

## APPENDIX 1: ACTION PLAN

### Theme 1: A healthy community

**The arts service will contribute to community health and well-being** through:

- arts projects in health-care settings
- arts development activities with specific target groups such as older people
- promoting healthy lifestyles through dance and other art forms.

*Improvement outcomes will include:*

- more use of social and cultural approaches as an alternative to medical or pharmacological interventions
- engaging new users, through increased participation by target groups
- increased participation in arts activities

<b>Workstream</b>	<b>Action</b>	<b>Timescale</b>	<b>Target/PI</b>	<b>Partnership links</b>	<b>Resources</b>
<b>1: Arts and health</b>	a) More arts projects in partnership with the Drugs and Alcohol Action Team (such as a recent DVD project 'High Risk')		•	• Drugs and Alcohol Action Team	
	b) Take part in sub-regional initiatives through the Merseyside Arts Partnership to develop arts and health work as an inter-authority initiative, supported by Arts Council.		•	• Merseyside Arts Partnership • ACE	
	c) Explore the scope for establishing a part-time co-ordinator to develop arts in health opportunities in partnership with the PCT.		•	• PCT • St Helens Council	
	d) Explore further collaborations relating to the key priorities of mental health, ageing, young people's issues (including teenage pregnancy, sexual health and drugs awareness), men's health and training for arts and health staff.		•	• PCT	

<b>2: Active lifestyles</b>	e) Offer a range of youth dance programmes.		•	<ul style="list-style-type: none"> <li>Arts Education</li> <li>PE &amp; Sport</li> </ul>	
	f) Maintain the dance development programme, at The Brindley, at off-site locations and with other services e.g. Children's Centres.		•	<ul style="list-style-type: none"> <li>Children's Centres</li> <li>Community Centres</li> </ul>	
	g) Continue to develop programmes such as Fit 2 Dance and Years Ahead projects (for the over 50s).		•	<ul style="list-style-type: none"> <li>Community Centres</li> <li>Social Services</li> </ul>	
<b>3: Audience development</b>	h) Devise and implement joint initiatives with Sports Development in areas of low take-up.		•	<ul style="list-style-type: none"> <li>Sports Development</li> </ul>	
	i) Devise and implement specific initiatives to encourage first-time audiences at The Brindley.		•	•	
	j) Devise and implement specific initiatives to engage more young adults, including different marketing aimed at the needs of different age groups.		•	•	
	k) Devise and implement specific initiatives to encourage new involvement through arts development outreach projects.		•	<ul style="list-style-type: none"> <li>PCT</li> </ul>	
	l) Further develop joint projects with libraries, especially Get into Reading – dementia work		•	<ul style="list-style-type: none"> <li>Libraries</li> <li>The Reader Organisation</li> <li>Social Services</li> </ul>	
<b>4: 2012 Olympics</b>	m) Work with other services and authorities and the North West Olympic Creative Programmer to develop a cultural programme related to the 2012 Olympics.		•	<ul style="list-style-type: none"> <li>Merseyside Arts Partnership</li> <li>Olympics Creative Programmer</li> </ul>	

**Theme 2: Urban renewal and regeneration**

**The arts service will contribute to urban renewal and regeneration** through:

- managing The Brindley as a creative focus for the Borough and for its role in wider community regeneration
- outreach and neighbourhood projects which contribute to community regeneration
- developing a strategic approach to public art, to promote sense of identity and pride of place and contribute to the quality of design and urban renewal/regeneration.

*Improvement outcomes will include:*

- sustainability and viability of The Brindley as a creative focus
- increased participation in target neighbourhoods
- environmental and public realm improvements.

<b>Workstream</b>	<b>Action</b>	<b>Timescale</b>	<b>Target/PI</b>	<b>Partnership links</b>	<b>Resources</b>
<b>1: The Brindley</b>	a) Carry out market research (specific and local, not generalised) to understand the views of users and non-users, to help shape audience development strategies.		•	• Research & Intelligence • Arts Council	
	b) Use market research data (e.g. ACORN data and findings of Active People survey) to target people in areas where there are currently low levels of participation.		•	• Sports Development • Research & Intelligence	
	c) Promote the venue more strongly beyond the Borough both to enhance the reputation of the Borough and to help the venue's sustainability by contributing to earned income.		•	•	
	d) Audience development work (as Theme 1.3).		•	•	
<b>2: Outreach work</b>	e) Devise and implement development work, with other cultural services in the borough, through specific interventions in neighbourhoods or		•	• Community Development • Other cultural	

	localities where there are low levels of participation, e.g. the 'super output areas' identified in the work on Neighbourhood Management (such as a pilot project in the West Bank area of Widnes).			services	
<b>3: Public art</b>	f) Work to achieve a strategic influence with the Council's Environment Department (which includes Planning, Economic Regeneration, Major Projects and Highways); this may include the possibility of a specialist post on a part-time or freelance basis to provide expert advice.		•	<ul style="list-style-type: none"> <li>• Environment Services</li> <li>• Planning Dept</li> <li>• ACE</li> <li>• Merseyside Arts Partnership</li> </ul>	
	g) Advocate for the adoption and implementation of the Planning Guidance Note and Commissioning Guide.		•	<ul style="list-style-type: none"> <li>• Environment Services</li> <li>• Planning</li> </ul>	
	h) Seek to influence the Building Schools for the Future (BSF) programme with conceptual thinking about the community role of new schools as well as arts interventions in their design.		•	<ul style="list-style-type: none"> <li>• BSF programme</li> <li>• Schools</li> <li>• Education</li> </ul>	
	i) Seek to influence major infrastructure projects such as Widnes Waterfront, Runcorn Canal Quarter, the Mersey Gateway new bridge and new health facilities planned for the Borough.		•	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Major Projects Dept</li> </ul>	

**Theme 3: Employment, learning and skills**

**The arts service will support employment, learning and skills in the creative sector** through:

- building local talent
- nurturing the growth of the independent artists sector and independent arts groups in the Borough.

*Improvement outcomes will include:*

- capacity building and a stronger independent sector
- economic benefits with the growth of a sustainable pool of arts organisations and artists.

<b>Workstream</b>	<b>Action</b>	<b>Timescale</b>	<b>Target/PI</b>	<b>Partnership links</b>	<b>Resources</b>
<b>1: Artists and practitioners</b>	a) Continue to offer a small grants and a small training grants programme.		•	• Funding Section • Community Development	
	b) Offer advice and assistance to artists, for example (i) to young bands, linking them to other sources of support and to promoters, and assist initiatives such as Loose Music and (ii) to visual artists and crafts makers and link them to other sources of support and to venues.		•	• Arts organisations • Merseyside Arts Partnership	
	c) Improve networking for artists and arts groups, specifically by reviving and re-launching the Raw Arts website, and extending its range as a platform and showcase for local independent practitioners, to strengthen its value as a resource, including as a source of information to assist other Council services, providing a directory of artists and arts groups (with supporting information such as examples of work undertaken and names of independent referees). Complement		•	• I.T.	

	<p>this with a regular e-circular to practitioners to channel information, news, commissioning opportunities etc.</p>				
	<p>d) Strengthen support for the voluntary sector through the development of a DVD and website by the Cultural Partnership to make the voluntary sector more visible.</p>		•	• Cultural Partnership	
	<p>e) Build on existing links with neighbouring initiatives e.g. Cheshire Artists Network and Open Studios for the benefit of local artists and venues.</p>		•	• Cheshire Artists Network and Open Studios	
<b>2: Creative industries</b>	<p>f) Develop signposting and advice on progression routes.</p>		•	•	
	<p>g) Consider strategic alliance with agencies (such as ACME or CRISP) or with other local authorities, to counter the limited capacity.</p>		•	• ACME, CRISP etc. or another authority	
	<p>h) Develop more formalised links with Riverside College: to collaborate on structured and planned workshops and artists' residencies, placements and practical experience to help local students considering a career in arts, crafts or media work, including technical support work; to facilitate opportunities for more advanced students to gain experience in working on community projects; and to maintain more regular contact between arts team and college staff, contributing the arts team's knowledge of the industry and the arts professions.</p>		•	• Riverside College	
	<p>i) Offer work experience and mentoring for emerging artists and practitioners.</p>		•	• Cultural Partnership	
	<p>j) Look at possible opportunities through Building Schools for the Future to establish creative studios which could host artists in schools and act as incubator spaces for emerging creative businesses.</p>		•	• BSF Programme	

**Theme 4: Arts opportunities for children and young people**

**The arts service will contribute opportunities for children and young people through:**

- formal and informal learning opportunities for children and young people
- a range of participatory arts activities for children and young people.

*Improvement outcomes will include:*

- increased participation by children and young people
- increased aspirations and achievements.

<b>Workstream</b>	<b>Action</b>	<b>Timescale</b>	<b>Target/PI</b>	<b>Partnership links</b>	<b>Resources</b>
<b>1: Early years</b>	a) Develop the role of the arts team as a resource able to provide specialist advice to staff in CYPANs and the Children's Centres, and advising them on use of artists who are potentially available to deliver work.		•	<ul style="list-style-type: none"> <li>• CYPANs</li> <li>• Children's Centres</li> </ul>	
	b) Work through CYPANs and the Children's Centres to reach families with family learning and inter-generational work.		•	<ul style="list-style-type: none"> <li>• CYPANs</li> <li>• Children's Centres</li> </ul>	
<b>2: Education</b>	c) Develop the role of the arts team as a resource able to provide specialist advice to curriculum advisers, headteachers and schools, advising them on use of artists who are potentially available to deliver work, contributing to CPD and INSET for teachers, and supporting the work of the Arts Education Development Officer in encouraging schools to apply for the <i>Artsmark</i> award and helping them to meet the standards of the programme, especially in areas such as dance where support is especially needed.		•	<ul style="list-style-type: none"> <li>• C &amp; YP Service</li> <li>• Schools</li> <li>• Arts Education</li> </ul>	

	d) Plan workshops, residencies, exhibitions and performances which support schools' curricular needs, both through the programme of The Brindley and through links with artists and arts organisations.		•	<ul style="list-style-type: none"> <li>• Schools</li> <li>• Riverside College</li> <li>• Arts Education</li> </ul>	
<b>3: Youth arts</b>	e) Help to develop a Council-wide Youth Arts Policy as a statement of entitlement and service availability, working with the integrated Youth Service and with young people.		•	<ul style="list-style-type: none"> <li>• Youth Service</li> <li>• Connexions</li> <li>• Education</li> </ul>	
	f) Work with the Borough's other cultural services towards the 'five hour offer' and the extended school day.		•	<ul style="list-style-type: none"> <li>• Cultural services</li> </ul>	
	g) Pilot projects to promote the Young People's <i>Arts Award</i> as an accredited award, with the Positive Activities group.		•	<ul style="list-style-type: none"> <li>• Youth Service</li> <li>• Connexions</li> <li>• Education</li> </ul>	
	h) Develop further opportunities through which young people can devise their own programming, building on the experience of H208 which included work run and managed by young people.		•	<ul style="list-style-type: none"> <li>•</li> </ul>	
	i) In response to young people's interest, develop film/video/media work, both at The Brindley and in conjunction with venues such as Riverside College with specialist facilities and equipment, and at new school buildings planned through BSF as part of wider community use and access.		•	<ul style="list-style-type: none"> <li>• Riverside College</li> <li>• City Learning Centres</li> </ul>	
	j) Support proposals to establish a dedicated youth facility in Widnes which could increase the creative opportunities available to young people in the northern part of the borough.		•	<ul style="list-style-type: none"> <li>• Youth Service</li> <li>• Connexions</li> </ul>	

**Theme 5: A safer community****The arts service will contribute to a safer community** through:

- arts projects which animate the community and promote community cohesion
- diversionary programmes for children and young people
- arts projects which contribute to strategies to counter drug and substances misuse
- arts projects which tackle specific issues of offending behaviours (e.g. vehicle crime).

*Improvement outcomes will include:*

- a joined-up approach to reaching target audiences, working together with other services to focus on identified priority areas
- increased community cohesion
- more positive attitudes and reduced anti-social behaviour by young people.

<b>Workstream</b>	<b>Action</b>	<b>Timescale</b>	<b>Target/PI</b>	<b>Partnership links</b>	<b>Resources</b>
<b>1: Community engagement</b>	a) Support neighbourhood projects which promote a sense of local community.		•	• Community Development	
	b) Reach non-committed audiences through community animation projects in parks, open spaces and public spaces in town centre locations.		•	• Parks & Countryside Service • Cultural Partnership	
	c) Discontinue attempts to provide a borough-wide Touring Network but make specific provision for rural communities (such as Preston Brook) by buying into the Cheshire touring circuit.		•	•	
<b>2: Diversionary programmes</b>	d) Devise and implement projects which promote positive images and roles for young people.		•	•	

for children and young people					
	e) Devise and implement projects which support target groups such as NEET young people		•	• PRU. The Bridge	
	f) Integrate arts and creative activities into Splash programmes to offer out-of-school creative opportunities.		•	• Splash programme	
	g) Continue to offer out-of-school creative opportunities for children and young people at The Brindley.		•	•	

**Theme 6: Leadership and partnerships**

**The arts service will provide leadership and develop partnerships** through:

- maintaining and developing a strategic framework for the arts in Halton
- developing internal partnerships and collaborations with services of the Council
- developing external partnerships and collaborations with other agencies.

*Improvement outcomes will include:*

- effective application of people and financial resources to achieve strategic outcomes
- effective partnerships internally and externally including the arts having a voice in the LSP.

<b>Workstream</b>	<b>Action</b>	<b>Timescale</b>	<b>Target/PI</b>	<b>Partnership links</b>	<b>Resources</b>
<b>1: Advocacy</b>	a) Consistent advocacy and profile-raising by the arts team.		•	• Corporate Communications	
	b) Implement an improved website.		•	•	
	c) Promote and encourage artistic quality and integrity through the work of the arts team and their imagination, originality and innovation.		•	• Artists / Freelancers • Companies	
	d) Work on evidence systems and PIs to ensure that impact and outcomes can be demonstrated and communicated.		•	•	
<b>2: Working together internally</b>	e) Ensure that the contribution the arts make to achieving corporate objectives is recognised in e.g. LAA.		•	• Corporate and Policy Department	
	f) Further development of cross-service working, and with improved planning mechanisms.		•	•	
	g) Develop the arts team's offering as an in-house consultancy resource including sharing information, contacts, ideas and advice with other services.		•	•	

	h) Develop the working relationships with the four CYPANs.		•	• CYPANs	
<b>3: Working together externally</b>	i) Play an active role in Merseyside Arts Partnership and ensure Halton is able to benefit from sub-regional initiatives.		•	• Merseyside Arts Partnership	
	j) Explore the potential for links with other nearby local authorities, e.g. St Helens, Warrington for joint work on e.g. health, creative industries and in other areas where co-operation or joint action would be beneficial to Halton.		•	• Other local authorities, e.g. St Helens, Warrington	
	k) Maintain and develop the relationship with Arts Council England North West.		•	• Arts Council England North West	
	l) Maintain and develop the links with other regional and national networks, support structures and professional bodies.		•	•	
	m) Support Norton Priory Museum in its ambitious expansion plans which will offer enhanced arts opportunities as well as strengthening the Borough's heritage offer.		•	• Norton Priory Museum	