



Appendix 1: Draft Cultural Strategy 3-year Action Plan (2009-2012)

Oxford—A World Class City for Everyone

Revised—January 2009

Oxford City Council—Cultural Strategy 2008–11

Draft Action Plan

Objectives	Action	Targets/Timescale	Monitoring & Evaluation	Key Partners
1. Profile—Enhancing our world-class reputation				
To actively promote the cultural offer of the city of Oxford by supporting activities and events of international standing that will engage and impress people.	Develop, support and market an annual programme of events which will improve Oxford's profile as a world-class cultural city.	Audit of activity. Establish gaps and opportunities in festivals and events; identify partners internally and externally. Recruitment of a lead Events Officer. 2009-10.	Improved provision of high-quality activity. Improved recognition as a city for culture.	Cultural partners Oxford Inspires Universities Arts Council England
To prioritise support of organisations, events and festivals to ensure excellence, innovation and sustained cultural activity of high quality.	Encourage cultural partners in developing visions based on ambition and excellence to deliver high-quality activity in their relevant fields and that investment is allocated appropriately to enable sustainable cultural activity.	Annual. Commissioned clients review 2011.	Service Level Agreements with core partners. Annual funding review.	Cultural partners Oxford inspires
2. People and Participation—strengthening local engagement in cultural activity				
To increase participation in all cultural and recreational activities .	Work with partners on a citywide audience development and access programme using open spaces and non-traditional locations i.e. parks, squares, including Bonn Square.	Prioritise events/activity. Audit of unusual locations in the city. Public Art Action Plan 2009-10	Data collection. Qualitative feedback. .	Cultural partners Oxford Inspires Oxford Preservation Trust Oxford Strategic Partnership

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To nurture social inclusion, through creative learning opportunities.	Working with other partners and professional groups, e.g. Police & the PCT, to identify participatory projects and funding for positive cultural activities that offer individual learning outcomes and audience development.	2010-11	Data collection of participants	PCT Oxfordshire County Council (Adult Social Care) Learning and Skills Council Etc.
To encourage diverse communities to engage with one another to become more cohesive and engage with mainstream arts activity.	Continue to fund a lively, inclusive citywide programme of activities which reflect the city's diverse cultures and communities and encourage communities to create and participate in events e.g. the Cowley Road Carnival, the Mela, Leys Fair, Elder Stubbs Festival.	Annual grants process. 6 monthly reviews (2009-12)	Attendance figures. Evaluation feedback via grants process.	Cultural partners Community groups
To support and improve the cultural offer for the City Council's priority communities e.g children and young people, older people, socially excluded groups to enable and support active & healthy lifestyles.	Work in partnership across services to develop improved facilities for young people across the city, e.g. through community centres, community development workers and youth workers.	Identify external funding sources, audit of provision and need. Collaboration with Positive Activities for Young People Programme. 2010-11	Pegasus Theatre capital redevelopment.	Oxfordshire County Council Oxfordshire Youth Arts Partnership Creative Junction
	Promote awareness of the positive benefits of dance and support dance development .	Annual Dance Development Plan. 2009-12	Audience data. Evaluation report.	Dance partners ACE SE

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To explore opportunities via the public realm to improve community cohesion and pride in the city.	To promote public art as permanent commissions and recreation & play facilities through the use of S106 agreements. Increase capacity to commission public art, in partnership with others.	Policies in place, (09/10) Assessment on case by case basis. Increase specialist staff capacity for public art commissioning. (2009-10) Review of S106 contributions. (2009-10)	Recognition of role of Public Art. Clear procedures leading to consistency of approach.	Oxfordshire County Council District Councils Arts Council England
3. Places & Productivity—supporting local talent & creative industries.				
To improve the capacity for the creative sector with particular emphasis on studio and rehearsal space and premises for start up businesses.	Ensure the delivery of the West End Cultural Strategy incorporates creative workspaces/artists' studio space in the action plan for culture and is adopted as a priority in other parts of city council e.g. planning, economic development.	Implementation plan. 2011-12	New cultural quarter. More creative industries.	Oxfordshire County Council Landowners Universities SEEDA
	Explore the potential for S106 contributions to be used centrally to develop more creative workspaces in the city as part of new developments.	Review S106 contributions. (2009-10)	Central fund for cultural use. More creative workspace, income generation.	Universities
	Introduce a pilot Film Office for Oxfordshire to manage location and maximise income from film & TV production.	April 2009.	Increased usage of Oxford as a location. Income generation.	Universities Tourism sector

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To ensure greater links with training and education providers to enable the creative sector to grow and thrive.	Within the regional Diamonds for Growth strategy to identify most fruitful opportunities for cultural and creative industries development in the city.	Produce action plan by July 2009. Establishment of a creative industries business support service. (2012)	Economic Impact Study.	Oxfordshire Economic Partnership
	Work with Arts Council England, 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. 2010		Creative Partnerships Oxfordshire Economic Partnership Creative & Cultural Skills Council
To build capacity within the cultural sector to become independent and self-sustaining wherever possible and to enable organisations to continue to thrive.	To work to maximise funding coming into the city and increase support for the cultural community by 10%:	Establish baseline of cultural funding received by the city by April 2010. Develop income generation targets by end 2010. Enable fundraising role within Cultural Services. (2010-11)	More robust creative economy. Sustainable arts sector. Inward investment.	Oxfordshire County Council District Councils Arts Council England Oxford Inspires
4. Performance through Partnership—working collaboratively				
To mainstream culture into the work of public bodies and their partners in the City of Oxford improving service delivery and allocation of	Promote the role of culture in delivering core services through internal and external partnerships.	Improve communications. Regular proactive marketing plan & evaluation reports. Annual.	Recognition and understanding of culture's role.	Oxford Inspires Oxfordshire Strategic Partnership

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resources.	Long-term investigation into different funding models and opportunities via national agenda.	Awareness of national/regional focus. 2011-12	Documentation.	Oxford Inspires
	Identify a common framework for evidencing the impact of cultural services and a global aim for culture.	Undertake economic impact study of cultural activities by April 2010.	Data collection and evidence.	Oxford Inspires Oxfordshire County Council Oxfordshire Arts Partnership
To continue to consult with partners on the development of an integrated cultural strategy incorporating city goals and ambitions.	Identify a lead member of staff for on the coordination and implementation of the Cultural Strategy and develop overall policy.	Cultural Development Manager. By April 2009.		Cultural partners Oxford Inspires
To provide clear evidence and advocacy for culture at all levels within the city and beyond.	To review existing performance measures and monitoring against this action plan and make necessary improvements to fill any gaps.	Evaluation report. April 2009. (thereafter, annual)	Economic Impact Study. Effective monitoring mechanisms in place.	Oxford Inspires
	To link in with the Local Area Agreement monitoring and evaluation of relevant targets.	2009-2012	Performance against targets/indicators.	Oxfordshire Strategic Partnership
To work closely with the Cultural Olympiad regional team and identify opportunities for programming related activity.	Links with sports partnerships, tourism and community activity to promote Oxford city as an Olympic destination	2010-2012	Increased visitor numbers.	Oxford Inspires