



# **Appendix A: Draft Culture Strategy Delivery Plan**

Oxford City Council

September 2007

Oxford City Council - Culture Strategy 2007-12

Draft Delivery Plan

Objectives	Action	Targets/ Timescale	Lead Officer	Resources
<b>1. Promote the involvement by all in a diverse range of cultural opportunities</b>				
Increase participation in all cultural and recreational activities	Review participation and access in cultural activities with partner organisations across the city, investigate how to better promote to increase participation and access.	Require organisations receiving annual grant aid to identify objectives for development of audiences and participation Publish action plan by July 2008	Lead Culture officer	Through existing resources
	Continue to engage with local and regional media and improve the use of city council controlled media to promote cultural activities	Review current practice and identify improvements by April 2008	Media and Communications Officers	Through existing resources
	Support and develop initiatives which improve access for all, eg free museum access, small-scale touring theatre to community centres, Slice Card, free holiday play provision	Establish baseline of access by April 2009	Lead Culture officer	Through existing resources
	Increase visits to the city council's leisure facilities	Increase visits by 1.5% by April 2008	Leisure Operational Manager	Existing staff resources

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To nurture social inclusion, reduce crime and antisocial behaviour	Working with other partners and professional groups, eg Police & PCT, to identify participatory projects and funding for positive cultural activities particularly sport, dance and art programmes, partners include Oxford Inspires, media, cultural organisations	Ongoing	Community Development and Regeneration Manager	Existing staff resources. Match funding through grants budgets
	Provide free holiday play schemes on the most deprived estates in Oxford.	Publish programme of activities March 2008	Community Development and Regeneration Manager	£100K per annum in mainstream budget
Encourage communities to engage with one another to become more cohesive and appreciative of one another	Work with partners to secure a lively, inclusive city wide events programme and activities which reflect the city's diverse cultures and communities and encourage communities to create and participate in events eg Cowley Road Carnival, the Mela, Leys Fair, Elder Stubbs Festival, possible follow up to Arts on Estates.	Produce annual plan April 2008	Lead Culture officer	Existing staff resources. Match funding through grants budgets and Area Committee budgets
Ensure the people of Oxford lead fit, healthy and independent lives, specifically targeting children and young people, older people and other groups at risk of exclusion	Increase levels of participation in moderate intensity sport and active recreation	Increase those undertaking at least 30 mins at least 3 times a week by x%	Oxfordshire Sports Partnership (link to local area agreement)	Existing staff partnership resources

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	Review and promote the use of the Slice Card, Bonus Slice Card and Kids Slice Card through a comprehensive advertising and awareness campaign to specifically target disadvantaged groups	Review and publish promotion plan to increase activity by April 2008	Leisure Operational Manager	Existing staff resources
	Promote healthy eating through <ul style="list-style-type: none"> <li>○ Provision of cultural activities at events and community groups</li> <li>○ In older people's lunch clubs</li> <li>○ Promoting local food</li> </ul>	Annual Plan published in April 2008	Local Food Officer	Existing staff City Council resources and grant funding  Area Committee grants
	Promote awareness of the positive benefits of dance and to support dance development through the implementation of the Dance Development Plan	Annual Plan published in April 2008	Arts (Dance) Officer	Existing staff resources and grant funding  Area Committee grants
	To provide free swimming for children and young people.	Ongoing – review effectiveness April 2008	Leisure Operational Manager	Mainstream budget £120k

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<b>2. Harness the potential of the creative and leisure industries as central to a vibrant City with a high quality of life</b>				
Reinforce awareness of Oxford as a world renowned city of special cultural interest and promote the less well-known areas of cultural interest	Work with County, Oxford Inspires, Oxfordshire District Councils and others to maximise the benefit to communities and to culture in Oxford from the 2012 Olympics, eg UK Cultural Olympics Festival to 2012	Develop programme with partners July 2008		City grants Partnership funding Arts Council Grants
	Develop and promote the 'Visit Oxford' brand with partners to encourage visitors to stay longer in the city	Annual marketing plan	Tourism Officer	Within existing partnership resources
	Link between tourism and destination marketing to include culture – incorporating contemporary culture into the offer and encouraging new events/activity which enhances that offer	Annual marketing plan	Tourism Officer	Within existing partnership resources

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<p>Create a sense of place where people have a pride in what is special and unique about the city while raising awareness of Oxford as both an attractive place to live as well as visit.</p>	<p>Draw on and maximise the use of existing major attractions for local people and to attract further visitors to the area, including special events, like Luminox, which attract national and international attention, access to key heritage sites and the introduction of an Oxford Citizen card</p>	<p>Assess viability of Oxford citizen card by July 2008</p> <p>Plan major events with partners, publish annual plan May 2008</p>	<p>Procurement Manager</p> <p>Lead Cultural officer</p>	<p>Within existing resources</p>
	<p>To promote public art as permanent commissions and recreation &amp; play facilities through the use of S106 agreements</p>	<p>Policies in place, assessment on case by case basis</p>	<p>Planning Officers liaising with Arts and Play Officers</p>	<p>S106 funding</p>
	<p>Work with partners to make 'Opening Doors Opening Minds' a bigger and more inclusive event. Encourage activity which celebrates Oxford's cultural heritage eg Alice's Day</p>	<p>Deliver these two events in 2008</p>	<p>Tourism Manager</p>	<p>Within existing resources and partnership funding</p>
<p>Ensure greater vibrancy and quality of life in the City</p>	<p>Review recommendations requiring action by city council from West End Cultural Strategy and incorporate into action plan for culture and other parts of city council eg planning, economic development, tourism</p>	<p>Publish strategy Jan 2007</p> <p>Implementation plan Feb 2008</p>	<p>West End Coordinator</p>	<p>Within West End partnership resources</p>
	<p>To promote active recreational use of parks through working with local communities and supporting the development of Friends of the Parks</p>	<p>Develop four parks management plans by April 2008</p>	<p>Parks Operations Manager</p>	<p>Within existing resources</p>

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Boost the economy by maximising the culture of Sfer of the city	To work with Diamonds for Growth to identify most fruitful opportunities for cultural and creative industries development in the city.	Produce action plan by July 2008	Economic Development Officer	Within existing resources
	Work with Arts Council, Oxford and Cherwell Valley College, Brookes and other partners to identify means to nurture creative talent through training, information services etc with a focus on groups which are underrepresented in the creative workforce	To raise at Area Investment Programme Board	Community Development and Regeneration Manager	Within existing resources  Potential SEEDA funding
<b>3. Support the development of a successful and sustainable cultural sector in Oxford</b>				
Build capacity within the cultural sector to become independent and self-sustaining wherever possible in the long term and to enable organisations to continue to thrive	<p>To work to maximise funding coming into the city and support for the cultural community:</p> <ul style="list-style-type: none"> <li>o Review City Council funding.</li> <li>o Provide support to the community and voluntary sector infrastructure support agencies.</li> <li>o Support funding applications</li> <li>o Provide new showcasing opportunities</li> <li>o Working with Arts Council and other national /regional organisations to lever in additional funding for culture</li> </ul>	<p>Establish baseline of cultural funding received by the city by April 2008</p> <p>Develop funding plan by July 2008</p>	Lead Cultural officer to coordinate	<p>Within existing resources</p> <p>Grants funding</p>

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	Improve networking and collaboration between cultural organisations and individual practitioners	Establish Cultural Forum, meet 3 times per year	Lead Cultural officer	Within existing resources  Grants funding
Working with partners to provide a range of high quality facilities and spaces for cultural productions, activities and events and small business development	Ensure wider capital developments take account of the wider artistic needs: <ul style="list-style-type: none"> <li>The development of Oxford's West End and in particular the feasibility study into a training and enterprise centre</li> </ul>	Follow West End implementation plan	West End Coordinator	
	Improve cultural physical infrastructure across the city through grant funding for refurbishments and coordinated approach to new developments	Ongoing	Lead Cultural Officer to coordinate	West End Partnership funding and New Growth Points funding (to be confirmed))
	Implement the Green Spaces Strategy 2006-2011	Targets agreed in strategy	Parks Operational Officer	Within existing resources
	Review of performance arts, visual arts, community recreation and leisure activity facilities to deliver city wide provision in line with community needs	Develop action plan to address gaps in provision April 2009	Lead Cultural Officer	Within existing resources  Capital costs to be determined



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Mainstream culture into the work of all public bodies and their partners in the City of Oxford improving planning of activities and the allocation of resources	To promote the use of culture through partnerships: <ul style="list-style-type: none"> <li>○ Oxfordshire Public service Board</li> <li>○ Oxfordshire Community Partnership</li> <li>○ Oxford City Partnership</li> <li>○ Social Inclusion and Health sub group</li> <li>○ Well being Partnership</li> <li>○ Oxfordshire Safer Community Partnership</li> <li>○ Oxford Safer Community Partnership</li> <li>○ Healthy Living Partnership</li> <li>○ Oxfordshire Community and Voluntary Sector Development Partnership</li> <li>○ West End Partnership</li> <li>○ Oxfordshire Economic Partnership</li> <li>○ <u>Arts @The</u> Strategic Centre</li> </ul>	Circulate agreed strategy and action plan to all partnerships for consideration	Lead Culture Officer	Within existing resources
	To work with Oxford Inspires, Oxfordshire County Council and Partner agencies to identify a common framework for evidencing the impact of culture services.	Undertake pilot on socioeconomic impact of cultural activities by April 2009	Lead Culture Officer	Within existing resources

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<b>4. Implementing the Strategy</b>				
Business Planning	Through the restructure to identify a member of staff to lead on the coordination and implementation of the Action Plan.	Officer in post by April 2008	Executive Director for City Regeneration	To be identified through management restructure
	To continue to work with Oxford Inspires as the lead partner cultural agency to strategically plan and coordinate cultural activities across stakeholders agencies	Review SLA to provide clear targets	Lead Culture Officer	£60K grant funding
Review service plans	For all relevant services to review their service plans in line with this Delivery Action Plan	By April 2008 Annual Review	All Service Managers	Within existing resources
<b>5. Monitoring and Evaluation</b>				
Develop monitoring arrangements	To review existing performance measures and monitoring against this action plan and make necessary improvements to fill any gaps.	April 2008	Lead Culture Officer	Within existing resources
	To ensure monitoring arrangements include regular reviews of VFM.	April 2008	Lead Culture Officer	Within existing resources
Measure impact	To develop mechanisms for recording and collating information following the socioeconomic impact of culture in the City	July 2009	Lead Culture Officer	Within existing resources
	To link in with the Local Area Agreement monitoring and evaluation of relevant targets.	Ongoing	LAA Service Lead in City Council	Within existing resources