



*“Through the Cultural Education Challenge, we want to make sure that more children and young people can create, compose, and perform. We want every child to have the chance to visit, experience and participate in extraordinary work, and be able to know more, understand more, and review the experiences they’ve had.”* Arts Council England, 2015

*“A great arts and cultural education gives children and young people the confidence and creative skills to thrive as individuals, as members of our society, and as the next generation of creative talent. All children and young people, wherever and whatever their start in life, should have the opportunity to have an arts and cultural education that nurtures innovation and unlocks the vital skills that are helping to drive our world leading creative industries.”* Darren Henley, Arts Council England, 2015

*‘Nottingham is a city of brilliant individuals and spirited communities who consistently make great things happen...We will champion talent, revitalise neighbourhoods and elevate our stories to an international stage and we will lead and support culture to amplify its positive impact for the people of Nottingham.’* Cultural Statement and Framework for Nottingham 2017 – 2027

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## Introduction

We know the benefits of a good cultural education and its importance in developing the skills and knowledge of our next generation. By engaging with art, design, dance, drama, music and by making, creating, writing and performing, children and young people develop understanding and gain experiences that will support them as they go through life. Nottingham has a strong cultural offer that provides education, training, employment, entertainment and inspiration, and our cultural sector is dedicated to listening to and working with young people. But we know there are many barriers to participation and that a significant number of our young people do not have the opportunity to take part.

In the second iteration of the ChalleNGe cultural education project, a partnership of arts organisations will come together to specifically work with **more and different** children and young people in the city. Through a programme of research, they will identify and address barriers to creation and participation experienced by children and by their families, educators, artists and the arts organisations. They will deliver a cultural learning offer that is relevant, visible and accessible, designed by, with, and for children and young people. They will take risks, share knowledge, tackle challenges and do things differently to ensure **more and different** young people get the opportunity to make, create, imagine and innovate and to become informed and inspired audiences and champions of culture, as well as champions of the city. With additional investment ChalleNGe will create an Evaluation and Learning Fund that will provide resources for city partners to deliver and share the learning from pilot projects that will use new ways of working to engage more and different young people in the city's cultural life.

Each partner organisation will determine who it is they want to work with, who their **more and different** children and young people are, and what their programme will look like. All ChalleNGe partners will share knowledge and determine new ways of working and will work with researchers at the city's universities to design and evaluate their approaches so that others may learn. ChalleNGe will collect the data and the stories presenting a city-wide picture of this concerted effort to diversify the young creators and audiences of culture in the city. It is ChalleNGe's ambition that Nottingham becomes an exemplary city for successful delivery of cultural education in the UK.

## Context

Arts Council England's Goal 5 specifically outlines how it will work to achieve a world where every child and young person has the opportunity to experience the richness of the arts, museums and libraries. Its plans include to galvanise and facilitate local partnerships of Music Hubs, Museums and arts organisations leading to co-authored, co-ordinated, high-quality cultural experiences for children and young people in and out of school.

Issued in October 2015, the Arts Council's Cultural Education Challenge 'challenged all cultural learning stakeholders to find new ways to partner one another to ensure that every child and young person has access to arts and culture'<sup>1</sup>. Nottingham responded and by summer 2017 ChalleNGe was formed, and funding for a year-long programme was secured from Nottingham City Council, The Mighty Creatives and other partners including Browne Jacobson.

Also at a local level, in 2018 the city launched its new Cultural Framework in which education is a key strand; and the Framework underpinned the ambition integral to the city's European Capital of Culture bid in which cultural democracy was the driver. This thinking and ambition is reflected in how we propose to take ChalleNGe forward.

With this plan, ChalleNGe will build on its foundations and will contribute to local, regional and national conversation on cultural education through the relationships mentioned throughout the strategy.

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<sup>1</sup> <https://culturallearningalliance.org.uk/launch-of-the-cultural-education-ChalleNGe/>, October 2015

In researching and developing the ChalleNGe plan for 2019 – 2022 the Steering Group led a consultation which included conversations with artists; teachers; governors; NCC education representatives, academics and corporate partners; this consultation and relationship building will continue as ChalleNGe develops. ChalleNGe will learn from partners' experiences and will ensure that organisations such as the Community Recording Studio (CRS), Backlit, Dance4, The Playhouse, Nonsuch, Broadway, UNESCO City of Literature, National Literacy Trust, New Art Exchange, Tom Dale Dance, UKYA and others, including all NPOs and Arts Organisations, are given the opportunity to join the partnership and to contribute to delivering excellent quality, relevant, needs-led arts and cultural education practice.

ChalleNGe II activity is firmly based on research and practice from ChalleNGe I which included an exercise that identified the least active schools in terms of cultural education. Information via the Nottingham Music Hub from the Arts Council Music Data Return has and will continue to provide a vital source of specialist information and academic studies such as NTU's recent publication exploring the Contribution of Music Intervention Programmes for Children in Challenging Circumstances, which was based on collaborative research on behalf of Notts Youth Justice Intervention Team will continue to provide content and resource to the project.

The Steering Group at the time this plan was being prepared was chaired by Nigel Cooke from One Nottingham and included representatives the city council and Small Steps, Big Changes as well as: Barbara Matthews from Nottingham Trent University; Shona Powell from Lakeside, University of Nottingham; Ian Burton from the Nottingham Music Hub; Janet Orgill from Browne Jacobson; Kay Hardiman and Amanda Spryutt from Nottingham Contemporary; Catherine Mayhew from The Creative Quarter Company; and Paul Roberts Chair of the Board of Directors for the Innovation Unit, vice-Chair at Mountview Academy of Theatre Arts and at Nottingham Contemporary.

## ChalleNGe Vision

Nottingham's diverse population of children and young people will have the opportunity to be imaginative, innovative and creative, becoming informed and inspired curators, makers, audiences and champions of culture citywide.

## ChalleNGe Mission

To facilitate, support and co-curate collaborations and partnerships that ensure more and different children and young people in Nottingham engage with relevant, inspiring and accessible cultural experiences.

## ChalleNGe Aims

To work collaboratively with Nottingham's cultural partners and educators to:

- Deliver a cultural learning offer that is complementary, visible and accessible
- Identify and address barriers to creation and participation by children, their families, educators, artists and arts organisations
- Take risks, share challenges and celebrate the exemplary

## Stakeholders

As well as the cultural organisations including the Nottingham Music Hub and Nottingham's Arts Council NPOs (National Portfolio Organisations) and arts organisations, ChalleNGe will work closely with a range of stakeholders. These will include:

- Nottingham City Council's Education, Children and Young People, and Arts, Heritage and Library Services;
- The city's schools and colleges;
- Community partners including Small Steps, Big Changes;
- Nottingham Trent University and The University of Nottingham;

- And sector representative groups such as the Midlands Higher Education and Culture Forum, the Contemporary Visual Arts Network for the East Midlands (CVAN,EM), the regional Engage group (Engage is the lead advocacy and training network for gallery education)

ChalleNGe will be closely aligned with the City's Strategic Cultural Partnership, from which some members of the Steering Group will be drawn.

## Underpinning Principles

ChalleNGe will be inspiring, facilitative, resourceful, collaborative, opportunistic, imaginative, innovative, bold and, reflecting Nottingham's Cultural Framework, we will be open, inventive, diverse, networked and welcoming.

We will align resources and add value to existing provision. We will only create new, where new is needed.

ChalleNGe Operation partners will be:

Generous – giving children and young people the option to steer their own cultural course

Honest – critically appraising their work and sharing their learning

Flexible – adapting to new and changing trends and preferences of younger people

Responsive – directly responding to young people's needs

## Goals (2019 – 2022)

Four goals: reaching more and different children and young people; improving access to cultural education; building capacity and doing things differently; resilience, sustainability and the future.

1. Reach more and different children and young people		
<p><b>Year 1 KPIs</b></p> <ul style="list-style-type: none"> <li>• ChalleNGe Operations Partners will have defined their more and different children and young people and identified them with the support of ChalleNGe resources</li> <li>• ChalleNGe Operations Partners will be embedding new forms of evaluation into their cultural education work</li> <li>• ChalleNGe Operations Partners will have begun working with more and different children and young people</li> <li>• ChalleNGe Operations Partners will have begun to create a local evidence base assessing the impact of ChalleNGe activity to reach more and different children and young people</li> <li>• Digital resources will have been used to effectively to map, plot and measure activity</li> </ul>		
Action	Who/How	Deliverables
<p>Support Nottingham's cultural partners to determine who their <b>more and different</b> children and young people are. Priority areas to reach out to are:</p> <p>Early years and early intervention; Children and young people learning English as an additional language; Children and young people with special</p>	<p>Working with the city's resources, including the universities' Widening Participation teams and Nottingham City Council's Education Department, using tools such as Ansoff's Matrix and Nottingham specific databases to determine target audiences and to map current provision (in schools, colleges, communities and pupil referral units etc)</p>	<p>ChalleNGe partners, the individual members of the Operations Committee, to develop plans to reach more and different children and young people</p>

education needs and disability; Disadvantaged children including children and young people in care and care leavers, pupils eligible for free school meals.		
Implement a robust evaluation plan to measure quality and reach.	<p>Working closely with the university's Social Science departments to devise and agree robust evaluation methodology</p> <p>Taking part in the Shared Intelligence Evaluation Framework to measure regional cultural education development work</p> <p>ChalleNGe will subscribe to the RSA Cultural Learning Evidence Champions Network</p>	<p>Robust evaluation methodology is implemented across delivery partnerships</p> <p>Contributed to Shared Intelligence's evaluation to understand combined impact</p> <p>Learning, supporting and championing as members of the RSA Network</p>
<b>2. Improve access to cultural opportunities and activities for Children and Young People through collaborative working</b>		
<p><b>Year 1 KPIs</b></p> <ul style="list-style-type: none"> <li>• ChalleNGe Operations Partners will have gained fresh insight into the interests and aspirations of children and young people in the city</li> <li>• ChalleNGe Operations Partners will have an active, mutually beneficial relationship with city teachers</li> <li>• Children and young people in the city will benefit from an uptake in Arts Award activity</li> <li>• Strong and active Artsmark Partnerships (plural) increasing the quality and availability of cultural education</li> <li>• The Young Creative Awards will have increased promotion and support from stakeholders</li> <li>• Educators and community groups will have increased awareness of the city's cultural offer</li> <li>• Children and young people, schools and colleges, and other groups that work with children and young people will have contributed (directly or indirectly) to ChalleNGe Partners' cultural education plans and activity</li> <li>• Nottingham's high quality cultural education will be showcased</li> <li>• Digital resources will have been used creatively to promote, showcase and consult</li> </ul>		
<b>Action</b>	<b>Who/How</b>	<b>Deliverables</b>
Build on and increase the levels of consultation with children and young people and all stakeholders working to ensure quality cultural education in Nottingham. Building on learning from the ChalleNGe funded Do Your Thing Youth Trends Survey, by Nonsuch.	<p>Work with children and young people to understand their cultural practices, manage their expectations and to articulate their preferences, interests, aspirations, frustrations to the cultural sector so that the sector can honour their culture and they can work together to create opportunities.</p> <p>Regularly consult with the city's cultural partners through the</p>	<p>4 consultation activities per annum, aimed at children and young people, the education sector (making use of the Cultural Challengers Network, see below), communities and cultural organisations</p> <p>Recruit children and young people to the Advisory Forum and equip the Forum to feed into ChalleNGe plans</p>

	<p>Operations Committee activity to understand experiences, what works and what doesn't.</p> <p>Build relationships with communities, schools and colleges so that they can articulate barriers to participation and identify opportunities to ensure cultural education is accessible to all.</p>	
Develop a city-wide communications strategy to help unlock demand	Work closely with ChalleNGe stakeholders to raise awareness of the city's cultural offer and the importance of cultural education through regular bulletins, web presence, social media and events	<p>At least 6 Culture Newsletters and/or ChalleNGe columns in other newsletters (e.g. Scene, Nottingham City Council's e-publication for schools) per annum</p> <p>ChalleNGe website set up and maintained with links to/from all partner sites</p> <p>Annual gathering showcasing Nottingham's cultural education offer and its impact</p>
Co-ordinate a programme of activities to lead to more accessible cultural education	Work closely with stakeholders to deliver a widely available complementary programme, to include opportunities for teachers, schools and colleges and the cultural sector. This will add value to the cultural sector and highlight new offers in the city.	<p>Continue the Cultural Challengers Network (previously Cultural Champions) providing 'back-stage' access to cultural organisations for city teachers</p> <p>Promote Nottingham Young Creative Awards</p>
Use the tried and tested Artsmark and Art Award initiatives to increase engagement and improve the quality of cultural learning in the city	Form joined-up Arts Award and Artsmark working groups by bringing together stakeholders to map activity, identify gaps and collectively tackle challenges, leading to a robust strategies for Artsmark and Arts Award and a strong Artsmark Partnership	<p>Effective and strong Artsmark Partnership</p> <p>Robust, joined-up, city wide Artsmark and Arts Award strategies</p> <p>Celebration of Artsmark and Arts Award successes</p>
<b>3. Build capacity across the Cultural Learning sector to create a community of practice</b>		
<p>Year 1 KPIs</p> <ul style="list-style-type: none"> <li>• ChalleNGe Operations Partners are functioning as a community of practice that has collectively reviewed and, where appropriate, revised activity to do things differently</li> <li>• ChalleNGe Operations Partners are inspired and informed by best practice when developing their cultural education offer</li> <li>• ChalleNGe Operations Partners research and develop innovative cultural learning programmes</li> <li>• Digital resources will be used more creatively to highlight best practice and to share relevant resources</li> </ul>		

Action	Who/How	Deliverables
Seek funding and opportunities for a Learning and Evaluation Fund that will provide a mechanism for fundraising and for seed funding learning projects, set pieces of research and pilots that will inform the project and strengthen sector knowledge and capability.	Work closely with the city's universities and other ChalleNGe Stakeholders to identify research questions and additional funding that lead to research and development and innovation.	Funding in place  Operations Committee members actively engaged in research
Share knowledge, learning and best practice from the wider sector (regionally, nationally, internationally)	Identify best practice through engagement with the Strategic Cultural Partnership, Midlands Higher Education and Culture Forum, Engage, The Mighty Creatives, the universities' Widening Participation programmes, Creative Curriculum Group and Cultural Education Partnerships from across the country	Share through Operations Committee meetings, website and social media, and events including the annual gathering.
<b>4. Establish a resilient, sustainable, relevant cultural education partnership in Nottingham</b>		
<p>Year 1 KPIs</p> <ul style="list-style-type: none"> <li>• ChalleNGe plans adhered to and developed</li> <li>• Good level of awareness of ChalleNGe across the city within and outside of the Cultural Learning sector</li> <li>• Evidence collected to inform the exit strategy at the end of year 3</li> <li>• Digital resources will have been used efficiently to manage ChalleNGe business and to plan and consult around future activity</li> </ul>		
Action	Who/How	Deliverables
Establish a robust and clear governance structure for ChalleNGe with Terms of Reference for the Steering Group	Identify membership of Steering Group to oversee strategy progression against goals and support the staff team	Steering Group established and clear reporting structure in place  ChalleNGe staff: p/t Director and p/t communications & admin office to be appointed and inducted  Calendar meetings for Steering Group 12 months in advance, 3 times a year.
Establish new Operations Committee to work collaboratively towards achievement of shared goals	Work closely with the Strategic Cultural Partnership and the cultural learning sector to engage membership in Operations Committee with a shared understanding of ChalleNGe's purpose	Calendar bi-annual meetings, 12 months in advance  Task & Finish groups support strategic projects around the achievement of ChalleNGe's 3 goals

Identify opportunities, broker partnerships and source funding to continue the work of ChalleNGe	Work closely with all partners and Advisory Forum members to co-design projects which capitalise on all goals and available funding	Funding applications to be designed and developed as priorities and opportunities arise
Establish the Advisory Forum whose expertise can support, challenge and inform ChalleNGe's work to achieve its 3 Goals and to feed into future planning	Work closely with the Strategic Cultural Partnership, schools and colleges, universities, NCC's Children and Young People's and Education teams to identify key individuals	Meet as required and at least annually to share progress and identify key priorities, contacts, ideas, options
Encourage all involved in ChalleNGe to actively promote and advocate on behalf of it	Steering Group, Operations Committee, Advisory Forum, Ambassadors support ChalleNGe at every opportunity	Promotional opportunities at ChalleNGe and non-ChalleNGe occasions and events
Evaluate ChalleNGe activity and learn from findings to inform future plans	Working with universities' resources establish a long-term evaluation programme that assesses whether ChalleNGe meets its aims and to scope out new opportunities for ChalleNGe for future activity	Evaluation methodology to be used on an ongoing basis through the project term and a report to be prepared annually

## ChalleNGe Structure

- [Steering Group](#)

5 – 7 individuals with skills, experience, capacity to provide governance to ChalleNGe. This group is responsible for strategic direction, financial overview, monitoring, evaluation, forward planning, risk management, line management of ChalleNGe Director. SG members collectively have experience in culture and/or education, business and planning, they actively use their networks and influence to support ChalleNGe. They meet three times a year.

- [Operations Partners forming an Operations Committee](#)

The Operations Committee will comprise Cultural Learning representatives of arts and cultural organisations in the city. Each participating organisation will have a place on the committee. Operations Committee members will become a community of practice. By signing up to ChalleNGe and to the Operations Committee members commit to taking part in shared evaluation, sharing learning and advocating for ChalleNGe. They meet twice a year, with working groups meeting as required.

- [Advisory Forum](#)

Children and young people, experts in the field of cultural learning and education, as well as community representatives. Acting as key resources for ChalleNGe, Advisors will meet and offer their support on an ad hoc basis, in specialist groups and at an annual meeting to reflect on ChalleNGe progress and plans.

- [Ambassadors](#)

A collective group of stakeholders (including those listed above) who support ChalleNGe and advocate for it in their professional roles and interested parties. Includes Head Teachers, Council Leaders, Vice Chancellors, Academy leaders, cultural leaders, children and young people. They are invited to activity and to the Annual gathering.

- ChalleNGe staff team

The part time Director and part time Communications and Admin Officer will be employed by Nottingham Trent University.

## ChalleNGe Legacy

ChalleNGe is a partnership that seeks to support the sector and to build its capacity to collaborate, to evaluate, to do things differently and to reach the most disadvantaged, hard to reach and vulnerable young people in our city. ChalleNGe will create a learning environment where cultural organisations benefit from close working relationships with universities, schools, colleges, other education providers and children and young people. As we progress through the project term and at the end of the three years we look forward to making a difference and to sharing our successes and challenges across the sector, the city and the cultural learning landscape.

## ChalleNGe Equality Statement

ChalleNGe is committed to providing equality of opportunity and tackling discrimination, harassment and intimidation, and disadvantage. We are also committed to achieving the highest standards in service delivery, decision-making, consultation and employment practice.

The principles of non-discrimination and equality of opportunity apply to the way in which we treat the staff, steering group members, operations committee members, partner organisations and children and young people that we work with.

All ChalleNGe personnel have a duty to act in accordance with this policy and treat others with dignity at all times, and not to discriminate against or harass others regardless of their status.

ChalleNGe will not tolerate less favourable treatment of anyone, whether direct or indirect, on the grounds of their:

- Gender
- Age
- Race
- Colour
- Nationality
- Ethnic or national origin
- Disability
- Marital or civil partnership status
- Sexual orientation
- Gender reassignment
- Responsibility for dependents
- Trade union or political activities
- Religious or other beliefs
- Or any other reason which cannot be shown to be justified

## Finance

ChalleNGe will be established with investment from Nottingham Trent University which will be matched by funding from the Cultural Life Fund via The Mighty Creatives and funds raised from third party funders, yet to be identified. Nottingham City Council had invested in ChalleNGe 1. It is a priority for the current ChalleNGe Steering Group to explore the possibility of this funding continuing.

ChalleNGe will continue to seek funding for its activities specifically to invest in an Evaluation and Learning Fund but also for future activity, subject to plans.