

Excellence for everyone Cultural Partnership Plan 2009-2013

Archives Creativity Dance Sport Festival Participation Heritage Museum Theatre Music
Gallery Inspiration Enterprise Arts Architecture Play Carnival
Drama Film Imagination Performance Cinema Literature Singing
Playground Concert Libraries River Enjoyment Poetry Storytelling
Tourism Parks

Foreword

It's good that the title of the London Borough of Richmond upon Thames' cultural programme for the next four years emphasises the importance of *partnership* for its successful delivery. National, regional and local culture is nothing if it is not shared widely throughout the community, bringing people together with shared aspirations for the quality and fulfilment of their lives. The partnership in question is partly that between the Council's elected members, officers and departments – the sharing of aspiration and activity between the borough's galleries, museums, libraries, adult social care, children's services, schools and colleges – and partly close co-operation with the many voluntary arts organisations, sports clubs and other cultural institutions in the borough. Richmond upon Thames is immensely fortunate to have both strong public and voluntary cultural activities.

The Cultural Partnership's priority is rightly to lead on the availability of all these cultural activities to all parts of the community, especially those who might otherwise be denied them – older people, the young, people with disabilities, black and minority ethnic groups and those living in the more deprived areas in the borough. The plan spells this out with conviction. This annual Delivery Plan shows how the Cultural Partnership intends to accomplish this often difficult and expensive task. It aims to build diversity and access into established mainstream activities, and ensures that different sections of our community have the opportunity to play a full part in everything that is going on in the borough and to bring their own diverse cultures to others.

Many of these participatory and audience activities take place in the voluntary sector. If we are to have a successful cultural life, it makes profound sense for cultural institutions to work with the sector to find the most effective methods of achieving their objectives. **artsrichmond** and Sport Richmond are voluntary bodies which support and encourage participation in the arts, sport and the wider cultural life of the borough. Close partnership between them and the cultural institutions to evolve successful projects and to overcome the barriers in the way of full participation is surely the best way to deliver an effective cultural programme and the ambitions outlined in the Cultural Partnership Plan – **Excellence for Everyone**.

Clive Bradley CBE
Chairman, **artsrichmond**

Introduction

Everyone in Richmond upon Thames should have access to excellent cultural services. **Excellence for Everyone**, our four-year Cultural Partnership Plan, sets out a strategy and improvement framework for all cultural services in the borough from 2009 until 2013. This plan builds on previous strategies for culture and renews our vision for a borough where cultural activity encourages participation, brings enjoyment, sparks creativity, contributes to health and wellbeing, transforms public spaces, attracts visitors, stimulates the local economy and brings communities together. Our aim is to maximise the benefit to all individuals and communities from cultural development, and to ensure that culture and the expression and enjoyment of creativity play a leading role in delivering the vision for Richmond upon Thames set out in the Community Plan.

The Cultural Partnership

Excellence for Everyone was developed by the Cultural Partnership. A strong Cultural Partnership is vital for a borough determined to deliver excellent and inclusive cultural services. The Partnership brings together the energy, creativity and resources of the individuals, organisations and businesses involved in delivering or promoting cultural services. It sits alongside a number of other borough-wide partnerships set up between public services, local businesses and community organisations under the umbrella of the Local Strategic Partnership. The Cultural Partnership Plan links to the Community Plan and to other strategies and plans that have been produced by partnership groups, such as the Children and Young People's Plan.

The Delivery Plan

The Cultural Partnership Plan outlines our commitments to delivering an excellent cultural offer and clearly sets out the outcomes we want for local residents and visitors. A series of performance measures have been developed so that we can judge our success and measure the impact that cultural services have made on local people's engagement, achievement and overall quality of life. This Delivery Plan sits alongside this strategic plan to outline the specific actions we will take in 2009-10 to deliver our commitments. It is not intended to be a list of all the cultural activities that take place in the borough; instead, the Delivery Plan will focus on those key areas where we wish to make most progress during the year by targeting our attention and resources. The Cultural Partnership Plan will be reviewed by the Cultural Partnership at least once a year with a report produced on progress against the commitments and desired outcomes. The Delivery Plan will be refreshed each year as the cultural offer develops in response to the expectations of participants, spectators and audiences and any changing circumstances and opportunities in the borough.

Theme 1: Participation

We want to increase and widen opportunities for participation, enjoyment and achievement, and develop pathways for new talent.

Commitment	Action	Benefit	Lead partner	Resources	Timescale
1.1 Provide more opportunities for all people to participate in cultural activities.	Establish a Jam Free Dance Club as part of the London Dance and Sadler's Wells performance initiative.	1.1.1 People have more opportunities to participate in sport and physical activity.	Richmond Theatre and School Sport Partnership	Grant funded by Youth Dance England	March 2010
	Improve out-of-school arts provision for targeted groups of young people as part of the London Youth Offer.	1.1.4 People have more opportunities to engage with the visual and performing arts as an audience member or participant.	Council Arts Service	Grant funded by London Development Agency Youth Opportunities Fund and Positive Activities for Young People	March 2010
	Implement A Night Less Ordinary to provide free theatre to young people aged 26 and under, and to extend and develop the audience for theatre in the borough.	1.1.4 People have more opportunities to engage with the visual and performing arts as an audience member or participant.	Orange Tree Theatre	Grant funded by Arts Council England	March 2010

Commitment	Action	Benefit	Lead partner	Resources	Timescale
1.2 Increase and widen participation in cultural activities by targeting provision and support at low participant groups.	Implement a Culture 4 Keeps Leisure Card for all looked-after children and broker reciprocal arrangements with other local authorities.	1.2.1 Looked-after children have improved access to facilities and activities leading to increased participation in cultural activities.	Council Sport and Fitness Service	Funded from within Council resources	January 2010
	Improve fitness suites at two sports and fitness centres to ensure they are accessible to people with disabilities as part of the Inclusive Fitness Initiative led by Inclusive and Active.	1.2.2 People with disabilities and learning difficulties have improved access to facilities and activities leading to increased participation in cultural activities.	Council Sport and Fitness Service	Funded from within Council resources	March 2010
	Develop Culture Counts to consult with young people with disabilities to shape the borough's cultural offer and increase participation.	1.2.2 People with disabilities and learning difficulties have improved access to facilities and activities leading to increased participation in cultural activities.	Council Arts Service	Grant funded by the Arts Council Creative Services Programme	March 2010

Commitment	Action	Benefit	Lead partner	Resources	Timescale
1.3 Develop more opportunities for people to learn, achieve, volunteer and develop skills through cultural activities.	Deliver the Richmond Theatre 110 project – a theatre and heritage learning programme for workless adults and disadvantaged young people.	1.3.2 Adults' skills, continuing education and enjoyment are enriched and their achievement improved by participating in cultural activities.	Richmond Theatre	Grant funded by the Heritage Lottery Fund	March 2010
	Develop arts enrichment and gallery education programmes for families in partnership with children's centres at Ham and Heathfield.	1.3.3 Families have opportunities to learn together through cultural activities.	Council Arts Service	Grant funded by the Engage: Enquire programme	March 2010

Commitment	Action	Benefit	Lead partner	Resources	Timescale
1.4 Identify and develop effective pathways to support talented sportspeople, artists and performers.	Provide opportunities for young people to train and compete in sport through the London Youth Games.	1.4.1 People have access to coaching, tuition and opportunities to learn from elite athletes, professional artists and performers to help develop their talents in sport, music and the visual and performing arts.	Council Sport and Fitness Service	Funded from within Council resources and sponsorship from Harlequin FC	July 2009
	Develop work-based learning opportunities for young people aged 14-19 as a pathway for employment in the arts and creative industries.	1.4.1 People have access to coaching, tuition and opportunities to learn from elite athletes, professional artists and performers to help develop their talents in sport, music and the visual and performing arts.	Council Arts Service	Grant funded by the Engage: Visual Roots programme and V	March 2010
	Deliver the Big Racket concerts for young instrumental musicians at the tennis arena at St Mary's University College.	1.4.2 People have access to professional exhibition and performance venues in which to showcase their talents.	Richmond Music Trust	Funded from within Richmond Music Trust resources	July 2009

Commitment	Action	Benefit	Lead partner	Resources	Timescale
	<p>Deliver a Dramatic Edge inter-generational project on the heritage of Eel Pie Island culminating in music, dance and theatre performances in a range of venues.</p>	<p>1.4.2 People have access to professional exhibition and performance venues in which to showcase their talents.</p>	<p>Hampton Community College</p>	<p>Funded from within Council resources</p>	<p>March 2010</p>

Commitment	Action	Benefit	Lead partner	Resources	Timescale
1.5 Increase opportunities for cultural activities to improve the health and emotional wellbeing of participants, spectators and audiences.	Implement free swimming for older people at all Council funded or part-funded swimming pools.	1.5.1 People are supported to lead active lifestyles to improve their physical health and reduce obesity through cultural activities.	Council Sport and Fitness Service	Grant funded by the Department for Culture Media and Sport	April 2009
	Extend and re-launch the Books on Prescription scheme in all libraries.	1.5.2 People enjoy good mental health and emotional wellbeing and are supported to address their mental health issues through cultural activities.	Council Library Service	Funded from within Council resources	March 2010
	Develop the music therapy service for adults with learning disabilities and ensure it is well placed to meet the requirements of self-directed support.	1.5.2 People enjoy good mental health and emotional wellbeing and are supported to address their mental health issues through cultural activities.	Richmond Music Trust	Funded from within Richmond Music Trust resources	March 2010
	Develop informal learning opportunities for adults in the visual arts, heritage and dance, with a particular focus on supporting mental health.	1.5.2 People enjoy good mental health and emotional wellbeing and are supported to address their mental health issues through cultural activities.	Council Arts Service	Grant funded by the Museums, Libraries and Archives Council Challenge Fund and the Learning Revolution	March 2010

Theme 2: Inspiration

We want to promote Richmond upon Thames and develop a vibrant and inspirational public realm.

Commitment	Action	Benefit	Lead partner	Resources	Timescale
2.1 Develop and use the public realm as a shared venue for cultural activities.	Deliver public art projects which enable children and families to engage with the Great River Race.	2.1.2 People are encouraged to use parks, open spaces, the river and riverside to improve their fitness and to enjoy sports, live art and creative activities.	Council Arts Service	Funded from within Council resources	September 2009
	Use Orleans House Gallery to develop and host a large-scale community festival to celebrate Holi, the festival of colours.	2.1.2 People are encouraged to use parks, open spaces, the river and riverside to improve their fitness and to enjoy sports, live art and creative activities.	Council Arts Service and the Ethnic Minorities Advocacy Group (EMAG)	Grant funding available from Arts Council England	March 2010

Commitment	Action	Benefit	Lead partner	Resources	Timescale
2.2 Improve and develop cultural facilities.	Develop dual-use outdoor sports facilities at Lincoln Field (Whitton Sports College).	2.2.1 People have access to improved sports and fitness facilities.	Council Sport and Fitness Service	Grant funded by the Football Foundation and match funded by Richmond Council	February 2010
	Develop dual-use sports facilities at Teddington School and Teddington Sports Centre.	2.2.1 People have access to improved sports and fitness facilities.	Council Sport and Fitness Service	Grant funded by Building Schools for the Future	February 2010
	Contribute to the development of outdoor sports facilities at Barn Elms.	2.2.1 People have access to improved sports and fitness facilities.	Council Sport and Fitness Service	Funded from within Council resources	March 2010
	Move Hampton Hill Library to new purpose-built premises on the High Street.	2.2.2 People have access to improved public libraries.	Council Library Service	Funded from within Council resources	January 2010
	Commence a full review of library opening hours to ensure libraries are open at times which suit their users and local communities.	2.2.2 People have access to improved public libraries.	Council Library Services	Funded from within Council resources	January 2010
	Commence a major public fundraising initiative to refurbish the Museum of Richmond and improve collection care, display and interpretation.	2.2.3 People have access to improved museums and art galleries.	Museum of Richmond	Not applicable	September 2009

Commitment	Action	Benefit	Lead partner	Resources	Timescale
	Develop facilities and the environment at Crane Valley Park as part of year one of the Mayor of London's Help a London Park initiative.	2.2.4 People have access to improved parks and open spaces.	Council Parks and Open Spaces Service	Grant funded by the LDA and Mayor of London	March 2010
	Develop 11 natural play spaces for children and young people aged 8 to 11 in consultation with local communities.	2.2.5 Children, young people and their families have access to safe, friendly and exciting play spaces and play experiences.	Council Sport and Fitness Service and the Play Partnership	Grant funded by the DCSF Play Builder Programme	March 2010

Commitment	Action	Benefit	Lead partner	Resources	Timescale
2.3 Promote, conserve, interpret and make accessible the rich cultural heritage and environment of the borough.	Commence work on the digitisation of the archive collection to enable greater access to the collections.	2.3.4 Collections are developed and artworks, archive documents and objects in the borough's care are conserved, interpreted and made accessible to the public.	Council Library Service	Grant funding available from the Heritage Lottery Fund	March 2010
	Establish new charitable trust and governance arrangements for the Orleans House charitable bequest.	2.3.4 Collections are developed and artworks, archive documents and objects in the borough's care are conserved, interpreted and made accessible to the public.	Council Cultural Services	Not applicable	March 2010
2.4 Encourage innovative approaches to the design of public buildings, open spaces and urban environments.	Develop a public art strategy.	2.4.1 People are able to experience and enjoy public art.	Council Cultural Services	Funded from within Council resources	March 2010

Theme 3: Enterprise

We want to encourage innovation and enterprise, and provide effective support to cultural entrepreneurs and to the leisure, creative and tourism industries.

Commitment	Action	Benefit	Lead Partner	Resources	Timescale
3.1 Support the leisure and creative industries to ensure a strong cultural economy.	Hold a forum with the creative industries to establish effective partnership and support for the sector.	3.1.1 The cultural economy is strengthened by leisure and creative industries having improved access to business information, advice and networking opportunities.	Council Cultural Services	Funded from within Council resources	March 2010
3.2 Encourage innovation in cultural facilities and activities by working with key business and further and higher education sector partners.	Work with Starbucks Coffee Company to develop book and reading-related activities with local libraries.	3.2.1 People have access to cultural facilities and activities that are supported by improved relationships with businesses and the FE and HE sectors.	Council Library Service	Funded from within Council resources and sponsorship from Starbucks	March 2010
3.3 Create spaces for artists and creative practitioners to work and showcase their work.	Support local artists to take part in the Arts Council's Art in Empty Spaces initiatives in empty shops in town centres.	3.3.1 Artists and creative practitioners have increased opportunities to showcase and sell work including open studios and rehearsals.	Council Arts Service	Grant funding available from Arts Council England	March 2010
3.4 Promote Richmond upon Thames as a visitor destination and as a centre for culture.	Deliver Destination Richmond to showcase the cultural assets of the borough to the travel trade and tourism bodies.	3.4.1 More UK and international visitors are attracted to Richmond upon Thames to attend spectator sport, cultural events and visitor attractions.	Council Marketing and Tourism Service	Funded from within Council resources	October 2009

Commitment	Action	Benefit	Lead Partner	Resources	Timescale
3.5 Extend commercial use of the borough's cultural assets in order to invest in our cultural facilities.	Explore options for the commercial use of parks to screen live arts and sports events.	3.5.2 The cultural economy is strengthened by the use of cultural and heritage locations as venues for conferences, weddings and other events.	Council Parks and Open Spaces Service	Funded from within Council resources	March 2010

Theme 4: Excellence

We want to maintain cultural excellence by building capacity to continually drive improvement in services.

Commitment	Action	Benefit	Lead partner	Resources	Timescale
4.1 Enhance partnership working and consultation mechanisms to improve the delivery of effective cultural services.	Work with the National Governing Bodies (NGB) to develop whole sport plans for badminton, basketball and swimming.	4.1.2 There are strengthened relationships with national and regional sports and cultural bodies.	Council Sport and Fitness Service	Funded from within Council resources	March 2010
	Improve links with the Local Strategic Partnership (LSP) to ensure that the Cultural Forum is linked into local strategic planning and decision-making.	4.1.4 People are consulted, involved and able to inform the planning and shaping of cultural services in the borough.	Council Cultural Services	Not applicable	March 2010
	Pilot consultative groups at two libraries working in partnership with the Friends of Richmond Libraries.	4.1.4 People are consulted, involved and able to inform the planning and shaping of cultural services in the borough.	Council Library Service	Funded from within Council resources	March 2010
4.2 Improve information networks and the marketing of the cultural sector and its services to grow awareness, develop audiences and increase participation.	Develop a marketing strategy for cultural services.	4.2.2 Participation in cultural activities is increased through effective marketing of facilities and services and contribution to national campaigns.	Cultural Forum	Funded from within Council resources	March 2010

Commitment	Action	Benefit	Lead partner	Resources	Timescale
4.3 Improve the quality of services, develop our workforce, and extend opportunities for cultural facilities and services to achieve quality accreditation.	Complete the Cultural Services Improvement Toolkit (CSIT) and the Museum Improvement Programme and identify opportunities to improve services in partnership with other London boroughs.	4.3.1 People have access to quality-accredited sports and cultural services and facilities.	Council Cultural Services	Funded from within Council resources	January 2010
	Increase the number of Green Flags for parks and open spaces from four to eight awards.	4.3.1 People have access to quality-accredited sports and cultural services and facilities.	Council Parks and Open Spaces Service	Funded from within Council resources	March 2010
	Achieve QUEST accreditation at Teddington Pool and Fitness Centre and Pools on the Park.	4.3.1 People have access to quality-accredited sports and cultural services and facilities.	Council Sport and Fitness Service	Funded from within Council resources	March 2010
4.4 Provide evidence of the impact of cultural services to drive improvement and investment in the sector.	Establish a performance framework for cultural services and set baseline performance indicators.	4.4.1 People have access to improved cultural services informed by the analysis of robust, accurate and timely data and performance information.	Council Cultural Services	Funded from within Council resources	March 2010

Commitment	Action	Benefit	Lead partner	Resources	Timescale
4.5 Ensure the efficient and effective management of resources in order to ensure best value and deliver continual improvement.	Review the staffing structure of the Library Service.	4.5.1 Financial resources are deployed where they have the greatest potential to improve cultural services.	Council Cultural Services	Funded from within Council resources	March 2010
	Review the staffing structure of Sports and Fitness Service.	4.5.1 Financial resources are deployed where they have the greatest potential to improve cultural services.	Council Cultural Services	Funded from within Council resources	March 2010
	Implement radio frequency identification (RFID) self-service technology in the Library Service as part of an invest-to-save programme.	4.5.1 Financial resources are deployed where they have the greatest potential to improve cultural services.	Council Library Service	Funded from within Council resources	March 2010
	Review fees and charges in the Sport and Fitness Service.	4.5.1 Financial resources are deployed where they have the greatest potential to improve cultural services.	Council Sport and Fitness Service	Funded from within Council resources	March 2010
	Renew the Library Service stock contract and negotiate entry into a stock consortium which delivers more cost effective services.	4.5.1 Financial resources are deployed where they have the greatest potential to improve cultural services.	Council Library Service	Funded from within Council resources	March 2010

Commitment	Action	Benefit	Lead partner	Resources	Timescale
	Develop a fundraising strategy for the arts.	4.5.1 Financial resources are deployed where they have the greatest potential to improve cultural services.	Council Cultural Services	Not applicable	March 2010
	Renew the Pools on the Park management contract and establish improved contract monitoring and quality assurance protocols.	4.5.1 Financial resources are deployed where they have the greatest potential to improve cultural services.	Council Sport and Fitness Service	Funded from within Council resources	March 2010

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large print, on audio tape or in another language.
Phone: 020 8891 7500 or Minicom: 020 8891 7539.

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