC should explore other ways of replicating, for 5-10 year use, the same kind of small creative business community found at Trinity Buoy Wharf in London.

5.11

This report recommends that one 'H' block is dedicated to creating flexible work spaces for creative industries, owned and managed by the LMO giving it a secured asset and revenue stream. Some workspaces should be available to rent, but there should also be some capacity for artists to buy equity. The objective should be to enable young creative professionals to obtain equity easily and give them a stake in the area, rather than seeing Northstowe as a temporary stepping stone on the way to central Cambridge or London. The ground floor of the building should be made into a café, with a particular interest in digital and performance art

5.12

A town's retail provision affects and reflects its desirability. This report recommends the creation of a comprehensive economic development strategy for Northstowe, using the resources of the County Council and the GCP. When it comes to retail and the creative industries, the Barracks – the only sizeable pre-existing development – represents a unique opportunity in Northstowe. But if it is unavailable, there are other options. In planning the commercial provision in the Town Centre, SCDC, English Partnerships and Gallaghers should opt for a balanced leisure economy. To develop this flourishing day time and evening economy, Gallaghers, their advisers, SCDC and Cambridgeshire Horizons should continue to bring together a wide range of expertise in developing the town centre to:

- build a distinctive retail provision, including local businesses;
- seek either a diversity of ownership, or an investor with patient capital committed to the long term success of the area ;
- incorporate a wide variety of active cultural and social uses, including small scale comedy/club venue; and
- develop criteria to measure the success of the town centre.

Street markets can also act as centres of community cohesion, help increase retail diversity and avoid any "clone town" label.

5.13

This report recommends that any strategies are closely dovetailed with the proposal to develop the LMO for Northstowe. Resources for the implementation of these strategies in Northstowe may come from a range of places. The separate section on financial instruments gives more detail of some of the policy and legislative background to using a planning tariff.

Cambridge East**5.14**

Cambridge East, which comprises Cambridge Airport and areas north of Newmarket Road and north of Cherry Hinton, is set to see 12,000 new homes built (mostly after 2016). Since the area straddles the South Cambridgeshire and Cambridge City Council boundaries, the two authorities should make it a high priority to agree a joint cultural planning framework for the development. This report recommends the same general strategies recommended for Northstowe. These could be tested in Northstowe first. The cultural framework for Cambridge East should involve artists and all key partners in the area and provide:

- A comprehensive Heritage and Landscape characterisation exercise for Cambridge East
- The opportunity to create a new gateway and welcome to Cambridge as an integral part of the city through major public arts commissioning opportunities
- The location of a regional centre for culture and related activities

5.15

The area would benefit from a conference centre to act as a lynchpin of this new growth. The possibility of such a development is already identified in Cambridge East in the Redeposit Draft Local Plan. In addition, a concert hall and major event venue would further improve the area's cultural standing. These might be developed either be part of an integrated cultural and commercial destination or as separate projects.

5.16

With regard to delivery and implementation, the recommendations echo those for Northstowe, but there is also recognition that the area is not envisaged as a self-contained settlement, but sits within a larger and vibrant city. The key agencies and partners should create a cultural partnership for the sub-region to ensure the area gains the cultural infrastructure and long term investment that it needs. This requires an early agreement between the City, SCDC and the County to develop a joint, strategic approach to culture and arts and on the principles for cultural development and investment for Cambridge East. Cambridgeshire Horizons should also sponsor a series of events around the infrastructure of Cambridge East, bringing together planners, practitioners, community representatives and developers, to consider the cultural issues for the development. These would aim to have maximum influence on the master planning and development.

Cambridge Southern Fringe and North West Cambridge**5.17**

The City Council Area Development Framework for the Southern Fringe of the city sets out an ambitious strategy for public art in the new developments that will extend Trumpington to the south and east. At Addenbroke's Hospital, the expansion of the current hospital site will see it developed as a regional and national centre of excellence in biomedical research, featuring a range of new clinical facilities and a biomedical park. This proposed development offers considerable scope for new public art activities and commissions in what is a growing field of collaborations between art and science, and for extending existing culture and health activities such as the partnership between Fitzwilliam Museum and Addenbroke's Hospital.

5.18

In the north west of the city, Cambridge University's proposed development of its 120-hectare site will accommodate the longer term expansion of the university. Final plans are subject to the approval of an Area Action Plan by the City Council and SCDC, but the university is proposing a high quality public realm and public access throughout the area. Opportunities will exist to integrate new university-related arts and cultural facilities into the local neighbourhood centre that will form the heart of this development. Opportunities for public art should also be explored in the adjacent NIAB (National Institute of Agricultural Botany) site to the east of Huntingdon Road.

6 Building cultural capacity to respond to growth

6.1

Distinctive places are successful places. Towns with their own character attract business and investment. Government includes “strong local culture” in its list of essential attributes for the sustainable community. Since the first Urban Task Force report was published⁵, the importance of ensuring high quality urban design and architecture has been accepted as a central requirement in achieving sustainable development.

6.2

Studies by the Commission for Architecture and the Built Environment (CABE) and the Design Council have further highlighted the economic, environmental and social benefits of a commitment to high quality design. And yet government and delivery agencies have been criticised for failing to heed their own advice. Recent studies⁶ have highlighted the negative effects on the environment and local social and economic sustainability of the creeping homogeneity of English town centres, new suburbs and settlements; the “ghost towns” after 5pm; the “clone towns” with the same multiple retailers.

6.3

Art and cultural projects have a recognised therapeutic benefit, and are widely employed in hospital, rehabilitation and primary care environments. Agencies in the sub-region, such as Inspire the arts organisation committed to well being through the arts, show that culture and the arts can help build healthy communities. Culture and the arts also have a role to play in alleviating social exclusion, such as working with young offenders to reduce re-offending. As such, cultural activity should be reflected in the crime reduction programme for the new areas. This can help build people’s confidence in the security of their new community. New public sector buildings, such as libraries and schools, should also incorporate community pride into their architecture. Environmentally conscious design is important too. Cambridgeshire has the cultural and environmental ecology to become a world leader in public art allied to environmental and sustainable design practice.

6.4

Today’s children will be adults by the time the growth area’s new communities are completed. They therefore need to be included in the current planning and reflect their cultural experience. This would build on the innovative ways in which South Cambridgeshire and Fenland already use mobile phone technology to let young people know about cultural and leisure activities. There are already a number of youth consultancy projects in the area, which could prove useful here, such as Cambridge City Council’s *Young Consultants* scheme.

6.5

The growth agenda will create huge opportunities and pressures to deliver attractive communities. In South Cambridgeshire, public art is already woven into the construction process. The District Council’s public art policy commits developers to no less than 1% and up to 5% of construction value as the contribution to public art. This has already produced results. Cambridge City Council has a similar “percent for art” formula. SCDC’s policy approach should act as a model for Cambridgeshire County Council, and the District Councils of Fenland, Huntingdonshire and East Cambridgeshire.

6.6

The County Council plays a vital role in all new developments, including roads, transport infrastructure, schools and libraries. Since there is already UK-wide best practice in many of these areas, leadership from the County – allied with a commitment to public art and design quality across all departments – would be a very positive step. The resources in the county consist principally of two very small specialist agencies, which promote culture in the public realm: Shape East, the region's centre for architecture and the built environment; and Commissions East, the visual arts development agency. Both have limited capacity and cannot currently meet increased demand. ACE and others should encourage these agencies to improve their capacity so that they can deliver high quality commissions in the growth area and form part of a sub-regional commissioning strategy. Inspire East, which works to improve the quality of sustainable communities in the East of England, will also help shape development in the sub-region. They are currently establishing a Regional Design and Enabling Panel which can offer support and advice to Cambridgeshire's local authorities, specialist agencies and others.

6.7

Taking part in cultural activity can bring communities together and empower individuals to articulate their own aspirations and expectations. This is especially important in engaging the traditionally hard-to-reach, such as younger and more elderly people, travellers or ethnic minority groups. Nevertheless, the growth plans will mean big changes for many existing neighbourhoods, and negative feelings can arise easily. Cultural projects can help involve local people in change, and reduce feelings of fear and mistrust.

6.8

Despite its clear importance, sub-regional arts development and participatory work is currently quite limited. Without more resources it is hard to envisage growth sufficient to meet need or demand in the growth area. Indeed, much of the existing work is highly vulnerable due to a lack of sustained financial support. Establishing more robust funding is a critical challenge.

6.9

Culture is widely accepted to increase people's quality of life in a variety of ways: from improving physical and mental health to creating tighter-knit, sustainable communities and providing education. A cultural education also plays a critical role in ensuring that children, young people and adults have the opportunity to develop their talents, skills and enthusiasm. In the new growth areas, there is a great opportunity to develop a co-ordinated, visionary approach to cultural education. New schools should be planned for use by the whole community which – where possible – enable the development of links between the arts and sports, community health provision, and local economic development. They should also forge partnerships with a range of providers, including SureStart, Youth Offending Teams, Youth and Social Services. There is also potential to develop new relationships with local and regional arts practitioners. Dual Use Arts' posts will have an important role here. These activities should be initiated from an early stage in the development process.

6.10

Inclusive, locally run festivals serve to strengthen a community's spirit. These celebrations, run by community arts and development companies, should be built into the early phases of new settlements. Events exploring local history can also strengthen community bonds.

6.11

This Arts and Culture Strategy identifies the need and demand for a programme of activity, contracted to a specialist company, to focus on early work for Northstowe, as well as technical support for participatory activity across the county. For the new growth area developments to build on Cambridgeshire's strong cultural capacity, Cambridgeshire Horizons should support its cultural partners and local authorities through:

- A coherent sub-regional approach to developing design panels and champions
- Involving cultural practitioners and young people in the planning and design processes
- Strengthening local authority public art policies
- Committing to capacity building and resourcing existing specialist agencies, such as Shape East and Commissions East

7. Creative Businesses: planning and investment to respond to growth

7.1

Cambridge is a global brand. Its unique mix of strengths, especially in the fields of culture and the arts, science and technology, defines the city and ensures its future prosperity. But the relationship between these brand strengths, such as how cultural industries relate to the “Cambridge phenomenon” and the scientific innovation of “Silicon Fen”, requires better understanding.

7.2

Despite recent declines in employment in the high technology sector, growth opportunities in the *creative* high tech sector appear positive. This is buoyed by increasing usage and growth of the internet through, for example, broadband and 3G. The switch to digital TV, which will also open up new opportunities, will start nationwide in 2008 and be completed by 2012.

7.3

Cultural, economic development and business partners need to work together to stave off competition from the south east and London. In 2002/3 a survey of creative businesses in the region identified the need for additional workspace in Cambridge where demand exceeded supply. In 2004, EEDA, ACE, Screen East and Living East published the region’s creative industries strategy, entitled “*Space for Creativity*”⁷. This highlighted the need for more flexible, affordable workspace for creative businesses. Other counties (e.g. Derbyshire) have used specialist workspace developers to meet this need. Cambridgeshire Horizons should act as catalyst to help EEDA, ACE, Screen East and Living East act upon the *Space for Creativity* findings by identifying the specific workspace requirements of each creative sector.

7.4

Any new workspace development will need to have the widest possible impact. The recent announcement of a proposed £1m creative industries centre at Longsands College in St Neots, for example, will also have a clear educational and business benefit. GCP should develop a specific growth area programme for creative business support and development, working with existing networks such as CaMedia. This would embrace a broad range of business needs, encouraging a cross-creative sector knowledge transfer to help support future business growth. It could also carry out research into currently uncharted territories, such as the potential synergy between creative businesses and the wider high technology sector in the sub-region. *Space for Creativity* also proposed that the region should consider bidding to host the national *Creative Clusters* conference. This report suggests that GCP take up this challenge in partnership with EEDA and, for example, the Cambridge-MIT Institute.

7.5

The recent HM Treasury “Cox Review of Creativity in Business”⁸ identifies “centres of creativity and innovation across the UK” as clear opportunities to promote and strengthen a region’s cultural portfolio. Creativity is seen as “a key to future business success – and to national prosperity”. According to the Cox proposal, each region would have a centre with at least some of the following facilities:

- Exhibition space (for static and travelling displays)
- Seminar facilities
- A hub for creative industry gatherings

- Educational facilities
- Space for professional and trade bodies
- Retail environment/dining facilities
- Incubator space for early-stage creative businesses
- Serviced office/shared studio facilities for creative companies.

Each centre could also act as a hub for a wide variety of different programmes and services aimed at bringing the business and creative sectors together. This would not be in competition with existing facilities, such as museums and conference centres, but nevertheless focus on sharing knowledge and experience.

7.6

Creativity needs to be a feature both of the centre's contents and its day-to-day management. There are several funding options. The Lighthouse in Glasgow provides an interesting example: it is run on a budget of £3.2 million per annum, 43 per cent from commercial income, 50 per cent from specific project grants and just seven per cent core grant from Glasgow City Council. To ensure continued growth in the region's cultural brand, Cambridgeshire Horizons, GCP, EEDA, the Local Authorities and Universities should consider developing a Cambridgeshire-based regional centre of creativity and innovation.

8. Partnership and leadership to respond to the growth agenda

8.1

Cambridgeshire has a very strong cultural offer, but there is a significant gap in leadership for the arts and cultural communities and creative sector in the sub-region. Local authorities should continue to strengthen the ways in which they make best use of culture and the arts by integrated policies and strategies, effective internal coordination and communication, and stronger partnerships with regional and national cultural bodies. This should build incrementally on existing coordination and partnership activities. Arts and cultural organisations highlight the need for leadership and greater cohesion of public policies and long-term partnerships between local authorities, Inspire East, specialist agencies and others in order to:

- better use the existing assets and prepare for growth;
- help plan, support and champion arts and culture at a sub-regional level;
- develop a co-ordinated approach to design and the built environment ;
- create a sub-regional commissioning strategy for public art; and
- undertake a co-ordinated approach to market research and information.

8.2

It is proposed that Cambridgeshire Horizons works to establish a sub-regional Cultural Partnership to achieve these goals for Cambridgeshire. This will promote leadership and dialogue between local government, universities, policy and funding bodies, cultural bodies, and creative business networks. The main aim is to maximise the opportunities for the sub-region's wealth of resources, benefit its communities and raise its national and global profile and reputation.

8.3

This strategy proposes the development of a number of cultural assets benefiting the entire sub-region, and many others already envisaged will benefit communities in more than one District. With proposed changes such as Planning Gain Supplement in the pipeline, there is a strong case for planning, securing and investing funding for cultural infrastructure in a consolidated approach, pooling resources for sub-regional projects into one Cultural Fund. This planned approach to cultural infrastructure investment would encompass a range of partners, including the City, the County and all the District Councils, business and public agencies, EEDA, regional and national cultural and lottery bodies, Cambridge University and Anglia Ruskin University, GCP, and Cambridgeshire Community Fund (CCF).

8.4

Putting together financial mechanisms and raising the money for culture will be especially difficult, given competition within the Cambridge sub-region (e.g. Cambridge University) and external competition (e.g. 2012 Olympic Games, Milton Keynes and the Thames Gateway growth areas) This can be taken forward through a pilot programme to define the structure, scope and interrelationship of the cultural partnership and the way in which a cultural fund might work under new planning gain arrangements. The evidence suggests that local authorities already have limited budgets for culture and arts facilities, and face growing pressures on revenue levels. Given the projected new growth, this trend – coupled with the lack of planned investment to support increased demand – is a serious concern. Regional and local cultural partners should work together to create a joint long-term cultural strategy for the Cambridgeshire growth area. Particular local authorities will need to identify and secure onward investment in cultural and arts activity, and the required infrastructure, to meet even the most modest aspirations of their communities.

9 Funding mechanisms to respond to growth

9.1

With the proposed population increase of 130,000, existing arts and cultural facilities in the sub-region will need to upgrade and expand to meet huge new demands. Additional facilities will also be required. This section of the report looks at the options for capital and revenue funding from planning obligations from new developments (Section 106 contributions). This will include the possibility of a levy for arts and cultural facilities from all new housing developments in the sub-region, which could form part of a Sub-regional Planning Obligations Strategy.

9.2

In the Government's proposed Planning Gain Supplement (PGS), cultural facilities have to be agreed as necessary components in the local development context, if they are to be eligible in any local Section 106 planning agreement. Sub-regional and other less locally required culture and arts facilities would only be eligible for funding through PGS redistributed back into the Cambridge sub region. As a relatively prosperous area, it may be that Cambridgeshire would lose out. But the presence of a sub-regional Cultural Partnership and Fund (see section 8) would help convince Government that the growth area has mechanisms in place to make best use of funds redistributed back to the locality.

9.3

The tariff option would be a standard charge paid by developers related to each new dwelling, or area of new employment use. It would be index linked and, for large sites, the tariff would be levied in stage payments. This would appear to have Government support: Recent Government guidance on planning obligations suggests that they can legitimately be used to mitigate the impacts of new development on an area where '...a proposed development would give rise to the need for additional or expanded community infrastructure'.⁹

9.4

The success of a tariff for culture and the arts in the Cambridge sub-region would require:

- An increase in land value to pay for facilities;
- Sufficient priority for culture and the arts in local policies;
- Standards which can be easily adapted to local conditions;
- Well-researched and up-to-date listings of projects that can be implemented with the assistance of developer contributions.

9.5

It will also require the creation of a sub-regional planning document, agreed by the relevant local authorities. It will be necessary to pool contributions for some cultural facilities. The tariff will also affect existing or planned percent for art policies – and should not be seen as a stand-alone funding programme.

9.6

Local Authorities can use PFI to provide capital arts / culture projects. Providing they can secure the Council to act as a guarantor, cultural organisations can also raise funds through a mini PFI, which would require monthly rental payments for a development over a 15-year term. Councils also have access to low interest borrowing opportunities through Prudential Code borrowing over the medium or long term. This allows them to borrow as much money as they want, provided they can show they can afford to meet the revenue costs associated

with the borrowing. One of the key advantages here is the use of non-profit distributing organisations or independent trusts being charged with delivering cultural and leisure services for a local authority. This ensures any surpluses are ploughed back into the cultural infrastructure. Should a trust become insolvent, the Council would be liable for the continuing repayments on any loan.

9.7

Funding is always a complex issue for cultural sector. Since there is no statutory provision (with the exception of libraries), the sector has had to become adept at drawing funds from an incredibly wide variety of sources. The proposed Cultural Fund for the Cambridge sub region should have its own board and senior funding and leverage expertise, which would explore appropriate sub-regional funding strategies and a long-term cultural investment programme.

9.8

Individual and corporate philanthropy, such as trusts and foundations, form important revenue streams for culture. But while wealth has grown in the sub-region, targeted giving is lagging behind. As a result, the Greater Cambridge Partnership has commissioned Cambridge Community Foundation to carry out a review of philanthropy within the Greater Cambridgeshire area. Several national trusts and foundations have a strong track record of supporting cultural projects. Charities Aid Foundation reported in 2004 that 9% of the c£1.25 billion given in grants by Trusts and Foundations in the UK was granted to culture and the arts. As for companies, capital funding is currently only a small proportion of the overall support for culture and the arts from the corporate sector.

9.9

Planning Gain Supplement is likely to be enacted by Government. However, it is unlikely that this will be complemented by the Growth Area tariff: such a tariff would require robust political leadership in the growth area and national Government willingness to respond. Culture and Arts Lottery funds will not deliver meaningful investment for the required improvements to the cultural infrastructure at least for the next few years. The Government is only likely to consider this after the delivery of the UK's Olympic project. Consequently, there is a gap between the costs of cultural growth highlighted in this report, and the available funding from the Government. Cambridgeshire Horizons and its local authority and cultural partners therefore need to devise a segmented set of long-term strategies that address:

- Investment in leadership and knowledge management
- Revenue and funding to build capacity and support culture and the arts
- Programme investment in new communities
- New buildings required by larger new settlements
- Co-located/jointly funded projects in shared facilities

10 Next Steps and Proposals for Action

10.1

Some of the most important proposals arising from this strategy are highlighted here to indicate the next steps which Cambridgeshire Horizons and its partners need to consider in order to plan long term support to existing and new cultural infrastructure, in response to the sub regional growth agenda. In addition, the tables in the Appendix give Cambridgeshire Horizons and its partners a summary of the required actions in the growth area, as highlighted in this report. In each case, lead agencies and timeframes (actions for immediate consideration, and those for the medium term (2-5 years) and long term) have been identified.

10.2

Section 3: Substantial growth and rapid change – the sub-regional context for culture and the arts describes the unprecedented scale of growth in the Cambridge sub region and its implications for culture and the arts. It assesses how local authorities are responding to this in different ways. Given the competition from some of the counties, towns and growth areas and other major developments surrounding the sub region – for funding, audiences, profile, and for creative talent – better forward planning and tighter coordination of policy and support for culture and the arts will be essential:

- Long-term planning decisions affecting culture and the arts should take account of factors such as demographic change and diversity, environmental change, rising travel costs, higher technology, and global market growth.
- Living East, Arts Council England, Greater Cambridge Partnership and EEDA should jointly commission a programme of support activities to enable cultural and arts bodies in Cambridgeshire to plan for the long-term.
- Appended Tables 1 and 2 set out actions required to respond to the growth and change presented by the sub region's development proposals.

10.3

Section 4: Gaps and opportunities for existing culture and arts facilities from sub-regional growth assesses what kind of venues, workspaces and other facilities will be required to enable the sub region's substantial community of cultural organisations to play a full and effective role in supporting the sub region's growth agenda of new and in catering for the expanding and changing demands of existing and proposed communities. Cambridgeshire has great strength in music, museums, libraries, archives, and in local good practice in delivering culture and arts to its communities in market towns, villages and rural areas. Cultural and public agencies must build on these and other strengths, and plan better support and facilities for local arts delivery and for projects of regional scale such as the proposed large scale music and performance venue.

- More accurate data is required to accurately map the current and future arts provision in the Cambridge sub-region.
- ACE's two-year artists workspace development programme (2006-2008) should be used to provide specific intelligence and targets for future investment.
- Living East, ACE, MLA East of England and other agencies need to work with arts and cultural organisations to develop a coherent approach to collecting, collating and sharing market research, and regional data on culture and the arts.
- Appended Tables 4 and 5 set out actions required to respond to the opportunities and requirements presented by the sub region's growth proposals.

10.4

Section 5: Gaps and Opportunities: Larger Settlements – Northstowe and Cambridge East: in the two biggest developments in the Cambridgeshire – Northstowe and Cambridge East – early planning and investment is required for culture and the arts. This will help ensure that culture and the arts can play a full role in helping developers and local authorities provide the conditions in which families and communities can enjoy a good quality of life from the outset, and in which people can be engaged, inclusively, in making these new towns and settlements prosperous, cohesive and healthy.

- Northstowe needs a purpose built multi-arts facility, as well as the capability to celebrate the arts in its outdoor spaces and integrate cultural practice into education and health facilities.
- Early cultural interventions will help build vibrant communities. In planning the commercial provision in Northstowe town centre, SCDC, English Partnerships and Gallaghers should opt for a balanced leisure economy.
- For Cambridge East, Cambridgeshire Horizons should sponsor a series of events to bring together all parties involved in integrating culture into master planning and development.
- A cultural partnership is required to ensure culture and the arts are at the heart of all new built infrastructure.
- Appended Tables 3 and 4 set out actions required for the larger settlements.

10.5

Section 6: Building cultural capacity to respond to growth, sets out how Cambridgeshire Horizons and partners should work to develop a coherent, sub-regional approach to capacity building, which will involve strengthening local authority public art policies and working with local and regional arts practitioners and specialists agencies. There is good local and national evidence of the practical and cost effective role that culture and the arts can play across a wide range of social, health, education and community related agendas, and in contributing the best standards of design for buildings and the public realm.

- Public and cultural agencies need to take a coherent approach to developing design panels and champions and strengthening local authority public art policies.
- When building capacity, key partners should also ensure that young people's voices are taken on board through youth consultancy projects.
- Appended Tables 2 and 3 set out actions required to develop sub regional capacity in the cultural sector.

10.6

Section 7: Creative Businesses: planning and investment to respond to growth builds on the importance of the commercial creative sector in and around Cambridge, and sets out how best to ensure that cultural and arts bodies might play a more integrated role in the wider knowledge economy. Accessible, affordable workspace, knowledge transfer and showcasing activities are some of the key activities to strengthen and sustain this fast growing part of the sub region's commercial and cultural economy.

- The Cox Review's proposed model of a regional "centre of creativity and innovation" will be a key instrument in meeting plans for sub-regional future growth. Cambridgeshire Horizons, GCP, EEDA, the local authorities and universities should work together to make this happen.
- Cultural agencies should work together to identify workspace requirements of each cultural sector, and ensure there is adequate affordable workspace provision.
- Appended Tables 2 and 5 set out actions required to develop sub regional capacity in the creative sector.

10.7

Section 8: Partnership and leadership to respond to the growth agenda proposes that – to maximise the response to the growth agenda – a sub-regional Cultural Partnership can provide high profile leadership and advocacy for culture and the arts. Funding for other than local projects should be pooled into a Cultural Fund for the Cambridge sub region, encompassing a range of partners, including the City, the County and all the District Councils, business and public agencies, EEDA, regional and national cultural and lottery bodies, Cambridge University and Anglia Ruskin University, GCP, and Cambridgeshire Community Fund (CCF).

- A three-year pilot programme will help to define the exact scope of partnership and fund.
- To resolve diverging policy approaches and help alleviate inadequate funding streams, regional and local cultural partners should also work together to create a joint long-term cultural strategy for the growth area.
- Appended Table 1 sets out actions required to strengthen partnership and leadership.

10.8

Section 9: Funding mechanisms to respond to growth

Cambridgeshire Horizons and its local authority and cultural partners need to devise a set of wide-ranging, long-term strategies, which bridge the gap between the Government's spending on cultural infrastructure and the investment needs of the planned growth within culture and the arts.

- Public and cultural agencies need to work together to develop specific strategies for major capital projects, new and enhanced facilities required in local growth areas, and programme support for early cultural and arts interventions in the largest new settlements.
- Appended Table 1 sets out actions required to develop sub regional funding mechanisms.

Table 1 Leadership, funding and policy

Para	Recommendations for Action	Notes	Lead Agency	Now	Mid Term	Long term
	Leadership			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.2	Sub regional Cultural Partnership	Feasibility study, pilot project	CH/GCP	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Funding			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.3	Sub regional funding pool/fund	Feasibility study, pilot project	CH/GCP	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.4	Prepare for tariff with detailed audit, costs	Commissioned work on supplementary planning documentation etc	CH	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.9	Adopt sub regional funding/investment strategies	e.g. new settlements, major projects, enhancements, programme etc	CH and partners	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
	Policy			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.22	Support future planning/proofing activities		CH/GCP	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.4	Policy convergence between cultural funders and local authorities	Robust, consistent funding for culture and the arts	CH and partners	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Table 2 Sectoral strategies and research

Para	Recommendations for Action	Notes	Lead Agency	Now	Mid Term	Long term
	Public Art and Design			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.11	Agree shared subregional approach and strategy		CH/ACE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.5	Increase effectiveness of public art policies	Wider adoption of robust public art policies	County, DCs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.6	Strengthen capacity of specialist support agencies		CH, ACE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.6	Support regional Design Panel		CH and partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.11	Strengthen design panels with youth and cultural practitioners		CH	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Creative businesses			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.12	Research sub regional cultural markets, audiences	More accurate data to forecast future developments	Living East/ ACE East	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.11	Creative/cultural sector development strategy for Northstowe	Working with LMO	SCDC, GCP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.4	Bid for national Creative Clusters Conference	To host 2009 or later	GCP/EEDA	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
7.4	Targeted growth area development strategy	To encourage growth of creative sector, networks etc	GCP	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Table 3 Programme investment in new communities

Para	Recommendations for Action	Notes	Lead Agency	Now	Mid Term	Long term
5.8	Early community development projects in Northstowe	E.g. affordable housing for artists; local history and archives; participation in design; street naming	CH, ACE, SCDC	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5.8	Participatory & Celebratory Arts	Initial 3 year programme local engagement and participatory activities	SCDC		<input checked="" type="checkbox"/>	
5.16	Joint strategic approach to culture and arts for Cambridge East	Agreement on principles for cultural development and investment	CH, SCDC and County Council	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.16	Plan culture, arts infrastructure for Cambridge East	Bringing together planners, developers, cultural practitioners	CH	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.4	Involving young people in consultation, design etc		Districts, County	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6.9	Integrated involvement of culture and arts programmes in wider social agenda	e.g. health, healthy communities, youth crime, inclusion etc	Districts, County	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Table 4 Culture and Arts Infrastructure¹

Para	Recommendations for Action	Notes	Lead Agency	Now	Mid Term	Long term
	Multi-arts facilities	New facilities, buildings		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Northstowe multi purpose arts space	Designed for professional and community use	SCDC	plan	build	<input type="checkbox"/>
5.6	Well specified arts facilities /studio spaces in schools, health facilities etc	Designed for professional and community use	SCDC, County Ccl developers	plan	build	
5.8	Northstowe: "Feast Field"	outdoor space designed for performance etc	SCDC	plan	build	
		Upgrades, enhancements		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.10	Planning and building multi arts spaces in villages, market towns	Designed for professional and community use	District Councils	plan	build	<input type="checkbox"/>
5.5	Small and medium scale multi-arts spaces	Using existing facilities like Junction and Kettle's Yard for support and as models	District Councils	plan	build	<input type="checkbox"/>
5.12	Small scale commercial comedy/club venue space	in Northstowe and/or Cambourne	SCDC	plan	build	<input type="checkbox"/>
	Cinema and Film					<input type="checkbox"/>
4.8	Specialist film screens in market towns	depends on location of need e.g. Wisbech, Ramsey, St Neots,	DCs, Specialist operators		✓ <input type="checkbox"/>	<input type="checkbox"/>
	Museums,Libraries,Archives					<input type="checkbox"/>
4.6	University museums, collections	CU museum development plans incl. wider public access	City, Cambridge University	✓	✓ <input type="checkbox"/>	<input type="checkbox"/>
4.6	County Archives and Cambridgeshire Collection	Foster Mills Improved accommodation and access	City, County		✓ <input type="checkbox"/>	<input type="checkbox"/>
4.6	Smaller specialist museums, local museums and collections	improved/ new facilities and access.	EEMLAC		✓ <input type="checkbox"/>	<input type="checkbox"/>
	Visual Arts					<input type="checkbox"/>
4.11	Professional exhibition space in public buildings		Planning authorities	✓	✓	<input type="checkbox"/>
4.11	Meeting demand for more artists/makers studio spaces	Support for ACE national strategy within growth area	ACE		✓	<input type="checkbox"/>
	Participatory & Celebratory Arts					<input type="checkbox"/>
5.8	Making and rehearsal spaces.	for early participatory activity	SCDC		✓	<input type="checkbox"/>
	Creative Businesses					<input type="checkbox"/>
5.10	Interim activity development at Northstowe	Barracks/ interim workspace, business support etc	SCDC	plan	build	<input type="checkbox"/>

¹ Table 4 does not include projects which are currently in development by commercial or funded organisations (for example, Cambridge Arts Theatre and Imperial War Museum Duxford).

7.3 Creative industry work space: design, music, games, digital media, visual arts SCDC, GCP ✓ □

Table 5 Planning major projects

Para	Recommendations for Action	Notes	Lead Agency	Now	Mid Term	Long term
4.3-5	Large scale (regional) concert hall and/or events venue	Identification of champions, feasibility testing	CH, GCP	□	✓ □	✓ □
7.6	Regional Centre for Creativity	Initial feasibility testing	GCP	plan	build	□

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- 1 *Sustainable Futures Integrated Regional Strategy for the East of England*, EERA, 2005: *Employment in the Hi-Tech "community" in Cambridgeshire and Peterborough*, Cambridge City Council, 2005
 - 2 *Amenities Barometer*, Local Futures Group, 2005
 - 3 *Creative Industries Economic Estimates*, DCMS, 2005
 - 4 Cambridge County Council data 2006
 - 5 *Towards an Urban Renaissance*, the report of the Urban task Force, Urban Task Force, 1999
 - 6 *Ghost Town Britain Death on the High Street How Britain's Local Economies are Loosing Ground and Fighting Back*, New Economics Foundation, 2002 ; *Clone Town Britain: The Survey Results on the Bland State of the Nation*, New Economics Foundation, 2005
 - 7 *Space for Creativity*, DPA for EEDA, ACE, Living East and Screen East 2004
 - 8 *The Cox review of Creativity in Business; Building on the UK's Strengths*, HM Treasury, 2005
 - 9 *Planning Obligations, Circular 5/05*, ODPM, SO 2005