

Bradford District Museums and Galleries Strategy 2022-32

January 2022



Bradford Industrial Museum tells the district's story of innovation and endeavour (image: Phil Jackson).



Above: Cartwright Hall reopens after lockdown. Below: Children's art work from the 'Top of Town' project on public display in the Magic Room at Cartwright Hall (image: Naseem Darbey).

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Introduction: Bradford District's Museums and Galleries

Bradford's Museums and Galleries service cares for the district's internationally significant collections that tell Bradford's story from its earliest beginnings in geological time and showcase the diversity of its human and natural history. The collections reflect Bradford District's importance in world history and its diverse communities who bring global connections.

Bradford District Museums & Galleries' (BDMG's) collections have developed over more than 150 years. They cover a vast range of subjects including art and design, archaeology, transport, social and industrial history, natural history, and a significant cross-cultural collection. They include stories of human endeavour, creativity and ingenuity and offer a rich source of inspiration and pride for the people of the district and beyond. The collections and the listed buildings that house them belong to the people of Bradford district. The museum service works to ensure that everyone has the opportunity to experience and contribute to the Bradford district story.

BDMG runs four venues located in different areas of Bradford district that together attract 230,000 visits per year. All of our sites are located in neighbourhoods with diverse and changing populations. These are also areas that experience significant social and economic challenges: each one of our four museums is located in a ward that ranks among the 10% most deprived in England. Our museums and galleries are not just places for people to learn about and celebrate their heritage. They perform a vital social function: they are free, warm, welcoming spaces where people from all communities can feel safe to be themselves and have opportunities to learn, share and create that area not available to them anywhere else. Museums and galleries support people's health and wellbeing, enable learning, combat isolation and loneliness, build confidence, and help people feel connected to the place where they live.

Bolling Hall in West Bowling is one of the oldest buildings in Bradford district. It dates from the medieval period and was originally the seat of two important land-owning families, the Bollings and the Tempests. It has links to Bradford Cathedral, Esholt Hall, Skipton Castle, Calverley Old Hall and Kirkstall Abbey. Now grade I listed, its rich and diverse history includes time as a Royalist stronghold in the 1643 'Siege of Bradford' during the English Civil War and a connection to the story of the Bradford Boar. The building and its occupants were influential in the development of Bradford and particularly the West Bowling Area.

The house was later developed by the famous architect John Carr of York, who also designed Harewood House in Leeds and Buxton Crescent in Derbyshire. Its rooms are now furnished to give a taste of daily life at different periods of the house's history. The collections on display include a rich collection of historical objects and curiosities, Civil War objects, a bed made for Harewood House by Thomas Chippendale, and a piano that belonged to Bradford composer Frederick Delius. The Hall is surrounded by beautiful landscaped gardens and is immediately adjacent to Bowling Park.



Bolling Hall in West Bowling is one of the oldest buildings in the district (image: Phil Jackson)



Tour of the Belle Vue photographic collection at Bradford Industrial Museum. Part of a partnership event with the National Science and Media Museum (image: Lynn Wray).

Bradford Industrial Museum in Eccleshill was originally built in 1875 as Moorside Mills, a small worsted spinning mill. BDMG's industrial collection, which is predominantly displayed here, began in 1966 and now contains over 36,000 objects. The textile collection dates to 1850 and is the world's most significant and comprehensive collection of material relating to the manufacture of worsted textiles, identified by Arts Council England's Designation scheme as being of national and international significance. The Industrial Museum is home to our photographic archive of over 450,000 photographs and negatives, including the important Belle Vue Studio collection that contains images of migrants who moved to Bradford after the Second World War. It also houses the Bradford Heritage Recording Unit collection of oral history recordings covering the stories and life experiences of the district's people and communities from the early 20th century to the 1990s.

Bradford Industrial Museum's displays of textile machinery, steam power, engineering, printing machinery and motor vehicles showcase the district's history of innovation and entrepreneurship and help us tell the story of Bradford district. Temporary exhibitions enable us to respond to the needs of the local community and work with them to tell their own stories.

Cartwright Hall Art Gallery in Manningham opened to the public during Bradford's Great Exhibition in 1904 as a purpose-built art gallery and museum. It is now one of the UK's leading regional galleries. The district's art collection, which is mainly displayed here, is of international significance and dates to 1879 when the first public museum, art gallery and library opened in Bradford.

Bradford District was one of the first UK local authority museum services to actively and intentionally start collecting works by South Asian and Black artists, and BDMG's collection is particularly strong in this area. Cartwright Hall showcases this collection and is also a venue for touring shows, enabling the people of Bradford District to see exhibitions from partners including the National Portrait Gallery, British Museum and the V&A. Cartwright Hall is set in the grounds of Lister Park with a boating lake, adventure playground and Mughal Gardens that are particularly attractive to families.

Cliffe Castle Museum in Keighley was once the home of Victorian textile industrialist Henry Isaac Butterfield. The Butterfield family's business interests included wool textile mills and a shipping business that took British goods to Europe, America and China. The house was completed in the 1880s and was a showpiece of international art and French interior decoration. Today the building is a museum within a public park where visitors can see Victorian rooms and furniture, paintings and decorative art including internationally significant stained glass by Morris and Co, and exhibitions of geology, natural history, archaeology and social history. The district's natural science collections, comprising zoology, geology and an internationally important botany collection, are based here. They are an important resource for understanding the importance of biodiversity and the human impact on the environment.

Our museums are all historically significant Listed Buildings and much-loved iconic places within our communities. All of our sites are Accredited by Arts Council England. Our reference collections are stored and managed at dedicated storage facilities.



Cartwright Hall shows the work of internationally renowned contemporary artists such as Yinka Shonibare alongside historic works (image: Phil Jackson).



Cliffe Castle captures the unique spirit of Keighley alongside displays of local and natural history (image: Phil Jackson).

Our Vision

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

Our 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.

Our Values

We promote the shared values of Bradford District.

- **We share** ideas, resources, knowledge and skills as well as challenges and opportunities. We are innovative, always looking for new solutions to problems and drawing on Bradford's deep history of enterprise and creativity.
- **We protect** our shared heritage and buildings. We create safe spaces where people can come together to share their own stories and understand those of others.
- **We respect** ourselves, each other and our communities. We value the people of Bradford District as experts in their own lives. We treat the collections which are our shared heritage with the same respect and care.
- **We care** for each other and treat each other with kindness. We want everyone to see themselves represented in Bradford's story.



Volunteer gardeners at Bolling Hall Museum.

Our Principles

Our work in Bradford District is underpinned by the following cross-cutting principles.

- **Equalities** must be at the heart of all we do. Our museums and collections belong to the people of Bradford District, and everyone must be able to access our services regardless of their background or circumstances. Through our sites and collections we celebrate the contribution that people from different backgrounds make to Bradford District's communities.
- **Working together** is core to achieving our aims and making our service stronger and more resilient. We will work with our communities to empower and enable them to tell their own stories through our museums, galleries and collections. We will collaborate with our council colleagues and with other organisations in the District to create innovative, inclusive heritage and cultural opportunities and to make the most of shared initiatives like Bradford 2025 and the Council's shared Cultural Strategy, *Culture Is Our Plan*.
- **Early help and prevention** to support people in their communities underpins our work with children and families in partnership with our colleagues in the public and charitable sectors. It also informs our approach to estate management across our museum and gallery properties, working with built environment colleagues to anticipate and address maintenance issues and prevent problems from escalating.
- **Every pound counts:** we will adopt effective and value-for-money approaches to service delivery. We will prioritise spending resources locally to grow the Bradford District economy and develop our local supply chains. We innovate and work creatively to get the best value for every pound spent. We will work proactively to increase our grant funding and develop new products and services to develop earned income.
- **Living well:** we will work alongside our communities and partners to embed Bradford's Living Well whole systems approach into our Health and Wellbeing work. We will work with our communities and partners and use our buildings, collections and outdoor spaces to actively pursue the Living Well mission, making it easier for people in the district to adopt healthier lifestyle behaviours.
- **Safeguarding** is at the forefront of our work with children, young people and vulnerable adults. We recognise that safeguarding is part of everyone's role across the authority.

Our Strategic Priorities 2022-32

The strategic priorities for our museums and galleries service have been developed following consultation with the public and some of our key stakeholders. They reflect the priorities and principles of Bradford Council¹ over the next five years and are closely aligned with Bradford District's ten-year cultural strategy, *Culture is Our Plan*,² within which the museums and galleries service plays a key role. Our priorities recognise the part we play in the district's visitor economy, attracting visitors from across West Yorkshire and beyond.

The period 2020-21 has been an extremely challenging time for the cultural sector across the UK due to the ongoing impact of the Covid 19 pandemic during which museum venues were required to close for lengthy periods. During this time our team rose to the many challenges, using their creativity, innovation and ambition to support and respond to the needs of our communities, significantly increase our digital offer and improve many of our core functions. We are now building on the learning of the past few years to support a fair, inclusive and sustainable recovery from Covid 19 which is at the heart of the council's priorities from 2021-25 and will be the focus of the first three years of our action plan.

Our strategic priorities also reflect *Let's Create*, Arts Council England's strategic plan for 2020-2030.³ The Arts Council's vision for creative people, cultural communities and a creative and cultural country are at the heart of our aspirations for Bradford and the actions we will take to support these outcomes are woven throughout this plan. The *Let's Create* principles of ambition and quality, dynamism, environmental responsibility, and inclusivity and relevance are embedded in our approach to working with our communities. Bradford District Museums and Galleries service has been a partner in Arts Council England's Museums and Schools programme since 2016 and we intend to seek further investment from ACE during the period of this Strategic Plan.

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

- **Priority 1:** To build a distinctive **sense of place** in Bradford District, based on our diverse heritage and culture.
- **Priority 2:** To promote **physical and mental health and wellbeing** among all our communities
- **Priority 3:** To enable everyone to **learn, develop skills, build confidence, and understand their place in the world.**
- **Priority 4:** To support **Climate Emergency awareness, action and sustainable growth principles** throughout everything we do.
- **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.
- **Priority 6:** To **work in partnership** to ensure that everyone in Bradford district has access to **ambitious, world class art, heritage and cultural experiences.**

¹ Bradford Metropolitan District Council, *Our Council Plan, Priorities and Principles 2021-25*

² <https://www.cultureisourplan.co.uk>

³ <https://www.artscouncil.org.uk/lets-create/strategy-2020-2030>



During the summer of 2020 BDMG staff and volunteers distributed 1000 creative activity packs through community hubs and primary schools.



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

Council priority: Safe, Strong and Active Communities. We want Bradford District to be a place where everyone can play a positive role in their community and be proud to call the district their home.

Our Ambition

By 2032 we want all our communities to see themselves reflected in our collections and our museums. We hold the collective memory of the district, and we want this memory to be as diverse and inclusive as possible. Our museums will be distinctively Bradford district, with stories told with, by and for the people of the district. Our four existing venues will be joined by a strong City Centre presence that introduces Bradford's story to visitors to the city centre, increases the visibility and awareness of the district's heritage and enables us to work collaboratively with other cultural providers in the city centre. We will work together with other museums, galleries and cultural providers in the district – for example, the Brontë Parsonage Museum, the Impressions Gallery and the National Media Museum – to join up our cultural provision and audience development work so that we reach out into all the district's communities.

Context

Bradford district is one of the most diverse areas of the UK. It includes an urban city centre, distinctive towns, and is on the edge of the Yorkshire Dales with beautiful rural landscapes. Its population of 532,500 people is equally diverse with 64% identifying as White British and 36% from non-white backgrounds. Bradford district has the highest proportion of under-18s for any city authority at 26.5% of the population.⁴ There is strength in this diversity, however the Covid 19 pandemic has widened inequality and threatens community cohesion.

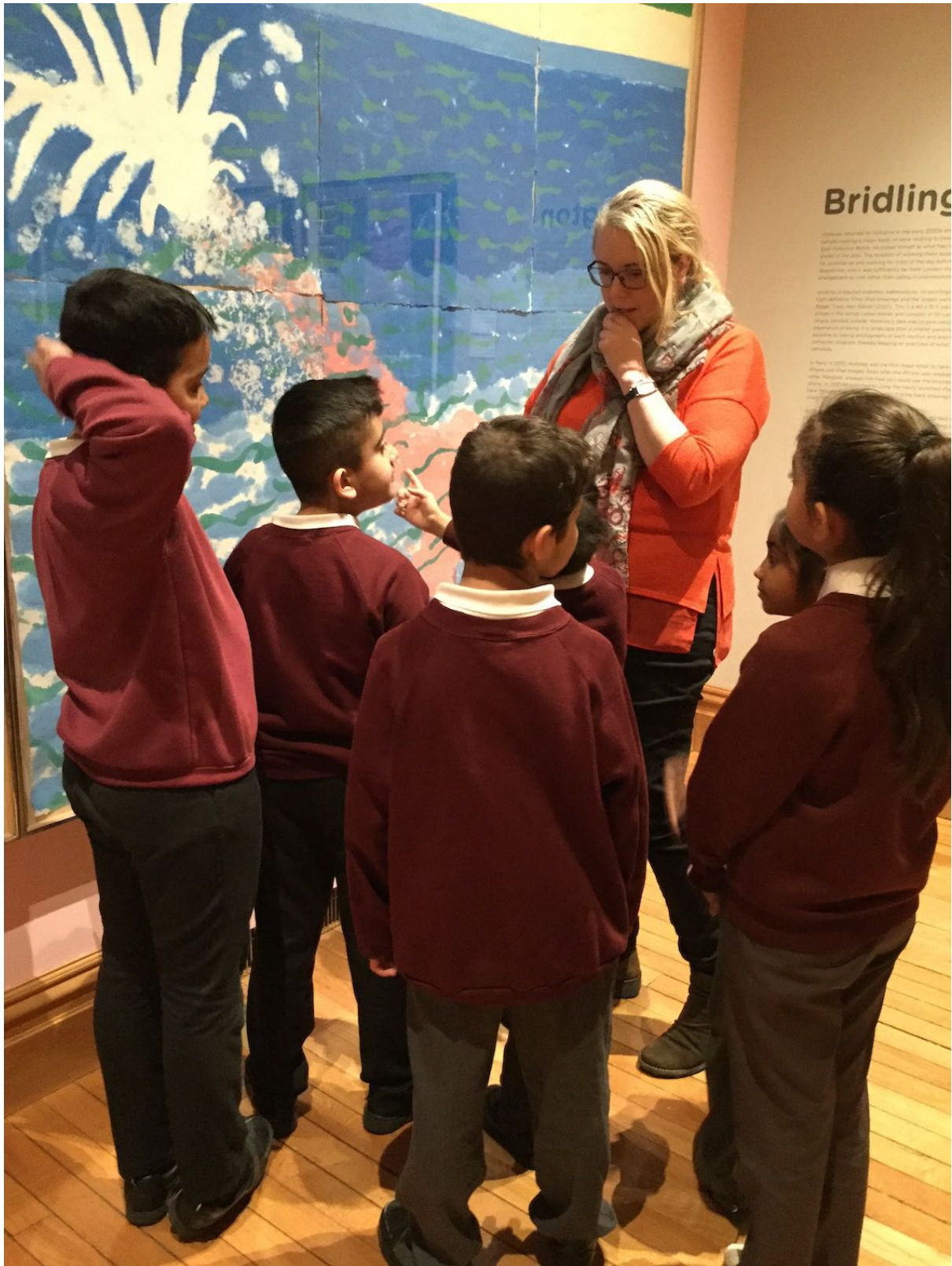
Our museums and galleries belong to the people of Bradford district. Our collections and stories are their stories. We enable the people of Bradford district to discover and interpret these stories for themselves, for each other and for the world. In doing so we bring people together, providing safe and inclusive spaces for people to explore questions of identity, belonging and community, and enable them to get to know one other better.

We celebrate Bradford's diversity through our museums, galleries and collections and will work with the people of Bradford district and with community and cultural sector partners to ensure that our collections, exhibitions and programming fully reflect it.

⁴ Data sourced from the Office of National Statistics, mid-2016 and taken from https://bradfordforeveryone.co.uk/wp-content/uploads/2020/01/bradford_data_pack.pdf

Actions

- **We will invest in our relationships with communities.** Each of our sites is located within a distinctive neighbourhood of Bradford district and this offers the opportunity to get to know our communities and reflect their priorities and concerns. We will invest in research and evaluation to enable us to better know our audiences and reach out to those who don't currently engage. We will develop sustainable partnerships with our colleagues across Bradford Council, other cultural sector organisations and local community organisations to enable us to work together more effectively and maximise the impact of our work.
- **We will research and implement a co-creation model** for delivering exhibitions, events and programmes, based on understanding and meeting the needs of Bradford district's diverse communities. The people of Bradford district are experts in their own lived experience and our programmes will enable Bradford district people to tell their own stories and connect with a wider audience. In doing this we will broaden access to our world class collections, building pride in Bradford and ensuring everyone has access to high quality art and heritage.
- **We will take forward a business case and strategic plan for a city centre venue** for Bradford district's museum collections, working with partners within and outside the council to identify a location, narrative and funding package to progress this vision as part of our suite of venues. It will tell the story of Bradford district and increase the visibility of our heritage and culture for visitors to the city centre. Through this we will develop our partnerships with other city centre venues, develop the visitor economy for the city centre, and ensure a strong voice for the cultural sector in shaping future plans for the city and its people.
- **We will ensure we remain at the heart of planning and delivery for Bradford 2025,** working with partners and communities to showcase Bradford district's heritage and culture and enable participation across the district.
- **We will take a dynamic approach to collection development** that prioritises reflecting all of Bradford's communities through focused acquisition and a strategic approach to disposal and rationalisation. Our collection development programme will recognise the global significance of our collections, which includes a Hockney collection of international significance, a world renowned collection relating to the production of worsted textiles, and an internationally important collection of works by black and south Asian artists. We will strengthen our international relationships based on these collections which are firmly rooted in the story of Bradford district and its diverse communities.
- **We will prioritise infrastructure development across our sites** to create vibrant spaces with and for our local communities that promote active participation, creativity and confidence-building. We will progress a bid to the Government's Levelling Up Fund to transform Bradford Industrial Museum into a creative and cultural hub for Bradford East.



Children see their ideas on display for the first time in the David Hockney Gallery at Cartwright Hall. The gallery was runner-up in the Museums & Heritage Awards 2018 for Best Permanent Gallery.

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

Council priority: Better Health, Better Lives. We will help people from all backgrounds to lead long, happy and productive lives by improving their health and socio-economic wellbeing.

Our Ambition

Our museums and galleries will help Bradford to know itself. Our buildings are uniquely placed at the heart of local communities and are freely accessible to everyone. We will work to dismantle practical and perceptual barriers to engagement and work with partners to develop a nationally recognised Health and Wellbeing programme, together with a body of evidence from research and evaluation that enables us to understand and maximise the positive impacts for individuals and communities.

Context

Our museums are safe, inclusive, free to access spaces where everyone is welcome. Our collections inspire, soothe, challenge, and offer insight into the human experience past and present. They help people to understand each other and themselves. Two of our sites are located within parkland and all four have excellent outdoor spaces which offer opportunities to connect human creativity with the natural world. Our communities tell us about the power of our sites and museums to support healthy lifestyles, improve mental and spiritual wellbeing and create a life-affirming sense of pride in where they live. We recognise the importance of creativity to health and wellbeing, supporting positive mental health, combating social isolation and enabling people to learn.

All four of our museum sites are located in wards that are among the 10% most deprived in England. This means that the communities living in these areas experience multiple challenges including poverty, poor housing, poor health and lack of access to educational and economic opportunities. The gap between the most and least deprived people in our communities across the District remains significant. Our museums and open spaces are vitally important free public resources and our work will prioritise inclusion and access to services for people in need. Working with partners, we will develop early intervention health and wellbeing support that seeks to prevent problems from escalating.

Actions

We will:

- **Work with core partners within the local authority and third sector** to reach underserved communities, ensuring that everyone living in Bradford district can benefit from free access to their museums and collections. We will work with the district's Health and Wellbeing partnerships to develop innovative new cultural prescribing opportunities.
- **Work with partners including the Born in Bradford project and the Mental Health Partnership Board** to deliver and evaluate specific programmes to support mental health and wellbeing for all our communities.

- **Work with parklands and outdoor spaces and their stakeholders** to reach new audiences, understand their needs and create exhibitions and programming with them that meets their needs and reflects who they are.
- **Create an exhibition programme that demonstrates ambition, reach and quality**, enabling Bradford district residents to see and enjoy loans from national institutions and promoting Bradford district stories across the UK and beyond. We will work with audiences to create dynamic contemporary exhibitions of visual art that are innovative, forward looking and challenging, such as the Healthy Minds apprenticeships at Cartwright Hall co-curating an exhibition that explores art, culture, creativity and young people's mental health.
- **Make our sites inclusive and accessible to all**, working with partners and advocacy groups to make our buildings and services physically, intellectually, cognitively, culturally and economically accessible and inclusive for everyone.



Cliffe Castle Museum in Keighley supports health and wellbeing, connecting visitors with the human and natural worlds (image: Phil Jackson).

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

Council priority: Good Start, Great Schools: We will help our children to have the best start in life by improving life chances, educational attainment and overall quality of life for all young people regardless of their background.

Our Ambition

By 2032 our learning offer will reach the citizens of Bradford District at every stage of their lives. Our work with Early Years providers and families will ensure that all children in Bradford district have access to creative learning experiences based on our shared heritage and culture from their earliest years, building a sense of ownership and belonging. Our programmes will be embedded within the curriculum in both primary and secondary schools, based on locally relevant provision, enquiry learning and creativity. Our offer for adults will be holistic and wide-ranging, providing opportunities to develop skills, be creative, and contribute to telling Bradford district's diverse stories. We will explore the connections between creativity, learning, and health and wellbeing, seeking to develop new partnerships at the intersection of learning and health, including children's mental health.

Context

Bradford District Museums and Galleries promote innovation through imaginative learning experiences that use our sites and collections to the full. Our schools programme attracts over 20,000 school children per year. It is rooted in a deep understanding of the district's schools and communities and has been nationally recognised for its creativity, innovation and impact. We celebrate the unique cultural and natural heritage of Bradford district and develop children's skills and experiences through non-classroom based, creative, immersive opportunities that are playful, fun, and thought-provoking. By developing our relationships with schools we are able to reach families, children's services and youth services in the community and therefore work with people who may not otherwise engage with museums and galleries.

Bradford District is one of the youngest areas of the UK with 26% of its population under the age of 18. About 40% of pupils in Bradford district schools have English as their second language. 72% of the district's state-funded primary schools and 58% of secondary schools were rated Outstanding or Good by Ofsted in 2018/19, below the average of 82% of schools in these categories across Yorkshire and the Humber. Educational attainment and progress in Bradford district across all stages of education from early years onward is below the national average. The adult skills base in Bradford district remains relatively low, which affects productivity and potential inward investment decisions: 14% of working age people have no qualifications and 11% of the working age population claim an out-of-work benefit.⁵

Museums and galleries provide inspiring spaces for learning. They are different from school and can inspire teachers to communicate with their pupils in a more creative way. By

⁵ 2019 Indices of Deprivation, taken from <https://ubd.bradford.gov.uk/about-us/poverty-in-bradford-district/>

working creatively with museums and galleries, schools can address issues raised in their Ofsted reports, develop their teaching strategies and increase levels of attainment. Museums and galleries also form a bridge for adults to return to education and support positive family and community relationships through intergenerational learning. Creative and collection-based learning gives children and adults the tools they need to succeed in life through problem solving and real-life experiences that they don't encounter elsewhere.

Actions

- **We will work with partners within and outside the council to make Bradford a UNICEF Child Friendly City.** We will ensure that the voices, needs, priorities and rights of children are an integral part of our policies, programmes and decisions and that children's rights are respected. We will work to ensure that children have the opportunity to shape our service through participation and that all children have the opportunity and confidence to exercise their right to culture.
- **We will develop a dynamic, ambitious and responsive offer for families and children** across our sites, working with internal and external partners to reach families who do not currently engage with our service and support local need. We will use our relationships with the schools near our sites to encourage more visits from local families by developing projects and programmes that engage whole families with their children's work. In doing this we will also support schools with parental engagement strategies.
- **We will work with the district's primary and secondary schools** as a key partner in the Culture Is Our Plan initiative to co-create a bespoke Bradford Curriculum with children and young people, building our relationships with schools and helping young people to develop a sense of place, community and pride in where they live. We will continue to work with the Bradford Cultural Education Partnership as a means of reaching schools and working collaboratively with other cultural sector organisations in the district to support Culture Is Our Plan and other shared strategic objectives.
- **We will deepen our relationships with local primary and secondary schools within walking distance of our sites,** aiming to host at least one year group visit per academic year and to work with schools to embed our offer within their ongoing curriculum. We will develop and refine our schools workshops, developing new place-based culture and heritage curriculum content with primary and secondary schools based on 'Proud to be from Bradford' including untold stories and local history, STEAM education, and our flagship Art and Science of Noticing methodology in a secondary education context. Through this we will support teachers to narrow the attainment gap between children in Bradford district and the national average.
- **We will increase earned income** by marketing our most popular curriculum-linked workshops outside the district while maintaining our ability to create bespoke workshops with our ambitious good user schools.
- **We will develop our digital learning provision,** building on our learning from the Covid 19 pandemic to create a blended learning approach that uses digital engagement to support, rather than replace, on-site school visits. We will use digital to develop and support teacher networks, helping to raise the standard of teaching in Bradford district schools by enabling teachers to bring greater creativity and

innovation into the classroom. We will work with the Bradford Cultural Education Partnership to develop our digital skills and maximise the impact of this work.

- **We will work with Born in Bradford**, a unique and internationally renowned research institute based at Bradford Royal Infirmary, to understand the impact of heritage and cultural learning on children's lives and opportunities.
- **We will create more opportunities for adults to learn creatively through our museums and galleries**, working with partners including Bradford Libraries and Bradford College's Community Education department to take learning opportunities out into communities through our venues.



Children from Westbourne Primary School interview artist Bhajan Hunjan to find out how she made the artwork 'One and the Many' as part of their Arts Award programme at Cartwright Hall (image: Tim Smith).

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

Council priority: A Sustainable District. We will make it easier for individuals, households and businesses to adapt, change and innovate to help address the climate emergency, reduce carbon and use resources sustainably.

Our ambition

By 2032 we will have seen significant investment in our museum buildings, affirming their significance as 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 in Shipley.

Context

Our historic buildings are iconic places within Bradford's communities and evoke strong memories. Our buildings and collections have been built up over time as assets for the long term benefit of the people of Bradford district. We act as custodians to conserve and develop them into the future. The historic estate brings with it challenges of maintenance and conservation, and must be managed in a way that prioritises environmental benefit and sustainable growth as well as supporting the current and future needs of our citizens.

Bradford Council declared a Climate Emergency in 2019 and is a member of the Leeds City Region Climate Coalition. Bradford's Sustainable Development Partnership works at all levels from grassroots to large infrastructure projects to address the climate emergency. Bradford District Museums and Galleries have already made significant progress in prioritising environmental sustainability. We have reduced our carbon footprint and energy usage by installing solar panels at Bradford Industrial Museum, LED lighting across all sites and automatic light sensors where safe and practical to do so. A sustainability statement is included in all our exhibition policies. In 2022 we will launch an exhibition on climate change, and our learning team have begun developing workshops on climate and biodiversity.

Actions

We will:

- **Work with colleagues to develop a Maintenance and Repair Plan and Investment Strategy for each of our historic buildings.** We will focus on pre-emptive and proactive maintenance as the most financially and environmentally sustainable approach to our historic estate.
- **Seek significant external investment to support prioritised improvements to our buildings and facilities** to enable us to further improve visitor facilities and environmental sustainability.

- **Develop the business case and feasibility study for our innovative, flagship Green Collections Hub** which has environmental sustainability at its heart. This innovative capital project will develop a sector-leading sustainable approach to preventive conservation and develop collection management practices that go beyond established professional standards in collections documentation and care. It will create a new visitor attraction for Shipley and enable us to make more of our stored collections available for learning, creativity and research.
- **Use our buildings, collections and open spaces to develop programmes and projects that highlight the Climate Emergency** and spur our audiences into action.
- **Improve our waste recycling rates** and sustainable energy use across all our business activities.



School children and families worked with Cliffe Castle to learn about the importance of pollinators to biodiversity through the museum collection and creative art activities. Part of Keighley Arts and Film Festival, October 2021.

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.

Council priority: Better Skills, More Good Jobs and a Growing Economy. We will grow our local economy in an inclusive and sustainable way by increasing productivity and supporting businesses to innovate, invest and create great jobs.

Council priority: An Enabling Council. We will be a council that is a great place to work and reflects the communities we serve. Our people will have the tools to do their jobs effectively. We will manage our resources well and seize all opportunities to bring funding into the district. We will provide good, accessible services.

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 increase in the income we generate from corporate hire, retail, catering and other commercial activity to enable us to reinvest in the services we offer the people of Bradford district. 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.

Context

Museums and galleries are significant contributors to their local economy: they provide high quality skilled jobs and routes into work through volunteering and skill development, and they attract new visitors to their localities resulting in secondary spend and investment. Culture Is Our Plan recognises the sector’s rich contribution to economic and social wellbeing across Bradford district.

Bradford’s economy has many powerful assets including a vibrant small and medium enterprise sector and a number of nationally significant businesses. However, it contains pockets of economic wealth and deprivation. Bradford district is ranked the 13th most deprived local authority in England and the second most deprived in the Yorkshire and Humber region according to the 2019 English Indices of Deprivation⁶. Within this it is the 5th most income deprived and 6th most employment deprived local authority in England. However, to illustrate the district’s economic diversity, Wharfedale ward is within the 10% least deprived wards in England and in March 2021 the Sunday Times named the town of Ilkley the best place to live in the North and North-East of England.⁷

⁶ The data in this section is taken from <https://ubd.bradford.gov.uk/about-us/poverty-in-bradford-district/>

⁷ <https://www.ilkleygazette.co.uk/news/19187520.ilkley-named-best-place-live-north-northeast-england/>

All four of our museum venues sit within wards that are among the 10% most deprived in England. Our museums are therefore located in communities experiencing significant need and we recognise the important role we have to play in supporting local economic development. Our work will support Bradford district to meet the challenges of the future, including helping people into education and training they need to get highly skilled jobs and supporting the young people, low-paid workers and people from non-white backgrounds who have been hardest hit by the Covid 19 pandemic.

Actions

We will:

- **Contribute to the economic regeneration of Shipley** through the Green Collections Hub which will create new, high quality jobs and volunteering opportunities both during and after its development and create a new visitor destination that will attract more people to the area. The Green Collections Hub will reduce future operational costs through a financially and environmentally sustainable approach to preventive conservation.
- **Develop inclusive practice in recruitment, training and retention**, working with museum sector partners regionally and nationally to drive change so that we create a workforce that is fully reflective of the diversity of Bradford district. We will work with human resource professionals within the Council to explore and test innovations that will make our recruitment more inclusive across the Council.
- **Address existing barriers to participation** in the museum workforce through volunteering, apprenticeships, work placements, and working with partners to explore new routes into the profession particularly for people from communities that are currently under-represented in museum work. Our Equality, Diversity and Inclusion Plan will promote equality and diversity in all aspects of our workforce management and development.
- **Support Bradford district people to develop skills for life and for employment** by providing high quality supported volunteering and personal development opportunities for people from across our communities.
- **Develop our business model**, generating new sources of income through fundraising and earned income. We will develop our retail, catering and corporate hire offers to increase income generation and build the profile of the service. This will need investment to ensure that our services and buildings are able to meet the expectations of our target audiences.
- **Develop new revenue streams through building relationships between our collections and relevant local industries**, working ethically to ensure that collections care, ethical standards and sustainability are prioritised.

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.

Context

BDMG's buildings and collections are world class. Bradford district's museums and galleries have long been at the forefront of innovative practice in collecting, cultural engagement and cultural and creative learning practices. We have continued to innovate through challenging circumstances, working to support and develop communities in one of the most disadvantaged districts in the country. We believe in the transformative impact that high quality arts, heritage and culture can have on people's lives.

BDMG is part of a vibrant and diverse arts, cultural and heritage sector that reaches across the district and includes national museums (National Science and Media Museum), independent museums such as the Bronte Parsonage Museum and Peace Museum, Saltaire Archive and World Heritage Site, Ilkley Manor House Trust, Bradford Police Museum and the Keighley and Worth Valley Railway. By working effectively in partnership we can maximise the benefit of all our work.

Actions

We will:

- **Develop and deepen our partnership work and networking activity** with arts, heritage, cultural and community organisations across the district to maximise the impact for people and communities. We will contribute as a key partner to the delivery of Culture Is Our Plan and to bringing the Capital of Culture to Bradford in 2025.
- **Work to secure significant revenue investment from national funding bodies** that reflect the importance of Bradford's collections and stories and the size and diversity of its population.
- **Deliver high profile exhibitions and programming** that attract visitors from a wider catchment across the north of England and raise the profile of our work. This will include a complete rehang of the permanent galleries at Cartwright Hall working in partnership with our communities and involving a high profile visiting curator.
- **Share our expertise and knowledge** more widely through district-wide, regional and national networks.

- **Develop our international connections** through the British Council, international World Heritage Site networks, and the Islamic Art Subject Specialist Network in order to promote our significant collections and bring international loans and expertise to Bradford district.
- **Promote our work more effectively** through marketing, public relations, networking and advocacy.
- **Work in partnership with our Friends and Supporters Groups**, including Friends of Bradford's Museums and Galleries , Cliffe Castle Support Group and other support groups across the District in pairs and communities to maximise our shared impact.



In the 'A Life More Ordinary' project, people living with dementia and their carers worked with artists, designers and poets to create a series of sixteen large banners to campaign for a better understanding and representation of people living with dementia. The banners are on display at Bradford Industrial Museum (image: Phil Jackson).