

Report of the Strategic Director of Place to the meeting of Executive to be held on 1st February 2022

BA

Subject:

Museums and Galleries Strategy

Summary statement:

The Museums and Galleries Strategy helps determine the forward direction for the Service. The Service seeks support for this direction and for a bid to the Arts Council's National Portfolio Organisation funding.

EQUALITY & DIVERSITY:

The Strategy contributes to the Council's Equality Objectives 3: Community and 4: Services

Objective 3: Community

The Museums and Galleries Service will provide a platform for all people to share their stories, understand their diverse and proud heritage and culture and meet in safe spaces to enjoy and learn.

Objective 4: Services

The Strategy creates a model for all communities to co-create and collaborate in the design and delivery of Museums and Galleries within the District.

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Portfolio: Place

Overview & Scrutiny Area:

Regeneration and Environment

1. SUMMARY

The Museums and Galleries Service has developed a new strategy to help determine its future direction. This includes a strong focus upon community engagement and national and international impact which are driven by Bradford District's unique collections and demographics as well as trends in museums nationally. We also intend to apply for National Portfolio Organisation funding to deliver Arts Council England's *Let's Create* objectives. Bradford District's Museums should be recognised again for their regional and national significance; we serve the second largest District in West Yorkshire and a major population centre which has huge significance and cultural importance. The service is a major contributor to the cultural offer of the District and to City of Culture 2025 aspirations. To consolidate all of these ambitious new plans, Executive's approval of the direction is needed.

2. BACKGROUND

2.1 The Museums and Galleries Service serves the whole of the District, caring for the collections of over 1million items which reflect the art, history, science and natural history of the District and beyond. The four museums are Cliffe Castle in Keighley, Cartwright Hall in Manningham, Bradford Industrial Museum in Fagley and Bolling Hall in West Bowling. The Learning and Outreach service delivers an award winning service to every ward in the District.

The collections, activities, exhibitions and projects of the Museums Service reflect and represent the entire District and offer access to the highest quality art, history, natural history and culture to everyone within the District for free.

2.2 The Service is an Accredited Museums Service under the Arts Council of England's Accreditation scheme. This is a quality standard which also unlocks funding from a number of different organisations. The Service has been Accredited for a number of years; however, following the restructure of 2019 and associated budget reductions and the suspension of Accreditation appraisals during the pandemic, we now need to re-apply for Full Accreditation. As part of this the Service must have a forward Strategy approved by its highest decision making body, in this case Executive.

2.3 The Museums and Galleries Service has been going through a period of transition both before and during the pandemic, including a major restructure and budget reduction process, which has led to some reductions, adaptations and changes in what the Service can offer. Staff have been flexible, creative about models of delivery and highly successful in securing external funding. A period of redirection and re-engagement with the public during the pandemic and the impetus of external funding have enable new models of delivery to be tried and the Service to develop to the point where an application for Arts Council's National Portfolio Organisation status is possible in spring 2022.

2.4 The National Portfolio Organisation scheme is a 3 year funding agreement with Arts Council England linked specifically to delivery of the Arts Council's *Let's Create* strategy. It does not replicate or cover funding gaps but is specifically aimed to take the Service in an upward direction and to deliver higher participation, community collaboration and co-creation of services, inclusion and diversity and climate responsibility. These principles align excellently with the Council's Strategic Plan.

NPO status is linked to a Delivery Plan and evaluation strategy which must be approved by the Arts Council.

2.6 Online consultation was carried out during lockdown has confirmed the public would like to see more community generated exhibitions and content in the museums and also to continue to see things they would not normally get the chance to see such as high quality national and international exhibitions from beyond the District. Plans for face to face consultation had to be put on hold due to the pandemic but will be a key part of devising detailed Action Plans to implement the Strategy.

3. OTHER CONSIDERATIONS

3.1 The core of the Strategy is:

Vision:

Museums and Galleries make Bradford District a vibrant, creative, inclusive place where everyone feels proud of their diverse heritage and culture.

Mission:

Our unique buildings and collections enable the people of Bradford District to tell their own stories. We work with our communities and partners to develop and care sustainably for our shared heritage so that everyone can have fun, learn, find their voice, create, be ambitious, connect with others and better understand their place in the wider world.

Strategic Priorities

We have six core strategic priorities and accompanying ambitions for the period 2022-32.

Priority 1: To build a distinctive sense of place in Bradford District, based on our diverse heritage and culture.

Our Ambition

By 2032 we want all our communities to see themselves reflected in our collections and our museums.

Priority 2: To promote physical and mental health and wellbeing among all our communities

Our Ambition

By 2032 our museums and galleries will help Bradford to know itself.

Priority 3: To enable everyone to learn, develop skills, build confidence, and understand their place in the world.

Our Ambition

By 2032 our learning offer will reach the citizens of Bradford District at every stage of their lives.

Priority 4: To support Climate Emergency awareness, action and sustainable growth principles throughout everything we do.

Our ambition

By 2032 we will have seen significant investment in our museum buildings, affirming their significance as both historic buildings in their own right and contemporary community hubs owned and loved by the people of Bradford District. We will have secured external funding for prioritised capital development programmes to safeguard our estate in line with community need, and to create our innovative, sector-leading Green Collections Hub.

Priority 5: To support a strong economy through Bradford district by developing people's skills, diversifying our workforce, working efficiently, and diversifying our income sources.

Our Ambition

By 2032 the museum service will be recognised as a significant contributor to Bradford's ambitions for skills, jobs and the local economy. We will be delivering programmes to support skill development and readiness for work across all our sites and will have secured investment to enable us to create new skilled jobs, particularly through our Green Collections Hub. Our business model will be more diversified, with an increased share of our income coming from corporate hire, retail, catering and other income-generating activity. We will have made connections between Bradford District's new industries and the history of innovation and creativity represented in our collections. Our diverse, highly skilled workforce will be fully reflective of the whole of Bradford district's communities.

Priority 6: To work in partnership to ensure that everyone in Bradford district has access to ambitious, world class art, heritage and cultural experiences.

Our Ambition

We believe the people of Bradford District are entitled to enjoy and participate in world class art, heritage and cultural experiences. We will work together with partners within and outside the cultural sector to maximise these opportunities for the people of Bradford district, West Yorkshire and beyond, securing national and international recognition and investment for our work.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The council aims to apply for National Portfolio funding from Arts Council England.

4.2 As reported previously, the pandemic has impacted on the ability to generate ancillary income through retail and catering, however the service is seeing positive signs of recovery and expects to return to normal during 2022-23.

Savings targets for 2021/22 will not be achieved and will carry forward into 2022/23. The service will continue to seek opportunities to balance budget sustainability for the Museums Service, including achievement of budget savings targets, with the ambitions set out in the Cultural Strategy.

5. RISK MANAGEMENT AND GOVERNANCE ISSUES

- 5.1 Failure to achieve Accredited status will put the Council at risk of losing potential funding from a number of key funders including Arts Council England, National Lottery Heritage Fund and many trusts and foundations.
- 5.2 Failure to have an approved Strategy in place would prevent the Council from applying for National Portfolio status.

6. LEGAL APPRAISAL

None arising directly from this report

7. OTHER IMPLICATIONS

7.1 SUSTAINABILITY IMPLICATIONS

None arising directly from this report. Improved sustainability is a key element of the Strategy.

7.2 GREENHOUSE GAS EMISSIONS IMPACTS

None arising directly from this report.

7.3 COMMUNITY SAFETY IMPLICATIONS

None arising directly from this report.

7.4 HUMAN RIGHTS ACT

None arising directly from this report.

7.5 TRADE UNION

None arising directly from this report.

7.6 WARD IMPLICATIONS

The Museums and Galleries Service works across all wards in the District.

7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)

None

7.8 IMPLICATIONS FOR CHILDREN AND YOUNG PEOPLE

In a pre-pandemic normal year, the Museums and Galleries Service engages with 20,000 schoolchildren District wide in every Ward, through an award winning programme of learning and discovery focused on the four Museums and Galleries and their collections. The Service works closely with teachers and District wide partnerships such as the LCEP to support key learning aims of literacy, oracy and creative thinking. Recent programmes have focused on local high achievers past and present with a strand of activity, learning and lessons

‘Proud to be from Bradford District’. The Service is in the process of developing a Family offer at each site with free, educational fun activities and resources available at all times and to take away. The Strategy links strongly with the District’s Child Friendly aims.

7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

None arising directly from this report.

8. NOT FOR PUBLICATION DOCUMENTS

None

9. OPTIONS

Option A:

Members endorse the Strategy and the direction of travel and mandate officers to develop further detailed delivery plans and to apply for NPO status.

PROs: A key element of Accreditation will be achieved.

The Council will be in a good position to bid for further funding both from Arts Council England and other funders.

The Council will meet the NPO funding deadline.

The Service’s future direction will be tested with the public as well as funders.

CONs: The process is to a tight timescale due to the delays of the pandemic.

It is possible but not certain that more time would allow a deeper outcome.

Option B:

Members do not endorse the direction of travel and Strategy principles and wish them to be reconsidered and rewritten.

PROs: opportunity to reconsider the offer and how it is delivered

CONs: it is likely the Council will miss the funding deadline for NPO applications if significant changes to the Strategy are needed.

10. RECOMMENDATIONS

10.1 That Members approve the Museums and Galleries Strategy 2022 – 2032 and the application for NPO status.

10.2 That members support the implementation of the Museums Strategy and request that the stories of the history and people of the whole District are reflected in the museums work including links to the wider cultural strategies including the Monuments Review findings, *Culture Is Our Plan* and City of Culture 2025 Bid.

11. APPENDICES

Museums and Galleries Strategy 2022 - 32

12. BACKGROUND DOCUMENTS

Arts Council of England:

Let's Create Strategy, Delivery Plan and Investment Principles

<https://www.artscouncil.org.uk/delivery-plan-2021-2024/resourcing-delivery-plan>

Accreditation Scheme guidance and requirements

<https://www.artscouncil.org.uk/supporting-arts-museums-and-libraries/uk-museum-accreditation-scheme>

Bradford Council:

Culture is our Plan cultural strategy 2021 – 31

<https://www.cultureisourplan.co.uk/our-plan>

Council Plan

<https://www.bradford.gov.uk/councilplan>