

APPENDIX 1: ACTION PLAN

Theme 1: A healthy community

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

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

Improvement outcomes will include:

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

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
1: Arts and health	a) Take part in sub-regional initiatives through the Merseyside Arts Partnership to develop arts and health work as an inter-authority initiative, supported by Arts Council.	Short	Creation of a Pan Merseyside Arts & Health Post	<ul style="list-style-type: none"> • Merseyside Arts Partnership • Arts Council 	Arts Council
	b) Explore further collaborations relating to the key priorities of mental health, ageing, young people's issues (including teenage pregnancy, sexual health and drugs awareness), men's health and training for arts and health staff.	Short and on-going	Pilot visual arts residency at The Brooker Centre.	<ul style="list-style-type: none"> • Primary Care Trust • Social Services • NHS 	Arts Development PCT Funding Small Grants
	c) More arts projects in partnership with the Drugs & Alcohol Action Team (such as the recent <i>High Risk</i> video project).	Medium	Develop theatre project – Young People and drug dependent parents	<ul style="list-style-type: none"> • Drugs & Alcohol Action Team • Ashley House 	Drugs & Alcohol Action Team Arts Development

2: Active lifestyles	d) Explore the scope for establishing a part-time co-ordinator to develop arts in health opportunities in partnership with the PCT.	Medium	Establish pilot projects	<ul style="list-style-type: none"> Primary Care Trust St Helens Council 	Arts Council Apply for grants
	e) Offer a range of youth dance programmes including regular groups and classes at The Brindley.	On-going	Deliver a minimum of 7 sessions dance per week for Y.P.	<ul style="list-style-type: none"> Schools, colleges and PRUs 	Schools
	f) Maintain the dance development programme, at The Brindley, at off-site locations and with other services e.g. Children's Centres.	On-going	Engage 4 special schools, 3 children's centres, 2 community centres	<ul style="list-style-type: none"> Children's Centres Special Schools Community Centres 	Children's Centres
	g) Continue to develop programmes such as <i>Fit 2 Dance</i> and <i>Years Ahead</i> projects (for the over 50s), delivered at several locations.	On-going	Engage 100 + older people in dance activity	<ul style="list-style-type: none"> Social Services Lifelong Learning Sports Development 	Existing Council Budgets
	h) Develop dance programmes for people at risk of obesity, so that people can choose dance as well as sport, in collaboration with Sports Development and health referrals.	Medium	Train a dance artist in G.P. Dance Referral Qualification. Develop Obesity project	<ul style="list-style-type: none"> Sports Development Primary Care Trust 	Arts Council Arts Development
3: Audience	i) Use research and market intelligence to identify and understand more about who the users are, who are the non-participants and where the gaps are.	Short	Identify non participants and the areas they come from	<ul style="list-style-type: none"> Marketing Dept Acorn HBC Research & Intelligence 	Existing Council Budgets
	j) Devise and implement specific initiatives to encourage first-time audiences and non-participants to attend or take part in events at The Brindley.	Short and on-going	Develop 'Map Initiative' project training with College / Univ. students	<ul style="list-style-type: none"> Marketing Dept Higher Ed. Corporate Communications 	Arts Council

	<p>k) Identify areas of low take-up (evidenced through <i>Active People</i> survey), find out more about needs of specific neighbourhoods, then devise and implement specific initiatives to encourage new involvement, through arts development outreach projects and joint initiatives with Sports Development and Community Development.</p>	<p>Medium</p>	<p>Pilot a summer project with 'Lip Service' to engage new users and undertake research as part of that project.</p>	<ul style="list-style-type: none"> • Sports Development • Community Development 	<p>Arts Development Neighbourhood Renewal Fund</p>
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	l) Devise and implement specific initiatives to engage more young adults, including different marketing aimed at the needs of different age groups.	Medium	Target Brindley programme to attract more young adults. Look into texting and Facebook	<ul style="list-style-type: none"> Marketing Dept Corporate Communications 	Existing Council Budgets
	m) Further develop joint projects with libraries.	Short and on-going	Develop 'Get into Reading' Project for people with dementia	<ul style="list-style-type: none"> Libraries The Reader Organisation Social Services 	Libraries Arts Development
4: 2012 Olympics	n) Work with other services and authorities and the North West Olympics Creative Programmer to develop a cultural programme related to the 2012 Olympics.	Medium	Explore the potential and opportunities for Halton's engagement in 2012	<ul style="list-style-type: none"> Olympics Creative Programmer Sports Development 	Apply for funding as appropriate

Theme 2: Urban renewal and regeneration

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

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

Improvement outcomes will include:

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

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
1: The Brindley	a) Carry out market research (specific and local, not generalised) to understand the views of users and non-users, to help shape audience development strategies (<i>as Theme 1 Action i</i>).	Short	Identify non participants and develop research to understand needs	<ul style="list-style-type: none"> • Research and Intelligence 	Existing Council Budgets
	b) Use market research data (e.g. ACORN data and findings of Active People survey) to target people in areas where there are currently low levels of participation (<i>as Theme 1 Action k</i>).	Medium	Explore research and target projects accordingly	<ul style="list-style-type: none"> • Sports Development • Community Development 	Arts Development
	c) Promote the venue more strongly within and beyond the Borough both to enhance the reputation of the Borough and to help the venue's sustainability by contributing to earned income. Explore scope for an 'ambassador' style system for local print distribution to neighbourhoods	Ongoing	Devise options for wider marketing and Explore the idea of using Ambassadors linked to the volunteer strategy.	<ul style="list-style-type: none"> • Local volunteers • Tourism • Arts Council • Marketing dept 	Existing Council Budgets
	d) Audience development work (<i>as Theme 1.3</i>).				

2: Outreach work	e) Devise and implement development work, with other cultural services in the borough, through specific interventions in neighbourhoods or localities where there are low levels of participation, e.g. the 'super output areas' identified in the work on Neighbourhood Management (such as the pilot project in the West Bank area of Widnes).	Ongoing	Pilot development of Phoenix Park Gateway project.	<ul style="list-style-type: none"> • Other cultural services • Community Development • Major Projects • Rangers • Schools • Neighbourhood Management 	Partnership funding
3: Public art	f) Work to achieve a strategic influence with the Council's Environment Department (which includes Planning, Economic Regeneration, Major Projects and Highways); this may include the possibility of a specialist post on a part-time or freelance basis to provide expert advice.	Short	Adoption of Public Art Strategy. If approved appointment of a 2yr part-time post	<ul style="list-style-type: none"> • Environment Department • Planning • Pan-Merseyside partners 	Arts Council (partnership funding)
	g) Advocate for the adoption and implementation of the Planning Guidance Note and Commissioning Guide.	Short	Adoption of Guidance note and commissioning guide	<ul style="list-style-type: none"> • Environment Department 	None
	h) Seek to influence the Building Schools for the Future (BSF) programme with conceptual thinking about the community role of new schools as well as arts interventions in their design.	Short and ongoing	Development of new arts spaces in schools and for wider community use	<ul style="list-style-type: none"> • Building Schools for the Future programme • Schools/staff 	Building Schools for the Future funding
	i) Seek to influence major infrastructure projects such as Widnes Waterfront, Runcorn Canal Quarter, the Mersey Gateway new bridge and new health facilities planned for the Borough.	Medium / Long	Appointment of 2yr part-time Public Art post	<ul style="list-style-type: none"> • Planning • Major Projects Dept • Local Improvement Finance Trust 	Arts Council Local Improvement Finance Trust

Theme 3: Employment, learning and skills

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

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

Improvement outcomes will include:

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

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
1: Artists and practitioners	a) Continue to offer a small grants and a small training grants programme.	Ongoing	Support min of 6 arts organisations per yr.	Community Groups	Arts Development Grants
	b) Offer advice and assistance to artists, including linking them to other sources of support.	Ongoing	Minimum 12 surgeries per year	<ul style="list-style-type: none"> • Arts organisations • Arts Council 	Existing Council resources
	c) Improve networking for artists and arts groups, specifically by reviving and re-launching the Arts website, and extending its range as a platform and showcase for local independent practitioners, to strengthen its value as a resource, including as a source of information to assist other Council services, providing a directory of artists and arts groups (with supporting information such as examples of work undertaken and names of independent referees). Complement this with a regular e-circular to practitioners to channel information, news, commissioning opportunities etc.	Short	Develop and set up new website by September 09 Explore the potential for a e-newsletter and the means to sustain one by Sept 09	<ul style="list-style-type: none"> • Arts organisations • Artists • Web designers 	Arts Council (partnership funding)

	d) Strengthen support for the voluntary sector through the development of a DVD and website by the Cultural Partnership to make the voluntary sector more visible.	Short	Completion of DVD and web site by May 09	<ul style="list-style-type: none"> Cultural Partnership 	Neighbourhood Renewal Fund
	e) Build on existing links with neighbouring initiatives for the benefit of local artists and venues (e.g. across Merseyside and in Cheshire).	Ongoing	Establish a biennial exhibition for Greater Merseyside. Next one in 2010	<ul style="list-style-type: none"> 'Best of Merseyside' partnership Cheshire Artists Network 	Merseyside Partners Arts Council
2: Creative industries	f) Develop signposting and advice on progression routes.	Short	Hold artists surgeries as required	Artists	Existing Council resources
	g) Offer work experience and mentoring for emerging artists and practitioners.	Ongoing	Provide 4 work experience opportunities per yr. Develop a mentoring pack by August 09	<ul style="list-style-type: none"> Higher Education Artists 	Existing Council resources
	h) Consider strategic alliance with agencies or with other local authorities, to counter the limited capacity for creative industries support.	Medium	Explore the costs involved and the value of 'buying in' to external agencies	<ul style="list-style-type: none"> Regional development groups, Merseyside or Cheshire Creative Industries support agencies or other partners 	

<p>i) Develop more formalised links with Riverside College: to collaborate on structured and planned workshops and artists' residencies, placements and practical experience to help local students considering a career in arts, crafts or media work, including technical support work; to facilitate opportunities for more advanced students to gain experience in working on community projects; and to maintain more regular contact between arts team and college staff, contributing the arts team's knowledge of the industry and the arts professions.</p>	<p>Medium</p>	<p>Strengthen and develop relationships and productive links with staff Hold creative industry day for dance students. Riverside to host professional classes for students and artists linked to The Brindley</p>	<ul style="list-style-type: none"> • Riverside College • Staff 	<p>Existing Council Resource Riverside College spaces</p>
<p>j) Look at possible opportunities through Building Schools for the Future to establish creative studios, which could host artists in schools and act as incubator spaces for emerging creative businesses.</p>	<p>Medium</p>	<p>Develop more arts spaces in schools. Link with mentoring opportunities for artists in schools</p>	<ul style="list-style-type: none"> • Building Schools for the Future Programme • Artists 	<p>Existing Council resources</p>

Theme 4: Arts opportunities for children and young people

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

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

Improvement outcomes will include:

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

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
1: Early years	a) Develop the role of the arts team as a resource able to provide specialist advice to staff in Children & Young People Area Networks and the Children's Centres, and advising them on use of artists who are potentially available to deliver work.	Short	Establish ways to work strategically with Children & Young People Area Network Manager	<ul style="list-style-type: none"> • Children & Young People Area Networks • Children's Centres • Nurseries • 	Existing Council resources
	b) Work through Children & Young People Area Networks and the Children's Centres to reach families with family learning and inter-generational work.	Short	As above	<ul style="list-style-type: none"> • Children & Young People Area Networks • Children's Centres • Lifelong Learning 	Children & Young People Area Networks Children's Centres

2: Education	c) Develop the role of the arts team as a resource able to provide specialist advice to curriculum advisers, headteachers and schools, advising them on use of artists who are potentially available to deliver work, contributing to Continuing Professional Development and INSET for teachers, and supporting the work of encouraging schools to apply for the <i>Artsmark</i> award and helping them to meet and maintain the standards of the programme, especially in areas such as dance where support is especially needed.	Ongoing	Continue to support schools and develop training as appropriate. Develop a logging system to record contacts, details and outcomes	<ul style="list-style-type: none"> • Children & Young People's Service including Arts Education Development Officer • Schools • Sports Development Officer • Health 	Existing Council Resources
	d) Plan workshops, residencies, exhibitions and performances, which support schools' curricular needs, both through the programme of The Brindley and through links with artists and arts organisations.	Ongoing	Minimum of 3 professional events programmed for schools per term	<ul style="list-style-type: none"> • Schools • Riverside College • Artists • Prof Companies 	Existing Council Budgets
3: Youth arts	e) Pilot projects to promote the Young People's <i>Arts Award</i> as an accredited award, via the Positive Activities group.	Short	Minimum of 6 Young People to go for Arts Award in 09/10	<ul style="list-style-type: none"> • Youth Service • Connexions • Children & Young People's Service 	Grant funding from Arts Award
	f) Work with the Borough's other cultural services towards the 'five hour offer' and the extended school day.	Short/medium	Initiate and co-ordinate a programme to offer to schools	<ul style="list-style-type: none"> • Cultural services • Museums • Schools 	Schools Existing Council resources
	g) Help to develop a Council-wide Youth Arts Policy as a statement of entitlement and service availability, working with the integrated Youth Service and with young people.	Medium	Aim to develop and adopt a Youth Arts Policy by end of 2010	<ul style="list-style-type: none"> • Youth Service • Connexions • C & YP Service 	Existing Council resources
	h) Develop further opportunities through which young people can devise their own programming, building on the experience of H208, which included work run and managed by young people.	Medium	Arts Award project led and developed by Young People for summer 2010	<ul style="list-style-type: none"> • Young People 	Arts Award Youth Bank

<p>i) In response to young people's interest, develop film/video/media work and digital creativity, both at The Brindley and in conjunction with venues such as City Learning Centres with specialist facilities and equipment, and as part of wider community use and access.</p>	<p>Medium</p>	<p>Produce film project for summer 2009 Explore potential links with City Learning Centres and The Brindley</p>	<ul style="list-style-type: none"> • Schools • Youth Centres • Community Centres • City Learning Centres 	<p>Youth Bank Apply for grants</p>
<p>j) Support proposals to establish a dedicated youth facility in Widnes, which could increase the creative opportunities available to young people in the borough.</p>	<p>Medium</p>	<p>Creation of a dedicated youth facility offering creative opportunities</p>	<ul style="list-style-type: none"> • Youth Service • Connexions 	<p>My Place scheme</p>

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

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

Improvement outcomes will include:

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

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
1: Community engagement	a) Develop provision for small-scale events in outlying communities (such as Preston Brook) as well as engaging them in arts activity at The Brindley	Short	Summer Theatre project 09	<ul style="list-style-type: none"> • Preston Brook Village Hall • Upton • Cronton • Hale 	Arts Council Existing Council Budgets
	b) Support neighbourhood projects which promote a sense of local community, through outreach work such as neighbourhood events, projects and community learning initiatives.	Medium	Castlefields – Visual arts project Music project planned for 2010	<ul style="list-style-type: none"> • Community Development 	Neighbourhood Renewal Fund Arts Dev
	c) Reach non-committed audiences through community animation projects in parks, open spaces and public spaces in town centre locations.	Ongoing	Develop a 'free running' programme in parks (subject to funding) 09	<ul style="list-style-type: none"> • Parks & Countryside Service • Cultural Partnership • Friends' groups 	Awards for All Splash

2: Diversionary programmes for children and young people	d) Integrate arts and creative activities into <i>Splash</i> programmes to offer out-of-school creative opportunities.	Short	Pilot film screenings in Aug 09	<ul style="list-style-type: none"> • <i>Splash</i> programme 	Splash
	e) Devise and implement projects which promote achievement and roles for young people.	Ongoing	Arts Award for minimum of 6 Y.P. in 09/10	<ul style="list-style-type: none"> • Youth Service • Connexions Schools 	Arts Award funding
	f) Devise and implement projects, which tackle offending behaviours or Not in Education Training or Employment young people.	Ongoing	Devise, develop and evaluate a music and dance project linked to boxing by end of 09	<ul style="list-style-type: none"> • Youth Service • Connexions • Youth Offending Team • The Bridge • Sports Dev 	Existing Council Budgets External funding – grant applications
	g) Continue to offer out-of-school creative opportunities for children and young people at The Brindley.	Ongoing	Continue to offer a wide range of out-of-school activities (minimum 14 events per week)	The Brindley Community Centre	Existing Council Budgets

Theme 6: Leadership and partnerships

The arts service will provide leadership and develop partnerships through:

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

Improvement outcomes will include:

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

Workstream	Action	Timescale	Target/PI	Partnership links	Resources
1: Advocacy	a) Work on evidence systems and PIs to ensure that impact and outcomes can be demonstrated and communicated; perhaps commissioned evaluation.	Short	Set up robust evaluation system for projects.	<ul style="list-style-type: none"> • Corporate and Policy Department External consultant 	Existing Council Budgets
	b) Consistent advocacy and profile-raising by the arts team to increase awareness and understanding of the range and impact of the arts development work. Prepare and publish new brochure; implement an improved website with more information about the service offering; more interviews, articles for publications, and presentations at conferences etc.	Short and ongoing	Develop e-newsletter Set up an improved web site relating to arts development work Devise promotional T shirts for freelance staff	Brindley marketing	Existing Council Budgets

	<p>c) Promote and encourage artistic quality and integrity through the work of the arts team and their imagination, originality and innovation, and nurture artists and alleviate their tendency to isolation.</p>	<p>Short and ongoing</p>	<p>Develop freelance artist packs by summer 09 Support artist forums</p>	<ul style="list-style-type: none"> Freelance artists 	<p>Existing Council resources</p>
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2: Working together internally	d) Develop the arts team's offering as an in-house consultancy resource including sharing information, contacts, ideas and advice with other services. Much of this can be made available on the improved website.	Short	Develop an improved website.	Brindley marketing	Arts Council
	e) Develop the working relationships with the CYPANs in the borough.	Short	Meet with Children & Young People Area Networks manager	<ul style="list-style-type: none"> Children & Young Peoples Area Networks 	Existing Council resources
	f) Ensure that the contribution the arts make to achieving corporate objectives is recognised in the LAA (e.g. role of arts in contributing to health and well-being).	Medium	Explore links to Local Area Agreements	<ul style="list-style-type: none"> Corporate and Policy Department Cultural Partnership 	Existing Council resources
	g) Further development of cross-service working, and with improved planning mechanisms.	Ongoing	Develop projects as appropriate	Range of partners dependent on the project	Partnership funding depending on project
3: Working together externally	h) Explore the potential for links with other nearby local authorities, for joint work on e.g. health, creative industries and in other areas where co-operation or joint action would be beneficial to Halton.	Short	Merseyside Arts Partnership project is accomplished	<ul style="list-style-type: none"> Other local authorities 	Arts Council Existing Council resources
	i) Support Norton Priory Museum in its ambitious expansion plans which will offer enhanced arts opportunities as well as strengthening the Borough's heritage offer.	Short	Support development of Heritage lottery bid	<ul style="list-style-type: none"> Norton Priory Museum 	Heritage Lottery Funding
	j) Play an active role in Merseyside Arts Partnership and ensure Halton is able to benefit from sub-regional initiatives.	Ongoing	Attend regular mtgs.	<ul style="list-style-type: none"> Merseyside Arts Partnership Arts Council 	Existing Council resources
	k) Maintain and develop the relationship with Arts Council England North West, and advocate on behalf of artists and arts work in the borough.	Ongoing	Meetings with art form staff as appropriate	<ul style="list-style-type: none"> Arts Council England North West 	Existing Council resources

	<p>l) Maintain and develop the links with other regional and national networks, support structures and professional bodies.</p>	<p>Ongoing</p>	<p>Arts Development Team to continue to attend regional and national networks.</p>	<ul style="list-style-type: none"> • Networks e.g. National Association of Local Government Arts Officers. Touring Exhibition Group, National Association of Youth Theatres, Dance UK 	<p>Existing Council resources</p>
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Notes to the Action Plan:

1. Lead responsibility sits with the Arts Development Team except where otherwise stated.
2. Timescale is indicated as follows:
 - Short term = within one to two years
 - Medium term = within three years
 - Long term = may take five years or longer
3. More detailed allocations of staff and financial resources are set out in the Service Plan and individual Work Plans.
4. This Action Plan should be updated annually to take account of achievements and changing circumstances.