

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

I am pleased to present **Excellence for Everyone**, the Cultural Partnership Plan for Richmond upon Thames from 2009 until 2013. This strategic plan affirms the borough's commitment to culture: the arts, sport, physical activity, museums, libraries, archives, historic buildings, theatre, tourism, and to a much broader range of less formally defined cultural opportunities.

Culture plays a crucial role in enriching the lives of everyone who lives, works, studies, plays in or visits the borough; in fact, culture is so much part of the everyday choices that we make that it is sometimes easy to forget that it needs to be planned, resourced, championed and sustained. Our new Cultural Partnership Plan does this. It builds on our existing achievements to set out how the borough's cultural sector will work together to develop and improve our offer so that accessible, challenging, diverse and, above all, excellent cultural opportunities are at the centre of everyone's lives in all parts of Richmond upon Thames.



Cllr Liz Jaeger  
Cabinet Member for Youth, Culture and Leisure  
London Borough of Richmond upon Thames

It was my pleasure to launch the consultation on this plan at the Cultural Partnership event at the Rugby Football Union in January 2009. The event triggered a stimulating and vigorous debate throughout the many sporting and cultural organisations we are fortunate to have in Richmond upon Thames. It also produced some great ideas and positive suggestions about how we can maximise the creative and cultural opportunities available to the people who live, work, study and play in our borough, and the many people who visit us each year.

Culture should not just be an add-on; it should be an integral part of what we do – both for its own sake, and for the valuable contribution it makes to learning, health, wellbeing, economic regeneration and community cohesion. I am personally committed to ensuring excellent cultural opportunities are accessible to everyone in Richmond upon Thames, and this is a rallying call for all those involved in the delivery of sport and culture, and doing wonderful things in our communities, to work together to make this happen.

In the current financial circumstances, when everyone's budgets are stretched, a partnership approach is even more important to achieving our goals, as is the need to have a shared set of priorities for sport and culture that will get us there. This document – **Excellence for Everyone** – does precisely that. It brings together all our ambitions, ideas and proposed actions into a comprehensive and ambitious framework which will drive the development of sport and culture over the next four years.

We want a borough where people of all ages can take part in their chosen sport or learn to tap dance. We want a borough where people make the best use of our libraries, art galleries, parks, museums and theatres; where visitors are drawn to our historic houses, markets, festivals and riverside events. We want to encourage local artists, designers, performers and sportspeople, and to make the most of the opportunities available to us through the 2012 Olympics.

I am excited by the possibilities expressed in this plan and look forward to working with the Cultural Partnership on its implementation so that, together, we can make sure that Richmond upon Thames remains a vibrant London borough where sport and culture truly thrives.



Nick Whitfield  
Director of Children's Services and Culture  
London Borough of Richmond upon Thames



# Introduction

Everyone in Richmond upon Thames should have access to excellent cultural services. **Excellence for Everyone**, the Cultural Partnership Plan, sets out a strategy and improvement framework for all cultural services in the borough. 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 local 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

This plan has been 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 business 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.

## Consultation

There has been wide consultation with a range of stakeholders within the cultural sector and in related sectors: children's services; the youth service; the health service; adult social care and the wider voluntary sector. Extensive community consultation was also carried out to supplement feedback from established focus groups, consultation panels and friends organisations.

While there was no absolute unanimity about cultural provision in the borough, many common themes emerged based on the shared experience of living and working in the borough. There were high levels of satisfaction for our community-based facilities – parks, libraries, galleries, arts venues, theatres and sports and fitness centres – and strong support for the extensive programmes of exhibitions, festivals, events and education that happen in them. Many respondents asked for more of these activities.

There was a clear recognition that the borough benefited from a growing range of voluntary sports clubs, arts organisations and networks which enable people to engage in culture as participants, spectators and audience members. In terms of areas for improvement, respondents requested more accessible sports provision for young people, increased numbers of practical workshops at our art galleries and extended opening times at our libraries. Many respondents pointed to the need to improve the promotion of cultural opportunities provided in the borough; stakeholders in the cultural sector also recognised this need and stressed the importance of collaborative approaches to marketing the sector and its services. The funding of culture was, unsurprisingly, seen as a major issue to be addressed particularly in the current economic downturn. The need to increase the number of volunteers in the sector was also identified, as was the need to empower and skill local people to deliver cultural opportunities within their own communities. These priorities for improvement are reflected in the commitments laid out in this plan.

*“Richmond upon Thames is one of the most prosperous boroughs in London, with a generous supply of parks, commons and village greens; it is home to one of the world's renowned sporting venues, national historical and world heritage sites and is a vibrant local area for arts and culture. Taken together, these features make our borough a very special place to live, work or visit.”*

Richmond upon Thames Community Plan 2007 to 2017



## The Cultural Partnership Plan

The Cultural Partnership has followed the government Department of Culture, Media and Sport (DCMS) guidance to produce the framework for this strategic plan. The 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. A detailed delivery plan will sit alongside this strategic plan; this will outline the specific actions we will take to deliver our commitments.

The Cultural Partnership Plan and the supporting delivery 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.

## What is culture?

Culture isn't a narrow interest. People take part in and enjoy culture all the time: through sport and the arts; reading; researching their family history; visiting historic buildings; or taking a walk in the park. They engage with culture as creators, visitors, participants, volunteers and enthusiasts, in libraries, galleries, museums, cinemas, theatres, stadiums, sports halls, parks, and on the river.

Cultural activities include organised events delivered by public bodies and commercial and voluntary organisations, but can also encompass

diverse areas of activity including downloading and listening to music, skateboarding and amateur dramatics. People choose to engage with culture because they value it and because they enjoy it. It is central to their quality of life, identity, wellbeing and happiness. Culture also has a social value: it can be a motivator; it can facilitate learning; it can enable people to make a difference to their community; and it can improve our understanding of each other and help build strong cohesive communities.

### **A broad and inclusive definition of culture has been used in the Cultural Partnership Plan, to include:**

- the performing and visual arts, crafts and fashion
- museums and archives
- libraries, literature and creative writing
- the built heritage, architecture and archaeology
- sports events, facilities and development
- parks, open spaces, allotments, the river and riverside
- children's play, playgrounds and play activities
- tourism, visitor attractions, markets and festivals
- the leisure and creative industries

*“The Friends of Richmond Libraries are delighted to support the many activities that make libraries an essential feature of the social landscape of the borough. From literary evenings, to regular poetry readings, to parent and baby sessions, to special areas for teenagers in libraries, to computer lessons, to the delivery of books to those unable to visit their local library, we have an active programme that takes the pleasures and value of reading into the local community.”*

Francis Bennett, Chairman, Friends of Richmond Libraries

## Snapshot: RISE

Richmond upon Thames Inclusive Sport and Exercise (RISE) is a disability sport initiative developed by the Council's sports development team in collaboration with the Three Wings Trust. The initiative aims to highlight the wide range of inclusive and disability-specific sports available in the borough. RISE events are held regularly and offer taster sessions in a range of sports and physical activities. The sports are carefully selected to ensure that people are able to continue with any chosen sport beyond the RISE sessions by joining a local sports club or class. Other sports have been introduced. Following the initial RISE event in 2008, the sports development team held a training event for Boccia coaches, and courses now run at Hampton Community College, Shene Sports and Fitness Centre and at some Council day centres. An activity buddy scheme has also been developed to give more people with disabilities the opportunity to participate in their chosen sport.





## Funding culture

The funding needed to deliver the commitments set out in the plan come from a combination of sources: the mainstream budgets of Cultural Partnership members; grant funding from the Arts Council, the Big Lottery, Heritage Lottery Fund, the Football Foundation and other funding bodies; corporate sponsorship; and private contributions and public donations. The detailed funding required to deliver the plan's commitments is set out in the annual delivery plan.

A decade of increased public and private investment has helped the cultural sector in Richmond upon Thames to grow. The sector is now facing more challenging times due to the economic downturn, and there is concern about how the wider cultural sector will be able to sustain itself through the recession. There is increased pressure on local authority budgets and increased competition for public sector funding. Evidence from the DCMS and regional Cultural Observatories also shows that falling household spending will impact on the commercial cultural sector and those subsidised organisations that rely more heavily on self-generated income. Corporate sponsorship is expected to become more competitive, and charitable trusts are more likely to re-prioritise their spending and target

their grant funding. The impact that the economic downturn will have on cultural activity is difficult to predict and is likely to differ from sector to sector: household spending on sport and commercial leisure pursuits has fallen; visits to the cinema and theatre are holding up; while visits to libraries, museums and art galleries have increased as more and more people begin to move away from paid activities. In addition, the low value of the pound makes the UK a more attractive destination for international tourists and is predicted to increase domestic tourism as more people choose to holiday closer to home and make use of local visitor attractions.

The key challenge for the cultural sector in Richmond upon Thames is to deliver its ambitions in this economic climate. There are clear financial constraints, but also opportunities for the sector to show strong leadership in the borough's response to the recession. The specific areas where the cultural sector will face funding challenges and where it can make a positive contribution to the economic future of the borough are set out in the plan.

“*The Cultural Partnership Plan is a splendid document – well researched, positive and optimistic. Over 44 years in the borough I have seen our cultural activities blossom in the most extraordinary way to reach the healthy conditions described in this plan. Putting increased participation as the first priority is absolutely right. The second aspiration of increasing the range and amount of cultural activity is admirably ambitious; but in hard times the immediate problem may be ensuring that it doesn't shrink. So my passionate message is to make sure the funds keep flowing and to wish you good luck on all fronts.*”

Bamber Gascoigne, Patron, **arts**richmond and Museum of Richmond

## Snapshot: Bookstart

Bookstart provides all young children in Richmond upon Thames with free books to enjoy with their parents. The scheme is led by the library service working in partnership with NHS Richmond. Health visitors present parents and carers with their first baby Bookstart bag at their child's eight month health check; a second bag of books follows at 18 months and a third Bookstart Treasure Box is given to every child when they start their nursery education. Each bag or box contains books, nursery rhymes, an invitation to become a member of the library, and reading advice to encourage young children's love of books and shared reading. The library service supports the scheme by running regular rhyme-time and story-time sessions in libraries as well as the popular Bookstart Book Crawl which rewards children with stickers and certificates for regularly visiting the library to choose and read books.



# 1 Our culture

Richmond upon Thames covers an area of just over 5,000 hectares in south west London. It is characterised by large areas of open space and is the only London borough to span the River Thames with 21½ miles of river frontage. The river not only divides the land of the borough but mirrors the historic boundary between the counties of Surrey and Middlesex.

The borough has a resident population of 179,000. The age profile presents some unique local aspects: a high proportion of children aged 0 to 9 and adults aged 30 to 44, with fewer young people aged 10 to 24 and older people aged 60 to 84 compared to the Greater London average. The population is expected to rise by 7% to 185,000 by 2016, with a projected increase in young people and those in middle age. Nearly 10% of the population comes from ethnic minorities and this group is highly fragmented across diverse Eastern European, South Asian, East Asian and African Caribbean groups. This is in marked contrast to other outer London boroughs where the percentage of ethnic minorities averages around 20%. Understanding future trends in the demography of the borough will be essential to planning relevant and responsive cultural services.

The borough is an affluent area with very high property values. Isolated pockets of relative disadvantage exist in Mortlake, North Barnes, Ham, Hampton North and Heathfield. A higher proportion of disabled people, black and minority ethnic groups, lone parents and older people live in these areas. They have been identified as priority neighbourhoods and our service development will reflect this by working in partnership with these communities to improve access and cultural engagement. In particular, we will work with the

Children and Young People's Trust to reduce inequality and create opportunities for children, young people and families, by working closely with the five local delivery boards on the design and delivery of targeted cultural activities.

Economic activity in Richmond upon Thames is based primarily on the business and finance sector which makes up 30% of local businesses. Unemployment is well below the national average and the borough is ranked first in London and eighth nationally on the level of residents with high skills and qualifications. Only 15% of residents are judged to be in skills poverty, considerably below the London average of 25%.

Residents and visitors to the borough enjoy a great deal of cultural activity. Each year, over 1.4 million visits are made to our libraries, 900,000 visits to sports centres, 500,000 visits to galleries and museums, and 460,000 visits to theatres and performing arts venues. Tourism makes a powerful contribution to the culture and wealth of the borough, drawing in excess of 5 million visitors a year.

The borough has excellent public transport links into and across central London which enable local residents to take advantage of the extensive cultural opportunities available in the capital, from theatre in the West End, to national museums and art galleries, to national sporting venues.

## Parks and open spaces

Richmond upon Thames is unique in London for the extent, richness and variety of its parks and open spaces. The borough also benefits from having an extensive section of the River Thames, towpaths and riverside walks. A third of the land area of the borough is green space, including: Richmond Park, London's largest royal park; Bushy Park; the Old Deer Park; and 147 local parks, gardens and children's playgrounds. The borough is home to the Royal Botanical Gardens at Kew and the Wetland Centre at Barnes. Our parks and open spaces are vital in meeting people's cultural needs, whether it's walking, cycling and organised sport, or birdwatching, children's play and picnics. They also host some of the borough's

“As a major partner, Richmond Music Trust is pleased to make a significant contribution to achieving the ambitions of the Cultural Partnership Plan. The Trust strives to provide excellent musical opportunities, support and inspiration for all the borough's young musicians, whether beginners or those reaching for the highest levels of performance. Our Wider Opportunities Programme enables all children to get excited about learning to play a musical instrument, while participation in large-scale events like the Singing Festival provides the thrill of musical performance to hundreds of children each year.”

Christopher Cull, Chief Executive, Richmond Music Trust



most popular arts events and festivals, including the annual children's theatre festival Larks in the Parks, Richmond May Fair and the colourful Twickenham Carnival. Streets, public spaces and gardens are enlivened through residents' participation in the Richmond Borough in Bloom competition; many local residents also open their gardens to the public for the National Open Garden Scheme.

## Heritage

Richmond upon Thames has the richest historic environment outside central London. English Heritage, the National Trust and the Historic Royal Palaces all own property within the borough, and heritage attractions include Hampton Court Palace, Ham House, Strawberry Hill House, Garrick's Temple to Shakespeare, Kew Palace, the Palladian villa at Marble Hill, and Richmond Theatre, designed by the world-renowned Victorian theatre architect, Frank Matcham. The Council is custodian to a number of significant historical buildings including York House and Orleans House with its Octagon Room designed by James Gibbs. It also manages 72 local conservation areas including the River Crane island nature reserve, the site of the Henrician and Elizabethan gunpowder industry. There are 1,100 listed buildings in the borough which enhance the historic environment.

The Museum of Richmond, Twickenham Museum and Orleans House Gallery bring the rich history of the borough to life through a varied programme of exhibitions, events and education. The Local Studies Library and Archives at the Old Town Hall provides a unique collection of books, maps,

photographs and documents for researchers, local historians and those wishing to trace their family history. The borough is also home to the National Archives at Kew and two specialist museums: the Ballet Museum at White Lodge in Richmond Park and Twickenham's Museum of Rugby.

## Creative industries

The creative industries are London's third largest sector of employment. More than 1,300 people work either directly in the creative industries or in creative occupations in Richmond upon Thames. The borough's creative industries include architecture, publishing, music production, video-gaming, advertising, fashion, furniture design and jewellery-making. Teddington Studio, part of the Pinewood Studios Group, is perhaps the borough's largest creative industry and has a long and prestigious history of film and television production; it continues to play an important role in independent television production for audiences worldwide.

*“ Richmond's parks and open spaces offer a wide and varied cultural experience which has developed extensively in the last few years through investment in the infrastructure and partnership with the local community. The preservation of this asset is essential; the pride that is felt in our parks and green spaces is reflected in the large number of active friends groups who have a real interest in the management of the many sites around the borough. ”*

Gary Rhoades-Brown, Chairman, Friends of Hatherop Park

## Sport and physical activity

Richmond upon Thames has a strong sporting tradition. Twickenham Stadium, the home of the Rugby Football Union and one of the premier sporting arenas in the world, is located in the borough. Club rugby is represented by Harlequins, with their ground at the Stoop. St Mary's University College, also in Twickenham, is the national High Performance Endurance Centre for athletics, bringing elite athletes into the borough to study and train.

Sports facilities in the borough include five sports and fitness centres and four swimming pools, as well as golf clubs, tennis courts and bowling greens. The River Thames is used for sailing, rowing and canoeing. The development of community sport is led by Pro-Active Richmond, the borough's Community Sport and Physical Activity Network (CSPAN), a partnership of sports providers and health professionals with a common aim to increase participation in sport and physical activity. There is an active network of more than



150 voluntary sports clubs supported by the umbrella organisation, Sport Richmond. The borough also benefits from a strong commercial health and fitness sector with an estimated membership of 32,500 people.

According to Sport England's 2008 Active People Survey, adult participation in sport and physical activity in the borough is comparatively high at 30%. 16% of adults played organised competitive sport in the last year, well above the national average. School sport in the borough is also buoyant: 95% of students enjoyed at least two hours of good quality sport and PE each week in 2008, with excellent progress being made to extend this to five hours.

Participation in sport and physical activity is encouraged through a programme of sports development and active lifestyle opportunities. These include healthy walks, tennis coaching and running courses. The Council's Sports and Fitness Service works in partnership to increase participation in sport and physical activity through involvement in the national MEND initiative to reduce childhood obesity, delivery of an Exercise Referral Scheme in partnership with NHS Richmond, and the development of Richmond Inclusive Sport and Exercise (RISE) which works to develop participation in disability sport. Young athletes are supported to enjoy competitive sport and develop their sporting talent through the borough's innovative Competitive Edge programme and involvement in regional events such as the London mini marathon and the prestigious London Youth Games.

## Literature, reading and creative writing

Literature is brought to the community through a network of thirteen libraries serving each of the borough's villages and towns. 52% of the borough's residents are active users of libraries, making more than 1.4 million visits in 2008. Libraries provide free access to information and creative works through books, music and film, and increasingly by creating online content using websites and social networking technology. The library service's public computers provide free access to the internet and the variety of information and cultural opportunities that can now be found online. Literature and the pleasure of reading are promoted through book groups, poetry circles, storytelling and the summer reading challenge for children, and by library-led visits to nurseries, schools, community centres, sheltered housing and residential homes. The library service is supported in this work by an active friends organisation, the Friends of Richmond Libraries.

Richmond upon Thames has literary connections with Alexander Pope, George Eliot, Charles Dickens and Virginia Woolf, and continues to be the home and inspiration for many contemporary writers. Budding writers are supported through a series of creative writing workshops and competitions, and there are regular public events with authors, poets, illustrators and storytellers. The Libraries Aloud reading festival brings newly-published writers to the borough's libraries, while the Book Now Literature Festival celebrates the work of high-profile writers and poets in a month-long series of readings, talks and workshops at venues throughout the borough. **artsrichmond** hosts a number of live literature events including the ever-popular Book Picnic on Richmond Green.

## Visual and performing arts

There is a thriving arts community in Richmond upon Thames. 66% of residents engaged with the visual and performing arts as participants or audience members in 2008. The visual arts benefit from three galleries: Orleans House Gallery and the Stables Gallery in Twickenham and the Riverside Gallery in central Richmond. Complementary programming between the galleries ensures residents and visitors are able to enjoy works in a wide range of art forms: painting, photography, sculpture, fashion, crafts and new media. The borough's art collection is based at Orleans House Gallery. The collection includes paintings, prints, drawings and photographs of local scenes and by local artists, from early eighteenth century to contemporary works. The Gallery also has an

### Snapshot: Art & Soul

Art & Soul is a member-led organisation celebrating mental health and emotional wellbeing through positive engagement with the visual arts. It provides opportunities for adults with mental health issues to explore and express their thoughts and feelings by creating original works in a range of art forms. Workshops led by professional artists and art therapists introduce new art forms and media, and encourage members to create their own art work for a biannual exhibition at the Stables Gallery in Twickenham. In 2008, 160 members exhibited work ranging from drawings, paintings and prints, to photographs, sculptures and textiles. Art & Soul is funded by grants from Hampton Fuel Allotment Charity and Richmond Parish Lands Charity.





artist-in-residence programme and offers a full education programme with interactive workshops for children and young people, and a series of talks, tours and art classes for adults. Visual art in open spaces is actively encouraged through a developing public art scheme.

The borough benefits from two distinctly different theatres in central Richmond: Richmond Theatre and the Orange Tree. Other theatre venues across the borough include the Mary Wallace Theatre in Twickenham, Hampton Hill Playhouse and the Normansfield Theatre in Teddington. There are also two cinemas in Richmond town centre, including the Curzon which concentrates on screening independent, art-house, world cinema and repertory classics. Young performers are able to develop their talents through the borough's imaginative Dramatic Edge project; there are also school workshops, open rehearsals and other theatre-in-education programmes. Dance is a particular strength of the performing arts in the borough with performances, courses and residencies delivered as part of the annual Dance Richmond festival, through a partnership of local dance companies and organisations which includes the Combination Dance Company and the Royal Ballet School based in Richmond Park.

Support for music education is led by Richmond Music Trust which works closely with schools to support all aspects of music provision. Every week over 3,000 children receive individual and small group instrumental or singing tuition. Music Centre orchestras and bands provide opportunities for ensemble rehearsal and performance. Regular large-scale music events, including the annual Singing Festival and the Big Racket, provide additional focus and celebrate the considerable musical achievement of children and young people

in Richmond upon Thames. The Trust's music therapy department offers individual and group sessions to children and adults.

The Royal Military School of Music is based at Kneller Hall in Whitton, Richmond Concert Society's annual season brings world-renowned soloists and ensembles to venues across the borough, and there are many local choirs, orchestras and bands. Many pubs and clubs provide live music.

There are two full-time community arts centres in the borough: the Old Sorting Office in Barnes and the Landmark Arts Centre in Teddington; both centres provide a venue for theatre, music, film, art exhibitions and dance. Dickson House in Richmond, owned and managed by the Richmond Parish Lands Charity, provides eight studio workshops for non-commercial artists and craftspeople to rent at affordable rates. The arts community in Richmond upon Thames is supported by a vibrant network of more than 120 clubs and societies. Many of these groups are affiliated to and supported by **arts**richmond, an active voluntary sector organisation which

exists to promote and encourage participation in the arts through its newsletter, competitions, exhibitions, excursions and events.

## Play

Play is an essential aspect of children's development, culture and quality of life, and their initiation into wider cultural experiences. The borough has 42 outdoor children's playgrounds, four paddling pools, an indoor play facility at Marble Hill Play Centre, and a skate-park for young people at King's Field in Hampton Wick. In addition, children and young people choose to play in parks, gardens, playing fields, woodland, on public tennis courts and basketball courts, and on the green spaces around housing estates. The sight and sound of children and young people playing in public spaces is the hallmark of a vibrant borough. As well as play spaces and facilities, there are a number of organised play opportunities, including holiday play schemes and the estate-based Urban Academy for young people led by Richmond Housing Partnership.

*“ Harlequins Rugby Club is delighted to be involved in the borough's strategic vision for sport and culture. We have worked together on both the provision of activities for young people and the marketing of our match days. Through sponsorship of Richmond's London Youth Games team we have enjoyed a ten-year association with the borough's sports development service. Had we not enjoyed such a strong relationship, it is difficult to see how we could have grown our fan base so dramatically in the local community. ”*

Richard Varney, Head of Community, Harlequins Rugby Club



## 2 Vision

Our vision for culture is an ambitious one. As a Cultural Partnership we want **to enrich the lives of people in Richmond upon Thames and to attract visitors to the borough, by providing diverse sporting and cultural experiences that are excellent, enjoyable and accessible to everyone.**

### How will we recognise that our vision has been achieved?

By 2013 we will see a borough with high cultural aspirations, pursuing excellence and innovation, with a wide range of cultural opportunities across all our neighbourhoods and communities. More people will participate in and enjoy cultural activities, and we will be able to clearly describe and provide evidence of the ways in which people

value culture and the impact it has on their lives. The profile of culture in the borough will be high. There will be active cultural volunteering, thriving voluntary sports clubs and arts organisations, and individuals' skills and talents will be developed. Established high-quality programmes will be balanced with risk-taking and innovative activities that attract new participants and engage diverse audiences. There will be active and improved partnerships across public, private, voluntary and community sector organisations. There will be a strong cultural economy. The vital contribution that culture makes to people and places will be better established across education, health, community safety, the environment, regeneration and economic development. By 2013, Richmond upon Thames will be a place of choice for people to enjoy, create, work and participate in culture.

“*Richmond upon Thames is a culturally dynamic borough and at Richmond Theatre we are proud to play our part in creating a sense of community and connectedness by offering local people many varied ways to engage and participate in high quality performing arts events, from drama to dance and musical theatre. We are delighted to be working as part of the Cultural Partnership to ensure that the expression and enjoyment of creativity, the training of talented artists, and the cultural sector's contribution to the local economy, continues to grow and confirm Richmond upon Thames as a special place to live, work and visit.*”

Karin Gartzke, Chief Executive, Richmond Theatre

### Snapshot: Culture 4 Keeps

Initially developed as part of the DCMS Cultural Pathfinder Programme, Culture 4 Keeps works to break down the barriers that prevent looked-after children from participating in cultural experiences. All looked-after children are given a membership card giving them free access to swimming pools, sports facilities and cultural activities in the borough. Individuals with an interest in taking part in a particular cultural activity – whether it's football or street dance – are supported to join local clubs and classes by a participation worker. Bespoke cultural opportunities have also been developed for this group of young people: Culture Vultures used photography to explore historical and contemporary cultural sites in Richmond, while Manga Lives introduced the skills of Japanese comic book art. Throughout the Culture 4 Keeps programme, all looked-after children have developed their skills and broadened their interests; many have also progressed to work on and achieve the national Arts Award qualification.



**Four key themes have been developed to focus the work of the Cultural Partnership in Richmond upon Thames. A series of commitments have been identified within each theme with impact measured through a series of outcomes and performance indicators.**

## 1: Participation

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

The first theme focuses on supporting participation in sport and cultural activities, and on developing the role that culture plays in active citizenship and wellbeing. Improving the take-up of cultural activities is fundamental to the success of this plan. People participate in culture by taking part, actively helping to organise activities, or as spectators and audience members. We want to increase and widen these opportunities for participation by providing a rich mix of sports and cultural opportunities for everyone who lives, works, studies, plays in or visits Richmond upon Thames. We recognise that some people face barriers to participation. A particular challenge for the sector is to work with our partners to ensure that all people have full and equal access to cultural activities, not as an optional extra but as a vital part of what we do. As part of our response to this challenge, and to provide support to local people during the economic downturn, we will seek out grant-funding opportunities to develop free or low-cost targeted services aimed at increasing participation by priority groups. We will also take advantage of government initiatives in this area, such as the free swimming offer for older people and the free theatre scheme for young people.

Improving access to cultural learning opportunities is fundamental to this theme. Learning through sport, culture and creative activity has the potential to engage, benefit and transform the lives of every individual in the borough. We will work together to develop consistently high-quality cultural learning experiences, in sustainable ways. Engaging children and young people in cultural learning has been a distinct strength of the borough's cultural sector over the past four years. We will continue to work with nurseries, schools, colleges and other learning settings to deliver a cultural entitlement for all children and young people, both within and beyond the classroom.

Over the next four years, we will jointly extend these aspirations to give more adult audiences access to cultural learning that provides enjoyment and self-fulfilment, develops new skills and feeds their talents. Identifying, supporting and developing effective pathways for talented sportspeople, artists and performers will be an important feature of our cultural learning provision and will open up prospects for career development. We will also

strengthen community participation in sport and the wider cultural sector by attracting and retaining more volunteers by working with Richmond Council for Voluntary Service, the voluntary sector and local businesses, and through active engagement with national initiatives such as Step into Sport. Our volunteering offer will provide opportunities for enjoyment, self-development, involvement in the local community, and a step into employment.

We will build the capacity of cultural sector organisations to promote active lifestyle choices, prevent physical and mental illness and enhance individual wellbeing through increased participation. Some cultural activities, such as sport and dance, have obvious health benefits but the whole cultural sector has a role in supporting people's emotional wellbeing. Active involvement in cultural activity develops confidence, self-esteem and social networks and so reduces the risks and effects of social isolation. We will extend our culture on prescription schemes in partnership with NHS Richmond, and develop more opportunities for children, young people and adults to support their

*“Sport Richmond is the forum for voluntary sector sport in Richmond upon Thames. We work in partnership with the local authority and the private sector and alongside the recently-formed Pro-Active Richmond to improve the opportunities for sport and physical recreation in the borough. This partnership has supported the creation of both new clubs and additional teams for young people in several sports, and has supported the retention and development of exciting and new sports facilities. Sport Richmond is committed to the Cultural Partnership Plan and wishes to be fully involved in its aim to increase participation and widen the opportunities for sport in the borough.”*

Andy Sutch, Chairman, Sport Richmond



own health and wellbeing through self-determined engagement with cultural activities. In particular, we will ensure that culture plays a vital role in the implementation of self-directed support in adult social care, by providing cultural opportunities that bring adults together to support their creativity, learning, health and wellbeing.

### **Our commitments**

- We will provide more opportunities for all people to participate in cultural activities
- We will increase and widen participation in cultural activities by targeting provision and support at low participant groups and neighbourhoods
- We will develop more opportunities for people to learn, achieve, volunteer and develop skills through cultural activities
- We will identify and develop effective pathways to support talented sportspeople, artists and performers
- We will increase opportunities for cultural activities to improve the health and emotional wellbeing of participants, spectators and audiences

**The impact measures here focus on participation, volunteering and achievement.**

## **2: Inspiration**

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

Creating a lively and vibrant public realm full of cultural activity is our second theme. The cultural heritage and natural environment of Richmond upon Thames is outstanding. The borough's heritage buildings include Hampton Court Palace, Ham House and Marble Hill, which, together with

our historic streets, parks, gardens, markets, festivals and riverside, ensure a distinctive and very special sense of place. We want to enhance the quality and excitement of these historic buildings and environments, bring animation to the streets and housing estates, parks and riverside, and encourage use of public buildings and open spaces for all types of cultural activity.

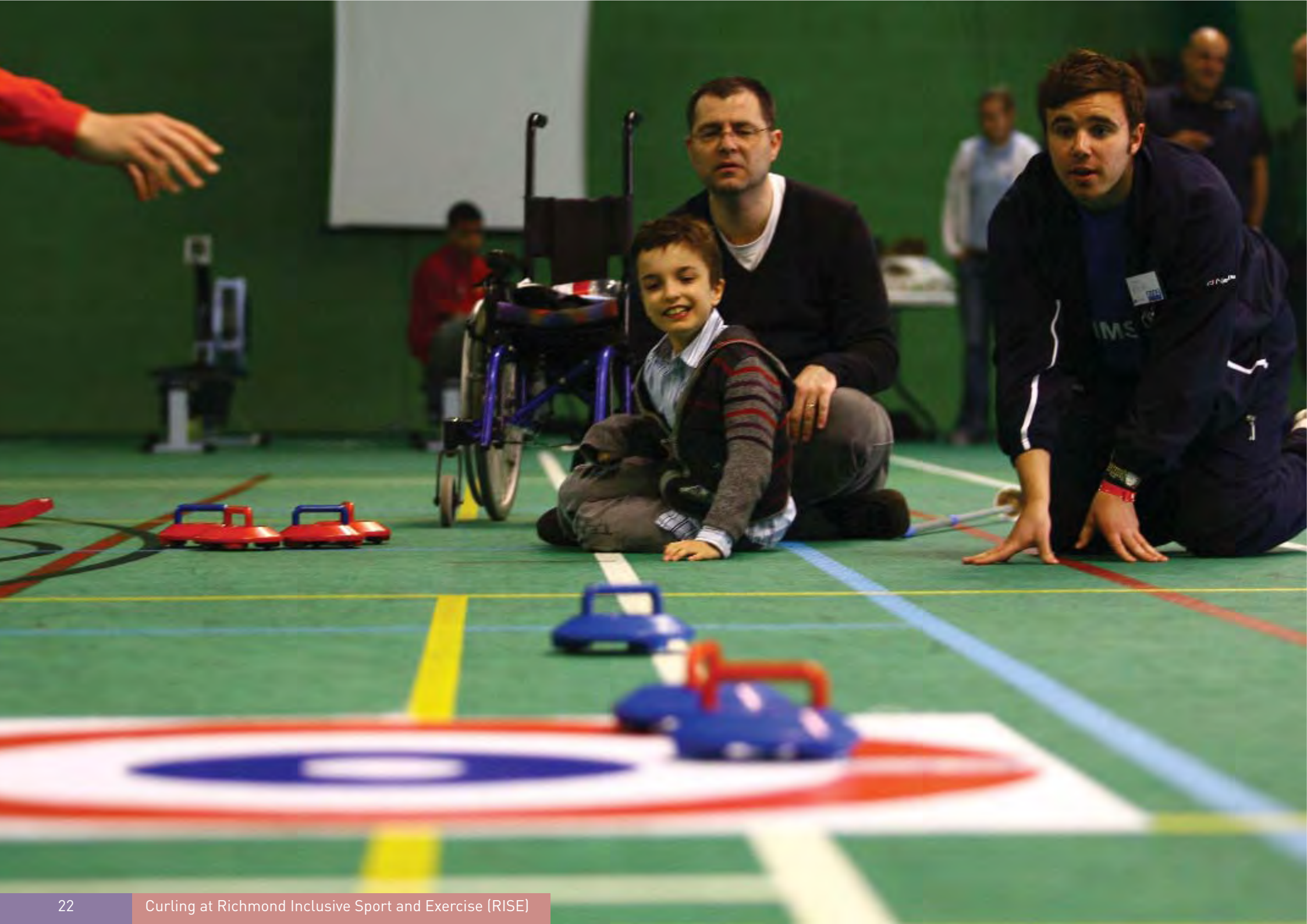
To support this aspiration we will continue to improve our libraries, museums, galleries, sports centres, children's playgrounds, parks and open spaces. We will ensure that they are well used by developing a strong programme of sports, cultural events and festivals that make Richmond upon Thames an exciting, friendly and safe place for residents and visitors. There will be a particular emphasis on events in the borough's priority neighbourhoods. We are keen to widen the content of our events programmes and to build new elements that appeal to and support the borough's distinct and diverse communities, because we recognise the powerful role that culture can play in advancing community cohesion. We will continue to support community-led events and develop cultural activities that encourage dialogue

between individuals and groups, promote understanding, and develop respect across generations and communities. The 2012 Cultural Olympiad's celebration of world cultures locally, in London and across the UK provides an exciting platform to drive forward this work.

Championing the importance of heritage buildings and local history is integral to this theme. We want to promote, conserve, interpret and make accessible the borough's heritage and historical environment by working with large-scale organisations such as Historic Royal Palaces, English Heritage and the National Trust, as well as with local museums, commercial organisations, community groups and heritage trusts. We will develop and conserve the unique collections of museum objects, artworks and historic documents in the borough's care, ensuring they are interpreted and made accessible to the public through strengthened exhibition, publication and education programmes. Improvements to the Local Studies Library and Archives will also be a priority under this theme, as will the digitisation of historic documents and records to ensure they are available to much wider audiences online.

*“For nearly forty years the Orange Tree Theatre has served the local community, creating productions in and for Richmond that have been admired nationally and internationally. London's only permanent theatre-in-the-round creates a shared experience of belonging and ownership. It is a theatre that audiences grow to love, whilst it also reaches out into the community with work in schools and residential homes. The Orange Tree Theatre is Richmond's 'pocket National Theatre' and we are particularly pleased to be part of the Cultural Partnership and associated with the ambitions of this plan.”*

Sam Walters MBE, Artistic Director, Orange Tree Theatre





In addition to protecting and preserving the borough's historic buildings, sites, views and neighbourhoods for future generations, we want to encourage innovative approaches to the design of new public buildings, urban environments and open spaces. We want to ensure that regeneration projects provide a focus for sport, culture and creative activity, and provide more opportunities for people to experience and enjoy public art.

Cultural facilities and activities are reliant on good transport links to ensure an audience. We will work with transport providers to make best use of public transport links, and schemes such as Dial-a-Ride and TaxiCard, to encourage people to visit cultural facilities and participate in cultural activity. Walking and cycling are important as cultural activities in their own right, but also as means of transport to access other cultural opportunities. We will promote walking and cycling routes, and use of the river, to improve access to culture and connect places of historic and cultural interest.

#### **Our commitments**

- We will develop and use the public realm as a shared venue for cultural activities
- We will improve and develop cultural facilities
- We will promote, conserve, interpret and make accessible the rich cultural heritage and environment of the borough
- We will encourage innovative approaches to the design of public buildings, open spaces and urban environments

**The impact measures here focus on events, attendances and public satisfaction.**

### **3: Enterprise**

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

This theme gives priority to supporting cultural entrepreneurs and small organisations, and strengthening the cultural economy in Richmond upon Thames. The commercial sports and creative industries make a significant contribution to the local economy and are growing strongly. We want to maintain and strengthen the position of Richmond upon Thames as a centre for the leisure and creative industries by providing appropriate support and advice to help maximise their potential. To do this effectively we need a much more realistic understanding of the leisure and creative industries' needs and how the wider cultural sector can most effectively link with them. Ultimately, we want to ensure that the leisure and creative industries are engaged with cultural activities for the public benefit and fully involved in creative learning opportunities such as the Creative and Media Diploma and Creative Apprenticeships. Providing a platform for practising artists and performers to showcase their talent and sell their work will also be an important strand in the success of this theme; this includes providing more studio and rehearsal space for artists and creative practitioners to work and engage with new audiences.

*“Network provides a link between artists in Richmond upon Thames by means of its quarterly visual arts magazine and its biannual exhibition of subscribers' work. We warmly support the Cultural Partnership Plan, particularly the ambition to develop pathways for practising artists and to provide more opportunities to exhibit their work.”*

Keith Nichol, Editor, Network

Our approach to innovation in culture will not end there: we will continue to work with the Rugby Football Union, St Mary's University College and commercial sector partners to provide access to the highest quality facilities and cultural opportunities. We will forge links with businesses to help deliver our priorities through sponsorship and commercial partnership. There is plenty of scope for this collaborative work: art galleries with advertising agencies; sport with video-gaming; theatre with film-making; and publishing with library-led reading initiatives. The 2012 London Olympic and Paralympic Games offer a major opportunity for the national development of sport and physical activity. The arts, wider cultural services and tourism bodies can all support the opportunities that the Olympics will bring to the borough. Through innovative partnerships, we will ensure the Games become a platform to boost participation and engagement in cultural activity and especially in grassroots sport and physical activity. The international dimension of the Games will highlight the diversity of London and we will use this to foster opportunities to celebrate the diversity of Richmond upon Thames.

The borough's strong cultural and natural heritage and its sporting tradition attract visitors from the UK and overseas. In Richmond upon Thames tourism is worth an estimated £250 million to the local economy. The borough is home to nationally and internationally-significant visitor attractions, notably Hampton Court Palace and the Royal



Botanic Gardens at Kew, which between them attracted more than 1.7 million visits in 2008. Seven out of ten visitors cite culture as one of the reasons they chose to visit the borough. With tougher competition in the global tourism market it is important that the borough maintains its position as a premier visitor destination while encouraging more sustainable tourism. We will work with visitor attractions, tourism bodies and the wider cultural sector to promote sustainable tourism and increase the borough's national share of domestic and international visitors, by providing distinctive cultural opportunities that lead to increased visitor satisfaction and bring new and return visits. We will work with partners to capitalise on the visitor opportunities presented by the 2012 London Olympic and Paralympic Games. In addition to tourism, the borough's cultural assets help to drive inward investment. In 2008, Film Richmond generated investment by attracting 216 production companies to film in the borough over 267 days. We want to grow these filming opportunities and extend commercial use of the borough's cultural assets for conferences, weddings and ceremonies.

#### Our commitments

- We will support the leisure and creative industries to ensure a strong cultural economy
- We will encourage innovation in cultural facilities and activities by working with key business and further and higher education sector partners
- We will create spaces for artists and creative practitioners to work and showcase their work
- We will promote Richmond upon Thames as a visitor destination and centre for culture
- We will extend commercial use of the borough's cultural assets in order to invest in our cultural facilities

**The impact measures here focus on the growth of the cultural economy.**

#### 4: Excellence

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

This theme focuses on driving improvement in cultural services. Strengthening partnership working will be vital to meeting this aim. The cultural sector already works closely with professionals in children's services, the youth service, further and higher education, health, adult social care, business and the wider voluntary and community sector. The borough benefits from a wide network of small voluntary and community organisations - sports clubs, film societies, arts venues, choirs, bands and drama groups - all of which add considerably to the cultural life of Richmond upon Thames. We will develop the Cultural Partnership by aligning it more closely with the Local Strategic Partnership,

ensuring it is fully representative of the sector, and use it as an environment for exchange, discovery and debate.

Viable networks to share information and good practice are crucial to improving cultural services in a sector that has many small and isolated organisations. We will therefore ensure that our cultural services are plugged into regional networks, such as the London Museums Hub, Pro-Active South London and London Libraries, and that relevant information is shared via the Partnership in an effective and timely manner. There is also a need to encourage discussion about the place of culture in public life and in the borough's future. We will support people's opportunities to be involved in the shaping of future cultural provision by improving the quality of our consultation with the people who use our services, and through effective dialogue with voluntary and community groups. We recognise that increasing participation in cultural activity relies on a thriving and well-supported network of grassroots sports clubs and arts organisations.

*“Combination Dance Company endorses the Cultural Partnership Plan and recognises the unique and powerful contributions that dance can make to it. We look forward to working with dance partners in the borough to provide opportunities for more people to experience and take part in high quality dance activities. These dance projects will encourage people to improve their health and wellbeing and provide opportunities for positive community interaction. The dance artists we work with will create more opportunities to inspire people as well as creating new audiences for dance. With our dance partners we will celebrate local talent and inspire audiences in Richmond upon Thames at events like RichDance and Carnival.”*

Anne-Marie Smalldon, Artistic Director, Combination Dance Company



We will continue to evaluate and improve the quality of cultural services through workforce development, self-assessment, peer review and external validation. We will use national quality accreditation schemes such as Investors in People, Customer Service Excellence, Quest and Green Flag to maintain excellent services and we will actively support our partner organisations to achieve Artsmark and Clubmark accreditation.

Raising the profile of cultural opportunities in the borough will be an important task. Individually cultural sector partners undertake a huge range of advocacy, marketing, press, public relations and general communications work. Agreement on a series of key messages about the borough's shared priorities for culture would make these messages

### Snapshot: Open Stage

Richmond Theatre Trust's Open Stage scheme brings the inspiration and enjoyment of theatre to people in Richmond upon Thames who would otherwise be unable to participate. Schools and community groups are able to apply for up to £300 towards the cost of attending a performance or theatre workshop. The scheme is funded by legacy donations and overseen by a panel of representatives from schools and community groups. Since Open Stage started in February 2008, 32 schools and groups have benefited from the scheme. They have included: parents and children from Castelnau Community Centre who enjoyed a performance of Peter Pan; two students from Strathmore School who joined the theatre's annual summer school; and 80 pupils from Heathfield Junior School who took part in a workshop with the Royal Shakespeare Company.

more effective. We will develop a more co-ordinated approach to the marketing and promotion of our services so that residents and visitors are able to access timely information about sport, culture and visitor attractions in a range of formats, including developing the use of online services and Web 2.0 social networking sites. We will make best use of pan-London and national marketing campaigns in the cultural sector, such as Change4Life, to raise the local profile of cultural services.

The pursuit of evidence to support the value and impact of sport and culture is a major priority for the sector. Once clearer evidence about the long-term impact of culture is available, a more robust case for its importance and investment can be made. We will strengthen the evidence-base for culture by improving the collection and quality of our performance data and developing performance frameworks to measure the full impact of cultural services. This will be used to inform the development of an effective and sustainable funding strategy for cultural services and to secure investment in the sector. We will better align our resources so that they can be deployed where they have the greatest potential to improve cultural engagement, including moving towards co-located and multi-use facilities where this provides the best opportunities to deliver

improved services. The effective and efficient management of resources includes an improved approach to environmental sustainability. We will develop solutions to reduce carbon emissions and mitigate climate change by improving the energy performance of our buildings and using cultural activity to change people's behaviour.

### Our commitments:

- We will enhance partnership working and consultation mechanisms to improve the delivery of effective cultural services
- We will improve information networks and the marketing of the cultural sector and its services to grow awareness, develop audiences and increase participation
- We will improve the quality of services, develop our workforce, and extend opportunities for cultural facilities and services to achieve quality accreditation
- We will provide evidence of the impact of cultural services to drive improvement and investment in the sector
- We will ensure the efficient and effective management of resources in order to ensure best value and deliver continual improvement

**The impact measures here will focus on profile, quality and delivering good value for money.**

*“Richmond upon Thames has indeed been gifted a ‘String of Pearls’ – and the themes of participation, inspiration, enterprise and excellence reflect the Cultural Partnership’s commitment to protect and enhance the historic houses, galleries and museums in the borough. All the evidence is that residents are prepared to work positively and proactively with the Cultural Partnership to achieve these aims – long may this continue.”*

Andy Ganf, Trustee, Strawberry Hill House Trust

# Priorities

Themes	<b>PARTICIPATION</b> <b>We want to increase and widen opportunities for participation, enjoyment and achievement, and develop pathways for new talent</b>	<b>INSPIRATION</b> <b>We want to promote Richmond upon Thames and develop a vibrant and inspirational public realm</b>	<b>ENTERPRISE</b> <b>We want to encourage innovation and enterprise, and provide effective support to cultural entrepreneurs and to the leisure, creative and tourism industries</b>	<b>EXCELLENCE</b> <b>We want to maintain cultural excellence by building capacity to continually drive improvement in services</b>
Our commitment is to work to...	1.1 Provide more opportunities for all people to participate in cultural activities	2.1 Develop and use the public realm as a shared venue for cultural activities	3.1 Support the leisure and creative industries to ensure a strong cultural economy	4.1 Enhance partnership working and consultation mechanisms to improve the delivery of effective cultural services
	1.2 Increase and widen participation in cultural activities by targeting provision and support at low-participant groups and neighbourhoods	2.2 Improve and develop cultural facilities	3.2 Encourage innovation in cultural facilities and activities by working with key business and further and higher education sector partners	4.2 Improve information networks and the marketing of the cultural sector and its services to grow awareness, develop audiences and increase participation
	1.3 Develop more opportunities for people to learn, achieve, volunteer and develop skills through cultural activities	2.3 Promote, conserve, interpret and make accessible the rich cultural heritage and environment of the borough	3.3 Create spaces for artists and creative practitioners to work and showcase their work	4.3 Improve the quality of services, develop our workforce, and extend opportunities for cultural facilities and services to achieve quality accreditation
	1.4 Identify and develop effective pathways to support talented sportspeople, artists and performers	2.4 Encourage innovative approaches to the design of public buildings, open spaces and urban environments	3.4 Promote Richmond upon Thames as a visitor destination and as a centre for culture	4.4 Provide evidence of the impact of cultural services to drive improvement and investment in the sector
	1.5 Increase opportunities for cultural activities to improve the health and emotional wellbeing of participants, spectators and audiences		3.5 Extend commercial use of the borough's cultural assets in order to invest in our cultural facilities	4.5 Ensure the efficient and effective management of resources in order to ensure best value and deliver continual improvement

# Theme 1: Participation

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

Our commitment is to work to...	The benefits will be that...	We will monitor our progress by measuring...	
<b>1.1 Provide more opportunities for all people to participate in cultural activities</b>	1.1.1 People have more opportunities to participate in sport and physical activity	NI 8	Adult participation in sport and physical activity
	1.1.2 People have more opportunities to engage with public library services	NI 9	Use of public libraries
	1.1.3 People have more opportunities to engage with museums, galleries and exhibitions	NI 10	Visits to museums and galleries
	1.1.4 People have more opportunities to engage with the visual and performing arts as an audience member or participant	NI 11	Engagement in the arts
<b>1.2 Increase and widen participation in cultural activities by targeting provision and support at low-participant groups and neighbourhoods</b>	1.2.1 Looked-after children and other vulnerable young people have improved access to facilities and activities leading to increased participation in cultural activities	CSC 069	Participation in cultural activities by looked-after children
	1.2.2 People with disabilities and learning difficulties have improved access to facilities and activities leading to increased participation in cultural activities	CSC 073	Participation in cultural activities by people with disabilities and learning difficulties
	1.2.3 Older people have improved access to facilities and activities leading to increased participation in cultural activities	NI 138	Satisfaction of people over 65 with both home and neighbourhood
	1.2.4 People from Black and minority ethnic (BME) communities have improved access to facilities and activities leading to increased participation in cultural activities	CSC 084	Participation in cultural activities by older people
	1.2.5 Women have improved access to facilities and activities leading to increased participation in sport and physical activity	CSC 085	Participation in cultural activities by BME communities
	1.2.6 There are more opportunities for people to participate in cultural activities in the borough's five areas of relative disadvantage	CSC 086	Female participation in sport and physical activity
		CSC 087	Participation in cultural activities in areas of relative disadvantage

Our commitment is to work to...	The benefits will be that...	We will monitor our progress by measuring...
<b>1.3 Develop more opportunities for people to learn, achieve, volunteer and develop new skills through cultural activities</b>	1.3.1 Children's and young people's education and enjoyment is enriched and their achievement improved by participating in cultural activities	NI 57 Children's and young people's participation in PE and sport NI 110 Young people's participation in positive activities CSC 088 Children's and young people's participation in cultural activities
	1.3.2 Adults' skills, continuing education and enjoyment is enriched and their achievement improved by participating in cultural activities	CSC 089 Adult participation in cultural activities
	1.3.3 Families have opportunities to learn together through cultural activities	CSC 090 Participation in culture-led family learning activities
	1.3.4 People are encouraged and supported to volunteer in the sector leading to a growth in participation in grassroots cultural activities	NI 6 Participation in regular volunteering
<b>1.4 Identify and develop effective pathways to support talented sportspeople, artists and performers</b>	1.4.1 People have access to coaching, tuition and opportunities to learn from elite athletes, professional artists and performers to help develop their talent in sport, music and the visual and performing arts	CSC 091 Achievement and progression in cultural talent programmes
	1.4.2 People have access to professional exhibition and performance venues in which to showcase their talent	CSC 092 Number of showcase events at professional venues
<b>1.5 Increase opportunities for cultural activities to improve the health and emotional wellbeing of participants, spectators and audiences</b>	1.5.1 People are supported to lead active lifestyles to improve their physical health and reduce obesity through cultural activities	CSC 093 Participation in active lifestyles and exercise referral schemes NI 119 Self-reported measure of people's overall health and wellbeing
	1.5.2 People enjoy good mental health and emotional wellbeing and are supported to address their mental health issues through cultural activities	CSC 094 Participation in culture on prescription schemes



# Theme 2: Inspiration

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

Our commitment is to work to...	The benefits will be that...	We will monitor our progress by measuring...
<b>2.1 Develop and use the shared public realm as a venue for cultural activities</b>	2.1.1 People are encouraged to use public buildings and urban spaces to enjoy sport, live arts and creative activities	NI 1 Percentage of people who believe people from different backgrounds get on well together in their local area NI 2 Percentage of people who feel that they belong to their neighbourhood NI 5 Overall satisfaction with the local area CSC 095 Attendance at cultural events in public buildings and urban spaces
	2.1.2 People are encouraged to use parks, open spaces, the river and riverside to improve their fitness and to enjoy sport, live arts and creative activities	CSC 096 Attendance at cultural events in parks, open spaces and on the river
	2.1.3 People benefit from the 2012 London Olympic and Paralympic Games through local Cultural Olympiad programmes and events	CSC 097 Attendance at Cultural Olympiad programmes and events
<b>2.2 Improve and develop cultural facilities</b>	2.2.1 People have access to improved sports and fitness facilities	CSC 098 Satisfaction with sports and fitness facilities
	2.2.2 People have access to improved public libraries	CSC 099 Satisfaction with public libraries
	2.2.3 People have access to improved museums and art galleries	CSC 100 Satisfaction with museums and art galleries
	2.2.4 People have access to improved parks and open spaces	CSC 101 Satisfaction parks and open spaces
	2.2.5 Children, young people and their families have access to safe, friendly and exciting play spaces and play experiences	NI 199 Children's and young people's satisfaction with parks and play areas

Our commitment is to work to...	The benefits will be that...	We will monitor our progress by measuring...
<b>2.3 Promote, conserve, interpret and make accessible the rich cultural heritage and environment of the borough</b>	2.3.1 People develop their understanding of local and family history through workshops, exhibitions, reminiscence, and inter-generational events	CSC 102 Attendance at heritage events
	2.3.2 People have access to museums, historic buildings and heritage attractions which interpret local history and improve their sense of place	CSC 103 Visits to museums, historic buildings and heritage attractions
	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	CSC 104 Museum Accreditation CSC 105 The National Archives Assessment
<b>2.4 Encourage innovative approaches to the design of public buildings, open spaces and urban environments</b>	2.4.1 People are able to experience and enjoy public art	CSC 106 Number of public art installations
	2.4.2 The design or renovation of public buildings, open spaces and urban environments inspires people and improves their sense of place	CSC 107 Number of public building projects with cultural sector involvement

# 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.

Our commitment is to work to...	The benefits will be that...	We will monitor our progress by measuring...
<b>3.1 Support the leisure and creative industries to ensure a strong cultural economy</b>	3.1.1 The cultural economy is strengthened by leisure and creative industries having improved access to business information, advice and networking opportunities	CSC 108 Environment for a thriving leisure and cultural industries sector
	3.1.2 People have access to cultural activities that are supported by the leisure and creative industries	CSC 109 Investment by leisure and creative industries in public-benefit projects
<b>3.2 Encourage innovation in cultural facilities and activities by working with key business and further and higher education sector partners</b>	3.2.1 People have access to cultural facilities and activities that are supported by improved relationships with business and the further and higher education sectors	CSC 110 Investment by business and the higher education sector in public-benefit projects
	3.2.2 The cultural economy is strengthened through engagement with the 2012 London Olympic and Paralympic Games and its legacy programmes	CSC 111 Investment in public-benefit projects resulting from 2012 Olympic Games
<b>3.3 Create spaces for artists and creative practitioners to work and showcase their work</b>	3.3.1 Artists and creative practitioners have improved access to studios and workshop space in which to work	CSC 112 Number of artist studios and workshop spaces created
	3.3.2 Artists and creative practitioners have increased opportunities to showcase and sell work including open studios and rehearsals	CSC 113 Number of open studio and open rehearsal events
<b>3.4 Promote Richmond upon Thames as a visitor destination and centre for culture</b>	3.4.1 More UK and international visitors are attracted to Richmond upon Thames to attend spectator sport, cultural events and visitor attractions	CSC 114 Number of UK and international visitors to Richmond upon Thames
<b>3.5 Extend commercial use of the borough's cultural assets in order to invest in our cultural facilities</b>	3.5.1 The cultural economy is strengthened by film and television companies choosing Richmond upon Thames as a film location	CSC 115 Commercial use of cultural and heritage assets as film locations
	3.5.2 The cultural economy is strengthened by the use of cultural and heritage locations as venues for conferences, weddings and other ceremonies	CSC 116 Commercial use of cultural and heritage assets as hired venues

# Theme 4: Excellence

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

Our commitment is to work to...	The benefits will be that...	We will monitor our progress by measuring...	
<b>4.1 Enhance partnership working and consultation mechanisms to improve the delivery of effective cultural services</b>	4.1.1 There is a vibrant and well-supported voluntary sector which increases participation in grassroots cultural activities	NI 7	Environment for a thriving third sector
	4.1.2 There are strengthened relationships with national and regional sports and cultural bodies and visitor attractions in the borough	CSC 117	Number of cultural activities where national and regional bodies are partners
	4.1.3 The cultural sector workforce works in partnership with and is supported by professional networks	CSC 118	Engagement in professional networks
	4.1.4 People are consulted, involved and able to inform the planning and shaping of cultural services in the borough	NI 4	Percentage of people who feel they can influence decisions in their locality
<b>4.2 Improve information networks and the marketing of the cultural sector and its services to grow awareness, develop audiences and increase participation</b>	4.2.1 People are able to access high-quality and timely information about culture and visitor attractions in a range of formats	CSC 120	Public satisfaction with cultural and visitor information
	4.2.2 Participation in cultural activities is increased through effective marketing of facilities and services and contribution to national campaigns	CSC 121	Response rate to targeted marketing campaigns
	4.2.3 Participation in cultural activities is increased through positive coverage in the local, regional and national press and media	CSC 122	Level of positive press and media coverage

Our commitment is to work to...	The benefits will be that...	We will monitor our progress by measuring...
<b>4.3 Improve the quality of services, develop our workforce, and extend opportunities for cultural facilities and services to achieve quality accreditation</b>	4.3.1 People have access to quality-accredited sports and cultural services and facilities	CSC 123 Cultural services and facilities achieving quality marks or accreditation
	4.3.2 People have access to sports and cultural services provided by a workforce that is motivated, skilled and has access to professional development opportunities	CSC 124 Continuing professional development and workforce learning entitlement
<b>4.4 Provide evidence of the impact of cultural services to drive improvement and investment in the sector</b>	4.4.1 People have access to improved cultural services informed by the analysis of robust, accurate and timely data and performance information	CSC 125 Implementation of performance management framework
<b>4.5 Ensure the efficient and effective management of resources in order to ensure best value and deliver continual improvement</b>	4.5.1 Financial resources are deployed where they have the greatest potential to improve cultural services	CSC 126 Cost per visit to cultural facilities
	4.5.2 People have access to cultural facilities and assets that are environmentally sustainable and have reduced carbon emissions	CSC 127 Reduction in carbon emissions from cultural facilities

# Get involved

During consultation a range of individuals and organisations helped shape **Excellence for Everyone** by contributing important ideas. People who work in cultural services and in other fields can play an ongoing role in supporting the Cultural Partnership and the whole cultural sector in delivering the commitments expressed in this plan.

The Cultural Partnership needs your help to implement the plan. It is only by linking your plans and programmes to the Cultural Partnership Plan's themes and by directing your resources towards the outcomes, that our ambitious vision will be met. To get more involved, or to find out more, please contact:

**Head of Culture**  
**London Borough of Richmond upon Thames**  
**Phone: 020 8831 6116**  
**Email: [culturalservices@richmond.gov.uk](mailto:culturalservices@richmond.gov.uk)**



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