

Report of: Head of City Development

To: Executive Board

Date: 17th March 2008

Item No:

Title of Report : Oxford City Council Culture Strategy 2008—2013

Summary and Recommendations

Purpose of report:

To obtain approval of the Oxford City Council's Culture Strategy and Delivery Plan for 2008-2013.

Key decision: No

Risk: Low

Portfolio Holder: Councillor Caroline Van Zyl, Portfolio Holder for a Sustainable Environment.

Scrutiny Responsibility: Finance and Community Scrutiny Committees

Ward(s) affected: All

Report Approved by:

Strategic Director: Michael Crofton Briggs, Acting Director for City Regeneration.

Legal Services: Jeremy Thomas, Head of Legal and Democratic Services

Financial Services: Sarah Fogden, Head of Finance

Portfolio Holder: Cllr Caroline Van Zyl, Portfolio Holder for a Sustainable Environment

Policy Framework: The Oxford Plan 2007-2010

Recommendation(s):

1. To consider the comments and recommendations made by Community Scrutiny Committee at its meeting on 20th February.
2. To recommend to Council that the Culture Strategy be adopted.

1. This report sets out the need to adopt a Culture Strategy, how the Draft Culture Strategy was developed, the process of consultation that has taken place upon it and how it has been modified as a result of comments received. A copy of the Draft Culture Strategy is in Annex 1. A copy of the Delivery Plan is in Annex 2. The comments received through the consultation process and how these have been taken on board within the strategy are in Annex 3. A summary of the Talkback findings is in Annex 4. Comments and recommendations made by Community Scrutiny Committee are set out in paragraph 20.

The Audit Commission Inspection

2. In November 2006 Officers started preparation for an Audit Commission Inspection on the delivery of cultural services in the City, due to take place in April 2007. As a part of this preparation a number of workshops were held with officers, councillors and stakeholders. A desk top review of all the relevant policies, procedures and financial information was also carried out.
3. In November 2007 the Audit Inspection took place. The Council has now received the Report. The Report is largely positive and whilst it sets out some weaknesses it also identifies good prospects for the future, given the Council's awareness of these weaknesses and vision for improvement. The Audit Commission found that ' Oxford City Council provides fair cultural services which have promising prospects for improvement'. The report identified areas where the service was good. It states:
 - a) Cultural services make a major contribution to improving social inclusion in the city. The Council is committed to the services, which it appreciates clearly support local and national priorities for social inclusion and quality of life.
 - b) Many services are delivered in partnership, delivering effective outcomes in community cohesion, particularly through the art, grants and activities provided through the community centres. The range of cultural activity available is often centred in deprived areas, and the service works hard to reach marginalised groups.
 - c) The services have made progress to achieve many of their objectives, and have made a significant contribution to meeting council priorities, particularly towards quality of life and economic vitality.
 - d) The outdoor environment is well maintained, as is the built heritage of the area.
4. The Report also found areas where cultural services were below standard. The report states:
 - a) Some Leisure Centres and Play Areas are of a poor standard.
 - b) Customer care standards are not widely promoted in all cultural services and there is a lack of joined up working between some services.
 - c) Value for money is fair overall although Leisure Services provide poor value for money.
5. In terms of prospects for improvement the report states:
 - a) on balance the council has good prospects of improvement overall. It has a greater sense of clarity and ambition, improved focus on better value for money, improving performance management systems and providing good leadership. The Council is progressing with its review of strategies, however service planning for cultural services is still in progress.
 - b) The council has developed a new Culture Strategy with strong support from partners.
6. Key recommendations from the Audit Commission are:
 - a) Improve value for money of the leisure centres
 - b) Progress the cultural vision for the city as a whole
 - c) Ensure the right building blocks are in place to improve cultural services, including increasing value for money and delivering the West End vision.

Consultation on the draft Culture Strategy

7. The Culture Strategy is an important response to the Audit Committee recommendations above, b and c, in particular. It will form the framework for developing an action plan and ensuring that the vision and service delivery plans are implemented and delivered.
8. The draft Culture Strategy was developed through a series workshops, facilitated by Oxford Inspires. The workshops involved staff, councillors and stakeholders, including cultural providers, the County Council, the Universities, Primary Care Trust, the Police and the Oxfordshire Sports Partnership.
9. The draft Culture Strategy was circulated to stakeholders for comment in September 2007. A revised version was then presented to the Executive Board for authority to consult with the general public on 8th October 2007.
10. Approval was received and a public consultation was carried out from November 2007 to January 2008. The consultation process included:
 - a. An item on the City Council Web site
 - b. The draft being re-circulated to councillors, staff, providers and stakeholders.
 - c. The draft sent for comment to user forums, including the Access Forum and minority and faith groups and to voluntary and community groups.
11. Residents were consulted through the Talkback Citizens Panel.
12. A summary of all the comments received during the consultation and how they were addressed are set out in Annex 3.
13. A summary of the Talkback findings are set out in Annex 4.

Conclusion

14. Officers, members and stakeholders have put a considerable amount of time and effort in preparation for the Audit Commission Inspection on Culture and the development of the draft Culture Strategy. There has also been extensive consultation on the draft Culture Strategy and the draft Strategy has been modified as a result of the comments received.
15. The process of developing the Strategy has resulted in improved networking and recognition of the value that all sectors play in the delivery of cultural services.
16. The Audit Inspection and the process of developing the Strategy has also highlighted the importance of culture in delivering a range of other strategic priorities for the council, including social inclusion, improving the local environment, economy and quality of life. This was recognised by the Audit Commission Inspectors in the feedback received in the draft Inspection Report.
17. Officers believe that the vision and strategic priorities contained within the document now has the support of all partners and stakeholders.

Resource Implications

18. The Delivery Plan demonstrates the need for the Council to have an effective leadership role and a greater enabling role for culture stakeholders and providers to deliver the vision and priorities. The majority of actions refer to doing things better and more effectively. Most actions are to be implemented through existing resources. However, there are some resource implications, including:
- Some capital costs to be determined.
 - A Lead Officer post to implement key elements of the Delivery Plan will be identified within the City Regeneration Service.
19. The emphasis in the Delivery Plan on developing the Council's leadership role and increasing its enabling role for cultural stakeholders and providers. This will require a shift in resource over time.

Community Scrutiny Committee

20. Set out below are the comments and recommendations made by Community Scrutiny Committee on 20th February 2008 (Minute 85).

OXFORD CITY COUNCIL CULTURAL STRATEGY 2008-13

The Head of City Development submitted a report (previously circulated and now appended). Due to last minute circumstances Val Johnson had been unable to attend and there was no officer to present the report.

The Chair commented that there was a need for the Cultural Strategy to address the specific criticisms set out in paragraph 14 of the Audit Commission service inspection report. The draft Cultural Strategy lacked focus on those issues that had been identified as weak.

Resolved to RECOMMEND the Executive Board that the Cultural Strategy be expanded to demonstrate that Oxford City Council is fully engaged with results of the Cultural Services Inspection by the Audit Commission. The areas noted for improvement, including those listed below, should have clear action plans attached to them.

- The value for money of the Council's leisure facilities is poor
- Customer care standards are not comprehensive or promoted for all cultural services
- Equalities and diversity policies and procedures are poor

Response from the Portfolio Holder

- The value for money of the Council's leisure facilities is poor

Value for money is an important factor across the cultural sector. In response to these comments an additional objective has been included under the overarching objective to 'Support the development of a successful and sustainable culture sector'. This objective is as follows:

'To ensure that services provided by the Council and the organisations that it funds to provide cultural services are value for money.'

An additional action has also been included in the Delivery Action Plan as follows:

‘For all relevant services to review their service plans in line with this Delivery Plan. Reviews of Service Plans should have a particular concern for value for money.’

- Customer care standards are not comprehensive or promoted for all cultural services

An additional action has also been included in the Delivery Plan as follows:

‘Review of Service Plans should ensure that there are customer care standards in place.’

- Equalities and diversity policies and procedures are poor

The Audit Commission report referred to Corporate Equalities and Diversity Policies and procedures. These are currently being addressed through the Equalities Steering Group and new policies and procedures are currently out for consultation. This includes a new Equalities Standard and Equalities Impact Assessment process. All services within the Council will be corporately monitored through these processes.

The Audit Commission stated that the cultural services make a major contribution to improving social inclusion in the city and that the Council is committed to the services, which it appreciates clearly support local and national priorities for social inclusion and quality of life.

Recommendations

21. It is recommended that the Board agrees:

1. To consider the comments and recommendations made by Community Scrutiny Committee at its meeting on 20th February.
2. To recommend to Council that the Culture Strategy be adopted.

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Background papers:

Oxford City Council Talkback Survey  report





Annex 1

Culture Strategy 2008-2013

Oxford City Council

January 2008

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Appendix A: Culture Strategy Implementation Plan (see separate document)

1. Introduction and summary

1.1 This Culture Strategy for Oxford sets the context and direction for cultural development within the city. It includes those services delivered directly by Oxford City Council and by the council in partnership with local cultural and creative organisations in the private and voluntary sectors. It also sets out how the council works with regional partners such as Oxfordshire County Council and the South East Economic Development Agency (SEEDA). The Strategy:

- Sets out a shared vision for cultural, creative and leisure opportunities across the city, exploring the kind of cultural life we aspire to, and why investment in our culture is important;
- Suggests ways in which cultural provision, support to the culture sector and access to cultural opportunities might be improved in Oxford, and;
- Establishes a genuinely partnership-based approach to sustaining, developing and improving the cultural life of the city and the region as a whole.

1.2 The Culture Strategy recognises the importance of the corporate objectives of Oxford City Council, directing all cultural efforts led by the council to support the delivery of those objectives first and foremost. To achieve this aim, the Strategy highlights three key priorities for the future development of culture in Oxford.

- 1. Support the development of a successful and sustainable cultural sector in Oxford.**
- 2. Promote involvement by all in a diverse range of cultural opportunities.**
- 3. Harness the potential of the creative and leisure industries as central to a vibrant City with a high quality of life.**

1.3 Through this Culture Strategy, the council will work in partnership with all key local, regional and national stakeholders to ensure the value of culture is recognised as both an end in itself and also as a means by which to support the achievement of wider social, economic and environmental goals.

2. The scope and potential of culture

2.1 Culture creates a sense of place, the unique blend of history, architecture, cultural activity and tradition that gives people a sense of identity and home. In recent years there has been growing recognition that a vibrant cultural life and active participation in culture and creativity is a necessary ingredient of sustainable communities.

2.2 Culture has the power to change the quality of lives and raise aspirations. It has the power to enrich our enjoyment of life and to be a source of passionate interest and individual skill. It brings people together in shared experience, strengthens community bonds and makes major contribution to the quality of life. Additionally, a thriving cultural sector can deliver economic benefits to the community as a whole - knowledge-based and creative industries are amongst the fastest growing sectors and culture-based tourism and the associated nighttime economy can add substantially to local economic prosperity.

2.3 Participation in cultural activities, whether through leisure, recreation, community events or learning, is fundamental to how people experience and perceive the places and the communities in which they live or which they visit.

2.4 'Culture', as defined by the Department of Culture, Media and Sport, has a much wider meaning than often understood and includes:

- Performing and Visual Arts;
- Landscape, Architecture and Buildings;
- Museums, Archives and Local Identity and Sense of Place;
- Fashion, Design Media, Film, Writing and Publishing;
- Sports and Recreation, Food, Parks and Open Spaces;
- Cultural Diversity and Countryside Recreation;
- Tourism, Traditions and History, Libraries;
- Children’s Play and Playgrounds.

2.5 Oxford’s cultural organisations and citizens consider their experience of culture to be broader than this list would indicate. Oxford has a long and illustrious cultural history, and literature, science and technological advancement, life long learning and architectural heritage contribute much to the cultural offer of the city.

3. Culture in Oxford

3.1 Oxford is a city of international cultural interest. Its landscape, architecture and buildings, academic heritage and status as an international publishing centre lend it that distinction. There is also the enduring influence of the artists, writers, performers and thinkers who are associated with the city. The city attracted the designation “European Centre of Culture” in 2002, associated with the UK hosting of “European Capital of Culture” in 2008. At the same time the city was identified by Arts Council England as one of three Centres of Cultural Leadership in the South East. Oxford is a cultural hub for the population of Oxfordshire and neighbouring areas, a primary location for national and regional cultural facilities and is significant as a regional centre for creative industries and for artists’ higher education, sports and training.

3.2 The city is home to many world-class cultural organisations and hosts many festivals, especially in music and literature. A number of nationally and internationally acclaimed cultural organisations are based in Oxford, including the Ashmolean Museum, Modern Art Oxford and the Playhouse theatre. Oxford has also been the artistic proving ground for many of today’s most respected artistic producers. For example, Complicite is one of the world’s most acclaimed theatre companies – nurtured as they started by the city’s Pegasus Theatre. The city is home to the largest concentration of published writers in the UK outside of London. East Oxford, in particular the Cowley Road area, has a lively street culture reflected most fully in the annual Cowley Road Carnival. This cultural asset base, combined with the presence of two thriving Universities and the diverse, cosmopolitan nature of Oxford’s resident and visiting community give it an inherent cultural vibrancy.

4. Strategy context and the role of the city council

4.1 In developing a Culture Strategy for Oxford it is vital to have regard for national, regional and local aspirations for cultural development. This involves bringing together priorities outlined by organisations such as the Department of Culture, Media and Sport at a national level, the South East Development Agency at a regional level. At more local level there are the priorities of Oxford City Council, the County Council, the universities and other key partners. It is essential to ensure that national, regional and local priorities are fully integrated.

4.2 Above all it is vital to ensure that the Culture Strategy delivers to the specific needs and aspirations of the city of Oxford and its residents. These aspirations are currently best articulated in the priorities contained in the council’s Corporate Plan 2007-2012, and

these priorities will be used as the focus for all cultural activities undertaken or supported by Oxford City Council during the life of this Strategy.

Oxford City Council priorities include:

- Reducing inequality through social inclusion;
- More housing for Oxford and better housing for all;
- Improving the local environment, economy and quality of life;
- Reducing and prevent crime and anti-social behaviour;
- Tackling climate change and promote environmental resource management;
- Being an effective and responsive organisation and providing value for money services.

4.3 Oxford City Council has a duty to provide value for money services, by means of whatever delivery mechanisms are most appropriate. Our awareness of this duty, coupled with feedback from our customers and stakeholders, has highlighted the need for the council to clearly articulate its role in supporting the cultural sector. We see this role as having two main strands. Where the council is best placed, or required to deliver a cultural service directly, it will provide that service in line with value for money principles (i.e. lower cost, more efficient and/or higher performance). However, where a partner organisation (whether in the public, private or voluntary sector) is better placed to provide a service the council will look to support that partner, either financially or by other means, in line with its corporate and cultural priorities.

4.4 A vibrant, ambitious and successful creative and cultural community is a valuable asset to the city and an essential partner for the city council. Within this community, a vital part of the council's role is to help build the capacity of partner organisations to deliver cultural activities in furtherance of its corporate and Local Strategic Partnership priorities. Such support may include exercising our community leadership role, supporting major collaborative applications for funding, making appropriate grants, and making best use of services under direct council control to enable partner-led cultural initiatives to have the maximum impact.



5. A vision for culture in the city

- 5.1 Together with our stakeholders, including other public bodies and providers in the private and voluntary sectors, we share a cultural vision for Oxford that builds on its current strong reputation:

“To be renowned world wide as a leader in high quality, innovative, inclusive and diverse cultural activities”

- 5.2 In order to achieve this vision, Oxford will seek to provide a strong lead to the city-region in using culture as a key driver for improving quality of life for all its citizens, workforce and visitors. The aim will be to be responsive to the diverse local needs and aspirations within the city.
- 5.3 Oxford is an ambitious and vibrant community where a diverse population of all ages express and engage with their own creativity, as well as a place where artists and other creative people from around the world want to come to live and work. It is the role of the council and its partners to harness this potential and take the city to another level in terms of its cultural offering for visitors and residents alike and enhance the enjoyment of all.

6. Oxford City Council’s cultural priorities

- 6.1 In articulating a shared vision for culture in Oxford (following extensive consultation with our partners in the cultural sector), Oxford City Council has identified a number of priorities for action over the next five years. These priorities are aligned with the broader corporate objectives of the council, and reflect our strategy for delivering the city’s cultural aspirations through a mixed economy of direct provision, facilitation and partnership.
- 6.2 Cultural priorities highlighted include the need to:

1. Promote and increase involvement by all in a diverse range of cultural opportunities.

Objectives:

- Increase participation in all cultural activities and recreation;
- To nurture social inclusion, reduce crime and anti-social behaviour;
- Encourage communities to engage with one another to become more cohesive, confident and appreciative of one another;
- Encourage the people of Oxford to lead fit, healthy and independent lives. (Targeting children, young people, older people and groups at risk of exclusion).

2. Harness the potential of the creative and leisure industries as central to a vibrant City with a high quality of life.

Objectives:

- Ensure greater vibrancy and quality of life in the city;
- Reinforce awareness of Oxford as a world renowned city of special cultural interest and promote the less well-known areas of cultural interest;

- Create a sense of place where people have a pride in what is special and unique about the city of Oxford as both an attractive place to live and a welcoming and safe place to visit;
- Support and encourage the economy by maximising the culture offer of the city.

3. Support the development of a successful and sustainable cultural sector in Oxford.

Objectives:

- To ensure that services provided by the Council and the organisations that it funds to provide cultural services are value for money.
- Work with partners to provide a range of facilities and spaces for cultural productions, activities & events and small business development;
- 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.
- Build capacity within the cultural sector to become independent and self-sustaining wherever possible in the long term to enable organisations to continue to thrive;

7. Implementing and monitoring the Culture Strategy

7.1 The Culture Strategy Delivery Plan (Appendix A) outlines the headline improvement actions identified by Oxford City Council to deliver the Culture Strategy 2007-2012, setting out lead officers, targets and timescales.

7.2 The Culture Strategy Delivery Plan recognises that additional resources will be required to deliver this ambitious vision. There is also recognition that the independent cultural sector has a key role in the implementation of the vision and this may require a shift of resources from the Council to the independent sector to achieve this.

7.3 The objectives of this Strategy will be incorporated into the annual business planning process of the council and its partner organisations and used to guide and inform the development of the council's Corporate Plan and directorate plans. Service plans will be developed beneath this Strategy to provide further detail on the development of each service and how it will deliver within the broad objectives of this Strategy. The Strategy will inform the council's grant allocation programme as we move into a new model of grant allocation that focuses on joint commissioning of services with our partner organisations.

7.4 We acknowledge the need to develop meaningful performance monitoring linked to the action plan, and will develop suitable indicators and mechanisms for monitoring them. We will link the actions and outcomes specified in the Culture Strategy Delivery Plan to our Service Plans across the organisation, and will seek to demonstrate the success of the Culture Strategy in helping to deliver real progress in delivering the council's corporate and shared objectives for the city.

Annex 2



Appendix A: Culture Strategy Delivery Plan 2008-2013

Oxford City Council

February 2008

Oxford City Council - Culture Strategy 2008-13

Delivery Plan.

Objectives	Action	Targets/ Timescale	Lead Officer	Resources
1. Support the development of a successful and sustainable cultural sector in Oxford				
<p>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>	<p>To work to maximise funding coming into the city and support for the cultural community:</p> <ul style="list-style-type: none"> ○ Review City Council funding. ○ Provide support to the community and voluntary sector infrastructure support agencies. ○ Support funding applications ○ Provide new showcasing opportunities ○ Working with Arts Council and other national /regional organisations to lever in additional funding for culture 	<p>Establish baseline of cultural funding received by the city by April 2008</p> <p>Develop funding plan by July 2008</p>	<p>Lead Cultural officer to coordinate</p>	<p>Within existing resources</p> <p>Grants funding</p>
	<p>Improve networking and collaboration between cultural organisations and individual practitioners</p>	<p>Establish Cultural Forum, meet 3 times per year</p>	<p>Lead Cultural officer</p>	<p>Within existing resources</p> <p>Grants funding</p>
<p>Work with partners to provide a range of high quality facilities and spaces for cultural productions, activities and events and small business development.</p>	<p>Ensure wider capital developments take account of the wider artistic needs:</p> <ul style="list-style-type: none"> ○ The development of Oxford's West End and in particular the feasibility study into a training and enterprise centre 	<p>Follow West End implementation plan</p>	<p>West End Coordinator</p>	

Objectives	Action	Targets/ Timescale	Lead Officer	Resources
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.	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
	<p>Review of performance arts, visual arts, community recreation and leisure activity facilities to deliver city wide provision in line with community needs.</p> <p>To promote the use of culture through partnerships:</p> <ul style="list-style-type: none"> ○ Oxfordshire Public service Board ○ Oxfordshire Community Partnership ○ Oxford City Partnership ○ Social Inclusion and Health sub group ○ Well being Partnership ○ Oxfordshire Safer Community Partnership ○ Oxford Safer Community Partnership ○ Healthy Living Partnership ○ Oxfordshire Community and Voluntary Sector Development Partnership ○ West End Partnership ○ Oxfordshire Economic Partnership ○ Arts @The Strategic Centre 	<p>Develop action plan to address gaps in provision April 2009.</p> <p>Circulate agreed strategy and action plan to all partnerships for consideration</p>	<p>Lead Cultural Officer.</p> <p>Lead Culture Officer</p>	<p>Within existing resources</p> <p>Capital costs to be determined.</p> <p>Within existing resources</p>

Objectives	Action	Targets/ Timescale	Lead Officer	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 socio economic impact of cultural activities by April 2009.	Lead Culture Officer	Within existing resources
2. Promote and increase involvement by all in a diverse range of cultural opportunities.				
Increase participation in all cultural and recreation.	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
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

Objectives	Action	Targets/ Timescale	Lead Officer	Resources
	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
Encourage the people of Oxford to lead fit, healthy and independent lives. (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
	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"> ○ Provision of cultural activities at events and community groups ○ In older people's lunch clubs ○ Promoting local food 	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

Objectives	Action	Targets/ Timescale	Lead Officer	Resources
	To provide free swimming for children and young people.	Ongoing – review effectiveness April 2008	Leisure Operational Manager	Mainstream budget £120k

Objectives	Action	Targets/ Timescale	Lead Officer	Resources
<p>3. Harness the potential of the creative and leisure industries as central to a vibrant City with a high quality of life.</p>				
<p>Reinforce awareness of Oxford as a world-renowned city of special cultural interest and promote the less well-known areas of cultural interest.</p>	<p>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, e.g. UK Cultural Olympics Festival to 2012</p>	<p>Develop programme with partners July 2008</p>		<p>City grants Partnership funding Arts Council Grants</p>
	<p>Develop and promote the 'Visit Oxford' brand with partners to encourage visitors to stay longer in the city</p>	<p>Annual marketing plan</p>	<p>Tourism Officer</p>	<p>Within existing partnership resources</p>
	<p>Link between tourism and destination marketing to include culture – incorporating contemporary culture into the offer and encouraging new events/activity which enhances that offer</p>	<p>Annual marketing plan</p>	<p>Tourism Officer</p>	<p>Within existing partnership resources</p>
<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 and a welcoming and safe place to 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>

Objectives	Action	Targets/ Timescale	Lead Officer	Resources
	To promote public art as permanent commissions and recreation & play facilities through the use of S106 agreements	Policies in place, assessment on case by case basis	Planning Officers liaising with Arts and Play Officers	S106 funding
	Work with partners to make 'Opening Doors Opening Minds' (<i>an Oxford Preservation Trust initiative</i>) bigger and more inclusive event. Encourage activity which celebrates Oxford's cultural heritage e.g. Alice's Day	Deliver these two events in 2008	Tourism Manager	Within existing resources and partnership funding
Ensure greater vibrancy and quality of life in the City.	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 e.g. planning, economic development, tourism	Publish strategy Jan 2007 Implementation plan Feb 2008	West End Coordinator	Within West End partnership resources
	To promote active recreational use of parks through working with local communities and supporting the development of Friends of the Parks	<i>Develop four parks management plans by April 2008</i>	Parks Operations Manager	Within existing resources
Boost the economy by maximising the culture 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

4. Implementing the Strategy

Objectives	Action	Targets/ Timescale	Lead Officer	Resources
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. <i>Reviews of Service Plans should have particular concern for value for money.</i> <i>Review of Service Plans should ensure that there are customer care standards in place.</i>	By April 2008 Annual Review	All Service Managers	Within existing resources
5. Monitoring and Evaluation				
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

Annex 3
Oxford City Council.
Culture Stakeholder consultation feedback.



Stakeholder	Response received	Document appendix reference
Access Forum	December 2007	1
Oxford Inspires	S. Maxfield 16/10/07	2
Oxfordshire County Council – Heritage & Arts.	M. Brown 30/10/07	3
Oxford Preservation Trust	D. Dance 16/11/07	4
	G. Jolly 07/12/07	5
Children, Young People & Families – Children & Young People.	D. Long 08/10/07	6
Oxford Philomusica	Dr. M. Papadopoulous 15/10/07	7
Cultural organisations Consortium	Viviane Obaton 24/09/07	8
The Talkback citizens' panel	January 2008	9

A total of eight responses were received back from a cultural stakeholder distribution group of seventy-seven

Since this list was compiled there has been a further presentation to the Access Forum.

The Access Forum supported the Draft Culture Strategy. Some people present were concerned that they also be consulted at a Service Planning level. The Access Officer agreed to take this forward.

Annex 4



Oxford City Council Culture Strategy: - Stakeholder consultation feedback.

Source	Paragraph Reference	Stakeholder Response	Response
Access Forum ¹	General	Use plain English	Document re-visited and changes made to support the response.
		Use an alternate format for Consultation via the web address.	Response feedback to Consultation Officers for future action.
		Grammatical changes as shown throughout the returned document, Appendix 1.	Grammatical changes included.
	Page 5 Para 4.2	How is <i>'Improving the local environment, economy and quality of life'</i> going to be achieved?	Identified in the Culture Strategy 2008-2013 Delivery Plan and to be implemented through Business Plans.
Page 5	This seems to have forgotten that the reason for a service is to serve customers.	Changed the context in relevant paragraphs.	

¹ Appendix 1.

	Page 6 Para 5.1	Define partners & stakeholders.	Examples included.
	Page 6 Para 6.1	Define Cultural Sector.	Definition given is that of the DCMS and the one subsequently used by the Council.
	Page 7 Para 6.2 Section 1	<i>'Promote involvement by all in a diverse range of cultural activities'</i> – What with?	Identified in the Culture Strategy 2008-2013 Delivery Plan and to be implemented through Business Plans.
	Page 7 Para 6.2 Section 2	<i>'Harness the potential of the creative and leisure industries as central to a vibrant City with a high quality of life'</i> - How?	Identified in the Culture Strategy 2008-2013 Delivery Plan and to be implemented through Business Plans.
	Page 7 Para 6.2 Section 3	<i>'Support the development of a successful and sustainable cultural sector in oxford'</i> – How and with what?	Identified in the Culture Strategy 2008-2013 Delivery Plan and to be implemented through Business Plans.

Oxford Inspires (S. Maxfield) ²	Do you agree with the way culture is defined in the strategy?	Yes. The strategy might also have mentioned how culture creates a sense of place, the unique blend of history, architecture, cultural activity and tradition that gives people a sense of identity and home.	Additional responses included within the Culture Strategy 08-13 Scope and Potential.
	Do you think anything is missing/ needs to be added to the vision?	This is a big vision and quite enough to set out to achieve!	No action required.
	Do you agree that the priorities are the appropriate priorities for culture in oxford over the next 5 years?	Yes. Having only three priorities is good and will enable the authority to keep focussed. I strongly agree with the final priority – this is essential.	No action required.
	Do you have any further comments you would like to make?	The implementation plan needs strengthening in relation to what the independent cultural sector can deliver – it still reads as though the Council will <u>do</u> the most of it. Building sufficient capacity in the cultural sector to deliver the vision <u>is not possible</u> within the current resources for arts and heritage although if resources are released from elsewhere in the cultural services budget (i.e. leisure) it will become more possible. If the (ambitious vision is real it will require new resources to the arts to achieve it.	Additional text added the document. <i>Paragraph 7 Implementing and monitoring the Culture Strategy.</i>
Oxfordshire County Council – Heritage & Arts. (M. Brown). ³	<i>The vision for Oxford is “to be renowned the world over as a leader in high quality innovative and diverse cultural activities</i>	Perhaps something about appropriate and responsive local needs.	Incorporated into the text using ‘inclusive’.

² Appendix 2

	<i>accessible to all.</i> Do you think anything is missing/ needs to be added to the vision?		
	Do you agree with the way culture is defined in the strategy?	Yes.	No action required.
Oxford Preservation Trust. (D. Dance & Councillor N. Young). ⁴	Para 2.4 Section 2 Para 2.4 Section 3	<i>'The scope and potential of culture'</i> The DCMS's definition of 'Culture'. In bullet point 2 it states that this includes 'Landscape, Architecture and Buildings'. In <i>'Culture in oxford'</i> there is no reference to 'landscape, architecture or buildings'. This is disappointing as Oxford's ancient streets and buildings, its dreaming spires, green hills and the green fingers and waterways that give the place its special character are an intrinsic part of Oxford's culture, weaving their way into all the other areas of the culture of the City, inspiring art, literature, music and entertainments, past and present.	'Built environment' text replaced with 'Landscape, Architecture and Buildings'.
	Para 4.1 Section 4	In <i>'Strategy context and the role of the City Council'</i> there is reference to the cultural strategy bringing together the priorities outlined by the DCMS at national level. 'Landscape, architecture and buildings are not mentioned; other areas which do not seem to be within the	It is felt that this response is not relevant to the text. These are Oxford City Council priorities.

³ Appendix 3

⁴ Appendix 4

		<p>definition have appeared, such as climate change and environmental resource management.</p> <p>We wonder whether the omission is due to the fact that within the City Council, 'landscape, architecture and buildings' are thought of as a planning issue and not as 'culture'. We are concerned to ensure that the cultural strategy does respect the DCMS definition and that 'landscape, architecture and buildings' are included.</p>	
<p>Oxford Preservation Trust. (G. Jolly).⁵</p>	<p>Do you agree with the way culture is defined in the strategy?</p>	<p>Yes.</p>	<p>No action required.</p>
	<p><i>The vision for Oxford is "to be renowned the world over as a leader in high quality innovative and diverse cultural activities accessible to all."</i></p> <p>Do you think anything is missing/ needs to be added to the vision?</p>	<p>Reference to Oxford's cultural heritage should be added.</p>	<p>This is given in the definition.</p>
	<p>Do you agree with the way culture is defined in the strategy?</p>	<p>Yes.</p>	<p>No action required.</p>
	<p>Do you have any further comments you would like to make?</p>	<p>The action plan refers to <i>Opening Doors Opening Minds</i>' and seems to suggest that this is a City Council project.</p> <p><i>Opening Doors, Opening Minds</i> is the name of the project run by Oxford Preservation Trust as our contribution to</p>	<p>Acknowledgement of ownership by the OPT will be included in the Delivery Plan.</p>

⁵ Appendix 5

		<p>1000 years of Oxfordshire in 2007 and is the Trust's brand for its education in partnership programme. In 2007 <i>ODOM</i> was a great success and ran in partnership with the University of Oxford, with OPT receiving funding from the Heritage Lottery Fund.</p> <p>In 2008 – 2010 we are keen to establish and expand our education partnership programme <i>Opening Doors, Opening Minds</i> and are delighted that Oxford City Council wishes to have a role in this. We are currently looking to secure funding for the next three years to ensure that this can happen. We welcome the involvement from the City Council in the project, but are disappointed and concerned that no funding has been allocated to it. We would welcome the chance to discuss this further with the City Council.</p>	
<p>CYP&F (D. Long) ⁶ (SA & VFM report).</p>	<p>General</p>	<p>The picture painted of the Council - this matches my perception of the council as a council striving to continuously improve and committed to enabling and facilitating culture and cultural services, it matches my perception of a council dedicated to its</p>	<p>No action required.</p>

⁶ Appendix 6.

		<p>diverse communities; the council may need a way to ensure that its role as an enabler and a facilitator does not always mean 'commissioner' - in this way it can be seen to recognise and value the skills and experience of its many cultural partners by working with them on sustainable development plans without having to make regular judgments on which provider it prefers.</p> <p>Important information - the Oxford Mela seems to be missing in terms of adding to the cultural life of the city? Also some the Council's work for and with young people such as managing Positive Futures.</p>	
<p>Oxford Philomusica (Dr. M. Papadopoulos).⁷</p>	<p>The scope and potential of culture</p>	<p>As a leading cultural provider, we naturally share the City's belief in the value of culture. In particular, we subscribe to the view that a strong and vibrant local cultural life, as exemplified by the Performing and Visual Arts, delivers measurable economic benefits. These are rightly identified in such areas as tourism and the 'evening economy', and are widely recognised to play an integral part in the sustaining of the creative industries</p>	<p>No action required.</p>

⁷ Appendix 7.

		with which Oxford is unusually well endowed.	
	Culture in Oxford	<p>The City is indeed ‘home to world-class cultural organisations.... and is especially rich in music’. The Oxford Philomusica is one such organisation and is proud to be the leading contributor to that richness. We certainly recognise the link between the local ‘asset base’ and such regional and national aspirations as the ‘European Capital of Culture’ project. An apposite illustration is our commitment to the Blackbird Leys Choir, an on-going association endorsed by Arts Council England and put into practice by our collaboration in the 2007 Five Arts Cities project and our continuing alliance with BMW Group Plant Oxford.</p> <p>This is perhaps an appropriate point at which to record the Orchestra’s well-established and much-admired outreach programme. Our team of specialists provides a continuing service to schools, hospitals and community centres – recognised last June by the receiving of the Oxford Times Charity and Community Award in the Oxfordshire Business Awards 2007. In addition, in acknowledgment of the importance of</p>	No action required.

		children within the constituency of any arts organisation, we have recently formed a partnership with Oxfordshire County Council to provide performance opportunities and tuition to talented young musicians in the area.	
	Strategy Context and the role of the City Council.	The Oxford Philomusica wishes to go on record as being willing and able to fulfil a partnership role with Oxford City Council in pursuit of the Council's aim to develop a cultural strategy for Oxford at the identified national, regional, sub-regional and municipal levels. To these, the Orchestra would add the international level – one at which our particular arts medium is peculiarly well suited to function in those European and transatlantic arenas in which Oxford has long-standing associations.	No action required.
	<p>The City Council has identified three priority needs:</p> <ul style="list-style-type: none"> • To promote involvement by all in a diverse range of cultural opportunities • To harness the potential of the creative and leisure industries as 	The potential role of a resident orchestra in the pursuit of these objectives – together with the ensuing economic benefits referred to earlier – has been identified and successfully exploited in a number of UK cities. The partnership forged between the City of Birmingham and its Symphony Orchestra is perhaps	No action required.

	<p>central to a vibrant City with a high quality of life</p> <ul style="list-style-type: none"> • To support the development of a successful and sustainable cultural sector in Oxford 	<p>the best-known example, and a model worthy of emulation in Oxford.</p> <p>There are many possible areas for collaboration. Practical examples might include:</p> <ul style="list-style-type: none"> • Children’s Concerts in informal settings • Family Concerts at the Town Hall • Proms in the Park – perhaps with the association of the BBC • The building of a concert/conference venue <p>The Oxford Philomusica would welcome every opportunity to discuss these or any other issues of mutual interest in whatever forum the City Council feels appropriate.</p>	
<p>Cultural Organisation forum. 8</p>	<p>General</p>	<p>The value of culture seems to be linked mostly to its contribution to community priorities. However it also plays an extremely important role in economic development and tourism. Culture is one of the biggest employers in the City and has a major role in attracting</p>	<p>No action required</p>

⁸ Appendix 8.

		visitors and encouraging them to stay for more than one day.	
		The City Council has an essential role in funding annual running costs of cultural organisations as well as in capacity building. Other funders will support new initiatives and capacity building so local authorities need to support the core activity of cultural organisations in order to provide the stability they need to work at their best and deliver best value.	
		The City Council will derive value from supporting culture in relation to the Council priorities identified in the strategy but also because culture makes a major contribution to 'quality of life'. Culture has an intrinsic value to communities, which is recognised as being a part of a sustainable community for its own sake as well as in relation to social and economic objectives.	No action required.
		The City will achieve great value for money if it supports cultural organisations for their 'core work' rather than only for projects. This will allow them to lever in other funds for projects and makes them	No action required.

		more sustainable.	
		The impact of culture sits across many different city priorities. In terms of where it sits within the Council it could equally sit with Tourism, Economic Development or Policy concerning Leisure and Recreation.	No action required.
The Talkback citizens' panel. ⁹	Do you agree with the way culture is defined in the strategy?	The definition should be more general (e.g. as given in the Oxford English dictionary).	Definition given is that of the DCMS and the one subsequently used by the Council.
		Why is the Council trying to 're-brand' Oxford as anything else?	The vision is to develop a strategy as part of the brand.
		The history of Oxford should be stressed in the definition.	Some text revised.
		The history and timelessness of the City is just as important and should not be commodities for tourism but celebrated for itself.	Some text revised.
		Inclusion of tourism in the definition: Do we really need more tourists?	No action required.

⁹ Appendix 9 Oxford City Council Talkback Survey 4 Reports.

	Do you think anything is missing/ needs to be added to the vision?	<p>Emphasis on Oxford becoming a world leader would take away from local cultural activities.</p>	Some text revised.
		<p>People in Oxford feel ownership of the culture in the City, than that is renowned over the world over.</p> <p>Emphasis on provisions of culture for local people rather than worldwide.</p> <p>There need to be many areas of diverse cultural opportunities.</p> <p>Emphasis on international recognition could marginalize some residents.</p> <p>We need to do more to promote accessibility for lower socio-economic groups – to many of the world-class events are expensive.</p>	
	Do you agree that the priorities are the appropriate priorities for culture in oxford over the next 5 years?	<p>Note: Whilst only half of respondents agreed with the strategy, only 8% of respondents actively disagreed with it. A large number of respondents were non-committal.</p>	No action required.