

Report of the Strategic Director of Place to the meeting of Regeneration and Economy Overview and Scrutiny Committee to be held on 19th January 2021

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Subject: “Culture is Our Plan”

Summary statement:

This report provides a briefing to members on the work in progress on development of a new 10-year cultural strategy for Bradford district.

The strategy is entitled “**Culture is Our Plan**” and is being developed by the Bradford Cultural Place Partnership, funded by Bradford Council and Arts Council England.

This report gives members the opportunity to note the progress being made and to give comment on the draft vision and headline strategic ambitions, which are informed on the engagement and information gathered to date.

The first iteration of “**Culture is Our Plan**” is scheduled to be completed and launched by the Bradford Cultural Place Partnership in March 2021.

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Overview & Scrutiny Area:
Regeneration and Environment

1. SUMMARY

- 1.1 This report provides a briefing to members on the work in progress on development of a new 10-year cultural strategy for Bradford district.

The strategy is entitled “**Culture is Our Plan**” and is being developed by the Bradford Cultural Place Partnership, funded by Bradford Council and Arts Council England.

This report gives members the opportunity to note the progress being made and to give comment as stakeholders on the draft vision and headline strategic ambitions, which are informed on the engagement and information gathered to date.

The first iteration of “**Culture is Our Plan**” is scheduled to be completed and launched by the Bradford Cultural Place Partnership in March 2021.

- 1.2 The ambition is for “**Culture is Our Plan**” to be co-created with and owned by the cultural sector and the people of the district. It has been developed through listening and asking questions, through chats, artistic commissions, workshops and surveys with the ambition of connecting to people in every corner of our district and with the artists and creative organisations that make up our extraordinary cultural scene.
- 1.3 “**Culture is Our Plan**” also aims to be agile and responsive and to stay fresh to the needs of the district, evolving across the ten-years of its life.
- 1.4 COVID 19 has made this process very challenging to achieve but we have benefitted from an unprecedented amount of public and sector consultation on arts and culture undertaken across the district since 2019 and in particular with communities least engaged in traditional cultural activity.
- 1.4 This has enabled us to concentrate our recent work on addressing gaps in existing knowledge. It has also allowed us to avoid consultation fatigue with some communities and parts of the sector.
- 1.5 To ensure that the spirit of co-creation and co-ownership is maintained, the plan will be launched to the public with an exhibition of work made as part of its development. The launch will itself be an opportunity to encourage further public consultation and comment as the plan will never stop evolving.

The plan will then be refreshed every two years through an annual gathering of the cultural sector, public events, exhibitions and roadshows, sharing a dashboard of progress made, listening to people’s views and co-creating future iterations of the “**Culture is Our Plan**”.

- 1.6 Half way along the lifetime of the plan we aim to become the UK City of Culture 2025. Winning this designation would put rocket fuel in our tank and accelerate us faster into a better future. But whether we win that accolade or not, “**Culture is Our Plan**” will stand, and should be the guide for us into a better, more creative and more successful Bradford for everyone.

2. BACKGROUND

- 2.1 The need for a new cultural strategy for the district was reported to REOS in October 2019 alongside a suite of other recommendations for strategic investment in new cultural activity which were approved by Council Executive in February 2020.
- 2.2 This strategic investment of £1,435,000 has already levered £3,560,000 of new investment into Bradford District and led to considerable success including:
- Establishment of the Bradford Culture Company¹ and recruitment of Richard Shaw as its director and creation of a new team to lead on the bid to be UK City of Culture 2025
 - Successful bid won to establish THE LEAP an Arts Council England Creative People and Places programme for the district which over 10 years will focus on the celebrating and growing cultural activity in the 12 most deprived ward areas of the district: Bradford Moor, Bowling and Barkerend, City, Eccleshill, Great Horton, Keighley Central, Keighley West, Little Horton, Manningham, Royds, Toller and Tong
 - Successful bid to win status as an Arts Council Producing Hub pilot to share resources and provide training, mentoring and business development for artists and small businesses in the performing arts
 - These successes are as a result of sector lead approaches and wide collaboration across the sector with the Council supporting this work. This is a significant change in Council action which has seen BMDC become an enabler of the sector rather than leading on bids and projects itself, which it had done previously and with little success.
- 2.3 As agreed in October 2019, the existing Bradford Council Cultural Strategy, '**A Leading Cultural City**' is set to expire in 2024. It is clear that the landscape and opportunities have changed significantly for the City and the existing plan has been overtaken by events.
- 2.4 As part of the requirements of bidding for UK City of Culture, DCMS will require an up-to-date cultural strategy. Both Arts Council England and National Lottery Heritage Fund have recently launched new ten-year strategies which focus on the wider public and welcome new approaches from Museums, Galleries and Libraries amongst others. The city needs a fresh cultural framework to take advantage of these and other emerging local, national and regional funding opportunities.
- 2.5 Bradford District has a wealth of cultural assets. The District has stunning landscapes, heritage buildings, great cultural organisations, entrepreneurs and venues. Bradford is home to the UK's first UNESCO City of Film designation.

¹ The Bradford Culture Company is currently working toward charitable status and is doing so in line with legal guidance in regard to the Council constitution and as noted to the Executive in February 2020

2.6 The opportunity for Bradford in developing its cultural and creative sector is significant.

The 'cultural and creative industries sector' includes individuals and/or organisations which operate as creative businesses and/or deliver creative services. This includes but is not limited to:

- Advertising and marketing
- Gaming and computer services
- Architecture
- Museums, galleries and libraries
- Dance, Music, Theatre and cultural festivals
- Literature, Poetry and Publishing
- Design: product, graphic and fashion
- Visual arts and crafts
- Film, TV, video, radio and photography

UK's cultural and creative industries have been an international powerhouse and, prior to the coronavirus pandemic were the fastest growing sector of our economy. Government statistics published in February 2020 showed that in 2018 the UK's creative industries contributed more than £111 billion to the UK economy, equivalent to £306 million every day or £13 million every hour. That's more than the automotive, aerospace, life sciences and oil and gas industries combined. This was a 7.4 per cent increase on 2017, so growth in the creative industries was more than five times larger than growth across the UK economy as a whole.

Meanwhile statistics released in February 2020 show the creative industries have increased their combined contribution to Gross Value Added (GVA) by 43.2 per cent in current prices since 2010. More than 2 million people worked in the UK's creative industries and, before the COVID-19 crisis, the sector was projected to create another million jobs by 2030. Jobs in the creative economy also tend to be higher value, better paid and be more skilled than the average in the wider economy.

2.7 Bradford's sector does benefit from some investment by Arts Council England. However, despite being the 5th largest local authority by population in England, Arts Council England investment is ranked only 78th out of 180 authorities. Whilst the district has eleven ACE National Portfolio Organisations (NPO's), these are relatively small entities compared to other cities of similar size (there is no major orchestra here and no theatre company on the scale of Sheffield Crucible or Leeds Playhouse) and there is just one NPO in visual arts and one in dance. Whilst there were new NPO awards for the Literature Festival, Bronte Society and Common Wealth in 2018/19, the city still has no major producing theatre or music NPO.

2.8 Bradford's cultural provision is also not evenly distributed across its communities and this lack of provision contributes to low levels of engagement. Audience Agency data for Creative People and Places shows that 53% of the district population are in the lowest / least engaged Culture Segments compared to an England average of 33%. 80% of the people in the 12 most deprived wards of Bradford are in these lowest engaged Culture Segments.

- 2.9 The immediate success of BMDC's new enabling role and strategic investments in leveraging substantial new funds to the district and creating new jobs and capacity in the sector means that the District is at a tipping point regarding culture and in turn, the way it is perceived and its ability to compete as a major UK city.

Work to date

- 2.10 The Bradford Cultural Place Partnership commissioned "**Culture Is Our Plan**" with funds from BMDC and Arts Council England. The Bradford Cultural Place Partnership is chaired by the Leader of the Council and attended by Chief Executive and Portfolio Holder for Culture. The Place Partnership membership includes leaders of the major strategic cultural initiatives in the District: Bradford University and College, The Creative People and Places programme The Leap, led by Bradford Institute for Health Research, the Bradford Producing Hub, UNESCO City of Film and senior managers from key stakeholders including Arts Council England (ACE) and National Lottery Heritage Fund (NLHF). Representatives from the independent cultural sector nominated by the Cultural Voice Forum are also members.
- 2.11 BMDC lead officer for cultural partnerships has led a consultative and co-created process since June 2020, to place the cultural sector and the public at the heart of this strategy development.
- 2.12 The aim is to develop a strategy which is owned by and is reflective of the diverse communities and geographies of district and the cultural sector and its potential for growth.

To this end we have worked extensively with the Bradford Cultural Voice Forum. The Cultural Voice Forum is a cultural sector network, chaired by sector representatives Alex Croft (Director of Kala Sangam) and Kirran Shah and coordinated by Bradford based arts organisation Brick Box. The Cultural Voice brings together more than 250 artists and cultural organisations across the district to share sector knowledge, experience and opportunity. Together, we have conducted more than 15 hours of focus group work with 200+ leaders of cultural and heritage organisations and individual artists and freelancers to date.

We are also holding individual consultations with all of the district's National Portfolio Organisations: Kala Sangam, Freedom Studios, Ilkley Literature Festival, Bronte Parsonage, Common Wealth, Theatre in the Mill, Impressions Gallery, Artworks, Mind the Gap, Dance United Yorkshire, Bradford Literature Festival and other significant cultural partners such as National Science and Media Museum and NEC the incoming operators of Bradford Live.

- 2.13 This strategy development sits in the context of an unprecedented level of sector and public consultation about culture in the district over the last two years, starting with work by Culture Creativity Place Ltd to explore the feasibility of bidding to become UK City of Culture 2025.

It was therefore vital to avoid consultation fatigue and at the same time to ensure that the views of communities, artists and individuals collected through these processes were not lost and were considered as part of the development of **Culture**

Is Our Plan. To do this we have:

- Collated a resource of existing data, consultation sessions and previous reporting on culture across the district within the last two years and revisited consultation sessions carried out by (amongst others):
 - Bradford 2025 Bid feasibility and the extensive consultations 121 and in focus groups as part of the current bid development work led by Richard Shaw
 - Creative People and Places consultation, bid and business plan (which focussed on the 12 most deprived ward areas of the district)
 - Bradford Producing Hub Bid, business plan and their Bradford District Joint Cultural Needs Analysis (JCNA) produced for Arts Council England
 - Bradford Local Cultural Education Partnership (LCEP) Action Plan
 - BMDC Visitor Profile Research 2018 2019 (NGI Solutions)
 - Museums and Galleries / City Hall feasibility (Amion and Black Radley)

- We have also drawn on national and international data sources from ONS/NOMIS, Arts Council England and National Lottery Heritage Fund and British Film Institute including:
 - Audience Agency Area Profile Reporting 2019 (which includes Experian and Mosaic data on the district)
 - Active Lives Survey (Ipsos Mori) 2017
 - EU Cultural Creative Cities Monitor an online resource that ranks creative cities by comparing '3Cs': Cultural Vibrancy, Creative Economy and Enabling Environment of 168 cities across Europe
 - 20 Years of Lottery Funding of Heritage in Local Areas: Bradford (report by Britain Thinks 2015)
 - As well as local resources such as the excellent Understanding Bradford District intelligence bulletins by BMDC.

- Individual arts organisations have generously shared relevant independent research that they have commissioned including the annual benchmarking studies for Bradford Theatres and the National Science and Media Museum.

- We have drawn on the learning of other relevant work in the district including:
 - Bradford Economic Strategy
 - Bradford Economic Recovery Plan
 - Extensive public consultation work undertaken by BMDC Neighbourhoods team / Social Kinetic for the MHCLG Bradford for Everyone programme
 - Wellbeing board Integration and Better care fund Narrative Plan 2017-19
 - Bradford District destination management plan 2016
 - Public Health Joint Strategic Needs Assessment
 - BMDC standard comparators: CIPFA Nearest Neighbours / Children's Services statistical neighbours / Police most similar groups / YOT statistical neighbours

We are also working closely with other major pieces of strategic work currently underway and which will have an important place in the first iteration of “**Culture is our Plan**” including:

- Screen Strategy for Bradford District (Under the Moon)
- Forward plan for BMDC Museums and Galleries

Consultation sessions in groups and 121 continue to take place; with Producing Hub Creativity Council, young emerging leaders via Common Purpose, Headteachers, Bradford for Everyone community ambassadors, business and community leaders.

Where specific gaps in knowledge and/or existing recent consultation exist (and to address specific DCMS City of Culture bid questions), we have partnered with Bradford 2025 bid to cost-efficiently co-commission new independent pieces of work which by the end of January will include:

- Survey of Cultural Workforce and Governance (Anne Franks)
- Cultural asset mapping and economic impact and potential of cultural and creative industries 2020 (Burns Owen Partnership)
- Bradford City Night time economy (Sound Diplomacy)
- Audience Baseline and Audience Development (Indigo)
- Culture Tourism mapping and economic impact and potential of Visitor Economy (NGI Solutions)

All of these independent research programmes are overseen and peer reviewed by a research reference group led by Professor Marcus Rattray of Bradford University.

We have also sought to address gaps in specific community engagement through a programme of artist-led consultation and engagement projects (see attachment) with 270 participants including with:

- Rural communities
- Participants in South Asian Heritage Month
- Learning disabled adults
- Communities in Ilkley, Keighley and Shipley
- Young people not in employment, education or training
- Black artists in the district

Due to their size and capacity, very few of Bradford’s arts organisations currently operate box office systems or have access to rich customer data. Therefore, to hear the views of existing arts attenders and participants across Bradford district we also ran an informal public opinion survey called CULTURE AND ME (see attachment)

We also used this survey to raise the profile of Culture is our Plan with the general public and capture indications of wider public perceptions and engagement with culture in the district

- Simple light-touch online survey – easy to complete and no personal data collected to ease distribution
- Distributed via various channels
- General public via Telegraph and Argus, BMDC and VCS email lists and Facebook, Twitter and Instagram
- Arts attenders via Cultural organisation email lists / social channels and Bradford 2025 Bid social and email

- Survey open for 30 days Oct 2020

1700 responses were gained and whilst there are caveats to the report, not least that is deliberately skewed toward attenders and participants at our existing arts can and cultural offer, it offers useful perspectives which reinforce the issues and opportunities which have emerged elsewhere and consistently in the work in regard to:

- The value placed on culture and the high level of engagement with it
- People's wide definition of culture and the range of unconventional places where culture is accessed
- The need for Art and Culture to better reflect the rich diversity and vibrancy of the district and the lived experience of people here
- The need for more opportunity and a better distribution of cultural opportunity and resources across the geography of the district and especially into the poorest neighbourhoods
- The importance of culture to bring different communities together
- The significant role for young people in shaping the future of the district

Nature of the plan and next steps

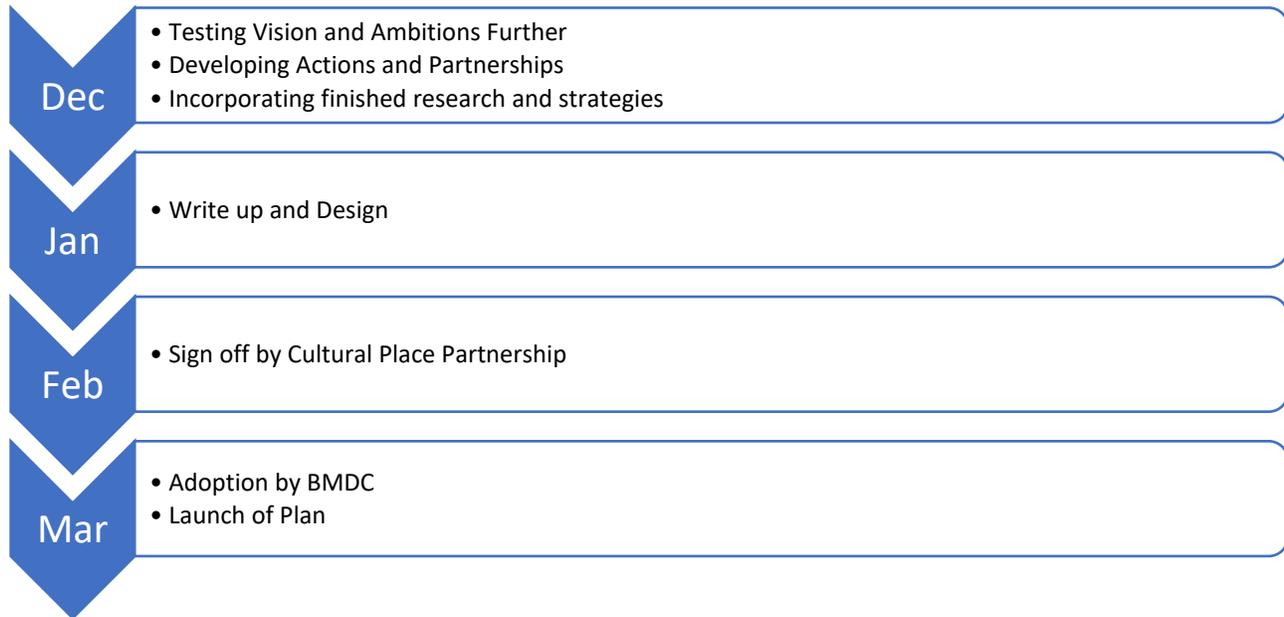
2.14 The development of **Culture Is Our Plan** has been recognised in the Culture and Place workstream of the new Bradford Economic Recovery Plan.

Now we have established a draft vision and ambitions we are engaging and re-engaging with key stakeholders including Arts Council England, National Lottery Heritage Fund, Bradford University and Bradford College, BIHR, the emerging Bradford Cultural Education Partnership and the Industry Centre of Excellence (ICE).

We see the Regeneration and Economy Overview and Scrutiny Committee as one of these important stakeholder groups.

We have also returned to many key community voices in the existing bodies of work to gain further insight, such as Inspired Neighbourhoods and Bradford Moor Pass and Black Artists Group and we are closely engaged with other directorates within BMDC where there are important linkages to be made including: Health and Wellbeing and Children and Young People.

The detail of the final plan will be completed during January and February as research reports and consultation on the draft vision and ambitions is completed. A tender for designer will be issued in early January.



The plan will be a circa 30-page online document with a small run of physical copies which will contain:

- Narrative
- Vision
- 10 ambitions
- Outcomes - where we want to be in 10 years' time
- Actions for the first two years that we can be measured against
- Thanks and credits
- Summaries of Research
- Consultees
- Case studies and Precedent – learning from others

The final plan will be picture-led, using artworks created as part of the public consultation across the district (see attachment). We are aiming to also provide accessible 'easy read' versions of the plan as well as versions in a range of key languages.

CULTURE IS OUR PLAN Draft narrative, vision and ambitions for comment

- 2.15 Based on this work to date, we have now developed
- A draft Vision
 - 10 strategic ambitions along with a supporting narrative

This high-level draft extract is now out for further comment and consultation to the sector and stakeholders prior to final presentation to the Cultural Place Partnership in February 2021 and launch to the public in March 2021.

It is this draft extract below that we ask the committee to review and comment on now as part of this ongoing consultation and engagement.

2. 16 Draft Narrative

'You can't Imagine what you can't imagine' but our plan will help the people of

Bradford to use their culture to play a leading part in reimagining and reshaping our district and creating a resilient and successful future. The youngest place in the UK will use its energy and creativity to show the whole country what Bradford can be.

We will reimagine the whole of Bradford district as a cultural space – our homes, our mills, hills, streets, markets, moors and parks. We recognise that our cultural life is everywhere and in everyone and is vital to our wellbeing, education and sense of pride in where we live.

We will build on our existing cultural assets, valuing them, enhancing them and creating and delivering plans to revitalise our public realm and transform our night-time economy.

We will create a more sustainable culture too, playing a leading role in the new green economy and making culture a valued part of every district agenda from education, to health, to transport, to economic regeneration.

We will celebrate the creativity of everyone and in every corner of our district and give platform to the diverse and sometimes hidden cultural buzz of Bradford. Our district will be fertile ground for culture, a place where Bradfordians and artists from across the region, nation and beyond can experiment, take risks and create new approaches to the meaning of culture.

Culture of friendship and hospitality - a spirit of caring and connecting communities will underpin our plan - welcoming and hosting residents and visitors from across the UK and the world to hear our stories and share theirs with us. Bradford is famous for welcoming people from across the globe and we are proud to be a home to so many different people today - whether they are here for an hour, a day or a lifetime.

We will value, celebrate and use our distinctiveness, platforming the rich cultural heritages that make us Bradford to create new definitions of culture and to bring all people of the district together.

Bradford will know itself better too. Culture will help us to see the beauty in change and the unnoticed detail of our district. We will shine a light on our industrial past and digital future, celebrating our creativity and our radical and reforming heritage in every community and every school. Laying the foundations and pathways for creative participation and for a new generation of opportunity and choice for young Bradfordians to forge creative careers.

While learning from our past, Bradford will look forward, encouraging the new, responding to change, valuing art and culture that is relevant in specific time and place – that is, in the here and now.

This is our plan. Created for our district. It has been developed through listening and asking questions, through chats, artistic commissions, workshops, surveys connecting to thousands of people in every corner of our district, with the artists and creative organisations that make up our extraordinary cultural scene.

The plan doesn't begin to have all the answers but is a set of ambitions and values to help us make choices as we navigate and shape a shared journey across a decade.

The plan and the promises we make to each other through it, should be revisited constantly; in arts venues, front rooms, bars and cafes across Bradford. We will measure our journey with a dashboard of progress which tests how our work is reaching more people, changing lives and improving the quality of cultural life for the people of Bradford.

Every two years, we will bring the whole cultural sector together for a day to celebrate what we have achieved, acknowledge what we have not and check in and refresh for the next leg of our voyage.

Half way along our journey we aim to become the UK City of Culture 2025. Winning this designation would put rocket fuel in our tank and accelerate us faster into a better future, but whether we win that accolade or not, our plan will stand, and should be the guide for us into a better, more creative and more successful Bradford for everyone.

2.17 Draft Vision

Our plan will offer a definition of culture that reimagines Bradford District as a place that is knowingly different and radically alternative. A place where we can test new ideas, where creativity is celebrated in every home and where we can prove the positive impact of culture in our lives

2.18 10 Draft Ambitions

Ambitions	
1. Creativity thrives in every corner of the district;	We celebrate the artists in every street. Bradford's culture will happen in our homes, our parks, our markets and our amazing outdoor spaces as well as our cultural venues
2. Make the most of our existing assets;	Building and upscaling success, revitalising heritage spaces, repurposing temporary space and reimagining our landscapes and cityscapes. We will make reusing, upcycling and repurposing cornerstones of our creativity - building new buildings if we need them - but ensuring that everything contributes to a sustainable green economy
3. Revaluing and prioritising our distinctiveness;	A culture that offers something for everyone but not the same for everyone. We are excited to celebrate and showcase our different voices and cultures to make exceptional art that will bring everyone together. By 2031, 50% of Bradford's art, artists, audiences and cultural leadership will be drawn from people currently underrepresented in our sector
4. Connecting culture makes us	More effective and more sustainable, through

more powerful;	joined up working and sharing resources. Growing our new sector networks, sharing digital skills and experience, supporting, championing, connecting and mentoring each other as a creative community, working collectively to develop talent, audiences and to make culture a consideration on every district agenda
5. Making work;	Encouraging producers and bold production at scale across the district, in all art forms and media. Creating the support structures and opportunity for more artistic ambition, more work and more employment; for more Bradford artists to work at home and for more artists to see Bradford as a fertile ground for visionary projects and international collaborations
6. Grow a new calendar of exceptional festivals and events;	Celebrations and one-off moments across the district – from the hyper local to the global. Show that Bradford is ‘open for business’, building capacity, giving permissions, encouraging innovations and making Bradford a host of choice for national and international cultural events and partnerships
7. Create an explosion of opportunity;	Working with families, schools, FE and HE partners to create a critical mass of coordinated training and employment pathways. To evidence the viability of creative careers for young, digitally native Bradfordians and to ensure they take the lead in shaping the future of Bradford’s culture to 2040 and beyond
8. Bradford will know itself better;	We will understand our histories and our many cultural heritages. Our culture will speak honestly and openly, won't tolerate racism or discrimination and will have difficult conversations when needed – giving confidence to our communities, boosting pride and promoting our mental and physical wellbeing
9. We will write our own story;	Bradford’s culture will live in the here and now and look to the future. We will celebrate the vision and imagination of our young people and encourage innovation, respond to rapid change and harness new technologies to share our stories with the world. We will aspire to be the best we can be - we will bid to be UK City of Culture 2025 - and we will tell the world new stories about Bradford’s incredible people and distinctive places
10. Make life better;	Working as part of the Born in Bradford City Collaboratory, we will prove the difference our cultural plan makes and show the positive impact it will have on the lives, aspirations and the life outcomes of all the people of Bradford

- 2.19 COVID-19 has had a devastating effect on the cultural and creative industries nationally and Bradford has been no exception to this. Indeed, with a cultural workforce that is at least 50% made up of freelance workers, sole traders and small enterprises the impact of Covid is very dramatic and we have worked successfully alongside regional colleagues to ensure support for recovery of the sector is included in the WYCA recovery ask of central Government.

Recovery from COVID will define much of the sectors work for the next 12-18 months and this will be reflected in the final plan, however we have taken the decision not to let the impact of COVID overshadow the forward-looking nature of the vision or ambitions.

3. OTHER CONSIDERATIONS

4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 As noted, strategic investment of £1,435,000 was approved and has already levered £3,560,000 of new investment into Bradford District and led to considerable success including:

- Establishment of the Bradford Culture Company and recruitment of Richard Shaw as director and creation of a new team to lead on the bid to be UK City of Culture 2025
- Successful bid won to establish THE LEAP an Arts Council England Creative People and Places programme for the district which over 10 years will focus on the celebrating and growing cultural activity in the 12 most deprived ward areas of the district²
- Successful bid to win status as an Arts Council Producing Hub pilot to share resources and provide training, mentoring and business development for artists and small businesses in the performing arts
- These successes are as result of sector lead approaches and wide collaboration across the sector with the Council supporting this work. This is a significant change in Council action which has seen BMDC become an enabler of the sector rather than leading on bids and projects which it had done previously and with little success.

- 4.2 Cost of development of the 10-year Cultural Plan was included in this investment and sees £20,000 of BMDC funding matched by £20,000 of Arts Council England funds.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

No risk or governance issue arising

6. LEGAL APPRAISAL

² Bradford Moor, Bowling and Barkerend, City, Eccleshill, Great Horton, Keighley Central, Keighley West, Little Horton, Manningham, Royds, Toller and Tong

No legal issues arising

7. OTHER IMPLICATIONS

7.1 EQUALITY & DIVERSITY

The plan reflects the importance of equality and will recommend demanding targets to improve diversity and representation across the districts cultural sector in workforce, programme and leadership. BMDC funding and support for projects outside of the Council will require this is supported by our partner organisations.

7.2 SUSTAINABILITY IMPLICATIONS

The plan reflects the importance of sustainability for the cultural sector and BMDC funding and support for projects outside of the Council will ensure that this, Council declaration of climate emergency and BMDC green targets aims are supported by our partner organisations.

7.4 COMMUNITY SAFETY IMPLICATIONS

Through the positive integration and intercultural ambitions of the plan it is hoped that activity resulting from it will increase activity in communities and have a positive effect on community engagement and collaboration to improve community relations.

7.5 HUMAN RIGHTS ACT

There are no known Human Rights Implications arising from this report.

7.6 TRADE UNION

➤ There are no staffing implications for BMDC

7.7 WARD IMPLICATIONS

➤ The implementation of this plan will have positive benefit for the whole district over the coming 10 years.

7.9 IMPLICATIONS FOR CORPORATE PARENTING

There will be a range of activity and outcomes of the plan that will have significant opportunities for children through the Councils responsibility as a corporate parent and this will be woven into the strategy and activities in the future

7.10 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

No impact

8. NOT FOR PUBLICATION DOCUMENTS

➤ N/A

10. RECOMMENDATIONS

It is recommended that:

- The committee notes the work to date and work still in progress on this strategic plan
- The committee gives its comment on the draft narrative, vision and strategic ambitions as part of ongoing consultation on the emerging plan

11. APPENDICES

- 1. Culture is our Plan Consultation Draft: Narrative, Vision and Ambitions
- 2. Culture is our Plan Examples of artist-led community consultations
- 3. Culture and Me opinion survey overview

12. BACKGROUND DOCUMENTS

- Background documents are documents relating to the subject matter of the report which disclose any facts or matters on which the report or an important part of the report is based and have been relied on to a material extent in preparing the report. Published works are not included.
- All documents referred to in the report must be listed, including exempt documents.
- All documents used in the compilation of the report but not specifically referred to, must be listed.