

## Worcester City Arts and Cultural Strategy – Action Plan

### How will we do it

Our actions are identified around the aims and the three key strands of focus.

### Action Plan

Aim	Action	Timescale	Impact/measure
<p><b>To provide arts and cultural leadership for the city</b></p> <ul style="list-style-type: none"> <li>○ To increase Worcester’s influence within the wider region as a dynamic, innovative, and distinctive place, using the arts as a key placemaking tool</li> <li>○ To encourage and empower the sector to deliver ambitious creative projects in and around the city</li> <li>○ To develop and nurture creative networks in the city and wider region</li> </ul>	<p>Ensure alignment with the Tourism Strategy, City Plan, and other city-wide strategies and policies (both City Council and wider stakeholders). Review the actions for delivery of this strategy against other strategies and ensure that the aims of this strategy are communicated widely.</p>	<p>Ongoing</p>	<p><b>No. of wider plans and strategies that include arts and cultural activities</b></p>
	<p>Develop and launch a <b>Cultural Compact</b> of arts organisations and stakeholders to bring about real cultural change across the city as a whole, with the opportunity to foster relationship building, shared experiences, and write co-funding bids.</p>	<p><b>2022/23</b></p>	<p><b>No. of bids developed. No. of Cultural Compact meetings.</b></p>
	<p>Develop a <b>cultural infrastructure portfolio</b> of projects so the city is ‘shovel-ready’ for future funding opportunities to upgrade its heritage landmarks and other cultural destinations, including spaces where the city’s creative communities can work, incubate new businesses, network, rehearse and make.</p>	<p><b>2023/24</b></p>	<p><b>No. of projects within the pipeline.</b></p>
<p><b>To develop capacity</b></p> <ul style="list-style-type: none"> <li>○ Supporting the sector in securing funding to deliver a strong and sustainable infrastructure, with a pipeline of projects and activities</li> </ul>	<p>Broker links between the local Cultural Education Partnership, Music Hub, schools, Museums, University Cultural Passports scheme, WCC youth engagement team, community centres, and other local youth engagement programmes, to ensure children and young people throughout the city can take part in arts and creativity from an early age</p>	<p><b>Ongoing</b></p>	<p><b>No. of youth focussed arts activities delivered No of partnership meetings</b></p>

<ul style="list-style-type: none"> <li>○ To provide advice and advocacy to encourage business ambitions and employment opportunities for the future, acknowledging the support of volunteers</li> <li>○ Champion arts and culture, advocating for support and building strong and positive relationships with key stakeholders, including Arts Council England, Heritage Lottery Fund, Big Lottery Fund and others.</li> </ul>	<p>Identify a champion for arts and culture in the city providing leadership and advocacy for arts and culture Provide a staff point of contact to working with the creative community to identify opportunities, provide support with funding and the relationship with funders, make introductions, facilitate activities, represent the city regionally and nationally, coordinate the ACE relationship. This person would coordinate Cultural Compact activity.</p>	<b>2022/23</b>	<b>££ increase in the number of successful applications for arts and culture related activity.</b>
	<p>Facilitate ACE relationships with the creative industries in Worcester and HLF relationships with Heritage partners—through networking events, introductions and using our relationships to champion Worcester arts and events.</p>	<b>Ongoing</b>	<b>££ Increased number of HLF/ACE grants awarded in Worcester</b>
	<p>Create a newsletter of creatives to disseminate information about funding opportunities</p>	<b>2022/23</b>	<b>Check this is not already covered by Severn Arts – support if so.</b>
	<p>Create a package of support for arts volunteers and community groups delivering creative and cultural activities. This can include the following:</p> <ul style="list-style-type: none"> <li>- Advice, information and useful contact links</li> <li>- Access to training on applying for funding bids</li> <li>- H&amp;S training to ensure events are safe and compliant</li> <li>- Meeting venues</li> <li>- Promotion for the events</li> </ul>	<b>2022/23</b>	<b>Links to Arches project / Severn Arts community festival support roles No. of organisations receiving training and support</b>
<p><b>To improve the lives of our communities and widen participation</b></p> <ul style="list-style-type: none"> <li>○ To provide a range of opportunities so that more people, of all ages, can</li> </ul>	<p>Design and identify a venue for an <b>arts centre</b> for the city with collaborative workshop spaces, café, social space, office space, rehearsal space. Develop a business plan for delivery, including the identification of potential funding for capital build.</p>	<b>2023/24</b>	<b>Feasibility study completed. Business plan developed. Funding application written and submitted.</b>

<p>take part in the arts and cultural activities within their community, making art and culture accessible to all</p> <ul style="list-style-type: none"> <li>○ To create the conditions for the arts and creativity to flourish, enriching the lives of our residents and visitors</li> <li>○ To bring economic and social benefits, such as new skills and jobs</li> </ul>	Develop and deliver the <b>Scala Performing Arts Centre</b> as part of the Future High Streets programme to deliver a flexible centre for theatre, dance and music	<b>2023/24</b>	<b>Completion of new venue</b>
	Develop a legacy plan for The Swan theatre, supporting the future plans of amateur organisations that regularly high the facility for performances.	<b>2023/24</b>	<b>Business plan developed</b>
	Maximise the use of community grants and ABCD resources to encourage community arts participation		<b>No of grants supporting arts and cultural activities</b>
	Carry out research into the current impact of arts and culture in the city so the success of this strategy can be monitored.	<b>2022/23</b>	<b>Baseline research then monitored throughout life of strategy</b>
<p><b>To grow our audiences</b></p> <ul style="list-style-type: none"> <li>○ To promote creative and cultural activities to residents and visitors</li> <li>○ To encourage and celebrate attendance at creative and artistic endeavours in the city</li> <li>○ To develop a regional reputation for provision of quality arts and cultural activity, attracting visitors from outside the city to attend events and performances</li> </ul>	Deliver collective marketing and communications campaigns to promote major cultural events, programmes, exhibitions and festivals that help position Worcester as a great place to live, work, visit and invest in	<b>2023</b>	<b>Increased footfall at events and activities</b>
	Encourage a greater geographic spread of arts and culture by identifying and filling gaps and extending the use of existing and new venues and spaces to increase local access to arts and culture. Extend the reach of the arts in the community	<b>24/25</b>	<b>Comprehensive map of all arts and cultural spaces in Worcester.</b>
	[Year 1] Work with partners and audiences to carry out research to identify how cultural activities can be more accessible to new audiences [Year 2 then use that information to develop a plan for increasing audience numbers]	<b>2023-2025</b>	<b>Strategy to increase audience numbers</b>
	Celebrate key historic anniversaries and civic events through a programme of new public art works, events or trails that respond to and interpret these moments for contemporary audiences.	<b>Ongoing</b>	<b>Continued programme of celebratory events throughout the year</b>