

**CULTURAL STRATEGY**

**ACTION PLAN**

**WORKING DOCUMENT**

## KEY CHALLENGES

### 1. SECTORAL FRAGMENTATION

- Effective communication, cooperative partnerships working to deliver co-terminous goals and awareness of the different practitioners, providers and participants has not been a strength of the cultural sector across the district;
- There is not a strong and coherent voice for the cultural sector in the district which results in an under-realisation of it's potential and the under-evaluation of it's contribution.
- Many practitioners, particularly artists, work in isolation or as part of very small groups. They have expressed a strong need for networking/communication opportunities.
- Fragmentation can lead to duplication of effort and there is little evidence of, for instance, arts and sports practitioners co-operating on a common purpose such as a community building.
- There is little evidence of shared knowledge, experience and skills between the private, public and independent sectors or of joint endeavours such as marketing, training or risk sharing.

## ACTION PLAN

### Actions to address the key challenges

#### Challenge 1

#### Sectoral fragmentation (lack of communication and awareness across and between the sector and related providers)

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
Establish Cultural Consortium to drive/ oversee Cultural Strategy Action Planning	Identify Consortium's position in LSP and recruit Membership December 2002  First meeting/ agree Consortium role agreed March 03	Major sector partners	£10k per annum to Service Consortium	LSP Yorkshire Cultural Consortium	Achieve key targets/ actions within Cultural Strategy Action Plan	AH&L Dept

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
Ensure the establishment and provide support for, service specific forums across the Cultural Sector (Arts, Sports, Heritage, Parks)	<p><u>FABRIC (ARTS BODY)</u> launched 2001/2.</p> <p><u>SPORTS FORUM</u> to be developed in 2003</p> <p><u>HERITAGE FORUM</u> to be developed in 2004</p> <p><u>PARKS FORUM</u> to be developed in 2004</p>	<p>Yorkshire Arts Health Education</p> <p>Sport England Sport Keighley Education Equal Rights representation</p> <p>Yorkshire Museums ,Libraries and ArchivesCouncil/ English Heritage</p>	£5 - 10k p.a to support, promote, develop work of each forum	<p>Yorkshire Cultural Consortium Yorkshire Arts Health</p> <p>Sport England</p> <p>Yorkshire Museums,Libraries and Archives Council</p> <p>New Opportunities Fund. Neighbourhood Renewal Fund</p>	Forums to work with the local authority to establish local Performance Indicators and agree targets	<p>Head of Theatres,Arts &amp; Festivals</p> <p>Head of Sport &amp; Leisure</p> <p>Head of Museums, Galleries &amp; Heritage</p> <p>Head of Parks and Landscapes</p>
Develop and improve information, dissemination and communication across the Cultural Sector	<p>Website set up</p> <p>Annual conference</p> <p>Public access to web at various sites – Libraries, Schools etc</p>	All key district agencies and organisations across the sector	Resources to set up and maintain website and conference programme	<p>Yorkshire Forward Yorkshire Cultural Consortium Yorkshire Arts Yorkshire Museums, Libraries and Archives Council ReSource Lottery Contributors Private Sector</p> <p>Peoples Network</p>	<p>Quality information developed and maintained.</p> <p>Improved audiences/ visitor levels</p>	<p>AH&amp;L Dept</p> <p>Marketing Dept</p> <p>Capital of Culture</p>

## KEY CHALLENGES

### 2. LACK OF STRATEGIC FACILITY DEVELOPMENT AND PLANNING

- Most cultural facilities have been left to us by previous generations. In the meantime, communities have shifted and changed and existing provision may now be inappropriate or in the wrong place.
- New and improved facility provision has been driven by the availability of funding, particularly SRB in specific geographical areas, rather than district-wide needs.
- Older buildings and sites are generally more expensive to run and maintain than new, purpose built, environmentally friendly buildings
- The creative use of old buildings and sites for contemporary cultural services can be extremely successful

#### Challenge 2

**Lack of strategic facility development and planning (resulting in variable provision and problems with sustainability)**

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
<p>Complete wide ranging cultural mapping exercise.</p> <p>Develop facility planning framework to address resource realignment and access issues</p> <p>Identify key facility duplication and gaps</p> <p>Implement change</p>	<p>Cultural mapping database (Mar 03)</p> <p>Libraries Planning model (Spring 03)</p> <p>Playing pitch survey (March 03)</p> <p>Sport and Leisure Facility planning model (Spring 03)</p> <p>Museums &amp; Galleries Regional Hubs model (Dec 02)</p> <p>Access/Equality /Sustainability issues assessed – specific reference to disability access and Race Equality Scheme</p>	<p>Sport England</p> <p>Yorkshire Arts</p> <p>Yorkshire Cultural Consortium</p> <p>Yorkshire Museums, Libraries and Archives Council</p> <p>English Heritage</p> <p>Resource DCMS</p> <p>Key agencies: Education</p> <p>Regeneration</p> <p>Health</p> <p>SRB's</p> <p>Social Services</p> <p>Disability Orgs</p>	<p>Up to £100k feasibility, research, support resources</p> <p>GIS expertise</p> <p>Capital</p>	<p>Lottery</p> <p>Regional Agencies</p> <p>“Renaissance” fund</p>	<p>Effective facility planning decisions</p>	<p>AH&amp;L Dept</p> <p>Asset Management</p> <p>Policy Dept</p>

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
Ensure cultural provision/protection within the UDP	Contribution to the draft UDP	Regional Agencies Local Communities	Officer time			Transportation & Planning with AH&L
The regeneration and development of key cultural facilities and buildings.	<p>Parks regeneration programme 2002-2008</p> <p>Progress key cultural facilities initiatives Swimming Pool* Lightwaves Kala Sangam Centre* Robert's Park* Concert Hall</p>	<p>Local Communities Yorkshire Forward/Yorkshire Cultural Consortium Sport England Yorkshire Arts Health Organisations URC NMPFT University/ College Private partners English Heritage and other regional/national agencies</p>	Multi million pound development programme	<p>Lottery European structural and non-structural funds Private sector</p> <p>Yorkshire Forward SRB</p> <p>Various regional and national agencies</p>	<p>High quality Cultural events, facilities and attractions which meet the needs of the district</p> <p>Increased visitors/ tourism activity</p> <p>Inward economic investment</p>	<p>AH&amp;L Dept</p> <p>URC</p> <p>Regeneration Dept</p>

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
Develop and implement sector specific strategies and action plans	<p>Sport &amp; Leisure Strategy (consultation Nov/Dec 02)</p> <p>Adoption by March 03</p> <p>Library Plan/Strategy (annual)</p> <p>Museums Plan/Strategy (annual)</p> <p>Parks/Playground Strategies (review annually)</p> <p>Theatres Strategy (review annually)</p> <p>Festivals Plan (publish Spring 2004)</p> <p>Cultural Industries Devt Plan</p> <p>Public Art Strategy</p> <p>Childrens Play Strategy</p> <p>Community Arts Plan</p>	<p>Sport England</p> <p>Yorkshire Arts</p> <p>Libraries Assoc</p> <p>Museums Assoc</p> <p>Health Agencies</p> <p>Education</p> <p>Community Organisations (eg; Sports Clubs)</p> <p>Sector Forums</p> <p>Private Sector</p> <p>Countryside Agency</p> <p>Independent Sector – range of organisations across the sectors to be consulted</p>	<p>(Resources identified separately to achieve service improvement plans attached to service strategies)</p>	<p>(In-house resources to produce strategy)</p>	<p>All Service Strategies adopted and annually reviewed – lead to better service planning and increased level of external funds attracted</p>	<p>AH&amp;L Strategic Mgt Team</p> <p>Regeneration Dept</p> <p>Transportation and Planning</p>

## KEY CHALLENGES

### 3. POOR DATA

- Performance Indicators for the Cultural sector have been late developing and are generally weak
- Consistency of national published data for the sector has been poor
- There has been no regular collection of data on the cultural sector (practitioner, providers, participants) in the Bradford District until recently and there is no central database which is publicly accessible
- Lack of data on employment in the cultural sector and its contribution to the local economy has led to the sector being under-valued.
- Information on users and non-users of cultural facilities/services across the district is neither comprehensive nor consistent
- Decisions have generally had to be made on anecdotal or comparative evidence rather than on local data
- Rigorous evaluation of cultural projects has not been the norm in the district thus impact evidence and learning points are difficult to ascertain

#### Challenge 3

##### Poor data (on the cultural sector, participants and users/non-users)

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
Develop and maintain Cultural Industries Database	Cultural Industries support service (2003/4)  Database project completed by Dec 2002. Annual updates programmed from April 03	Yorkshire Arts Regional Cultural Agencies Yorkshire Forward Bretton Hall Business Link LSP University Colleges Connexions	Research resources  Database survey fee and maintenance fees	Yorkshire Arts Yorkshire Forward Yorkshire Libraries, Museums and Archives Council Yorkshire Cultural Consortium Private sector University	Better informed decision making and planning	Regeneration AH&L

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
<p>A requirement of all recipients of Cultural grants to complete regular returns specifying key outputs linked to the strategy</p> <p>Returns to be inputted onto central database</p>	<p>Requirement from April 03</p>	<p>Commissioning bodies Grant recipients</p>	<p>Officer time</p>		<p>Up to date database</p>	<p>Arts,Heritage &amp;Leisure</p>
<p>Complete review of Cultural Performance Indicators and confirm final indicators for monitoring performance</p>	<p>August 2002 review programme agreed</p> <p>New PI monitoring framework set up Feb 2003</p> <p>DCMS/LGA Working Party 2003</p>	<p>Audit Commission Regional Cultural Agencies DCMS</p>			<p>Improved information for better business planning and service delivery</p>	<p>AH&amp;L Dept</p>

## KEY CHALLENGES

### 4. LACK OF AWARENESS AND UNDERSTANDING OF SECTOR NEEDS AND ITS WIDER ROLE

- There is no clear understanding, or awareness, of the needs of the cultural sector amongst some key decision makers, banks, planners etc.
- The district, in comparison to other Metropolitan Cities, has been slow to invest in cultural provision as an economic regenerator
- The role of the cultural sector in social regeneration (health, crime reduction, personal and community confidence, etc) has only been patchily recognised.

#### Challenge 4

Lack of awareness/understanding of the needs of the sector and the significant role it can play on delivering on a variety of agendas

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
Raise the profile and reprioritise the role of cultural activity in Education and Life Long Learning Strategies	<p>Cultural input to EDP – 2003</p> <p>Creative Coordinators to be appointed (AHL/Education Bradford)</p> <p>Joint Education/ Cultural Strategic partnerships established - 2002</p> <p>Cultural Institutions as “Learning Spaces” identified by Autumn 2003</p>	<p>Education Bradford</p> <p>Connexions</p> <p>Individual Schools</p> <p>LSC</p>	<p>Officer time and skills</p> <p>External Funding</p> <p>Officer</p>	<p>Lottery (Creative Partnerships, Young Roots, Space for Sport and Arts etc)</p> <p>Regional Agencies</p> <p>Resource</p> <p>Connexions</p>	<p>Increased talent development and cultural skills in the district</p> <p>No of “Gifted” and “Talented” pupils</p>	<p>AH&amp;L Dept</p> <p>Education Service</p> <p>Life Long Learning Service</p>

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
Continuous development of effective cultural services and health partnerships	Arts and Health Strategy developed (2003)  GP Referral programme extended  Cultural Programme in key Health Partnerships (eg Healthy Bradford Group)	Health organisations (Health Promotion, PCT's etc)  Social Services	Officer time and skills  Marketing and promotions budget (£25k)	Health NRF Lottery NRF	Agree and achieve programme of Culture Activities impact on health agenda	Health AH&L Dept  Marketing Dept
To ensure key role of Cultural Consortium in relation to LSP	Consortium established and key members on Vision Board (2003)	Bradford Vision Cultural Sector Partners on Consortium	Officer and key consortium member time and skills		Culture a key component within LSP programme	Vision AH&L Dept
Develop working relationship with independent and voluntary sector cultural organisations to deliver on agreed outcomes	Establish Cultural Commissioning body – Nov 02  Community Sports Sector to deliver on 'Active Sports'	Sport England Yorkshire Arts Capital of Culture Board BIF  Local clubs, organisations and practitioners	Officer time and skills  Voluntary Sector (Cultural Block) budget and other partnership funding	NRF Sport England Yorkshire Arts Regional Cultural Agencies	Key targets agreed with Voluntary Sector organisations re effective use of grants	AH&L Dept

## KEY CHALLENGES

### 5. POOR LOTTERY PERFORMANCE

- In comparison to other Metropolitan Districts Bradford has attracted low levels of Lottery funding
- Lottery funding for the Cultural sector is guaranteed only up to 2008; the large capital allocations from Lottery sources are now scarce
- Experience of Lottery applications and managing Lottery Funded projects within the authority is limited but those few with the experience are highly skilled
- There is no strategy on Lottery funding across the district which leads to applications competing against each other and the Lottery distributors confused as to what the authorities priorities are. Co-operative applications, where a range of common needs can be met, have been rare.
- There has been a lack of appropriate support for voluntary organisations in the development of relevant applications and in relation to subsequent project and ongoing management

#### Challenge 5

#### Poor Lottery Performance

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
<p>Develop effective partnerships with Lottery and other external funding bodies. Agree programme of key objectives and priority schemes.</p>	<p>Strategic planning meetings with all Lottery and other Fund Distributors to be completed by February 2003</p> <p>Agreement on major priorities by March 2003</p>	<p>Arts Lottery Heritage Lottery Sports Lottery NOF Regional agencies</p>	<p>Officer time  External Funding Officer</p>	<p>Lottery funds and other regional agencies</p>	<p>Achievement of sustainable developments based on priority cultural needs</p> <p>Impact on community capacity building</p>	<p>AH&amp;L Dept</p>

Action Statement	Targets	Partners	Resource Needed	Potential Funding	Performance	Lead
<p>Raise community capacity to produce high quality cultural projects and external funding applications</p>	<p>External Funding seminars for targeted communities to be held by during 2003</p> <p>Restructure and realign sports development posts to meet community needs (April 2003)</p> <p>Establish Community Arts unit by April 2003</p>	<p>Local community organisations</p> <p>Cultural organisations</p> <p>Partner agencies in communities (SRB, PCT's)</p> <p>Lottery distributors</p>	<p>Key post established and pump priming/leverage fund set up (rolling from year to year) (£250k)</p>	<p>Investment Fund (Council allocation)</p> <p>NRF</p> <p>SRB programme</p> <p>Lottery</p>	<p>Development of effective and sustainable projects</p> <p>Significant increase in community capacity</p>	<p>AH&amp;L Dept</p>



STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
	<ul style="list-style-type: none"> <li>• Woodlands programme</li>   <li>• Regeneration of community spaces</li>   <li>• Implement cultural aspects of Saltaire World Heritage Site Management Plan</li> </ul>	<p><b>Develop St Ives Estate into a Country park 2003 – 2008</b></p> <ul style="list-style-type: none"> <li>• Provision of café – July 03</li> <li>• Provision of riding school for people with disabilities -March 04</li> <li>• Car Park – March 2005</li> <li>• General infrastructure works - ongoing</li> <li>• Tree planting ongoing.</li> </ul> <p>• <b>Prepare management and restoration plans for 3 key woodlands 2004-06</b></p> <ul style="list-style-type: none"> <li>• Implement Woodlands improvement schemes - 2006</li> </ul> <p><b>Develop a strategy to improve access to and enjoyment of green spaces and children’s play facilities serving urban and rural communities – October 04</b></p> <ul style="list-style-type: none"> <li>• Draft strategy - March 04</li> <li>• Consultation – October 04</li> <li>• Final strategy &amp; action plan – March 05</li> </ul>	<p>£1.5 million St Ives Devt</p> <p>Woodlands Scheme (£3 million)</p> <p>Open Space &amp; Childrens Play Programme (£250,000 per annum)</p>	<p>H.L.F. Forestry Commission; White Rose Forest; Countryside Commission; Private Sector; AH&amp;L National Lottery; Other Grant Aid Agencies; N.R.F.</p> <p>H.L.F. Forestry Commission; White Rose Forest; Countryside Commission; Private Sector; AH&amp;L National Lottery; Other Grant Aid Agencies; N.R.F.</p>	<p>AH&amp;L H.L.F. User Groups’ Local Organisations; Local Community; Bradford Vision; Neighbourhood Forums;</p> <p>AH&amp;L H.L.F. User Groups’ Local Organisations; Local Community; Bradford Vision; Neighbourhood Forums;</p> <p>AH&amp;L/ Planning /Regen</p>

← See Management Plan →

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
	<ul style="list-style-type: none"> <li>Establish Museums and Galleries regeneration plan</li> <li>Assist Undercliffe Cemetery Board with business and management plan for the site</li> <li>Develop Cultural schemes within overall gateway and corridor improvements programme</li> </ul>	<ul style="list-style-type: none"> <li>Cartwright Hall art gallery refurbishment</li> <li>Bradford Industrial Museum refurbishment</li> <li>Cliffe Castle Museum refurbishment</li> <li>Improvements at Bowling Hall, Bracken Hall, Bracken Hall Centre and Manor House</li> <li>Develop plan by end 2003/4</li> <li>Commission consultants early 2003</li> </ul>	Cartwright, BIM, Cliffe Castle £32m proposed 10 year programme	Lottery, Local Govt, EU, Grants  HLF, English Heritage, EU	AH&L Regeneration  Board AH&L  AH&L/Planning
See separate development plan					

## 2. Developing the Cultural Industries

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
Implement Cultural Industries Development Plan	<ul style="list-style-type: none"> <li>Establish One Stop Shop</li> <li>Maintain database of cultural practitioners</li> <li>Carry out needs assessment of cultural sector businesses</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility 2003/4</li> <li>Develop facility 2007</li> <li>Complete audit 2003/4</li> <li>Complete 2003/4</li> </ul>	One Stop Shop facility	Yorkshire Arts Yorkshire Forward Yorkshire Arts Yorkshire Forward Yorkshire Museums Regional Agencies	Regeneration  AH&L  Regeneration AH&L

<b>STRATEGIC STATEMENT</b>	<b>ACTIONS TO DELIVER STRATEGIC STATEMENT</b>	<b>TARGETS</b> (Specific dates/projects)	<b>PRIORITY CAPITAL SCHEMES</b>	<b>FUNDING SOURCES</b>	<b>LEAD ORG &amp; PARTNERS</b>
Establish Needs of Cultural Industries in all major developments and regeneration initiatives	<ul style="list-style-type: none"> <li>• Draw up cultural developments within Broadway, Rawson Quarter, Provincial House developments</li> <li>• Concert Hall/or major refurbishment of St Georges/ feasibility</li> </ul>	<ul style="list-style-type: none"> <li>• Complete 2008</li> <li>• Feasibility Summer 2003</li> <li>• Development 2008</li> </ul>	<p>£225m – All developments</p> <p>Up to £50m New facility</p>	Private Sector Yorkshire Forward URC, Lottery, Yorkshire Forward, Private Sector	Private Sector  AH&L
	<ul style="list-style-type: none"> <li>• Establish cultural programme within areas targeted by West Yorkshire Sub-Regional Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Details of SRAP discussed with lead contacts (Jan 03)</li> <li>• Cultural initiatives proposed 2003/4</li> </ul>	Various – to be developed/ confirmed	<ul style="list-style-type: none"> <li>• Yorkshire Forward</li> <li>• Lottery Capital Programme</li> </ul>	Regeneration AH&L

### 3. Promoting and retaining creative and innovative people and their ideas in the district

<b>STRATEGIC STATEMENT</b>	<b>ACTIONS TO DELIVER STRATEGIC STATEMENT</b>	<b>TARGETS</b> (Specific dates/projects)	<b>PRIORITY CAPITAL SCHEMES</b>	<b>FUNDING SOURCES</b>	<b>LEAD ORG &amp; PARTNERS</b>
Support programme for local organisations/artists	<ul style="list-style-type: none"> <li>• Development plans in respect of key cultural organisations – Kala Sangam, Mind the Gap, Artworks, Bradford Bulls etc, etc</li> <li>• Work with Arts Council to extend Creative Partnerships to district</li> <li>• Commission local artists on specific schemes/projects</li> <li>• Set up website for practitioners and participants (re training, employment etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Kala Sangam development plan March 2003</li> <li>• Mind the Gap/Artworks agree revised outcome/impact evaluation model</li> <li>• Initial discussions 2003</li> <li>• Potential evaluated April 03</li> <li>• Scheme to start by end 03</li> <li>• Ongoing</li> <li>• Initial survey 2003/4</li> <li>• Develop website 2003</li> </ul>	Kala Sangam Arts Centre (Up to £15m)	Yorks Arts Yorks Forward Vol Sector Commissioning  CP funding  Yorkshire Arts Sport England LSC	Community organisations  AH&L/ Education Youth Service  LSC, AH&L

<b>STRATEGIC STATEMENT</b>	<b>ACTIONS TO DELIVER STRATEGIC STATEMENT</b>	<b>TARGETS</b> (Specific dates/projects)	<b>PRIORITY CAPITAL SCHEMES</b>	<b>FUNDING SOURCES</b>	<b>LEAD ORG &amp; PARTNERS</b>
	<ul style="list-style-type: none"> <li>Extend 'Young Roots' programme into area</li> </ul>	<ul style="list-style-type: none"> <li>Initial info to key areas (02)</li> <li>Develop Young Roots programme 2003/4 (£50k)</li> </ul>		HLF SRB's NRF	AH&L/ Youth Service/ Education
Develop infrastructure for support (buildings, equipment, frameworks etc)	<ul style="list-style-type: none"> <li>Promote development of former industrial buildings as studios</li> <li>Provide support for cultural sector specific forums negotiate Service Level Agreements</li> <li>Annual Culture Conference to be held in district</li> </ul>	<ul style="list-style-type: none"> <li>Set up forums by April/May 03</li> <li>Agree objectives/SLA's Summer 03</li> </ul>		<ul style="list-style-type: none"> <li>NRF/Vision</li> <li>Yorks Arts</li> <li>AH&amp;L</li> </ul>	AH&L Vision and District partners

#### 4. Developing skills for the 'new' economy

<b>STRATEGIC STATEMENT</b>	<b>ACTIONS TO DELIVER STRATEGIC STATEMENT</b>	<b>TARGETS</b> (Specific dates/projects)	<b>PRIORITY CAPITAL SCHEMES</b>	<b>FUNDING SOURCES</b>	<b>LEAD ORG &amp; PARTNERS</b>
Map current and future skill needs in relation to cultural sector	<ul style="list-style-type: none"> <li>Agree work programme to establish needs in partnership with Learning &amp; Skills Council</li> </ul>	<ul style="list-style-type: none"> <li>Needs analysis 2003/4</li> </ul>		LSC	
	<ul style="list-style-type: none"> <li>Establish joint training needs programme with theatre providers across the district</li> </ul>	<ul style="list-style-type: none"> <li>Initial discussions 2003/4</li> <li>Training plan 2003/4</li> </ul>		LSC NRF Various	AH&L LSC

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
Develop creative learning/skills centre	<ul style="list-style-type: none"> <li>Feasibility exploration and development of Lightwaves Project</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility 2003/4</li> </ul>	Facility development (up to £100m)	Yorkshire Forward Lottery LSC	AH&L NMFPT University College
Establish skills development programme to meet sector needs	<ul style="list-style-type: none"> <li>Develop Library Schemes including homework clubs, bookstart initiatives, access to IT</li> <li>Support technology and arts special college status for schools</li> <li>Increased programme of TIE (Twisting Yarn) in schools</li> </ul>	<ul style="list-style-type: none"> <li>Increase the level of activity for children in libraries – increasing the number of activities sessions including story-times, class visits, homework sessions and reading groups.</li> <li>Maintain the Bookstart scheme until the start of national funding in 2003</li> <li>Activities for children increased by 10% - Sept 03</li> <li>Bookstart programme funding maintained and resources available for materials March 03</li> <li>Increased 02/03 programme</li> <li>New 03/04 programme</li> </ul>		Base budget Childrens Fund	Education AH&L & Education
	<ul style="list-style-type: none"> <li>Placements for trainees (including positive action trainees) and develop cultural apprenticeships</li> </ul>	<ul style="list-style-type: none"> <li>Employ 2 positive action trainees per year 2003-06</li> <li>Museums trainees programme</li> <li>Pilot Heritage apprenticeship scheme</li> </ul>		AH&L Positive Action Traineeships Resource	AH&L

## 5. Developing the product for sustainable Tourism

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
Establish role and contribution of culture in delivering Tourism Strategy	<ul style="list-style-type: none"> <li>• Signposting re key cultural and leisure attractions</li> <li>• Develop partnership to meet Tourism Strategy targets</li> </ul>	<ul style="list-style-type: none"> <li>• Base line info re all regional attractions (pilot schemes) 2004</li> <li>• Develop action plan with marketing</li> </ul>		Yorkshire Arts, Lottery, SRB, NRF	Marketing AH&L
Establish joint marketing initiatives across the District with key partners	<ul style="list-style-type: none"> <li>• Agree joint marketing initiatives with theatre providers across the district</li> </ul>	<ul style="list-style-type: none"> <li>• Initial discussions 2003/4</li> <li>• Annual programme developed</li> </ul>		Base	AH&L Sector partners Marketing

## 6. Raising achievement and aspirations throughout the communities of Bradford District

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
Develop local community skills/abilities to 'take on' community based cultural schemes/projects	<ul style="list-style-type: none"> <li>• Re-align roles of community sports development posts to meet community needs</li> <li>• Extend Sportsweb/SAZ programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Restructure complete Mar 03</li> <li>• Work programmes 03/04 agreed</li> <li>• SAZ extension submitted – approved Jan 03</li> <li>• Sportsweb – identify resources by April 03</li> </ul>		Base budget  <ul style="list-style-type: none"> <li>• Sport England</li> <li>• NRF</li> <li>• AH&amp;L</li> </ul>	AH&L (SAZ)  AH&L and various partner agencies

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
	<ul style="list-style-type: none"> <li>• Disability Sports Development initiatives</li> <li>• Develop a community engagement approach for all cultural activity</li> <li>• Use of community grant funding sources (Community Chest/NRF etc) to develop local cultural identity and aspirations</li> <li>• Develop a community involvement/volunteering programme re cultural activity including ‘friends of’ organisations where appropriate</li> <li>• Extend current provision of reading groups across the district</li> </ul>	<ul style="list-style-type: none"> <li>• Disability Sports incorporated in 2003 EU Year of Disabled local programme</li> <li>• Creation and appointment of 2 Development Assistant posts in Parks &amp; Landscape Service in order to generate and develop links and to work with local communities – April 2003</li> <li>• Framework set up; process ongoing</li> </ul> <p>5 additional “friends of parks” groups by 2008.</p> <ul style="list-style-type: none"> <li>• Evaluate current provision</li> <li>• Develop programme 03/04</li> </ul>		<p>Base budget</p> <ul style="list-style-type: none"> <li>• AH&amp;L</li> <li>• NRF</li> </ul> <p>AH&amp;L</p>	<p>AH&amp;L</p> <p>AH&amp;L</p> <p>AH&amp;L HR</p>
Develop community based activity programmes	<ul style="list-style-type: none"> <li>• Establish community arts and sports programmes</li> <li>• Focus development on local community festivals programme</li> </ul>	<ul style="list-style-type: none"> <li>• Development programmes effective annually</li> <li>• Develop community use within SSA and NOF3 school based schemes</li> <li>• Base line festivals info from 2003/04</li> <li>• Joint festivals marketing programme</li> </ul>	<p>£10m allocated to specific school projects</p>	<p>Base budget NRF, Childrens Fund, Connexions, NOF etc</p> <ul style="list-style-type: none"> <li>• Community Chest</li> </ul>	<p>AH&amp;L Youth Service, Schools</p> <p>Local festivals Committees Area Panels AH&amp;L</p>

<b>STRATEGIC STATEMENT</b>	<b>ACTIONS TO DELIVER STRATEGIC STATEMENT</b>	<b>TARGETS</b> (Specific dates/projects)	<b>PRIORITY CAPITAL SCHEMES</b>	<b>FUNDING SOURCES</b>	<b>LEAD ORG &amp; PARTNERS</b>
Raise achievement level and aspirations within voluntary sector, ensuring communities do impact on cultural activity agenda	<ul style="list-style-type: none"> <li>Celebrate Cultural 'Champions'</li> <li>Work with SRB areas to ensure and better exploit funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Initial planning and work plan established during 2003/4</li> </ul>		<ul style="list-style-type: none"> <li>SRB</li> </ul>	Regeneration AH&L
	<ul style="list-style-type: none"> <li>Negotiate with independent and voluntary sector cultural organisations to meet agreed outcomes in return for support/grants/commissions etc</li> </ul>	<ul style="list-style-type: none"> <li>Revise grants/commissioning criteria 2002</li> <li>Establish Culture Commissioning body 2002</li> <li>Negotiations with key sector organisations by April 2003</li> </ul>		<ul style="list-style-type: none"> <li>£290k base budget</li> <li>Yorks Arts</li> <li>Sport England</li> </ul>	AH&L and Yorks Arts Sport England
	<ul style="list-style-type: none"> <li>Promote cultural activity levels in school and out of school hours</li> </ul>	<ul style="list-style-type: none"> <li>Set up cultural/educational links; access NOF and other appropriate funding</li> <li>Space for Sport and Arts (primaries) and NOF3 projects delivered (2003-7)</li> </ul>	Approx 36 school based schemes (£10m allocated)	<ul style="list-style-type: none"> <li>Lottery</li> <li>Central Govt</li> </ul>	Education Bfd and AH&L Public sector and community partners

## 7. Ensuring participation and access for all in cultural activity

<b>STRATEGIC STATEMENT</b>	<b>ACTIONS TO DELIVER STRATEGIC STATEMENT</b>	<b>TARGETS</b> (Specific dates/projects)	<b>PRIORITY CAPITAL SCHEMES</b>	<b>FUNDING SOURCES</b>	<b>LEAD ORG &amp; PARTNERS</b>
Survey cultural facilities to address access issues	<ul style="list-style-type: none"> <li>Survey opening hours in all cultural facilities and develop improvement plans on area basis</li> </ul>	<ul style="list-style-type: none"> <li>Pilot schemes in Library Service – commence Feb 03</li> </ul>		Base budget	AH&L
	<ul style="list-style-type: none"> <li>Progress internet access to all cultural service areas</li> </ul>	<ul style="list-style-type: none"> <li>Set up Dept AH&amp;L website by Spring 03</li> <li>Theatres on-line booking – Feb 03</li> <li>Museums 'Culture on-line' – Feb 04</li> <li>Libraries – electronic book renewal – Feb 04</li> </ul>		<ul style="list-style-type: none"> <li>Regional Cultural Agencies</li> <li>Culture on-line</li> <li>Peoples Network</li> </ul>	IT Dept AH&L

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
	<ul style="list-style-type: none"> <li>• Ensure public access to internet at all public libraries</li> <li>• Carry out access surveys on all Local Authority cultural facilities, including DDA requirements</li> <li>• Audit all playing pitches in district and develop improvement strategy</li> <li>• Implement Race Equality Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• All libraries connected by 31 Dec 02/staff trained 2003</li> <li>• Bid for funds identified in ALP</li> <li>• Asset Mgt survey 2003/4</li> <li>• Capital Investment Plan drawn up 2003/7</li> <li>• Audit &amp; Strategy completed by March 2003</li> <li>• Strategy – October 2004</li> <li>• Service assessment complete March 2003</li> <li>• RES action plan 2003/4</li> </ul>	Refurb of existing facilities DDA requirements (£?m)	<ul style="list-style-type: none"> <li>• Capital Plan</li> <li>• Base budgets</li> <li>• Sport England</li> <li>• AH&amp;L</li> <li>• Base</li> </ul>	<ul style="list-style-type: none"> <li>Asset Mgt AH&amp;L</li> <li>• AH&amp;L</li> <li>• Sport England</li> <li>• AH&amp;L</li> </ul>
Develop programmes to deliver provision across <u>all</u> sections of communities	<ul style="list-style-type: none"> <li>• Develop arts/sports programmes in community venues</li> </ul>	<ul style="list-style-type: none"> <li>• Set up community cohesion framework by Jan 03 (regular monitoring)</li> </ul>		<ul style="list-style-type: none"> <li>• Base budget</li> <li>• NRF</li> <li>• Yorks Arts</li> <li>• Sport England</li> </ul>	AH&L
	<ul style="list-style-type: none"> <li>• Implement sports governing body plans on a local level</li> <li>• Develop strategic swimming facility project</li> </ul>	<ul style="list-style-type: none"> <li>• Active sports programme Nov 02 – annual</li> <li>• Commission external funding bid 2003/4</li> <li>• Develop facility (part of URC) 2004-6</li> </ul>	New Pool £2.5m+	<ul style="list-style-type: none"> <li>• Capital Programme</li> <li>• Lottery</li> <li>• Yorks Forward</li> </ul>	AH&L Regeneration

<b>STRATEGIC STATEMENT</b>	<b>ACTIONS TO DELIVER STRATEGIC STATEMENT</b>	<b>TARGETS</b> (Specific dates/projects)	<b>PRIORITY CAPITAL SCHEMES</b>	<b>FUNDING SOURCES</b>	<b>LEAD ORG &amp; PARTNERS</b>
	<ul style="list-style-type: none"> <li>Deliver SAZ needs analysis and action plan</li> </ul>	<ul style="list-style-type: none"> <li>Revised plan (extended area) 2003/4</li> <li>Programme developed for 2003-5</li> </ul>	Grange Interlink Bowling Manningham	<ul style="list-style-type: none"> <li>Sport England</li> <li>Football Foundation</li> <li>NRF</li> </ul>	SAZ, AH&L and SAZ partners

## 8. Building individual and community confidence

<b>STRATEGIC STATEMENT</b>	<b>ACTIONS TO DELIVER STRATEGIC STATEMENT</b>	<b>TARGETS</b> (Specific dates/projects)	<b>PRIORITY CAPITAL SCHEMES</b>	<b>FUNDING SOURCES</b>	<b>LEAD ORG &amp; PARTNERS</b>
Commission/develop Area Cultural Plans	<ul style="list-style-type: none"> <li>Work with existing area based networks to ensure culture a key element in area planning</li> </ul>	<ul style="list-style-type: none"> <li>Identify key networks 2002/3</li> <li>Develop priority plans 2003/4</li> <li>Trident Arts Strategy launched Dec 02</li> </ul>	Community Arts and Sports Project prioritised (separate list)	<ul style="list-style-type: none"> <li>Sport England</li> <li>Yorks Arts</li> <li>NRF</li> <li>Base (leverage fund)</li> </ul>	AH&L Area Panels Community organisations
	<ul style="list-style-type: none"> <li>Develop ward/area cultural mapping profiles</li> </ul>	<ul style="list-style-type: none"> <li>Mapping exercise completed (Wards) 2003/4</li> </ul>			
Develop plans/programmes targeting 'hard to reach' groups/individuals	<ul style="list-style-type: none"> <li>Draw up programme targeting 'looked after children'</li> <li>Needs analysis of all sectors of communities</li> </ul>	<ul style="list-style-type: none"> <li>Initial programme to LAC group – Dec 02</li> <li>Implement Dept LAC programme 2003/4</li> <li>(See Cultural Plans above)</li> </ul>		<ul style="list-style-type: none"> <li>Base</li> <li>Childrens Fund</li> </ul>	Social Services AH&L

## 9. Promoting and ensuring health and well-being

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
Develop health and culture partnership working and joint business plan	<ul style="list-style-type: none"> <li>• Ensure effective representation of cultural agenda at key health partnership groups</li> <li>• Build arts and health joint working into FABRIC work programme</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Sector representatives on Public Health/Health partnerships – March 03</li> <li>• Initial planning/Health &amp; FABRIC by 2002-11-29 Programme developed 2003/4</li> </ul>		<ul style="list-style-type: none"> <li>• Health</li> <li>• Yorks Arts</li> <li>• AH&amp;L</li> </ul>	<p>Health Services AH&amp;L</p> <p>Health Service FABRIC AH&amp;L</p>
Develop programme of cultural initiatives addressing key health objectives	<ul style="list-style-type: none"> <li>• Sport/physical activity and health programme (eg KS2 swimming, Dance for Life)</li> <li>• Arts and health programme</li> <li>• Expansion of BEEP scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Annual active recreation programme/community cohesion agenda</li> <li>• See FABRIC work (above)</li> <li>• Extended scheme 2003/4</li> </ul>		<p>Base, NRF, C.F, Lottery, NOF</p> <p>Health</p>	<p>Health Prom Unit/ AH&amp;L</p>

## 10. Enabling social cohesion by developing pride and promoting respect through cultural activity

STRATEGIC STATEMENT	ACTIONS TO DELIVER STRATEGIC STATEMENT	TARGETS (Specific dates/projects)	PRIORITY CAPITAL SCHEMES	FUNDING SOURCES	LEAD ORG & PARTNERS
Provide cultural programme within overall Community Cohesion Plan	<ul style="list-style-type: none"> <li>• Ensure sport, arts, etc initiatives within 'Extended Schools' developments</li> <li>• Deliver/facilitate a varied programme of entertainment in the districts parks</li> <li>• Extend high quality programme of literature events in local communities using libraries and other local venues</li> </ul>	<ul style="list-style-type: none"> <li>• Arts/sports/education strategy group established (2002)</li> <li>• Annual programme of events – ongoing</li> <li>• Events publicity &amp; marketing -ongoing</li> <li>• Review work plan 2003/4</li> </ul>	Separate schools priority list (PFI schools Extended schools, SSA schools, NOF3 schools)	<ul style="list-style-type: none"> <li>• DFES</li> <li>• NRF</li> <li>• Regional agencies</li> <li>• AH&amp;L</li> <li>• Private Sector</li> </ul>	<p>Bradford Education AH&amp;L</p> <p>AH&amp;L Local Groups &amp; organisations. Pulse FM Others. AH&amp;L</p>
Develop support framework to youth cultural and sports networks across communities	<ul style="list-style-type: none"> <li>• Identify all current and potential networks</li> <li>• Provide local community sports activity training and leadership programmes</li> <li>• Expand Manningham Literature Project</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping exercise 2003/04</li> <li>• Baseline survey 2003/04</li> <li>• SAZ Leadership programme (2003 onwards)</li> <li>• Evaluate 2002 scheme</li> <li>• Develop scheme extension 2003/4</li> </ul>		<p>Base</p> <ul style="list-style-type: none"> <li>• NRF</li> <li>• Sport England</li> <li>Yorkshire Arts</li> </ul>	<p>Youth Service AH&amp;L</p> <p>SAZ and SAZ partners</p> <p>AH&amp;L</p>