

Agenda for a meeting of the Regeneration and Economy Overview and Scrutiny Committee to be held on Tuesday, 28 March 2017 at 6.00 pm in Committee Room 3 - City Hall, Bradford

Members of the Committee – Councillors

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	GREEN	INDEPENDENT
Heseltine Mallinson	Farley Pullen Green Jamil	Fear	H Hussain	K Hussain

Alternates:

CONSERVATIVE	LABOUR	LIBERAL DEMOCRAT	GREEN
Pennington Whiteley	Johnson H Khan Salam	R Ahmed	Warnes

Notes:

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
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- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

From:

Parveen Akhtar
City Solicitor

To:

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A. PROCEDURAL ITEMS

1. ALTERNATE MEMBERS (Standing Order 34)

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

2. DISCLOSURES OF INTEREST

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

Notes:

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

3. INSPECTION OF REPORTS AND BACKGROUND PAPERS

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.



Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Adam Backovic - 01274 431182)

4. REFERRALS TO THE OVERVIEW AND SCRUTINY COMMITTEE

Any referrals that have been made to this Committee up to and including the date of publication of this agenda will be reported at the meeting.

B. OVERVIEW AND SCRUTINY ACTIVITIES

5. NATIONAL MEDIA MUSEUM 1 - 18

The report of the Director of the National Media Museum (**Document “Y”**) provides an update on progress against the National Media Museum’s 3 year plan.

Recommended –

That the view of the Committee be fed back to the Museum Trustees.

(Licia Woodhead – 01274 432119)

6. GET BRADFORD WORKING UPDATE 19 - 30

The report of the Strategic Director, Children’s Services (**Document “Z”**) provides an update on Get Bradford Working, with particular reference to SkillsHouse and provides details of the achievements realised to date and future plans.

Recommended –

That members note the content of this report and welcome the continued success of Get Bradford Working in providing access to employment opportunities for those living within Bradford and the District.

(Emma Longbottom 07582 104149)

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



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Report of the Director of the National Media Museum to the meeting of Regeneration and Economy Overview and Scrutiny Committee to be held on 28 March 2017

Y

Subject:

National Media Museum

Summary statement:

The attached report provides an update on progress against the National Media Museum's 3 year plan

Stuart McKinnon-Evans
Strategic Director – Corporate
Services

Portfolio:

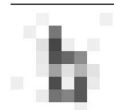
Education, Employment and Skills

Jo Quinton-Tulloch
Director – National Media Museum

Report Contact: Licia Woodhead
Phone: (01274) 43432119
E-mail: licia.woodhead@bradford.gov.uk

Overview & Scrutiny Area:

Regeneration and Economy



1. SUMMARY

The National Media Museum has a 3 year plan from 2015 – 2018, designed to re-focus its offer, with a greater emphasis on Science, Technology, Engineering and Maths (STEM), and to re-invigorate its financial performance. This report summarises the progress being made to deliver that plan. The Council is investing £1m in the Museum over the three years.

2. BACKGROUND

- 2.1 In April 2015, the Science Museum Group (SMG) and City of Bradford Metropolitan District Council (CBMDC) signed a 3 year Beneficiary Grant agreement related to enhancing Science, Technology, Engineering and Maths. The agreement is supported by a 3 year Learning Measures document.
- 2.2 The SMG and CBMDC both agreed to each invest £1m to enable the National Media Museum to transition to a new model with a focus on STEM subjects and an enhanced learning programme to improve STEM learning and career outcomes in Bradford.
- 2.3 The development of a STEM learning framework with the necessary support systems will ensure students are more engaged in the learning process and graduate better prepared to thrive in today's global economy.
- 2.4 In order to measure the development and success of the learning activity funded by CBMDC and to demonstrate progress in meeting the investment objective as a series of targets were proposed, relating to:
 - Learning activity with a STEM focus
 - Creating a centre of excellence in enabling people with engage with the STEM
 - Develop an interactive gallery.

These targets are monitored and assessed at the regular quarterly meetings. The 3 year agreement is appended

3. PROGRESS AND ACHIEVEMENTS

- 3.1 Council officers are satisfied that the NMEM is meeting the commitments it made in return for the 3 year investment. These, and other achievements, are explained in the report from the Museum's Director.

4. NOT FOR PUBLICATION ITEMS

- 4.1 None.



5. RECOMMENDATIONS

- 5.1 That the view of the Committee be fed back to the Museum Trustees.

6. APPENDICES

- 6.1 Appendix 1 – National Media Museum 3 year plan.
- 6.2 Appendix 2 – Progress report from the Director of the National Media Museum.

7. BACKGROUND DOCUMENTS

- 7.1 None.



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Appendix 1: National Media Museum: Three Year Plan

Report to Regeneration & Economy Overview & Scrutiny committee March 2017

June 2016

Amends in red are the agreed additional targets for 2016/17

National Media Museum three year plan

The National Media Museum (NMeM) is undertaking significant change to move to a sustainable operating model that will provide greater financial security in the future and ensure that attendance to the Museum and the cinemas grows. The aim is to create a strong offer that can be managed with less resource, over a smaller footprint. Recent work has led to clarity in the mission and vision, with a shared understanding of the purpose and future focus of the Museum around the STEM agenda with the following aims:

- An improved visitor offer that will ensure the Museum becomes a recognised destination and visitor numbers increase
- A refocus on STEM, aligning with the Science Museum Group to maximise opportunities to share expertise and deliver to local audience needs
- A change in culture and practice at the Museum that will lead to stronger partnerships, better integration in the local community and stronger profile nationally and internationally
- An overall reduction in the operating costs of the Museum, resulting from a rationalisation of the Estate and strategic changes in operation
- An operating model that will be sustainable in the long term, allowing more flexibility in times of economic challenge

Learning team three year plan

Over the next three years the aim is to grow the Learning offer to increase impact and levels of participation with the NMeM collections and learning resources; establish the NMeM as a centre for excellence in engaging young people with STEM; build partnerships and stakeholder support, and establish a reputation that will ensure ongoing confidence, leading to more investment and funding to ensure the longer-term success of the Learning programmes.

In order to measure the development and success of the Learning activity, the following targets are proposed. The targets will be monitored and assessed each year, and may be amended or changed as the programmes develop. In all instances this will be to ensure that we grow the offer, build capacity and harness opportunities as they become apparent.

By 2018, our aim is to have doubled the number of schools from the Bradford district that have a learning experience with the National Media Museum.

1. Learning activity

Learning is embedded in every aspect of Museum activities and visitor experience. Specific growth in our learning activity will ensure that more schools are engaged with the Museum and we reach more students, their teachers and families.

Targets:

Activity	2015/16	2016/17	201/17
Review of Learning team to deliver high-footfall, high-impact themed programme; build partnerships and community engagement	Recruitment of 2 new posts	Sustained delivery	Sustained delivery
Create a bookable STEM-focused schools offer linking to the curriculum and utilising the collections	6 bookable STEM show/workshops developed and delivered	<p>Sustained offer</p> <p>1 new science show/workshop, developed and delivered</p> <p>Extend the STEM school offer to KS1 and KS3 with 4 adapted each with clear links to Science National Curriculum.</p> <p>5 new science shows developed and tested in readiness for the Interactive Gallery opening in March 2017.</p> <p>Develop and train staff to deliver 7 exhibit extensions.</p> <p>Develop online pre and post learning resources for schools.</p>	<p>Sustained offer</p> <p>1 new science show/workshop, developed and delivered</p>
Deliver onsite family programme: 2 themed half-term programmes; summer series of activities/events	Sustained STEM related themed activities during holiday periods to grow family audience	Sustained STEM related themed activities during holiday periods to grow family audience	Sustained STEM related themed activities during holiday periods to grow family audience

Create a teachers advisory panel/forum and host networking events	Advisory panel established; meet at least once	Sustained advisory panel; 2 networking events Teachers Advisory Panel and STEM Networking events are delivered jointly 3 times per year. Network events become high impact and offer training and advice for teachers on STEM. At least 50 teachers at each event. Advisory Panel activity built into events.	Sustained advisory panel; 2 networking events.
Create a database of schools/teachers delivering STEM	Data base set up	Build relationships, develop communication network; issue 1 newsletter. Relationships developed with schools and teachers locally, regionally and nationally. Develop a Bradford specific school marketing plan. Issue 3 newsletters per year.	Build relationships, develop communication network; issue 1 newsletter

In addition, as part of the Science Museum Group the Learning team at NMeM benefits from the sharing of expertise and involvement in national projects that deliver across all museums. The Enterprising Science Project will deliver teacher training, providing CPD to Bradford STEM teachers, as part of a national project. This externally funded programme runs until 2018.

The Learning team will also grow the reputation of the Museum nationally and internationally through attendance at conferences, presenting papers, and sharing the research and work through wider networks. The new Bradford-based projects will be show-cased to academics and peers, building further awareness and support. **Set as a KPI – Grow the reputation nationally and internationally through attendance at 2 conferences per year, presenting papers and sharing research and work.**

2. Centre for excellence in engaging with STEM

By 2018 the NMeM will be established as a hub for STEM engagement with all audiences in Bradford, with a focus on the opportunities to engage young people from disadvantaged backgrounds in STEM learning. Specific programmes will be devised that target local schools and communities, with research and impact analysis embedded in the projects. A focus on STEM learning will also lead to greater collaboration with other STEM organisations and providers of education and training in the local area and nationally.

Targets:

Activity	Measure 2015/16	Measure 2016/17	Measure 2017/18
Become a Board member of a Centre of Excellence in Bradford	Join Board	Be an active Board member	Be an active Board member
STEM partnership project that engages with community and/or school groups, involving local and national partners	One partnership project established. This is funding dependent but there are already proposals being considered	Ongoing delivery working with Bradford based organisations to increase the science capital of young people in Bradford. Build at least 2 new relationships with Bradford based organisations to increase the science capital of young people in Bradford.	Ongoing delivery. Research collated to provide evidence for impact; support for further projects
British Science Week	Establish new programme; deliver workshops and activities throughout the week 1000 instances of participation	Deliver workshops and activities throughout the week Growth in instances of participation Seek funding and deliver the Bradford Science Festival during British Science Week 2017. Festival delivered in partnership with key stakeholders. 15000 Instance of Participation.	Deliver workshops and activities throughout the week Growth in instances of participation
British/Bradford Science Festival	Deliver workshops and activities for British Science Festival, partnership with Bradford Uni, College etc; membership of working groups 1500 instances of participation	Build on 2015 success to embed Bradford Science Festival. Deliver workshops and activities Growth in instances of participation Joined with above	Sustained delivery of workshops and activities Growth in instances of participation

Build relationships with other STEM providers	Assessment of current providers, including Bradford Council, STEMNET, University, College. Integrate Learning activity to leverage impact	Develop partnership working to support shared activities, deliver STEM projects and programmes Continue to lead the Bradford District STEM Network. The Network to become a key stakeholder in the Bradford Science Festival. Deliver 1 collaborative event which will increase science capital for young people in Bradford.	Sustained working relationships; increased impact from projects
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In addition, the Learning team will work and partner with leading researchers from academic institutions to learn from best practice, involve Bradford based organisations with nationally relevant programmes, share findings and disseminate the work from Bradford to a wider field.

3. Interactive Gallery development

The first phase of the Masterplan will be the delivery of a world-class interactive gallery that supports the museum's core mission of illustrating the science, technology and art of the still and moving image. The project will deliver a new space with up to 30 interactive exhibits plus accompanying interpretation, a demonstration/show space, a programme of new workshops and science shows, and a set of on-line resources.

The following is a broad outline of the programme with some project milestones for the first year. Further detail will be confirmed as the project develops.

2015/16	2016/17	2017/18
Options appraisal completed to determine location, impacts of the project, phasing/timescales, outline costs	Ongoing development of project: Exhibit and content development Concept design Detailed design Delivery of a new Interactive gallery in March 2017.	Delivery of new interactive gallery *accurate programme will be confirmed in 2015
Project initiation, with project team, detailed programme and delivery plan		
Content development		
Appointment of design team		

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Appendix 2: National Media Museum: Summary of activity 2016-17

Report to Regeneration & Economy Overview & Scrutiny committee March 2017

A huge amount of work and consultation has taken place since 2013 to revise the National Media Museum (NMeM) and establish a sustainable future, realising opportunities for audience growth and building a stronger reputation. The last 12 months has seen us embed some of the strategic principles that we have adopted to deliver the new vision, with a clear focus on the STEM agenda and a priority to improve relationships with local communities. We have also been working to deliver the first phase of the Masterplan for the Museum: a new name, a new brand, a new website and the first new gallery – *Wonderlab*.

Please note that at the NMeM operates a Financial Year April to April, so at time of writing it is not possible to provide the final figures for 2016-17. However, the current indication is that our School Booked Group numbers are significantly up compared to 2015-16. However our overall visitor numbers are down compared to 2015-16. This decline follows a national trend that has seen a dip in attendance to Museums across the country, with a few exceptions.

The following summarises some of the key projects and activity that have been delivered in 2016-17, with particular focus on the Masterplan projects and the Learning Activity associated with the Council's investment in the Museum. It excludes the full programme of exhibitions, films, Lates and other collections and cultural activities.

An amended version of the National Media Museum Plan is also attached for information, showing the revisions that were made after the first year to increase the level of activity and impact during the second year. This was agreed following the very successful first year of implementation and over-achievement of targets in some areas.

1.0 New name/new brand

The name National Media Museum has long been identified as a problem for the Museum. Our own research, as well as that carried out by ALVA, suggests that we are still better known by some variant of our previous name than by our current name. The current name is often understood by the public to suggest a focus on journalism. It reflects neither our core collections in photography, cinematography or television, nor our refocus on the science and culture of image and sound technologies.

We have undertaken significant research around developing a new name for the National Media Museum that reflects our new mission. This has included several stages of focus group testing. In 2015 we conducted extensive research and testing towards a new name for the Museum. Two qualitative projects, with both existing and potential visitors, involved focus groups in Bradford and the region to understand the implications of any name change and to test attitudes towards a short set of options. Two quantitative projects involved nationwide Omnibus surveys to understand perceptions to a set of naming options and to better understand the Science Museum brand equity outside of London and the South-East of England. Findings from our research and concerns from stakeholders also confirmed that the term 'National' provided a quality mark, and should only be removed if it could be replaced by something demonstrably stronger. Further focus group work was carried out in October 2016 to test ideas and assumptions.

Alongside the decision to refocus the National Media Museum on the science and culture of image and sound technologies, bringing our mission more in line with the other Science

Museum Group (SMG) museums, a number of recent developments within SMG have provided the impetus to act on a brand review for the whole group. We have therefore worked with a Brand agency to complete a brand review as an aligned and coherent body of work, as well as developing a shared visual language across the four Museums that make up the Group. This will help to project the Science Museum Group as a cohesive family of museums with a shared vision, while retaining our four distinctive individual Museum identities and missions.

This Agency has also worked with us to develop:

- A new name for the National Media Museum
- A new distinctive visual identity and design standards for the (new name for) National Media Museum and coheres with the Science Museum Group new visual identity
- A digital brand to ensure that the overhaul of SMG's online estate is in line with the above

We will announce the new name and brand for the National Media Museum at the beginning of March, to coincide with the launch of *Wonderlab* – the new Interactive Gallery.

2.0 Wonderlab - £1.8million interactive gallery

The new interactive gallery will open on 23 March. The aim is to create a STEM based, hands-on learning experience for children aged 7-14 with their parents and teachers. This gallery is the first phase of the Masterplan that will transform the Museum and significantly improve the quality of the visitor experience.

The scope of the project includes both the delivery of a new gallery and an associated programme of new learning activities, leading a change in the way we engage with our audiences. The content of both will encourage scientific thinking and the investigation of light and sound, the science which underpins our Collections. Ultimately, visitors will recognise the relevance of light and sound to their daily lives, and by extension the collections we hold.

A central focal point exhibit is *Science on a Sphere*. This sphere and associated projection system is an audio visual display which can draw on live data sets which model the surface of the sun, ocean temperatures and population growth to name but a few. In its default mode, our system will show the Sun, creating both a visual and conceptual centre to the gallery. This system at NMeM is only the second to be installed in the UK.

Surrounding the 'Sun' and radiating out from it will be the other 20 exhibits, some with multiple activities. Visitor will be able to manipulate, control and experience visible light and audible sound as well as explore exhibits which go beyond the range of the human senses and also use technology to reveal aspects of light and sound we can't experience first-hand. The selection of exhibits combine tried and tested 'off the shelf' exhibits, with responses to creative briefs and artist commissions. This will provide a rich mix of experiences showcasing connections to the themes of our collections, as well as highlighting the scientific skills of curiosity, close attention and creativity.

3.0 New Website

The relaunch of the NMeM website will take place in March 2017. This is part of a complete redevelopment of the SMG web offer, with the NMeM website being the first to go live. It will provide the Science Museum Group's audiences with a world-leading online experience that enables visitors to make the most of their museum visit, supports research into the

collections, and provides resources for educators and learners. The online experience will also support increase revenue generation and audience data capture, and communicate the benefits of collaborating with, working for and supporting the Group.

Once the core website is built we will start to commission new content that aligns with the Museum's refreshed direction of travel and to establish a global, online destination for the NMeM's subject areas. This will be an ongoing endeavour.

4.0 New STEM focus

One of the primary strategic objectives of the re-vision has been to ensure a cohesive STEM focused offer for schools and families, drawing on the Museum collections and expertise. In 2016/17 this has involved developing new programmes and targeting new audiences. The following are some of the examples of activity and progress to date.

4.1 STEM School Programme

A refreshed school programme that is completely STEM focussed has been developed. The programme includes:

- Light and the Eye – pupils enjoy watching a live eye dissection and then take part in a workshop using ultra violet light to create images.
- Lights, Camera, Action – an interactive show where pupils learn about light we can and can't see, reflection and shadows.
- Sound Workshop – Hands on experiential workshop where pupils work in small groups developing their scientific skills of questioning and testing to solve a problem.
- Optical Toys – a look into the science behind animation. This is often paired with the animation workshop.

4.2 Summer Family Programme

The Learning team worked in close association with the Exhibitions team to deliver *In Your Face*, the summer 2016 family exhibition. The learning programme has changed compared to previous years to prepare both visitors and Explainers for the change in delivery when *Wonderlab* opens. This has included a more flexible pick-and-mix offer of interactive demonstrations, displays and activities as well as 'science busking' with Explainers carrying ipads, while roaming the galleries and public areas of the Museum, taking the shows to where visitors are.

Linking with the Families Information Service, we were able to offer Bradford out-of-school clubs and holiday programmes an opportunity to book a day with us, as well as receive a discount on the IMAX and in the shop. As a result our booked group numbers increased compared to the previous two years.

	August 2016	August 2015	August 2014
Booked Group Numbers	1700	600	700

We have continued to work in partnership with Police Camps. This organisation runs week-long school holiday camps for children who have been identified as needing additional support when not in school. In August 2016 we welcomed 600 young people aged 9-13 to the Museum for a programme that included an IMAX screening, *In Your Face* activities and a chance to make their own camera obscura. A further 300 Police Camp children visited the Museum during the October half term.

4.3 STEM Networking Events

We are keen to build our network of STEM partners and have therefore hosted a number of STEM networking events. In October 2016 we partnered with *Twinkl* who produce online learning resources for schools and have an existing network of STEM contacts. 160 teachers from Bradford and across West Yorkshire attended. *Punk Science* from London and *White Rose Maths* were the key note speakers. All members of the STEM Network, the STEM Ambassador Hub and other partners hosted stalls providing teachers with further information and guidance on STEM teaching.

4.4 School, Community and Outreach Activity

A pilot initiative called *Tech Bradford* is being led by the People & Innovation Board of Bradford's Producer City Board initiative. The Learning team supported the first *Tech Bradford* event in July 2016. The event, held at the Innovation Centre, hosted young people from Bradford secondary schools. They took part in a 'Meet the Geek' session and a consultation to inform future development of *Tech Bradford*.

The Learning team were also involved in the Science Summer School in London in July 2016. Over 300 pupils from across the country were invited to a 3 day summer school which was supported by Professor Brian Cox. The Science Museum delivered science shows and the National Media Museum hosted 5 workshops where pupils were able to create light diffraction glasses and build their own camera obscura.

Throughout July the learning team welcomed 36 young people taking part in the National Citizen Service programme. The young people were given a tour of Insight, met staff from across the museum to discuss career routes and delivered a pitch to on their social action project for feedback.

In October, the Museum hosted Bedtime Stories in collaboration with a cluster of primary schools located in Bradford 5. Our Audience Developer has been building strong links with the head teachers and Parental Involvement Workers at these schools as a means to encourage visits from the schools and also to gain access to the families using the schools as trusted gatekeepers. The event was attended by around 1400 parents and children most of whom were unfamiliar with the Museum.

4.5 Google 'Day out at the Museum' project

This very successful project ran in June and November 2016. We have also received confirmation from Google that the SMG bid to run the project in 2017 has been successful and will be delivered in all four SMG Museums.

This project provides outreach to schools in areas of high deprivation. Pupils from Key Stage 2 and their families are invited to a school assembly to watch a science show and find out about the Museum. The children are then provided with a special day at the Museum with transport, shows, activities, access to scientists and goody bags provided. The children are encouraged to come back with their families for the Google Family Day to show what they have learned and done.

In 2016, 11 schools in Bradford were involved with this project, with an outreach programme delivered to over 3000 pupils, and 600 of them benefitting from a 'day at the museum' experience. The Family Days attracted a new and diverse audience (research showed 52% of families had never visited the Museum before) with 3200 family visitors across 2 days.

5.0 STEM Ambassadors Hub

In Autumn 2016 the Science Museum Group submitted and was successful in a bid to lead a regional STEM Ambassadors 'Trans-Pennine' hub encompassing Greater Manchester, West Yorkshire and North Yorkshire, comprising a network of over 2500 ambassadors. The bid unites the three national museums of the Science Museum Group based in the north to create a power house for STEM engagement. The contract started on 1 October 2016, will last for an initial 18 months, with an opportunity to extend for a further 2 years.

The STEM Ambassadors programme was launched in July 2002, inspired and supported by the then Minister for Science, Lord Sainsbury, and the Department of Trade and Industry (now Business, Enterprise, Innovation and Skills). Within five years the newly created STEMNET had recruited over 20,000 individuals from a range of STEM backgrounds, who were active through the programme, volunteering to support activities with young people through schools and colleges. The programme now has over 33,000 volunteers, with 65% under the age of 35 and around 40% women. STEM Ambassadors is an established brand, widely recognised by employers, individuals working within STEM environments, schools and colleges, government and funders.

In August 2016, STEM Learning and STEMNET merged, with the merged entity (under the STEM Learning brand) assuming management of the STEM Ambassadors programme on behalf of the BEIS. It was described as 'a significant opportunity to enhance the benefits of engagement with the programme for STEM Ambassadors themselves and employers supporting them, by offering an even wider range of effective ways to engage with schools, clearer development pathways and clearer articulation of the benefits they receive from volunteering through this route.'

This is a significant opportunity to leverage the existing relationships of the National Media Museum, the Museum of Science and Industry in Manchester, and the National Railway Museum in York to form a unique STEM learning eco-system across the region. We will work with primary and secondary schools, employers and other partners to embed the STEM ambassador programme across Greater Manchester, West Yorkshire and North Yorkshire.

Specifically in Bradford the new contract has enabled the appointment of three new staff to support and deliver the STEMNET contract across West Yorkshire.

6.0 Film Operation

6.1 Widescreen Weekend (13-16 October 2016)

This was the second year of delivering Widescreen Weekend as a standalone festival and it was a very successful event, delivering over target admissions of 3419, and a growth from the previous year. This year the festival was expanded by a day to provide a programme for student filmmakers, including a student competition. There were over 500 submissions to the competition, and 70 students attended the daytime programme, an encouraging start with room for growth.

Delegates attended from as far as LA and Melbourne and enjoyed a varied programme exploring the past, present and future of cinema technology. Guests enjoyed new Cinerama restorations *Russian Adventure* and *The Golden Head* (accompanied by an interview with its star Jess Conrad), 70mm shows of *Aliens*, *Vertigo* and *The Agony and the Ecstasy* and insights into new film technology through Virtual Reality demonstrations and a panel debate with virtual reality filmmakers.

The festival received good national and regional press coverage including Radio 4's *Front Row*, Yorkshire Post, Radio Leeds and The Guardian Guide.

6.2 Yorkshire Games Festival (9-13 November 2016)

In 2016 we launched the very first Yorkshire Games Festival. Games and the Gaming is a fast growing industry in the UK, with Yorkshire home to more than 10% of that industry. The Yorkshire Games Festival aims to explore the best in contemporary game culture, design and development to help students and recent graduates develop skills, contacts and careers. Our vision is to be the biggest and best festival of gaming and digital effects in the UK; to provide a platform for emerging talent to take the next steps in their careers; and to be recognised by higher education as a must attend event for relevant courses.

The Festival took place over five days. The first three were aimed at 16-25 old students studying games related courses or those new to the games industry. Headline speakers included John Romero (co-founder of id Software and creator of *Doom* and *Quake*) and Rhianna Pratchett (writer of *Tomb Raider*).

The final two days were an opportunity for a wider audience to enjoy the Games Festival's Family Weekend. Opportunities for game play were available across the whole museum including Minecraft Workshops, a Nintendo Zone and a showcase of games created by companies and developers in the Yorkshire Region. YouTube sensations *Yogscast* headlined the weekend, giving a presentation on both days on *How to be an Entertainment Star on YouTube*.

7.0 Great Exhibition of the North

The NMeM was a key partner in the city's bid to host the Great Exhibition of the North, Unfortunately Bradford was not selected to host the Great Exhibition – Newcastle/Gateshead is the winning city. However, we received very positive feedback from DCMS, especially about the Museum's contribution to the submission.

There will be other opportunities to host satellite events and deliver associated activities, potentially even using some of the ideas that were proposed for the Bradford bid. Furthermore the bidding process has been very positive, bringing cultural organisations and businesses across the city together, and raising the profile of Bradford nationally. But more significantly, there is a legacy pot of money (£15mill). We continue to liaise with DCMS about further opportunities to bid for this fund.

8.0 Future plans

8.1 Bradford Science Festival

Building on previous Bradford science festivals and following the success of the British Science Festival and the associated Fringe Festival in 2015 there is an appetite in Bradford to deliver a regular science festival that engages the whole city, and becomes recognised in the national calendar.

The National Media Museum has begun the development of an inspiring and innovative annual science festival, with the ambition to deliver in partnership with key stakeholders including the University of Bradford, Bradford College, the City of Bradford Metropolitan District Council and members of the Bradford District STEM Network.

A vision for the festival has been developed, and the launch weekend is scheduled for 15/16 July 2017. This will provide the opportunity to establish strong city-wide partnerships, test an

approach and attract support from funders and sponsors. The ambition is to springboard from a weekend festival in 2017 to a week-long festival in 2018 and beyond.

The Bradford Science Festival is an opportunity for the National Media Museum to continue to embed a STEM focus and realise its ambitions of becoming a centre of excellence for STEM and STEM engagement, increasing access to STEM for families, especially under-represented young people, and inspiring curiosity in science for all.

8.2 Sound & Vision Galleries

The next phase of the Masterplan is a suite of new, object-rich, permanent galleries that will show-case and celebrate the very best of the NMeM collections. A project team are currently developing content for the new galleries, researching opportunities for display and undertaking national and international research trips to learn from best practice across the world. The next phase will involve consolidation from a long list of ideas and objects into a cohesive set of narratives. Audience research and evaluation will help to shape the ideas.

An application will be submitted to the HLF towards the end of 2017 for funding to support the project. The overall budget is currently anticipated to be in the region of £5million.

9.0 Economic Impact 2015-16

An Economic Impact Assessment of the Museum for the latest *full* financial year, 2015-16, was carried out in association with Bradford Council. It showed that the Museum's spend on staff and suppliers, and the spend of visitors (reaching the city, parking, food, etc.) had an overall impact of £25.6 million, with £22.4 million of this directly benefiting Bradford.

9.1 Visitor spend

In 2015-16 we attracted 460k visitors to the Museum. According to data gathered from our monthly exit surveys, 42% of these were local visitors (with a BD postcode), 43% were day visitors within a one hour drive time around the District, while 15% were overnight visitors. Each type of visitor has a different impact profile in terms of their spend in the District (with local visitors having the lowest impact and overnight visits having the highest). Using the model developed by the Association of Independent Museums and DC Research this gives an overall impact from visitor spend alone of £20.5 million.

9.2 Museum spend

The Museum spent a total of £4.8 million in 2015-16, on wages and supplies. Our employees are based equally both inside and outside of the District: hence their spending on goods and services impacts both within and beyond the District. Almost a million pounds of economic activity is generated with the District by our staff.

Similarly our suppliers are based within and outside the District, with just over £1 million of economic activity generated by the museum using local suppliers on its maintenance, cleaning, events and exhibition and project build.

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Report of the Strategic Director, Children's Services to the meeting of Regeneration and Economy Overview and Scrutiny Committee to be held on 28th March 2017

Z

Subject:

Get Bradford Working Update

Summary statement:

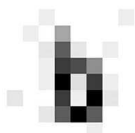
This report provides an update on Get Bradford Working, with particular reference to SkillsHouse and provides details of the achievements realised to date and future plans.

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Strategic Director, Children's Services

Portfolio: Education, Employment and Skills

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Overview & Scrutiny Area: Regeneration



1. SUMMARY

- 1.1 The implementation of Get Bradford Working (GBW), an Employment Investment Programme for the District, was initially approved at Bradford Council's Executive Committee on 22 June 2012. Further funding was also allocated to GBW in the 2013 and 2014 budgets. The development of this additional funding was approved at Bradford Council's Executive Committee on 18 June 2013 and 11th March 2014 respectively.
- 1.2 Get Bradford Working draws together key initiatives which tackle the issues and barriers facing Bradford's residents in the labour market. GBW represents in excess of £13.5 million of investment, by Bradford Council and partners including: Jobcentre Plus; Incommunities; and Leeds City Region. To provide employment opportunities by creating: jobs; apprenticeship places; a transformational curriculum for 14-19 year olds; and a range of support measures for employers and those furthest from the labour market. These measures endorse the Council's commitment and contribution to developing better skills, more good jobs and a growing economy as detailed in the District Plan, as well as building on Bradford's role as a partner within the Leeds City Region.
- 1.3 To date Get Bradford Working programmes have supported **2812 individuals into employment**.
- 1.4 The Get Bradford Working programme currently consists of 7 strands:
- SkillsHouse
 - The Employment Opportunities Fund
 - Industrial Centres of Excellence
 - The Advanced Skills Fund
 - Routes into Work
 - The Apprenticeship Training Agency & Apprenticeship Hub
 - Step up to Business
- 1.5 This report provides an update on Get Bradford Working, with particular reference to SkillsHouse and provides details of the achievements realised to date and future plans.

2. BACKGROUND

2.1 SkillsHouse

- 2.1.1 As a result of Westfield's The Broadway development and the continued regeneration of the City Centre, significant employment opportunities for local people are being generated. In order to maximise these opportunities, SkillsHouse has been established to support retail, hospitality and visitor economy businesses and to help local people find jobs.
- 2.1.2 SkillsHouse was launched on 1st June 2015. Its priority is to engage with employers who have vacancies and support unemployed people in the district, by up skilling them and providing them with qualifications in Retail, Hospitality and World Host Principles of Customer Service. Individuals undertaking pre-employment training with SkillsHouse are also guaranteed an interview and additional support in order to secure employment in the district.
- 2.1.3 Though the core team members who work within SkillsHouse are Bradford council staff, assessments, support and training is delivered in partnership with a range of providers across the District, including Jobcentre Plus, Aspire-i, Bradford College,

- 2.1.4 SkillsHouse operates as a 'finishing school', up skilling individuals to ensure they are ready to meet the specific needs of employers. As such the model is reliant on stakeholders referring suitable clients onto the Assessment days. SkillsHouse is currently working with around thirty organisations from across the District who refer individuals to the assessment days.
- 2.1.5 Since launching, SkillsHouse have supported over 780 unemployed individuals into work. A number of these clients have also successfully gained workplace promotions since beginning employment.
- 2.1.6 775 individuals have completed pre-employment training since SkillsHouse commenced in June 2015. During this training, participants complete a level 1 qualification in either retail or hospitality and also complete WorldHost customer service training. WorldHost is a world renowned customer service package, which has been used to train over one million people worldwide. It was used as part of the training for volunteers and staff who worked at the London 2012 Olympic and Paralympic games, which was widely praised for the fantastic welcome visitors were given.
- 2.1.7 To date SkillsHouse has engaged with and supported a range of retail and visitor economy businesses across the District to recruit and up skill staff. Employer engagement remains a priority and the SkillsHouse team have been working with colleagues from the Economic Development Team to keep up to date with new developments, share intelligence and undertake targeted employer engagement.
- 2.1.8 In addition to continuing the successful pre-employment training and recruitment support, SkillsHouse are also working toward engaging businesses within retail and visitor economy (this includes hospitality, transport, leisure and tourism) to up skill their current staff in a range of the qualifications. The qualifications offered through SkillsHouse include, short courses such as WorldHost, Digital Business Skills, Management Skills and a range of apprenticeships and longer courses.
- 2.1.9 Building on Bradford's success as Curry Capital and City of Film, SkillsHouse have been working towards gaining WorldHost Destination Status for the District, with the initial focus of Bradford City Centre. WorldHost is a key factor in bringing people together to continue to drive the economy and increase visitor spend by welcoming visitors and tourists to our district time and time again. Across the District, over 880 individuals have completed WorldHost qualifications to date. This includes staff at the Science and Media Museum, the Visitor Centres, Cliff Castle, Broadway Centre Management Team, Street scene and Waste Management teams and North Parade.
- 2.1.10 WorldHost recognition can be achieved by a business or destination when 50% of the employees in customer facing roles have completed WorldHost Training.
- 2.1.11 Bradford City and ultimately Bradford District will achieve WorldHost City Status when 25% of the businesses in the postcode areas have undertaken training, and 50% of the employees in those businesses have completed training.
- 2.1.12 With the support of People 1st and the City Centre Management Team a coordinated face to face, telephone and email marketing campaign has taken place since February 2016 for Bradford employers who have already expressed an interest in their employees achieving the WorldHost Badge. A range of courses

have been run and it is anticipated that Bradford City Centre will gain WorldHost Destination Status in Spring 2017.

- 2.1.13 Following Bradford City Centre the expected timescales for achieving WorldHost Destination Status in other areas of the District are:

Keighley Town Centre – Autumn 2017. A large amount of work has already taken place in Keighley with Cliffe Castle currently applying for Destination Status. Further work needs to be undertaken to target destinations such as Worth Valley Railway and East Riddlesden Hall.

Shipley and Saltaire – Spring 2018.

Bradford District – Summer 2018.

2.2 The Employment Opportunities Fund

- 2.2.1 The Employment Opportunities Fund (EOF) is a partnership between CBMDC, Incommunities, Jobcentre Plus and associated partners. It uses £4.521m of Council resources, alongside £1m of funding from Incommunities, £792k from Job Centre Plus and £1.3m from the Leeds City Region Headstart programme. The fund specifically targets Bradford residents who are unemployed, claiming active benefits and have been out of work for at least six months. The main aim of the fund is to provide a bridge into work for these individuals and to support them towards sustainable employment

- 2.2.2 Since it commenced in December 2012, the EOF has supported over 969 individuals into sustained employment. The roles are within a range of sectors including horticulture, catering, ICT, community development and childcare.

- 2.2.3 An external evaluation of the programme was undertaken in 2015, which identified that 84% of Participants who leave the provision after undertaking a work placement with a local employer, do not sign back onto unemployment benefits, and that in May 2015 £12.8m of social value had been achieved from a £6.48m investment based on 812 Job Outputs and 1,337 training achievements but excluding wellbeing outcomes.

2.3 Industrial Centres of Excellence

- 2.3.1 Industrial Centres of Excellence (ICE) are discrete Centres within existing schools or colleges. The Centres have their own management Board which has responsibility for matters such as curriculum, quality assurance and finance of the Centre delegated from school governing bodies or college corporations. Ultimately, the target is that each centre will have at least 300 14-19 year olds accessing their provision.

- 2.3.2 There are currently four ICE operational: Centre of Excellence for Business; Centre of Excellence for Environmental Technologies; Centre of Excellence for the Built Environment; and Centre of Excellence for Advanced Manufacturing & Engineering. With a Health ICE currently being considered.

- 2.3.3 A Board of an ICE typically, though not prescriptively, comprises of at least five lead business partners, at least two 14-19 education and training providers (schools or colleges) and at least one Higher Education partner. This enables employers to help provide vision, leadership and commitment through direct investment & support, and shape the ethos, key policies and practices in the Centre. There is further scope for more businesses to be involved at a more operational level as associate partners helping to deliver key elements of the ICE curriculum.

- 2.3.4 The ICE model therefore enables employers to take an increased leadership role in the design and delivery of 14 to 19 learning in their sector and articulate and stimulate the demand for skills. Each ICE aims to address the future strategic workforce needs of local businesses through learning, training and work experience that provides outstanding preparation for entry into employment in our priority sectors, either directly through Apprenticeships or indirectly via higher education. The curriculum integrates real-life business-led project activities that foster team working, problem-solving and creative skills as part and parcel of developing technical knowledge and expertise.

2.4 Advanced Skills Fund

- 2.4.1 The Advanced Skills Fund provides support to businesses in key growth sectors to enable them to recruit skilled staff. It works to strengthen Bradford's economy by providing the advanced skills Bradford's businesses need, opening up employment opportunities for Bradford's residents.
- 2.4.2 The first opportunity to use the Fund is to support Borg Warner, a Bradford based engineering company who have recently been successful in securing a multi-million pound contract with Jaguar-Land Rover to manufacture turbo chargers for their new engines. Borg Warner have made a commitment to ensure that this contract secures 100 jobs for Bradford residents. The Advanced Skills Fund will also support other employers in the District who are developing their businesses and are looking to recruit skilled employees.
- 2.4.3 The Centre of Excellence for Business and the Centre of Excellence for Environmental Technologies are both engaged in developing higher education provision, higher level Apprenticeship and other advanced pathways using links with some of the lead partners working on the programme.

2.5 Routes into Work

- 2.5.1 Routes into Work (RIW) fund is now complete but was a commissioned fund that sought to meet the gaps in the Employment and Skills provision in the District that were identified in the Employment and Skills Strategy and offer additionality to National and Regional Programmes. RIW contracts targeted those furthest away from the labour market such as individuals with a disability, mental ill-health and drug and alcohol dependency.
- 2.5.2 Routes into Work ended 31/3/16 in total 509 individuals were supported into employment through RIW programmes.

2.6 Bradford Apprenticeship Training Agency (ATA) & Apprenticeship Hub

- 2.6.1 As a response to the allocation of £4.6 million funding awarded to the Leeds City Region (LCR) as part of the Cities Deal "Skills Ask", the Department of Business Innovation and Skills (BIS) approved the proposal to establish an ATA and Apprenticeship Hub within Bradford. The funding allocated to Bradford was £958,128.
- 2.6.2 The Apprenticeship Training Agency acts as a recruitment agency and seeks out organisations to employ apprentices on an agency basis, thereby helping them to minimise the risk associated with employing staff more permanently. The model provides the opportunity to grow apprenticeships in businesses to help develop

their workforce and also to reduce youth unemployment at a faster pace than planned.

2.6.3 The main aim of the Apprenticeship Hub is to raise the profile of apprenticeships and increase take up of Apprenticeship provision across the District.

2.6.4 The original City Deal contract ended on 31st March 2016, at which time the Hub and ATA had supported 541 young people to commence apprenticeship within SMEs. The ATA now forms part of the Bradford College Group and continues to support businesses and young people across the District.

2.7 Step up to Business

2.7.1 The Step up to Business project engaged with 16-24 year olds who were working in the shadow economy, its aim was to support them to establish legitimate business enterprises. The programme commenced in November 2013 and ended in March 2015. The project outcomes were:

Project Outcomes: **Supporting Bradford's Young Entrepreneurs**

- 23 young entrepreneurs progressed in their business activities;
- 50 young people attended 'how to start your own business' workshops
- 18 young people received training on presentation skills
- 13 young people won awards for their ideas or business activity

Project Outcomes: **Building Capacity across Bradford's Youth Professionals**

- 101 youth practitioners (from 14 different organisations) received training in supporting young people in basic business 'start up'.

3. OTHER CONSIDERATIONS

3.1 Future Plans

3.1.1 In October 2016, Bradford Council in partnership with Leeds Council submitted a full application to the DWP seeking a funding allocation of £4.9m from the European Social Fund (ESF) element of ESIF, creating a £9.8m programme to deliver employability provision which will include specialist services to meet specific needs of the target group. DWP are currently processing the application and we are expecting a contract imminently.

3.1.2 Delivered over three years, the contract will focus on delivery of a package of tailored support to address worklessness of unemployed disadvantaged individuals aged over 25. The provision aims to engage with the individual, identify and address barriers to work, using a range of specialist support/provision to move Participants into sustained work at the earliest opportunity.

3.1.3 72% of the total budget is allocated to delivery within Bradford District, this will be undertaken through SkillsHouse, the Employment Opportunities Fund and procurement of specialist support services for the following groups:

- Disabilities and Mental Ill-Health
- BAME and ESOL
- Drug and Alcohol Dependency
- Over 50s

3.1.4 In total the programme will support:

- Over 5000 individuals with job search and employability
- Over 1500 individuals into employment

- Over 700 individuals will sustain employment at 6 months

4. FINANCIAL AND RESOURCE APPRAISAL

- 4.1 Employment and Skills has seen significant cuts in base budget over recent years with the total budget now less than £1.5m per year.
- 4.2 Funding associated with GBW has been used as last resort funding, with officers ensuring that national and regional funding is exhausted in the first instance.
- 4.3 The remaining funds held in reserves for GBW have been used alongside partner contributions and staffing as match for European Social Funds, details of this bid are provided above in section 3. If successful this will enable the remaining funds to be matched by ESF, therefore doubling the funding available and extending GBW to March 2020.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Risks associated with the delivery and proposals in this report are primarily reputational should Get Bradford Working be unsuccessful. This risk is mitigated by stringent contract monitoring procedures, undertaken by the Education, Employment and Skills Team.

6 LEGAL APPRAISAL

- 6.1 Full legal appraisals were undertaken prior to the reports to the Executive detailed in paragraph 1.1.

7 OTHER IMPLICATIONS

7.1 WARD IMPLICATIONS

- 7.1.1 Details in relation to the constituency that job outcome data relates to is provided in Appendix 1

8 NOT FOR PUBLICATION DOCUMENTS

None

9. RECOMMENDATIONS

- 9.1 That members note the content of this report and welcome the continued success of Get Bradford Working in providing access to employment opportunities for those living within Bradford and the District.

10. APPENDICES

- 10.1 Get Bradford Working Equality & Diversity Data

11. BACKGROUND DOCUMENTS

None

Appendix 1: Get Bradford Working Equality and Diversity Data

Job Starts

GENDER	Number	%
Male	1424	50.6
Female	1388	49.4
Total	2812	

ETHNICITY	Number	%
White British	1774	63.1
Mixed	79	2.8
Indian	50	1.8
Pakistani	655	23.3
Bangladeshi	36	1.3
White Other	84	3.0
Black	50	1.8
Black Other	11	0.4
Asian Other	30	1.1
Not Provided	43	1.5
Total	2812	

ETHNICITY	Number	%
BAME Group	911	32.4
Non-BAME Group	1901	67.6
Total	2812	

DISABILITY	Number	%
No Disability	2551	90.7
Physical Disability	77	2.7
Learning Difficulty	44	1.6
Mental Health	58	2.1
Multiple Disabilities	8	0.3
Unspecified Disability	50	1.8
Not Provided	23	0.8
Other Disability	1	0.0
Total	2812	

DISABILITY	Number	%
Disabled	238	8.5
Non-Disabled	2574	91.5
Total	2812	

AGE BAND	Number	%
16 - 18	154	5.5
19 - 24	1563	55.6
25 - 49	688	24.5
50 Plus	269	9.6
Not Provided	138	4.9
Total	2812	

CONSTITUENCY	Number	%
Bradford East	687	24.4
Bradford South	491	17.5
Bradford West	768	27.3
Keighley	363	12.9
Shipley	389	13.8
Not Known	114	4.0
Total	2812	

	Ward	Job Outcomes
Bradford East	Bolton and Undercliffe	103
	Bowling and Barkerend	181
	Bradford Moor	129
	Eccleshill	95
	Idle and Thackley	47
	Little Horton	132
Bradford South	Great Horton	96
	Queensbury	58
	Royds	97
	Tong	108
	Wibsey	66
	Wyke	66
Bradford West	City	250
	Clayton and Fairweather Green	94
	Heaton	94
	Manningham	148
	Thornton and Allerton	74
	Toller	108
Keighley	Craven	28
	Ilkley	5
	Keighley Central	136
	Keighley East	87
	Keighley West	83
	Worth Valley	24
Shipley	Baildon	39
	Bingley	84
	Bingley Rural	65
	Shipley	102
	Wharfedale	3
	Windhill and Wrose	96
	Not Known	114
	Total	2812

Registrations

GENDER	Number	%
Male	3041	52.3
Female	2763	47.6
Not provided	5	0.1
Total	5809	

ETHNICITY	Number	%
White British	3337	57.4
Mixed	187	3.2
Indian	99	1.7
Pakistani	1515	26.1
Bangladeshi	87	1.5
White Other	238	4.1
Black	134	2.3
Black Other	46	0.8
Asian Other	89	1.5
Not Provided	77	1.3
Total	5809	

DISABILITY	Number	%
No Disability	4920	84.7
Physical Disability	258	4.4
Learning Difficulty	151	2.6
Mental Health	271	4.7
Multiple Disabilities	67	1.2
Unspecified Disability	89	1.5
Not Provided	52	0.9
Other Disability	1	0.0
Total	5809	

AGE BAND	Number	%
16 - 18	173	3.0
19 - 24	2831	48.7
25 - 49	1882	32.4
50 Plus	733	12.6
Not Provided	190	3.3
Total	5809	

CONSTITUENCY	Number	%
Bradford East	1578	27.2
Bradford South	1102	19.0
Bradford West	1534	26.4
Keighley	776	13.4
Shipley	669	11.5
Not Known	150	2.6
Total	5809	

ETHNICITY	Number	%
BAME Group	2157	37.1
Non-BAME Group	3652	62.9
Total	5809	

DISABILITY	Number	%
Disabled	837	14.4
Non-Disabled	4972	85.6
Total	5809	

	Ward	Registrations
Bradford East	Bolton and Undercliffe	171
	Bowling and Barkerend	415
	Bradford Moor	339
	Eccleshill	194
	Idle and Thackley	87
	Little Horton	372
Bradford South	Great Horton	227
	Queensbury	107
	Royds	194
	Tong	310
	Wibsey	144
	Wyke	120
Bradford West	City	439
	Clayton and Fairweather Green	176
	Heaton	190
	Manningham	342
	Thornton and Allerton	156
	Toller	231
Keighley	Craven	57
	Ilkley	12
	Keighley Central	327
	Keighley East	155
	Keighley West	177
	Worth Valley	48
Shipley	Baildon	69
	Bingley	151
	Bingley Rural	103
	Shipley	156
	Wharfedale	4
	Windhill and Wrose	186
	Not Known	150
	Total	5809

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