

Report of the Strategic Director of Place to the meeting of Regeneration and Economy Overview and Scrutiny Committee to be held on 10th April 2018

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Subject:

CULTURAL STRATEGY UPDATE

Summary statement:

To update Members on the Cultural Strategy and activities to date including information on how data is collated and analysed to inform investment

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Portfolio:

Environment, Sport and Culture

Overview & Scrutiny Area:

Regeneration and Economy

1. SUMMARY

- 1.1 To provide an update to members on the cultural strategy highlight achievements over the last 12 months.
- 1.2 To update members on how data is collated and analysed to inform cultural investment.

2. BACKGROUND AND PURPOSE OF THE STRATEGY

- 2.1 A review of the Cultural Strategy 'Only Connect' was commissioned in 2012 to devise a new strategic framework for investment and support to arts, heritage and cultural activities over a ten year period (2014 – 2024). The strategic framework has been informed through public consultation undertaken between August 2012 and June 2013.
- 2.2 A renewed strategic framework for Cultural investment and support was approved at Council Executive held in April 2014.
- 2.3 The purpose of the revised strategic framework was to ensure that over the next ten years from 2014, a direction of travel was set in place to deploy limited resources for maximum impact in the delivery of arts, heritage and cultural activities. The revised framework would inform internal and external service planning processes going forward.
- 2.3.1 To ensure utilization and re-alignment the strategic priority areas of the revised Cultural Strategic framework with external funders such as Arts Council England (ACE) and Heritage Lottery Fund (HLF) planning cycle to maximise leverage of funding into the district for activities going forward.

3. RENEWED CULTURAL STRATEGY VISION, MISSION AND PRIORITIES

- 3.1 The renewed cultural strategy framework – '**Bradford District – A leading Cultural City**' was created with a refreshed vision, mission and five strategic priorities outlining the agenda over a 10 year period [Appendix 1].
- 3.2 The five priorities identified do not sit in isolation. There is an interdependency and connectivity between all of them. The success of the ambition for the District – to be '**A leading cultural city**', will only be realised by ensuring the priorities inform, react and respond to each other and the changing socio-economic landscape.

4. KEY CULTURAL STRATEGY ACHIEVEMENTS OVER THE LAST TWELVE MONTHS IN LINE WITH THE PRIORITIES FRAMEWORK.

- 4.1 The Cultural Strategy framework informs creative/cultural industries development and participation, thereby creating synergy with tourism, arts, heritage, community engagement and commissions across the sector in line with council priorities. The allocation of the Small Arts and Heritage Investment Fund and relationships with private/public local/regional and national providers and partners forms part of the decision making process.

4.2 Key achievements delivered which responds to the priority areas of the Cultural Strategy Framework to date includes:

4.2.1 **Priority 1: People and Participation** - *A District where people can freely access, enjoy, create, engage in and contribute to Bradford's cultural offer.*

- **Audiences** - It has been essential to work closely with educational providers across the district to support cultural opportunities for all - from early years to further education and lifelong learning. Schools, colleges and the University of Bradford play a vital role in the creative/cultural development of our future audiences and young people. The further education facilities strongly help to position the creative and cultural opportunities available to children and young people locally which equally attracts international students to their world class facilities with a range of courses that collectively strengthens our ambition to be '**a leading cultural city**'.
- To support this area a **Bradford Local Cultural Education Partnership (BLCEP)** has been created, which bring together, FE/HE Education providers, primary and secondary schools head teachers and arts and culture organisations to develop a scheme of work to ensure that children and young people within the district are able to access, enjoy and engage with the wealth of cultural provision available. The partnership development programme is supported by **IVE (formally CAPE UK)** - a funded regional Arts Council England project established to champion cultural education. The partnership is now chaired by a Deputy Director from our Children and Young people Service.
- **Bradford Museum service** through their school bookings had 17,500 school children attend their Learning Programme, which offers a range of curriculum based sessions to both primary and increasingly secondary schools. The conception of the David Hockney Gallery has ensured the engagement and participation of local communities and schools with the design process and authentic personal narrative that only Cartwright Hall has with Hockney.
- **Bradford Theatres** embarked on a new START project for children with low access to the arts in the 2017. Supported by our Children and the Arts Service and IVE, the project involves 2 local primary schools, 4 secondary schools and 1 FE (Bradford College) and will reach approximately 350 children in year one, with up to seven arts related activities per participant. This three year project will include teacher CPD and the opportunity for a proportion of pupils to achieve Arts Award. Our Theatre Service has given access to productions such as Blood Brothers, the Alhambra's pantomime, the National Theatre's production of War Horse and Matthew Bourne's ballet Cinderella. Professional arts workshops are offered alongside each performance. The Bradford College participants include a group of English as a Second Language students, some of whom are refugees from Afghanistan and Syria, who are finding the project immensely valuable as they integrate into the Bradford community, with benefits reported to their spoken and written language skills and confidence
- **Bradford Theatres** through the Alhambra collaboration with the Royal Shakespeare Company (RSC) on teaching and learning of Shakespeare in schools (the Learning and Performance Network) goes from strength to strength. A new programme of work is being developed in collaboration with Bradford College,

Samuel Lister Academy and Shipley Learning Partnership. The Associate Schools Programme focuses on teaching Shakespeare actively in the classroom. Teachers training in English at Bradford College have the active techniques embedded as part of their training and 15 local schools have participated in a range of events from training to a Shakespeare Club and live screenings in school from the RSC. The RSC have recently presented their First Encounters Shakespeare production at Samuel Lister Academy and the Alhambra Studio. The Studio event was attended by members of the Shipley Learning Partnership who met cast members and presented them with samples of art work developed in school over the previous term. As part of this project, three Bradford pupils have been invited to participate in the RSC's youth theatre company, a national group with just 30 members overall, and a further Bradford college student has benefitted from technical training at the RSC, leading to professional work at the College and Kala Sangam.

- **Volunteers** - play an incredible role in delivering our cultural offer. They ensure that cultural events happen and are run smoothly; they take tickets; they lead tours at museums; they deliver arts and cultural festivals and increasingly are managing community libraries. Increasing and improving the skills and opportunities for volunteers is essential. They are our advocates and ambassadors.
- Within the Bradford Museums service Volunteers Programme, which continues to gain traction internally and externally with partners, can now boast a cohort of over 100 active volunteers from diverse backgrounds, 30 young people (16-24) and 70 + between 25 – 88 years of age, working across a range of activities and venues. The programme achieved '**Investing in Volunteers**' accreditation (the UK quality standard for good practice in volunteering).
- In addition to this four more libraries have moved over to community management, a prime example of '**People Can**' enabling local communities to take over the operation of their local library. This brings the total amount of community/venue managed libraries to 16 and includes 373 volunteers. We now have more libraries that are community managed than council led.
- We continue to work tirelessly to take active steps to develop and invest in cultural ambassadors at a grassroots level as well as in professional settings like museums, theatres and creative industries. We have established strong links with Voluntary Arts Network UK, a representative agency for the voluntary and amateur arts and crafts, to encourage skills development and recognition of our volunteers.

4.2.2 **Priority 2: Building a resilient and sustainable sector** – Create an agile, enterprising, and entrepreneurial creative and cultural sector.

- **Diversifying Cultural investment** - Identifying new and increasing sources of income from national bodies, businesses, trusts, foundation and philanthropic investors has been at the core of activities over the last 12 months.
- In July 2017, Arts Council England announced their investments for the next four years beginning April 2018. The district will receive **£7,088,844** up from **£3,899,244** – representing an increase of 65%. The investment is reliant on the funding through the council's culture commissions. This investment will go to 11

organisations which include : Artworks, Dance United Yorkshire, Freedom Studios, Ilkley Literature Festival, Impressions Gallery and Kala Sangam as existing National Portfolio Organisations. Three new organisations from Bradford will join the National Portfolio – they are Commonwealth Theatre, Bradford Literature Festival, which becomes the highest funded literature festival in ACE portfolio and the Bronte Society. Two current organisations Theatre in the Mill (Bradford University) and Mind the Gap will see an increase in their funding to support talent development. Please note a culture commissioning round will commence in the autumn of 2018 for 2019-2022.

- As the commissioning landscape shifts building a more sustainable funding regime which stimulates greater collaboration, shared services and smarter investment is being supported through the arts and culture partners quarterly meetings where we are beginning to see joint applications for funding being made e.g. with our libraries and theatre services.
- The library service have been successful in securing £74,692 from Arts Council England Libraries Opportunities for Everyone Innovation Fund to pilot a programme of activities to increase the number of children and adults with special educational needs and disabilities (SEND) to access library services and inform best practice nationally.
- The Creative Employment Programme funded by Arts Council England and the Creative & Culture Skills Councils with over £80k to build capacity within the creative sector assisted 19 small/medium size creative/cultural enterprises to grow and develop new business models of working with young people. The programme enabled 34 young people aged 16 – 24 from various background to gain a qualification whilst receiving on the job training to develop the skills and experience required by employers.

4.2.3 **Priority 3: Responsible and active Leadership** – A ‘can-do’ leadership position at all levels that engenders ownership, responsibility and ambition.

- Work is underway to bring together people within the district and externally with the right skills to join a new Creative Economy Partnership. The organisations and individuals being approached are active, innovative with connections and influence who can lead the way in changing the perception of Bradford and championing its cultural future.
- Bradford was among the four cities shortlisted to stage the Great Exhibition of the North (GxN). The city is now working with the successful bidder – Newcastle Gateshead Initiative – to stage a programme of complementary and connected activity between June 22nd and September 8th 2018. The GxN satellite activity is part of a wider new approach to city centre regeneration. Financial support of £50k has been secured from WYCA. An application for £75k has been submitted to Arts Council England to support the development of the GxN *Inspired by* programme. A ‘Takeover event’ in September 2018 led by the creative sector will conclude GxN *Inspired by* activities, where neglected buildings within the city centre and public spaces will be enhanced through collective expression of creativity and enterprise to bring into being an awe inspiring experience which builds on the achievements of

the creation of City Park.

- In March 2018 Bradford Theatres, through the Alhambra were involved in the National Young Leaders programme for the Dance Consortium, where they hosted a day for 8 regional delegates at the performances of Ballet British Columbia.

4.2.4 **Priority 4: A thriving cultural offer** – One that inspires our residents and visitors and delivers a magnificent cultural experience for all.

- The Culture, Policy and Events service has delivered a number of key signature events such as the Tour de Yorkshire 3rd day start, organised a cycling festival which included over 100 women and girls in attendance at the Women and Cycling conference, a National Cycle City Active City Conference and exhibition which culminated in Bradford City Cycle – a mass participation family event. In addition to these events delivered in partnership the Council has delivered Bradford Festival, Bingley Music Live and Illuminate Bradford. Collectively all these events have attracted increased footfall into the city centre, supported local businesses and increased engagement and participation.
- Bradford Theatres, through the Alhambra continues to deliver a high quality and varied programme including regionally exclusive dates from the National Theatre, Royal Shakespeare Company, Matthew Bourne and Cameron Mackintosh, with recently announced exclusives including the internationally renowned musicals Miss Saigon and Matilda.
- Bradford UNESCO City of Film continues to thrive as an independent organisation with Officer Support from the Council. The team continue to use the designation to drive regeneration and contribute towards sustainable development in the city and surrounding district. The success of the UNESCO Creative Cities Network is reflected in its expansion in October 2017 to 180 members in 72 countries. The network now includes 10 cities in the UK. Bradford is now firmly embedded as part of this influential network which strives to foster social and economic good, raise the profile of each individual city's culture and communities and share good practice. Highlights for 2017 include the opening of the China Film Office of Bradford UNESCO City of Film in Qingdao as part of a developing relationship between the UK and China film industries. At home, the Bradford Film Office has seen its busiest year to date with 35 film and TV productions basing themselves in Bradford District, resulting in double the number of filming days spent in the city last year. This was good news economically for Bradford with local hotels, services and facilities all benefitting. Festival audiences have grown, with the expanded Bradford Family Film Festival which saw attendees increase by 89 % from 2016. Meanwhile work to increase Bradford UNESCO City of Film's outreach programmes has been successful engaging with new audiences across the district.
- A number of community festivals have grown in confidence and profile with support from the Council such as LGBT History Month (February) and International Women's Day (March). Together they delivered over 200 community led activities, debates, awards ceremonies and seminars. Other activities supported included responding to 70 years of the partition (August 2017), an ambitious programme for

2018 – 100 years of Women getting the vote (February 2018), Representation of the People's Act 1918, which includes various community initiatives encouraging more people to be active in the democratic process.

4.2.5 **Priority 5: A cultural destination – telling and selling our story** – Encouraging people to actively take part, watch, engage and experience Bradford as a leading cultural city locally, nationally and internationally.

- Bradford successfully secured the National Rugby League Museum for the district, which will be housed in City Hall. The museum will open up City Hall as a public visitor attraction.
- Cliffe Castle Park re-opened in December 2017. The long awaited official opening of a £4.5 million restoration of the park funded by Heritage Lottery Fund and Bradford Council. The refurbishment work, where Bradford Council secured £3.5 million from the Heritage Lottery Fund's – Parks for the People programme, saw restoration of the original buildings, features and statues of the park, brought back into being to their original Victorian splendour. Cliffe Castle has been one the favourite destinations since it became a park and museum over 50 years ago. The Parks and Museums service have worked closely alongside the community to deliver this project.
- The National Science & Media Museum successfully launched their new name and a new interactive gallery 'Wonderlab', which has resulted in a positive increase in footfall to the museum.
- Bradford Museums successfully delivered 'Splendours of the Sub Continent' – A Prince's Tour of India 1875-6 at Cartwright Hall, Art Gallery (11th March 2017 to 18th June 2017). The exhibition developed in partnership with the Royal Collections Trust and New Walk Museum and Art Gallery in Leicester saw for the first time in 135 years these magnificent objects collectively on display. The exhibition attracted almost 30,000 visitors from diverse backgrounds.
- In July 2017 a permanent 'David Hockney' gallery was opened in Cartwright Hall. The opening coincides with his 80th birthday and displays his earlier work and personal items creating a distinctive offer exclusive to the district. The gallery has seen an increase of 85% in visitor numbers and 41% from schools. In March the gallery was shortlisted for the Museums & Heritage Award 2018 (announcement of the winner expected in May 2018).

5 MEASURING CULTURAL VALUE

5.1 Nationally a 'Taking Part' survey exists to inform national and regional funders on where to invest and is the main evidence source for the Department of Culture, Media and Sports (DCMS) and its sectors i.e. arts, heritage, museums and galleries, sports, libraries, archives and sports. The survey's main objective is to provide a central reliable evidence source to analyse cultural and sporting engagement and participation, unfortunately the data produced is at a regional level with a local sample size of 100 people and therefore inadequate as a planning or investment tool.

- 5.2 In an attempt to establish a baseline to measure arts, museums and galleries, heritage, libraries and archive engagement and participation levels within the district, a series of questions taken from the 'Taking Part' survey were included in the 2016 Place Survey – Neighbourhoods and City Centre. Overall 799 respondents completed the questionnaire and a draft report has been written. However on inspection of the data produced there are a number of anomalies which makes the findings unreliable as an effective tool for cultural planning and investment.
- 5.3 Discussions are taking place with Arts Council England and a proposal is to be submitted in April 2018, requesting financial support to address this matter as part of a wider strategic development programme.

6. OTHER CONSIDERATIONS

- 6.1 Through the range of activities and support given we have started to mobilise the sector to work more collaboratively but more needs to be done to build deeper and stronger partnerships that are confident and capable to attract larger investment funding into the district which enables social and economic regeneration. Work is currently underway to establish a Creative Economy Partnership that will initially work on the '*Inspired by*' Great Exhibition of the North activities during summer 2018.
- 6.2 The area is not without challenges of working through the budget cuts over the next couple of years whilst trying to stimulate a vibrant cultural experience for all as the district transforms.

7. FINANCIAL & RESOURCE APPRAISAL

- 7.1 The funding for the participation in a strategic framework to support cultural activities and the delivery of major events across the district is funded from within existing cultural services budgets.
- 7.2 The council's investment through the culture commissions for the period 2015 -2018 which has an annual budget of **£288,962**, supporting 16 organisations, has collectively levered external funding into the district during 2016/2017 of **£4,090,384**. The council's investment plays a crucial role for these organisations in demonstrating value and commitment from their LA to external funders.
- 7.3 The Events budget will be reduced by £150k in 2018 with a further £150k in 2019. The service.

8. RISK MANAGEMENT AND GOVERNANCE ISSUES

There are no significant risks or governance issues within the report.

9. LEGAL APPRAISAL

There are no legal issues arising from this report.

10. OTHER IMPLICATIONS

10.1 EQUALITY & DIVERSITY

None

11. NOT FOR PUBLICATION DOCUMENTS

None

12. RECOMMENDATIONS

12.1 Members are asked to note the content of this report and progress to date and a request for an update in the next municipal year.

14. APPENDICES

14.1 Appendix 1 – Cultural Strategy Framework 2014 -2024

15. BACKGROUND DOCUMENTS

15.1 None