



**CULTURAL STATEMENT AND  
FRAMEWORK FOR NOTTINGHAM  
2017-2027**

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## FOREWORD

Sir Nicholas Serota, Chair, Arts Council England (31 March 2017, No Boundaries Conference, Hull):  
“We live in a shifting, exciting but perilous age; but I have always believed that challenges have to be met with imagination and bold action.”

Nottingham is a city with a rich, diverse and unique cultural offer. It benefits from passionate leadership and participation and boasts a thriving cultural community made up of professionally-led and amateur organisations, commercial and voluntary-run businesses and agencies across all the arts and heritage sectors. It has imagination, creativity and talent which drive its confident and cultural offer. It creates high quality work through its partnerships locally, nationally and internationally and has a thriving, growing independent cultural sector.

We therefore start from a position of strength at a time when UNESCO City of Literature status has provided access to a global community of 20 cities worldwide. The title was awarded not only because of the quality and quantity of literary excellence, but also because of the demonstrable collaborative working and major commitment to improving literacy levels in our city by ‘building a better worlds with words’.

We believe that Nottingham must both remain relevant to our local communities and feature confidently on an international stage. To achieve this we want to deliver skills-development and to improve learning outcomes and the health and wellbeing of our citizens. We want to develop, encourage and retain talented individuals; to create, present and engage artists and local people in cultural experiences of the highest quality; and to deliver all of this in our communities and public spaces as well as across our professional venues, museums and exhibition spaces.

We want Nottingham to be recognised as a vital and flourishing city and become the number one option for businesses seeking to relocate and to recruit. We also want students who come to study in the city to add to its cultural footprint, wanting to stay, live and work here once they have completed their studies.

To achieve all of this through culture we need to work beyond our current partnerships, and harness the support of key influencers in Nottingham and worldwide across all levels of education, arts, science and business. Reinforced by government-supported initiatives such as the Midlands Engine Strategy and the D2N2 Metro strategy, we want everyone to recognise and promote culture as an essential part of the city’s arsenal to improve quality of life for all our citizens and attract new investment which will help shape everyone’s future.

This Cultural statement and Framework is a call to action devised from the views and aspirations of Nottingham’s citizens, artists and cultural organisations and it begins to identify what we must now do. It is not definitive but a shared starting point which will be used as a pathway to the future, co-creating an ambitious 10 year delivery plan for Nottingham in which culture is key. We hope you will want to join us to find ways in which we can make this plan a reality.

Culture will unlock potential in our city. The next 10 years will continue to see a transition that takes the City from its industrial, manufacturing past, paving the way to reimagine the city for generations to come. Exploring a bid to be the European Capital of Culture in 2023 will be one of the options that formalises our action plan, in order to deliver our ambitions and objectives.



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The Cultural Framework is the catalyst for Nottingham to become a place where citizens, workers and artists unite to be the bridges to its future, making the impossible happen.

Culture in Nottingham is open, inventive, diverse, networked, welcoming and open:

#### **OPEN**

Confident to share vision, process, and honest learning from experiments, users, new opportunities, successes and failures. Use digital technology to increase access and reach of cultural opportunities.

#### **INVENTIVE**

Experiment to encourage new and different thinking, learn from actively working together on shared challenges and ideas, and embed creative approaches across sectors.

#### **DIVERSE**

Enable diverse communities and networks to create and engage with culture, enhancing the ability of culture in Nottingham to adapt to change, inspire people, take risks to lead and innovate and be a place for voices to be heard<sup>1</sup>.

#### **NETWORKED**

Recognise, amplify and connect existing expertise, resources, and cross-sector networks, to realise Nottingham's potential.

#### **WELCOMING<sup>2</sup>**

Nurture cultural talent and leadership, support artistic freedom of expression, and enable independent creative businesses and activities to flourish.

<sup>1</sup> Supporting Arts Council England's [Creative Case for Diversity](#)

<sup>2</sup> These active principles each represent a range of responses to the #3NottsWords consultation challenge



## ACKNOWLEDGEMENTS

We are grateful to all of the many people and organisations who have contributed their time, energy, resources and ideas to the development of this framework, including;

All those who completed the survey, came to a consultation event, contributed their #3NottsWords, or shared their ideas and ambitions for culture in Nottingham.

Arts Council England  
Broadway  
City Arts  
Confetti Media Group  
Creative Quarter  
Creative Nottingham North  
Dance 4  
Experience Nottinghamshire  
Galleries of Justice  
Ignite!  
Inspire Culture  
Kind  
Left Lion  
Meadows Art Gallery  
Midland 3 Cities  
New Art Exchange  
Nottingham City Council  
Nottingham Civic Exchange at NTU  
Nottingham Contemporary  
Nottingham Cultural Education Partnership  
Nottingham Lakeside Arts  
Nottingham Playhouse  
Nottingham Trent University  
Nottingham UNESCO City of Literature  
Nottingham Writers' Studio  
NonSuch  
One Nottingham  
Primary

Renewal Trust  
Strelley Social Club  
Theatre Royal + Royal Concert Hall  
Nottingham University  
What Next? Nottingham  
Young Creative Awards

The framework also reflects on-going discussions with the Leaders and Chief Executives of Nottinghamshire's Borough and District Councils, Nottingham City Council, and Vice Chancellors of the Universities.

Particular thanks to the Nottingham creatives who helped to develop key elements of the framework; illustrators Hannah Sawtell and Deborah Panesar, and Mat Hayward and Tom Davies at Kind who developed the beta version of Nottingham's Cultural Mapping.

We would also like to thank those who shared their specialist expertise and insights to inform the design of the consultation and framework; Rebecca Ball (Director, Sunderland 2021), Jamie Bennett (Executive Director, ArtPlaceAmerica, USA), Sam Cairns (Cultural Learning Alliance and Calouste Gulbenkian Foundation Inquiry into the Civic Role of Arts Organisations), Lhosa Daly (Deputy Director, Spike Island), Shelley Danner (Programme Director, Challenge Detroit, USA), Paul Grainge (Director, AHRC Midlands3Cities Doctoral Training Partnership), Dave Moutrey (Chief Executive, HOME), Keith Merrin (Director, National Glass Centre), and John Lewis (Director, Intelligent Futures, Canada).

Thanks also to the Bird & Gorton team - Hannah Bird, Ceri Gorton, Aly Fielding, Will Warrener, Hannah Lambert, Emmie Kell and Gorm Ashurst.





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## HOW TO USE THE STATEMENT AND FRAMEWORK

Nottingham's 10-year Cultural Statement and Framework is an active suite of resources, which includes analysis of the context for culture in Nottingham, key themes and objectives, and a roadmap of next steps to enable the city to define and deliver its cultural ambition.

These next steps focus on how culture and cultural collaboration can benefit the city as a whole.

This framework developed in consultation with the citizens of Nottingham, places culture at the heart of civic life in Nottingham.

The Framework is designed to be used by organisations, decision makers, funders, universities, businesses, local and national government, and community groups to identify shared priorities, forge new partnerships, and develop collaborative activity with and for the people of Nottingham.

In its use and delivery, the Framework will provide opportunities that benefit the people of Nottingham, enabling them to showcase their talent, celebrate their heritage, and create and share cultural experiences which bond communities. In developing the framework the upcoming opportunity of bidding to be European Capital of Culture in 2023 provides an opportunity to help us make the step change required to take us from the current cultural offer to our vision of culture in Nottingham in 10 years' time.

The Statement and Framework is not intended to be a static strategy document. Instead, it comprises of a vision, data set and toolkit to enable culture in Nottingham to adapt and thrive over the next decade.

There are 5 main components to the Statement and Framework suite:

### STATEMENT

A shared, distinctive vision of cultural ambition for Nottingham

### FRAMEWORK

Key Principles and Objectives to be delivered to realise the city's cultural ambition.

### RESOURCES

Next steps and actions to enable the city to collaborate, connect and co-create to deliver the framework

### APPENDICES

These include data sets from research and consultation that have informed the design of the framework

### TOOLKIT

Shared folder of live documents to be used to start implementing the framework

The Framework has been developed in a year that exemplifies the fast-paced, changing political, economic and social context. Devolution, the shifting landscape of local authority funding and the vote to leave the European union are key issues impacting how culture is made, recognised, and supported.

This Framework is designed to enable Nottingham to reflect and adapt to change over the next 10 years.

In keeping with the Design Thinking process which informed the discovery and prototyping of the Cultural Framework, the testing and delivery of the Framework will take place in four phases between 2017-2027: Transition to Collaboration, Innovate, Embed, and Reflect and Reframe.



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CULTURAL STATEMENT AND FRAMEWORK  
FOR NOTTINGHAM 2017-2027



NOTTINGHAM

# EXECUTIVE SUMMARY



## WELCOME TO NOTTINGHAM

Nottingham is a city with a long and proud history. The home of the Robin Hood legend and centre of the lace-making industry globally, it is now in the process of emerging from its industrial, manufacturing past and reimagining itself in the 21st Century.

Nottingham is one of ten core cities in the UK which are powering the growth of their regional economies. Four million people live within 45 minutes of Nottingham and the city is a hub for cultural activity and creative careers for people across and beyond Nottinghamshire<sup>3</sup>.

Located in the Midlands, Nottingham is in a region responsible for over 20% of the UK's total manufacturing capability. Since 2010, the size of the Midlands economy has increased by £32.9 billion<sup>4</sup>. The Midlands Engine Strategy, launched in March 2017, will support growth and development in the region by investing a £392 million in Local

Enterprise Partnerships (LEPs), including new investment of £63 million to the Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2) LEP.

“Underpinning the Midlands Engine Strategy, and crucial to its success, is close engagement with local partners – Local and Combined Authorities, universities, businesses and Local Enterprise Partnerships.”<sup>5</sup>  
Rt Hon Philip Hammond MP, Chancellor of the Exchequer

Nottingham has an estimated population of 310,837 and this is projected to grow to at least 320,000 by 2019. The city's wider urban area (including many of the suburbs) is the largest in the East Midlands and home to 729,977 people<sup>6</sup>. The city also has one of the UK's youngest populations: residents' average age stands at just 34<sup>7</sup>.

The city's two universities - Nottingham Trent University and the University of Nottingham - have over 60,000 students between them and maintain a strong international profile, helped by the establishment of two University of Nottingham campuses in China and Malaysia<sup>8</sup>. Internationally recognised for its research expertise, Nottingham is also designated as one of six UK Science Cities.

3 Engagement in the framework consultation highlighted cultural audiences, makers, and advocates across Nottinghamshire, with many of these mapped by Kind. The Caterer, 29 July 2016 <https://www.thecaterer.com/articles/367935/catering-partner-open-day-in-nottingham>

4 According to the [Midlands Engine Strategy](#), 2017, p.4

5 Midlands Engine Strategy, 2017, p.4 Quote from Rt Hon Philip Hammond MP, Chancellor of the Exchequer <https://www.midlandsenine.org/wp-content/uploads/2017/03/Midlands-Engine-Strategy-2017.pdf>

6 City Council Plan 2015-19, Nottingham City Council 2015, p.4 <http://www.nottinghamcity.gov.uk/about-the-council/council-plan-puts-citizens-at-the-heart/>

7 Nottingham Growth Plan, Nottingham City Council 2013 <http://www.nottinghamcity.gov.uk/business-information-and-support/business-support-and-finance/the-nottingham-growth-plan/>

8 UoN Global Strategy 2020, University of Nottingham, p.21 <https://www.nottingham.ac.uk/about/documents/uon-global-strategy-2020.pdf>



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From Raleigh bikes to Nottingham Forest and Trent Bridge, Nottingham is known for its love of sport and has been recognised as England's first City of Football. The city is also home to the National Videogame Arcade, which is the World's first cultural centre for gaming<sup>9</sup>.

Nottingham enjoys a reputation as one of the UK's greenest cities. 2015 government statistics show that it has the lowest carbon emissions for any large city investing in its blue green infrastructure to the extent that in 2016 the City Council met its clean energy targets four years early<sup>10</sup>.

The city has also invested in its public transport network, a new cycle super highway and a ground breaking workplace parking levy which has been used to extend the modern tram system.

<sup>9</sup> <https://www.thenva.com/> and <http://www.d2n2lep.org/news/worlds-first-cultural-centre-for-gaming-to-open-in-nottingham-in-2015>

<sup>10</sup> Creative Quarter <http://www.creativequarter.com/news/greener-city-as-nottinghams-carbon-emissions-fall-by-21-per-cent-in-10-years/>





## CULTURE IN NOTTINGHAM

Nottingham's heritage, spanning its 1000 year history, makes up an important part of its cultural landscape. The city has more than 800 listed buildings and Nottingham Castle and Wollaton Hall each receive around 200,000 visitors each year.

In 2015, 10 of the city's major cultural attractions generated a total of 1.87 million visitors (overall tourism to Nottingham City in 2015 was 10.7 million). Tourism, including cultural tourism, contributes an estimated £466m to Nottingham's economy. This alongside a vibrant events calendar taking place throughout the year with a host of events including Light Night, Splendour, The Riverside Festival, Goose Fair and Nottingham's October Festival Month all which ensure Nottingham has something for everyone.

There are also more than 2,300 registered creative and digital businesses in Nottinghamshire, mainly concentrated in the city. Creative Economy employment across the UK increased by 5.1% from 2.8 million jobs in 2014 to 2.9 million jobs in 2015. By 2015, one in every 13 jobs in the East Midlands was in the Creative Economy.

A UNESCO City of Literature and member of UNESCO's Creative Cities network, Nottingham is a thriving literary centre, known for its publishers, magazines, book shops, festivals, and writers from DH Lawrence and Alan Sillitoe to Jon McGregor and Alison Moore. It also has a thriving contemporary / visual arts scene with a wide variety of venues such as the Castle, New Arts Exchange, Nottingham Contemporary alongside artist run studios.

Both our Universities play an important role in supporting and creating the cultural opportunities in the City, not only through their research and the courses they offer but also their public programmes and partnerships with the City's creative and cultural organisations. Nottinghamshire is also home to 5 of Creative England's Top 50 Creative Companies and Individuals (Jan 2015) including GameCity, Jeanie Finlay, ApplInstitute, Lockwood Publishing and Wellington Films. Nottingham also has 8 National Portfolio cultural organisations, which collectively receive £3.92 million core funding each year from Arts Council England.

Nottingham is a young, diverse city with strong historic roots which translates to a vibrant cultural offer characterised by entrepreneurial artist and grassroots led activity. Culture is therefore already a major part of the city's economy and the lives of its citizens. The Framework aims to extend, empower and amplify Nottingham's excellent cultural offer to benefit those who live, work and play in the city. This excellence is the baseline that powers people's engagement with culture.

The Cultural Framework capitalises on Nottingham's successes - from the city's thriving cultural offer and rapidly growing creative and digital industries, to its European Capital of Culture ambitions - to outline a vision and plan to increase the recognition and impact of Nottingham's cultural sector.



## CHALLENGES

Nottingham faces steep challenges related to social mobility and poverty. Significant wealth disparities exist between the urban central zone and the more affluent commuter belt.

The City Council's 2014-17 Education Improvement Strategy lists over 19,500 children as living in poverty, or 35% - 7 points higher than the UK total. This strategy also states that the percentage of students achieving more than 5 GCSEs at A\*-C in Nottingham is 9.3% below the national average<sup>11</sup>.

The Nottingham Growth Plan notes that the 2008 recession impacted Nottingham more severely than in other cities, and in its post-manufacturing economy, almost nine out of 10 jobs in Nottingham exist in the service sector, a statistic that the City Council views as making the city vulnerable to wider economic change<sup>12</sup>.

While jobs in the Creative Economy continue to grow across the East Midlands, there will be a challenge over the next decade in developing the resilience of cultural and creative organisations and ensuring Nottingham's current and future workforce is appropriately skilled to enable the Creative Economy to thrive<sup>13</sup>.

11 Education Improvement Strategy 2014-17  
Nottingham City Council, 2014, p.7 and p.8  
<http://www.nottinghamschools.org.uk/media/362009/school-improvement-strategy.pdf>

12 Nottingham Growth Plan, Nottingham City Council, 2013, p.8  
<http://www.nottinghamcity.gov.uk/business-information-and-support/business-support-and-finance/the-nottingham-growth-plan/>

13 DCMS Creative Industries: Focus on Employment June 2016  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/534305/Focus\\_on\\_Employment\\_revised\\_040716.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/534305/Focus_on_Employment_revised_040716.pdf)  
Creative Industries 2016: Focus on Employment - Detailed Tables  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/534048/Creative\\_Industries\\_Focus\\_on\\_Employment\\_Tables\\_by\\_Creative\\_Industries\\_Group\\_detailed\\_2011\\_-\\_2015\\_revised\\_040716.xlsx](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/534048/Creative_Industries_Focus_on_Employment_Tables_by_Creative_Industries_Group_detailed_2011_-_2015_revised_040716.xlsx)



## NOTTINGHAM'S CULTURAL STATEMENT

Nottingham is a city of brilliant individuals and spirited communities who consistently make great things happen and we will work together cohesively to:

- develop cultural activity that is recognised locally, regionally, nationally and internationally for its quality and diversity
- enable culturally-inspired lifelong learning opportunities for everyone in Nottingham
- give a voice and empower our communities to help foster even greater civic pride
- invest in Nottingham's creative and cultural industries enabling them to further thrive
- enhance the health and wellbeing of all our residents

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.



## DELIVERING NOTTINGHAM'S CULTURAL AMBITION

### THEMES, AMBITIONS AND OBJECTIVES

The Framework comprises of five themes, outlining the ambition for culture in Nottingham to be delivered through a series of objectives. Through the consultation events and survey, more than 600 people contributed on the themes of Education, Place, Economy and Health & Wellbeing, with the Quality of Nottingham's cultural offer and ambition emerging as a clear, overarching theme.

#### QUALITY

**Ambition:** In 10 years' time, every person in Nottingham will engage in cultural activity that is recognised Internationally for its quality and diversity, and benefit from initiatives which explore new trends, models, and talent development opportunities to enable cultural excellence

**Objectives:** Cultural Programming, Talent Development, New Trends and Models, Explore opportunities such as bidding to be European Capital of Culture 2023

#### EDUCATION

**Ambition:** In 10 years' time, culturally-inspired lifelong learning will be available for every person in Nottingham, and schools will be supported to develop a world-class cultural learning offer. Every child and young person in the city will have opportunities to develop their own creativity and access creative skills and careers.

**Objectives:** Empower Schools, Cultural Skills & Career Pathways, Lifelong Learning, Cultural Education Challenge

#### PLACE

**Ambition:** In 10 years' time, every person in Nottingham will enjoy public spaces enriched by culture, have access to support to lead, make and share cultural activity, and have a greater sense of civic pride in their city.

**Objectives:** Embed Culture in City-wide Agendas, Blue & Green Infrastructure, Public Realm, Civic / Cultural Leadership. Also placement in Midland Engine and D2N2 Metro Strategies

#### ECONOMY

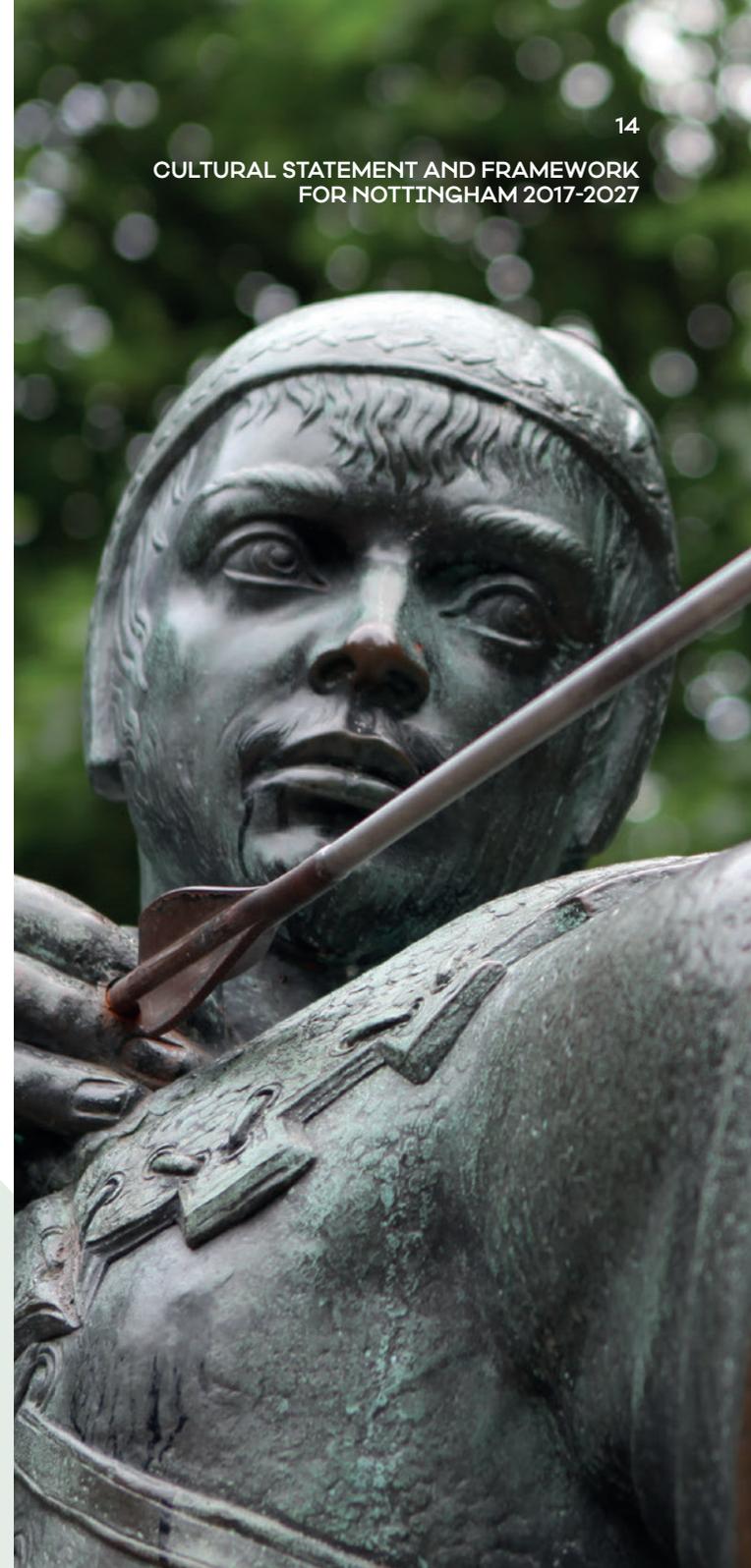
**Ambition:** In 10 year's time, the people and organisations in Nottingham's creative and cultural industries are thriving, job numbers and inward investment in the creative economy have increased, and culture is recognised as a driver of the city's knowledge and visitor economy

**Objectives:** Resilience and Growth, Cultural Tourism and Marketing, Investor Partnerships, potential European Capital of Culture Bid, Marketing NG & Visit England

#### HEALTH & WELLBEING

**Ambition:** In 10 years' time, Nottingham is developing cultural programmes, research and partnerships that enhance the health and wellbeing of all the city's residents.

**Objectives:** Impact Research, Health Partnerships, Innovation



## DELIVERING NOTTINGHAM'S CULTURAL AMBITION

### PRINCIPLES & RESOURCES

The principles of collaboration, connection and co-creation underpin how the Cultural Statement and Framework will be delivered<sup>14</sup>.

Creative tools, resources and capacity are required to enable Nottingham to deliver on the ambition of the 10-year Cultural Statement. Resources have been identified to enable the city to collaborate, connect and co-create in this delivery. Nottingham's bid to be the European Capital of Culture in 2023 will, in the first instance, ensure best value in the use of these resources in the successful delivery of the Strategic Cultural Framework.

#### COLLABORATE

To build capacity, leadership and co-ordinated processes for partnership-led delivery

#### CONNECT

To develop local, national and international cross sector partnerships for culture, raising the cultural profile of the city and collectively communicate about cultural activity that is recognised internationally for its quality and diversity, and benefit from initiatives which explore new trends, models and talent development opportunities to enable cultural excellence in Nottingham.

#### CO-CREATE

To commission and deliver joint artistic projects across Nottingham, Europe and the world to enable co-creation of cultural activity to engage Nottingham residents and stakeholders in iterating the Statement and Framework.

<sup>14</sup> See also Appendix 8 Timeline, which includes key resource and delivery milestones in calendar format for 2017 - 2027.



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# CULTURAL FRAMEWORK



## METHODOLOGY

The Strategic Cultural Partnership (SCP) has taken a Design Thinking, user-led approach in developing a shared Cultural Statement and Framework to map Nottingham's cultural ambitions and how these might be achieved over the next decade.

### FRAMEWORK DESIGN

The design of the process was intended to provide people across the city with the opportunity to help shape and take ownership of a representative, relevant and inspiring Cultural Statement and Framework.

Between November 2016 - March 2017 the Statement and Framework was developed in partnership with the citizens of Nottingham through an online survey and social media campaign, workshops with SCP members, public consultation events, and supported with desk research and literature review.

Data capturing Nottingham's distinctiveness was complemented with research and interviews with individuals involved with citywide strategies, mapping best practice and conditions for success.

Learning from these components informed the content and structure of the Statement and Framework:

### CONSULTATION EVENTS

Four workshops held between December 2016 - January 2017 at the Royal Concert Hall in the City Centre, Strelley Social Club in North Nottingham, New Art Exchange in Hyson Green and at the Meadows Art Gallery. Attended by 94 participants, workshops engaged people in a conversation about culture and gathered inputs for the 10-year vision.

### SURVEY

Online survey advertised via social media, press and a postcard and poster campaign. A total of 538 respondents contributed to developing a shared understanding of the vision for culture, giving their views on what makes Nottingham distinctive.

### SOCIAL MEDIA CAMPAIGN

Over 1,400 #3NottsWords were gathered through social media, events and the online survey, to understand the shared city identity.

### SCP WORKSHOPS

Three half day workshops with more than 30 senior cultural leaders in Nottingham, to design, iterate and plan delivery of the Framework.

### SCP SUPPORT MATERIALS

Canvases for speed interviews with a wider range of stakeholders to inform framework. Exercises to hack investment options for Framework delivery.

### DESK RESEARCH

Review of over 60 key planning documents and international best practice strategies in order to identify connections across Nottingham's planning documents and map parallel city-wide strategies.

### BEST PRACTICE INTERVIEWS

Interviews with nine UK and international experts in collaboration, community leadership and citywide initiatives which support, develop and enhance cultural activity. These informed the process, users, priorities and connections for the Framework.

### INDEPENDENT CONSULTATION

An Open Trello Consultation Calendar and toolkit provided support to partners interested in gathering insights into city's identity and distinctiveness. Activity was held with Leaders at Nottingham City Council and representatives of Universities, and Lakeside Arts consulted with two of their young people's Gallery Art Groups.

### MAPPING

[Made by Kind](#) worked with data from the consultation to create a beta version of a [Cultural Map for Nottingham](#), highlighting neighbourhood engagement in the development of the framework, examples of Nottingham's Cultural Gems, and the city's International Cultural Connections.

Key learning from the research and consultation is summarised in Appendix 3.

## PRINCIPLES & RESOURCES

Over the next 10 years, the cultural sector in Nottingham will Collaborate, Connect and Co-create to achieve its ambitions for culture and the Framework's objectives for Quality, Education, Place, Economy, and Health & Wellbeing

The principles of collaboration, connection and co-creation underpin how the Cultural Statement and Framework will be delivered.

Creative tools, resources and capacity are required to enable Nottingham to deliver on the ambition of the 10-year Cultural Statement. Resources have been identified to enable the city to collaborate, connect and co-create in this delivery. Nottingham's bid to be the European Capital of Culture in 2023 will, in the first instance, ensure best value in the use of these resources in the successful delivery of the Strategic Cultural Framework.

### COLLABORATE

To build capacity, leadership, and co-ordinated processes for partnership-led delivery

### CONNECT

To develop local, national and international cross sector partnerships for culture, raising the cultural profile of the city both nationally and internationally, and collectively communicate about culture, in order to enable innovation in Nottingham to flourish. To invest in the development of cultural activity that is recognised internationally for its quality and diversity, and benefit from initiatives which explore new trends, models, and talent development opportunities to enable cultural excellence throughout Nottingham

### CO-CREATE

To commission and deliver joint artistic projects across Nottingham, Europe and the world to enable co-creation of cultural activity, and engage Nottingham residents and stakeholders in iterating the Statement and Framework.

These three ways of working will enable culture in Nottingham to be inventive, diverse, networked, welcoming and open.

Creative tools, resources and suggested actions to enable Nottingham to collaborate, connect and co-create to deliver on the ambition of the 10-year Cultural Statement are included in the resources section.



NOTTINGHAM



## THEMES & OBJECTIVES

More than 600 people contributed on Framework themes through the consultation events and survey, with most people stating that Education, Place, Economy and Health & Wellbeing were very important or extremely important. These themes are numbered in order of priority, with the quality of Nottingham's cultural offer and ambition taking precedence as a core theme<sup>15</sup>.

These objectives have also been informed by national evidence of cultural value across sectors, and the national context for cultural funding and development. Arts Council England's own ten-year mission of achieving 'Great Art and Culture for Everyone' is due to be refreshed in 2020, and each of the Nottingham Cultural Framework objectives contributes to this mission.

<sup>15</sup> Education received 379 votes for it being very or extremely important as a theme. Place received 360 votes for it being very or extremely important as a theme. Economy received 342 votes for it being very or extremely important as a theme. Health & Wellbeing received 332 votes for it being very or extremely important as a theme.



## 1. QUALITY

“Turning Nottingham from a typical ‘high street’ town to a truly cosmopolitan city with individuality and rich cultural opportunities”

(Individual quote from public consultation)

<p><b>AMBITION</b></p>	<p>In 10 years’ time, every person in Nottingham will engage in cultural activity that is recognised internationally for its quality and diversity, and benefit from initiatives which explore new trends, models, and talent development opportunities to enable cultural excellence</p>
<p><b>OBJECTIVES</b></p>	<p>What Culture in Nottingham will commit to do over next 10 years to contribute to Quality</p> <p>1. CULTURAL PROGRAMMING: Deliver, enable, and promote an annual programme of distinctive, high-quality cultural activities that connect, engage and celebrate Nottingham’s diverse communities. In developing the framework the upcoming opportunity of bidding to be European Capital of Culture in 2023 has been identified as a possible conduit for helping to deliver this strategy and the step change to help us cross from the current cultural offer to our vision of culture in Nottingham in 10 years’ time. This will involve brokering agreements to unlock spaces for artists, makers and heritage groups, delivering a landmark cultural programme to engage residents and attract cultural visitors, engaging in our city-wide promotion of cultural activities and opportunities, supporting cultural partners to establish hubs across the city to galvanise and enable local initiatives, developing cultural activity for, with and by young people, or supporting programmes which increase youth engagement nationally and internationally with - and commitment to innovating - culture in Nottingham</p> <p>2. TALENT DEVELOPMENT: Support the growth of a diverse cultural workforce and leadership for Nottingham, identifying activity and partnerships to help retain and build local talent. Develop and support local, national and international programmes that enhance and retain cultural leadership, build professional skills and nurture creative businesses.</p> <p>3. NEW TRENDS AND MODELS: Pilot initiatives across the creative sector to enable cultural excellence, working in partnership with local businesses to pioneer new economic growth models and test new trends for the creative industries in Nottingham, using opportunities such as the European Capital of Culture 2023 as a conduit for growth. For example, supporting the development of innovative start-ups, tech/art incubators, and creative products or programmes that push the boundaries of cultural programming, production, and engagement.</p>

## 1. QUALITY (CONT.)

### NOTTINGHAM CASE STUDIES OF COLLABORATION AND CULTURAL QUALITY

#### [National Portfolio Organisations \(NPOs\) & Major Partner Museums \(MPMs\):](#)

There are 8 Nottingham cultural organisations in Arts Council England’s national portfolio and Nottingham Museums is a Major Partner Museum in partnership with Derby Museums. NPOs and MPMs are nationally-recognised for their leadership of the cultural sector in England.

#### The Strategic Cultural Partnership:

Comprising leaders from Nottingham’s cultural, education, tourism, and local government sectors, the SCP has collaborated to develop this Statement and Framework. The SCP are also collating case studies of cultural quality into a live slide deck for sharing and regular updating as the city’s cultural achievements continue to grow. It is also investigating the possibility of a European Capital of Culture of bid to be used a catalyst for driving the delivery the 10 year plan.

### CONTRIBUTION TO ACHIEVING *GREAT* ART AND CULTURE FOR EVERYONE

Alignment of theme to Arts Council England’s 2010 - 2020 Mission and Strategy: Great Art and Culture for Everyone.

#### Relevant goal:

Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries.

“The importance of the relationship between excellence and engagement cannot be understated. For example, the value of museums is generated not only by the excellence of their collections, but by how these collections are interpreted, how they inspire, and how they change the people that visit or encounter them. Arts organisations also achieve excellence when their work fully engages with, challenges or connects with an audience.”  
Great Art and Culture for Everyone, Arts Council England

## 2. EDUCATION

“Enrich people’s lives and promote lifelong education, learning and discovery”

(Individual quote from public consultation)

<p><b>AMBITION</b></p>	<p>In 10 years’ time, culturally-inspired lifelong learning will be available for every person in Nottingham, and schools will be supported to develop an international cultural learning offer. Every child and young person in the city will have opportunities to develop their own creativity and access creative skills and careers.</p>
<p><b>OBJECTIVES</b></p>	<p>What Culture in Nottingham will commit to do over next 10 years to contribute to Education</p> <p>1. EMPOWER SCHOOLS: Support teachers and schools to develop an international cultural learning offer for Nottingham’s students. Work with the cultural education partnership, local education providers and school academy chains to commission a new cultural curriculum specific to Nottingham, increase the take-up of Arts Award by young people in the city, support schools wishing to become Artsmark accredited, and help fund or deliver world-wide cultural connections to boost educational attainment.</p> <p>2. CULTURAL SKILLS &amp; CAREER PATHWAYS: Work with partners and funders to develop clear pathways to careers in the cultural sector, and attract and grow a diverse cultural workforce in Nottingham and the Midlands. Support initiatives such as creative apprenticeships and paid internship schemes.</p> <p>3. LIFELONG LEARNING: Develop a spirit of lifelong learning across the city, providing equal opportunities for the whole community to develop new creative skills and be inspired by art and culture locally, national and internationally. Foster collaboration between libraries, museums, arts organisations, creative industries and educational organisations to provide rich variety and access to lifelong learning opportunities. Using examples from across the world pilot and develop activities and delivery models that raise aspirations, unlock creative potential to realise commercial, artistic or learning goals, and address barriers to cultural engagement.</p>
<p><b>RELATED NOTTINGHAM STRATEGIES AND RESEARCH</b></p>	<p>Nottingham City Council Plan 2015-19 Nottingham City Council Education Improvement Strategy 2014-17 Nottingham City Deal One Nottingham Plan to 2020 One Nottingham Sustainable Community Strategy 2020 University of Nottingham Global Strategy 2020 Nottingham Trent University Strategy D2N2 Local Enterprise Partnership Strategic Economic Plan 2013 Nottinghamshire County Council, Future Direction for Cultural Services 2017-2027 Nottingham’s Older Citizens Charter, 2014</p>

## 2. EDUCATION (CONT.)

<p><b>NOTTINGHAM CASE STUDIES OF COLLABORATION AND CULTURAL QUALITY</b></p>	<p>Cultural Education Challenge Nottingham (CECN): CECN is a partnership between schools, cultural organisations, FE, HE, Nottingham City Council (Children and Young People’s Services), and businesses in the private sector. CECN champions the rights of every child and young person in the city to create and experience culture in the world around them. It responds to Arts Council England’s <a href="#">Cultural Education Challenge</a>. Currently in its development phase, any organisation working in the city and neighbourhoods can become a member of CECN if they are working to enhance the life-chances of children and young people through culture.</p> <p><a href="#">Midlands3Cities</a> (M3C): This AHRC-funded Doctoral Training Partnership brings together academics and research students from six leading universities in the Midlands: the University of Birmingham, Birmingham City University, De Montfort University, University of Leicester, Nottingham Trent University and the University of Nottingham. M3C is committed to meaningful collaboration across the Midlands, interdisciplinary engagement between arts and humanities subjects, and skills development for research students. M3C works closely with creative industry partners to develop placement and other activities, including Nottingham Playhouse, Broadway, Nottingham Contemporary and the National Videogame Foundation.</p>
<p><b>EVIDENCE OF CULTURAL VALUE</b></p>	<p>For data and analysis evidencing the impact of culture for education, see the Arts Council England national evidence review, <a href="#">The Value of Arts and Culture to People and Society</a>. This highlights evidence of cultural value for education in four key areas;</p> <ul style="list-style-type: none"> <li>• Educational attainment</li> <li>• School curriculum</li> <li>• Employment outcomes</li> <li>• ‘Soft outcomes’ and sociocognitive development</li> </ul>
<p><b>CONTRIBUTION TO ACHIEVING GREAT ART AND CULTURE FOR EVERYONE</b></p>	<p>Alignment of theme to Arts Council England’s 2010 - 2020 Mission &amp; Strategy: Great Art and Culture for Everyone.</p> <p>Relevant goals:</p> <ul style="list-style-type: none"> <li>• Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries</li> <li>• Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries</li> <li>• Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries</li> </ul>

### 3. PLACE

“Enhancing the physical fabric of our city with imaginative, engaging and high quality commissioning programmes of events, festivals and public art that celebrate the heritage and identity of our local communities”

(Individual quote from public consultation)

<b>AMBITION</b>	In 10 years' time, every person in Nottingham will enjoy public spaces enriched by culture, have access to support to lead, make and share cultural activity, and have a greater sense of civic pride in their city.
<b>OBJECTIVES</b>	<p>What Culture in Nottingham will commit to do over next 10 years to contribute to Place</p> <p>1. EMBED CULTURE IN CITY-WIDE AGENDAS: Identify and develop relationships with 10 priority networks, meetings, or groups across sectors, providing culture-specific inputs and tailored suggestions for cultural collaboration and investment. This could involve providing cultural data, guidance and support to help realise major regeneration plans, work with planning departments to create new affordable workspaces for artists, or cultural leaders serving on committees and decision making panels</p> <p>2. PUBLIC REALM: Linking with the Cities blue &amp; green infrastructure, identify 10 Priority Public Spaces to animate through art and culture through the duration of the framework, and invest in distinctive Nottingham artwork and cultural activities to have a positive and lasting on these spaces</p> <p>3. CIVIC / CULTURAL LEADERSHIP: Using examples from across the world invest in pilot projects to explore and develop the capacity of Nottingham's Cultural Leadership to enhance their civic role and deliver activities with clear social and economic benefits for their users and communities.</p>
<b>RELATED NOTTINGHAM STRATEGIES AND RESEARCH</b>	<p>Nottingham City Council Plan 2015-19 One Nottingham Plan to 2020 One Nottingham Sustainable Community Strategy 2020 Land and Planning Policies Document, Nottingham City Council 2016 Nottingham City Deal A Strategy for the Growth of Retail in Nottingham 2013 University of Nottingham Global Strategy 2020 Nottingham Trent University Strategy Nottingham Heritage Strategy 2015 D2N2 Local Enterprise Partnership Strategic Economic Plan 2013 Derby and Nottingham Metropolitan Strategy 2030 Nottinghamshire County Council, Future Direction for Cultural Services 2017-2027</p>

### 3. PLACE (CONT.)

<p><b>NOTTINGHAM CASE STUDIES OF COLLABORATION AND CULTURAL QUALITY</b></p>	<p><a href="#">Nottingham Festival Month:</a> The Tourism Economic Impact Study completed by University of Nottingham Business School in December 2016 highlighted that 87% of visitors to festivals in October 2016 intended to attend future events, 85% would recommend Nottingham to friends or relatives, and 84% recognised the city’s image as a tourist destination.</p> <p><a href="#">UNESCO City of Literature:</a> Nottingham is one of only 20 global cities recognised by UNESCO for the quality and quantity of their literary excellence. Accreditation was awarded in 2015, after months of developing, researching and collaborating to prepare the proposal, which stimulated new partnerships and further growth for Nottingham’s Literature sector. Local celebrities and authors supported the campaign and it was awarded based on the city’s literary heritage, diverse writing community and commitment to improving literacy across the city.</p>
<p><b>EVIDENCE OF CULTURAL VALUE</b></p>	<p>For data and analysis evidencing the impact of culture for society, see the Arts Council England national evidence review, <a href="#">The Value of Arts and Culture to People and Society</a>. This highlights evidence of cultural value for society in terms of social inclusion, citizenship, and crime.</p> <p><a href="#">The Gulbenkian Inquiry into the Civic Role of Arts Organisations</a> (phase 1) identified 5 key themes characterising the value of cultural organisations in/for the civic realm:</p> <ol style="list-style-type: none"> <li>1. ‘Community’ and public life</li> <li>2. Power, politics and public discourse</li> <li>3. Social responsibility, duty and virtue</li> <li>4. Individual engagement and pride</li> <li>5. Identity and image of a place</li> </ol> <p>A joint publication by the Local Government Association and CLOA (Chief Leisure Officers Association) <a href="#">People, Culture, Place. The Role of Culture in Placemaking</a> identifies case studies of success in ways councils use culture to create a sense of shared identity and purpose in their areas. The five themes through which evidence of cultural value is explored, are learning, engagement and belonging, economic growth and regeneration, stronger communities, cultural planning, strategy and infrastructure, and local talent development.</p>
<p><b>CONTRIBUTION TO ACHIEVING GREAT ART AND CULTURE FOR EVERYONE</b></p>	<p>Alignment of theme to Arts Council England’s 2010 - 2020 Mission &amp; Strategy: Great Art and Culture for Everyone.</p> <p>Relevant goals:</p> <ul style="list-style-type: none"> <li>• Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries</li> <li>• Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries</li> <li>• Goal 3: The arts, museums and libraries are resilient and environmentally sustainable</li> <li>• Goal 4: Leadership &amp; workforce in the arts, museums and libraries are diverse and appropriately skilled</li> <li>• Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries</li> </ul>

## 4. ECONOMY

“Create sustainable, well-rewarded jobs in the sector and attract local, national and international talent”

(Individual quote from public consultation)

<p><b>AMBITION</b></p>	<p>In 10 years’ time, the people and organisations in Nottingham’s creative and cultural industries are thriving, job numbers and inward investment in the creative economy have increased, and culture is recognised as a driver of the city’s knowledge and visitor economy.</p>
<p><b>OBJECTIVES</b></p>	<p>What Culture in Nottingham will commit to do over next 10 years to contribute to Economy</p> <p>1. RESILIENCE AND GROWTH: Invest in cultural organisations and projects that contribute to the sustainability, resilience and growth of the city’s creative economy. Support the cultural sector to develop expertise and share best practice in areas of shared interest such as philanthropy, and commission projects that support freelancers and micro-businesses, for example through grants, bursaries, skills training, knowledge exchange and peer mentoring</p> <p>2. CULTURAL TOURISM AND MARKETING: Collaborate with Marketing Nottingham and Nottinghamshire and other key partners to tell the story of culture in the city to potential audiences, makers, investors, students and visitors, ensuring that culture continues to be a key driver of the knowledge economy, visitor economy, and in attracting the best talent to study, work and live in Nottingham.</p> <p>3. INVESTOR PARTNERSHIPS: Proactively develop relationships with national and international businesses to create and attract high value jobs and companies to Nottingham, secure investment into joint artistic projects which provide cultural and economic value for the city, and represent Nottingham’s distinctive and valuable cultural sector in international trade delegations and civic exchanges.</p>
<p><b>RELATED NOTTINGHAM STRATEGIES AND RESEARCH</b></p>	<p>Nottingham City Council Plan 2015-19 Creative Quarter, Creative City 2013-2016 Creative Quarter, Creative Toolkit for 2014-23 Nottinghamshire Growth Plan 2013 Nottingham City Centre Time and Place Plan Nottingham City Deal A Strategy for the Growth of Retail in Nottingham 2013 University of Nottingham Global Strategy 2020 Nottingham Trent University Strategy Nottingham Heritage Strategy 2015 D2N2 Local Enterprise Partnership Strategic Economic Plan 2013 Midlands Engine Strategy One Nottingham Plan to 2020 One Nottingham Sustainable Community Strategy 2020 Derby and Nottingham Metropolitan Strategy 2030 Nottinghamshire County Council, Future Direction for Cultural Services 2017-2027</p>

## 4. ECONOMY (CONT.)

<p><b>NOTTINGHAM CASE STUDIES OF COLLABORATION AND CULTURAL QUALITY</b></p>	<p><a href="#">Midlands Engine:</a> The Midlands Engine initiative looks to make the East and West Midlands an engine for growth for the UK economy. It is being backed by business, local authorities and 11 Local Enterprise Partnerships (LEPs). It focuses on 5 themes: skills, innovation, transport, promoting the plan, and finance for business. To support delivery of these objectives, it will invest £392 million in LEPs across the Midlands including new investment of £63 million to the D2N2 LEP. The strategy includes a commitment to testing innovative approaches to lifelong learning in the Midlands, and outlines a proposal to take Midlands interactive games and entertainment companies to Gamescom, 2017.</p> <p><a href="#">Creative Quarter:</a> Inspired by Nottingham’s 2011 Growth Plan, the Creative Quarter (CQ) was launched in 2013 and is Nottingham’s flagship project for economic growth, enterprise and entrepreneurial spirit. It is the home of independent shops, bars, cafes, culture, arts and entertainment. The CQ won the prestigious European Enterprise Promotion Award for Improving the Business Environment in November 2015.</p>
<p><b>EVIDENCE OF CULTURAL VALUE</b></p>	<p>For data and analysis evidencing the impact of culture for the economy, see the Arts Council England national evidence review, <a href="#">The Value of Arts and Culture to People and Society</a>. This highlights evidence of cultural value for the economy in five key areas;</p> <ul style="list-style-type: none"> <li>• National economy</li> <li>• Local economy</li> <li>• Artists</li> <li>• Creative and cultural industries</li> <li>• Savings to the public purse</li> </ul> <p>For evidence of how the night-time economy, fuelled by culture, “underpins the success of creative hubs all over the UK,” see <a href="#">Because the Night: Why what happens after dark matters to the creative industries</a></p>
<p><b>CONTRIBUTION TO ACHIEVING GREAT ART AND CULTURE FOR EVERYONE</b></p>	<p>Alignment of theme to Arts Council England’s 2010 - 2020 Mission &amp; Strategy: Great Art and Culture for Everyone.</p> <p>Relevant goals:</p> <ul style="list-style-type: none"> <li>• Goal 3: The arts, museums and libraries are resilient and environmentally sustainable</li> <li>• Goal 4: Leadership &amp; workforce in the arts, museums and libraries are diverse and appropriately skilled</li> </ul>

## 5. HEALTH & WELLBEING

“Working together for others and making a real difference for more people in the city”

(Individual quote from public consultation)

<p><b>AMBITION</b></p>	<p>In 10 years’ time, Nottingham is developing cultural programmes, research and partnerships that enhance the health and wellbeing of all the city’s residents.</p>
<p><b>OBJECTIVES</b></p>	<p>What Culture in Nottingham will commit to do over next 10 years to contribute to Health &amp; Wellbeing</p> <p>1. IMPACT RESEARCH: Commission research to investigate the long-term impact of culture on well-being in Nottingham, share this learning across sectors, and collate evidence to make the case for culture and wellbeing initiatives</p> <p>2. HEALTH PARTNERSHIPS: Develop partnerships with universities and health service providers to co-fund/deliver creative programmes and strategies to benefit the health of Nottingham’s communities</p> <p>3. INNOVATION: Using examples from across the world pilot projects to develop innovative models for the arts to improve the mental health and physical wellbeing of people in Nottingham. For example, pilots could focus on combatting loneliness/isolation or enhancing social care models, building on Nottingham’s status as a member of the WHO Global Network of Age Friendly Cities and Communities.</p>
<p><b>RELATED NOTTINGHAM STRATEGIES AND RESEARCH</b></p>	<p>Happier Healthier Lives: Nottingham City Joint Health and Wellbeing Strategy 2016-20 One Nottingham Plan to 2020 One Nottingham Sustainable Community Strategy 2020 Nottinghamshire County Council, Future Direction for Cultural Services 2017-2027 Nottingham’s Older Citizens Charter, 2014</p>
<p><b>NOTTINGHAM CASE STUDIES OF COLLABORATION AND CULTURAL QUALITY</b></p>	<p><a href="#">BioCity Nottingham</a>: This international hub for entrepreneurial activity in the life sciences was one of the first Bioscience incubators. BioCity hosts over 200 businesses and boasts a 91% company survival rate. MediCity, a collaboration between <a href="#">Boots and BioCity</a>, is an example of a collaborative business incubator, created to stimulate business development by supporting early stage businesses.</p> <p><a href="#">Science City</a>: Nottingham is one of only six designated Science Cities in the UK, recognised as a “hotbed of international science and technology innovation” in research and business. Through working collaboratively, Science City aims to nurture Nottingham’s role as an international leader in scientific discovery and teaching, stimulate community interest in scientific heritage (the city was home to the invention of ibuprofen and the MRI scanner), and convert science into thriving businesses.</p>

## 5. HEALTH & WELLBEING (CONT.)

### **EVIDENCE OF CULTURAL VALUE**

For data and analysis evidencing the impact of culture for health and wellbeing, see the Arts Council England national evidence review, [The Value of Arts and Culture to People and Society](#). This highlights evidence of cultural value for the health and wellbeing and ageing population.

An AHRC-funded study being run by the Centre for Performance Science with the Royal College of Music and Imperial College London will “explore the impact of the arts and culture on health and wellbeing.” Evidence of cultural value from this study will be released during the period of the framework.

### **CONTRIBUTION TO ACHIEVING GREAT ART AND CULTURE FOR EVERYONE**

Alignment of theme to Arts Council England’s 2010 - 2020 Mission & Strategy: Great Art and Culture for Everyone.

Relevant goals:

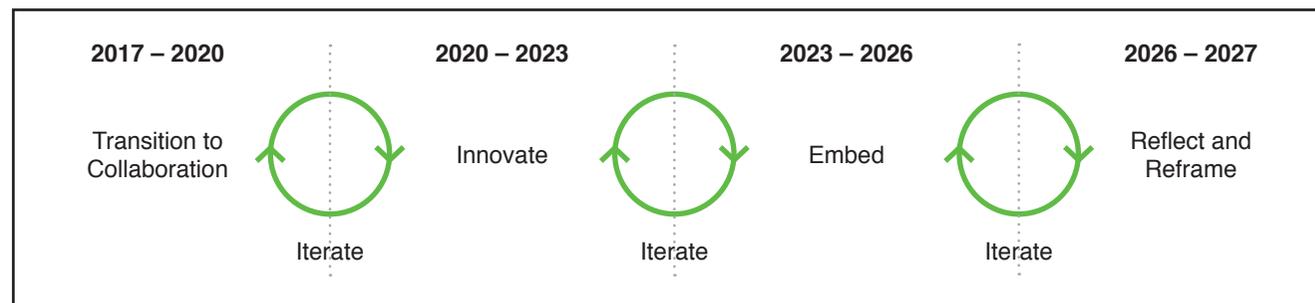
- Goal 1 Excellence is thriving and celebrated in the arts, museums and libraries
- Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
- Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

## FRAMEWORK DELIVERY PHASES

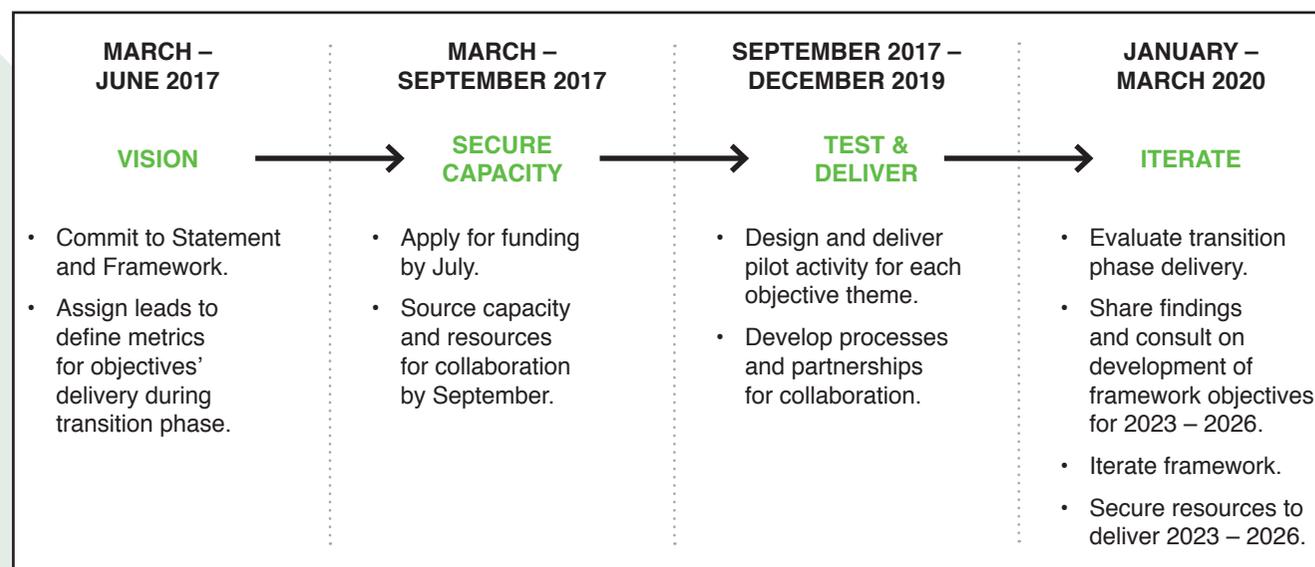
In keeping with the Design Thinking process which informed the discovery and prototyping of the Framework, the testing and delivery of the Framework will take place in four phases between 2017- 2027.

The 'Transition to Collaboration' phase has been designed to overlap and integrate with the European Capital of Culture bidding and selection process. In the result of a successful bid, European Capital of Culture activity will be developed and delivered during the ambitious and experimental 'Innovate' phase, while feedback and learning from the ECOC year will be used to iterate the framework, and the 'Embed' phase will focus on maximising the legacy of Capital of Culture activity.

### OVERVIEW (2017 - 2027)



### PHASE ONE: TRANSITION TO COLLABORATION (2017 - 2020)





NOTTINGHAM

**RESOURCES TO  
COLLABORATE,  
CONNECT AND  
CO-CREATE**



## RESOURCES TO COLLABORATE, CONNECT AND CO-CREATE

Creative tools, resources and capacity to enable Nottingham to deliver on the ambition of the 10-year Cultural Statement

These resources provide actions and tools for Nottingham to work collaboratively to achieve its ambitions for Culture, and the framework's objectives for Quality, Education, Place, Economy, and Health & Wellbeing<sup>16</sup>. They have been designed to enable the city to collaborate, connect and co-create.



<sup>16</sup> See also Appendix 8 Timeline, which includes key resource and delivery milestones in calendar format for 2017 - 2027.

## COLLABORATE

To build capacity, leadership, and co-ordinated processes for partnership-led delivery of the Statement and Framework

### OUTPUTS & OUTCOMES

- SCP & Nottingham City Council to adopt the Strategic Cultural Framework
- Capacity: To connect the city’s cultural leadership and transition to deliver the cultural framework
- Processes: Explore the development of a ECoC bid to develop collaborative working at a leadership level for open working and evaluating framework progress
- Leadership and Network Development
- Finances

### GET STARTED (2017-2020)

#### **CAPACITY: TO CONNECT CULTURAL LEADERSHIP & TRANSITION TO DELIVER THE FRAMEWORK**

#### **Cultural Framework Delivery Group**

Transition Strategic Cultural Partnership to a streamlined membership, focused on delivering the framework. Members (and agendas) will focus on benefits for the city as a whole, rather than advocacy for individual organisations. To establish a governance system to co-ordinate this group and lead delivery of collaborative activity (such as an ECoC bid).

Actions to consider:

- Revise SCP Terms of Reference to establish roles, responsibilities and governance model for Framework Delivery. We recommend this is done when ECOC next steps are known. We suggest that this includes a commitment from members on shared purpose, values and length of service for members as well as chair.
- Explore the development of the model required to deliver the Strategic Cultural Framework including managing communication networks and where necessary writing joint funding bids, managing open working tools, developing partnerships for framework delivery and leading on communications and social media.

## COLLABORATE (CONT.)

### PROCESSES: FOR OPEN WORKING & EVALUATING FRAMEWORK PROGRESS

#### Open Working

Make SCP/Delivery Group activity and planning as open as possible. Within the delivery group this will enable effective, transparent working across organisations and partners, as well as sharing of best practice in processes for project management and advocacy. Sharing publicly when appropriate will enable engagement with framework delivery and iteration, while raising the profile of the city as a hub for creative collaboration.

Actions to consider:

- Public Open Trello Board for Nottingham Cultural Framework to share objectives and progress of delivery with stakeholders and citizens. This could include a calendar showing network events, SCP/Delivery group meetings.
- Blogging to share early thinking on ECoC plans, helping to deliver on objectives and gain feedback via Twitter or other online polls.
- Include Action Learning Sets within programme of SCP/Delivery Group meetings to build capacity and confidence for open, agile working among the city's cultural leaders and stakeholders

#### Metrics and Evaluation

Develop a small number of targeted metrics for each of the framework objectives in order to evaluate the impact of their delivery in response to the changing cultural, political, technological, and economic context. In agreeing metrics, consider the purpose of this data gathering, commit to share data, and identify how to gather what's needed.

Actions to consider:

- At first meeting of SCP decide whether a quality ECoC bid is to be one of the delivery mechanisms of the framework and identify SCP bid Delivery process.
- Group leads for Quality, Education, Economy, Health & Wellbeing, Place, and develop metrics to evaluate delivery of each of these Framework Objectives
- Agree 3-5 key questions around which the whole SCP commits to gather data. Consider what data about Culture in Nottingham will most usefully inform Framework iteration and advocacy.
- Confirm or revise iteration schedule outlined in Appendix 8 Timeline and map monitoring of metrics to this schedule

## COLLABORATE (CONT.)

### LEADERSHIP & NETWORK DEVELOPMENT

#### Developing Cultural Leadership

Developing, attracting and retaining inspirational, innovative cultural leadership is crucial to the delivery of the framework and the growth of a thriving, innovative creative sector in Nottingham. Skills training, knowledge sharing across networks of best practice, and specific leadership development interventions could be designed to reach a wide range of future, emerging and current cultural leaders in the city.

Actions to consider:

- Training and Development for SCP/Delivery Group to develop their leadership knowledge, skills and practice eg. data collection, design thinking strategy and practice
- Knowledge and inspiration: Visits for SCP/Delivery Group to devolved cities (eg. Manchester) or previous ECOC cities to identify and inform approaches to collaborative city-wide cultural activity, strategy and advocacy for Nottingham.
- Identify opportunities to develop cultural apprenticeships during 'Transition to Collaboration' phase, with learning to inform iteration and delivery of framework objectives
- Explore Nottingham representation in the [Weston Jerwood Creative Bursaries Programme](#), a nationwide talent and diversity development programme, supporting arts organisations from across the UK to build their capacity for outstanding artistic achievement and expand their approach to culturally diverse recruitment and workforce development.
- Invite Clore Leadership Programme to deliver another 'Leaders' Day' in collaboration with SCP
- Explore an ECoC bid to develop diverse cultural leadership for the city during 'Transition to Collaboration' phase

#### Action-Led Cultural Network

Enable the development of a diverse community of cultural professionals and people interested in working with culture in all areas of the city through action-led meetings and events. These could be quarterly, programmed directly by SCP/Delivery Group or by partners in response to sector and user interests and key advocacy moments, open to all to attend, and complemented by a supported online community for peer learning.

Actions to consider:

- Identify key themes, drawing on survey results and timeline mapping
- Explore potential to partners such as What Next? or Midland3Cities to deliver or inform Action-Led Network events, providing resourcing and support via SCP/Delivery Group and Framework Co-ordinator
- Build on the Design Thinking approach which informed the Framework by developing and sharing Design Thinking skills and knowledge among cultural professionals and people interested in working with culture across the city. For example, could Nottingham City of Literature run a Design Thinking book club event on [Change by Design](#) by Tim Brown or [Where Good Ideas Come From](#) by Steven Johnson, both of which focus on creating organisations and networks which encourage innovation to flourish?

## COLLABORATE (CONT.)

### FINANCES

A transition phase will enable the city to start implementing the Cultural Framework between 2017-2020. The SCP will require a transition period to develop the appropriate model to enable the Strategic Cultural Framework to be delivered. (The success of an ECoC bid if submitted would focus resources to the 2023 delivery year.)

#### 2-year Transition Phase

Bid for funding to 'Transition to Collaboration,' providing capacity to start implementing Framework objectives, developing processes, and shaping sustainable investment model to deliver on 10-year ambitions.

The consultation process, benchmarking research and SCP Workshops highlighted a range of investment options that could enable the city to deliver on its cultural ambitions through a collaborative framework model over the next ten years. Examples included:

- An ECoC bid
- Subscription/membership: Partners, stakeholders and cultural organisations to pay for collaborative capacity
- Network Model: SCP/members' subscription to fund core resource plus strategic bids and cross-sector partnerships to deliver specific city-wide programmes
- Review how the city generates its funding through exploring alternative opportunities / options e.g. City 'Culture' tax: A levy on local businesses, partners, or visitors

In considering short and long term investment options to enable the framework's delivery during the transition phase, the SCP will consider three key factors:

1. OBJECTIVES: What would you like this investment to fund / achieve?
2. PROCESS: How might this work?
3. RESOURCES: Who needs to be involved?

Actions to consider;

- Submit bid for Transition to Collaboration to include integration with ECOC development plans and activity related to each of the themes and each of the three resource areas

### TOOLS

#### Prototypes Provided

1. SCP Meeting Agenda for Initiating Delivery of the 10-year Cultural Statement and Framework for Nottingham
2. Use 'Actions to Consider' from Framework Resources to inform 'Transition to Collaboration' funding bid
3. Toolkit 2: [How to write a blog post](#)
4. Appendix 8: Timeline including proposed iteration schedule

#### To Be Developed

- Open Trello Board for Framework Delivery
- Framework E-Newsletter checklist for regular content
- SCP/Delivery Group Governance model document to include terms of reference and membership
- Funding bid for 'Transition to Collaboration' phase
- Metrics for Objectives and Evaluation Timetable for monitoring

## CONNECT

To develop local, national and international cross sector partnerships for culture, raising the cultural profile of the city both nationally and internationally, and collectively communicate about culture, in order to enable innovation in Nottingham to flourish. Cultural activity that is recognised internationally for its quality and diversity, and benefit from initiatives which explore new trends, models, and talent development opportunities to enable cultural excellence in Nottingham. To develop cross sector partnerships for culture, raise the cultural profile of the city both nationally and internationally, and collectively communicate about culture, in order to enable innovation in Nottingham to flourish.

### OUTPUTS & OUTCOMES

- Cross sector partnerships
- Connections nationally/internationally
- Comms & PR

### GET STARTED (2017-2020)

#### CROSS-SECTOR PARTNERSHIPS

Identify priority partners, opportunities and shared ambitions that culture can help develop and deliver. Work across sectors in Nottingham to ensure culture is included and aligned with other city wide strategies and support the representation of culture in future city planning and key decision making groups relating to the Framework objectives.

Actions to consider:

- SCP 'Hack Days' inviting cross-sector representatives to hack challenges related to framework objectives and opportunities for culture to help deliver on specific strategies from other sectors in the city
- SCP/Delivery group to identify strategic partners to engage in design and delivery of objectives for each of the themes and a quality ECoC bid
- Allocate SCP members to represent culture in other Nottingham City-Wide strategic networks

#### For EDUCATION

- Engage with the School Leadership of Academy chains. Invite teachers to attend press nights at cultural organisations or members of SCP to apply to be school governors
- Advocate to under-16s about the options for creative careers, for example by cultivating a hub of [Creative Mentoring with Arts Emergency](#) or joining Matt Hancock's initiative to recruit cultural leaders for [Speakers for Schools](#)

#### For PLACE:

- Hold a workshop with City Planners to develop shared objectives and explore how cultural input can support citywide objectives and develop a shared Section 106 wish list.
- Pilot a City Artist in Residence scheme (perhaps within the ECOC programme development). The brief could draw on and iterate key principles from [Austin TX Artist in Residence](#) scheme, which embeds artists in city agencies to help 'bring in new eyes to reconsider old problems'
- Build on the What Next? Location Studies and work with the [Gulbenkian Civic Role](#) findings (when released later in 2017)

## CONNECT (CONT.)

### CROSS-SECTOR PARTNERSHIPS (CONT.)

#### For ECONOMY

- Identify priority areas for collaboration with Marketing Nottingham to support Nottingham's Visitor Economy during the 'Transition to Collaboration' phase & ECoC bid
- Work with the Independent Sector to design and pilot activity to connect, promote and support creative individuals, drawing on local networks such as [THiNK in Nottingham](#) and examples from other cities such as [Sheffield's Creative Guild](#).
- Develop toolkit for the creative community to input into planning during the 'Transition to Collaboration' phase.

#### For HEALTH & WELL-BEING

- Use the launch of the framework and statement for advocacy with the City Council and the Clinical Commissioning Group to develop ways for Culture to support 'Happier Healthier Lives: Nottingham City Joint Health and Wellbeing Strategy 2016-20' and their key aim to make Nottingham one of the healthiest big cities in the UK and link to the ECoC bid..
- Explore potential for the King's College London [Arts, Health and Wellbeing Inquiry](#) outcomes to inform the SCP/Design Group process of developing metrics for Framework objectives.

### NATIONAL & INTERNATIONAL

Identify and build relationships with key national and international partners to raise the profile of culture in Nottingham. Work with the UK's cultural sector to engage Nottingham citizens in national and international cultural programmes and campaigns.

Actions to consider:

- Explore the potential of submitting a quality ECoC bid
- Invite delegation of twinned cities on a Nottingham Cultural visit with the specific aim of shaping collaborative activity to deliver on shared objectives to 2027
- Host UNESCO Cities Conference
- Ensure any Nottingham delegation to international cities includes Culture and community representatives
- Solicit national cultural events and experiments to take place in Nottingham e.g. [No Boundaries 2019](#), [Playable Cities](#).
- Broker relationships with National Campaigns to increase grassroots participation with culture for Nottingham residents, to enable delivery of specific Framework objectives and metrics. For example, explore links with Fun Palaces, Museums at Night, OpenHouse and Get Creative.
- Ensure culture is represented in the actions associated with the Derby & Nottingham Metropolitan Strategy 2030 for example 'Undertake a review of careers provision to understand the number and quality of existing programmes and how a more integrated approach could be implemented' (due to take place Spring 2017)

## CONNECT (CONT.)

### COMMUNICATIONS

Create opportunities to work with colleagues within the cultural sector and partners outside the cultural sector to collectively promote and communicate Nottingham's cultural offer.

Actions to consider:

- Develop 1-2 paragraphs about the Cultural Statement and Framework's shared ambition for city-wide impact through culture, for cultural organisations, practitioners, and partners to use in funding bids
- Collate live slide deck of Case Studies of Collaboration and Cultural Quality for partners to use in their internal and external advocacy, marketing and communications
- Work with LEP to create short video stories of thriving cultural businesses
- Set collaborative brief for communications teams within SCP organisations to develop a shared communications approach using the ECoC bid as the conduit
- Pilot shared citywide launch of new cultural season as in [Exeter](#) - and/or monthly e-newsletter
- Offer content in appropriate format to key media partners - e.g. podcasts/ interviews for BBC Radio Nottingham, Notts TV, column for Left Lion

### TOOLS

#### Prototypes Provided

1. "Ideas Hack" Exercise Canvas to hack City-Wide challenges
2. Appendix 8 - Nottingham's Key Activity 10-year timeline to identify and prioritise connections with other city wide strategies and to develop Section 106 shared wish list based on major strategies start/end dates
3. Use Cultural Framework objectives to inform engagement and alignment with other citywide strategies
4. Toolkit: Case Studies of Collaboration and Cultural Quality slidedeck

#### To Be Developed

- Top 10 list of networks/meetings for SCP/Delivery Group representatives to join
- Database of case studies of city-wide or collaborative projects already in process
- List of key data to be gathered (and iterated) for the ECoC bid and Cultural Advocacy, e.g. Summary of value of cultural sector to Nottingham, that includes number of jobs, visitor spend, investment totals from ACE, HLF, Strategic Commissioning, etc. Sources could include Ticketing Network East Midlands.
- Collaborative brief for communications teams for example; trial a house-style/PR/Social Media approach, get professional photos of the city and cultural organisations to be used for advocacy, shared communications tools
- Marketing campaign highlighting local cultural leaders / heroes

## CO-CREATE

To commission and deliver joint artistic projects across Nottingham, enable co-creation of quality cultural activity, and engage Nottingham residents and stakeholders in iterating the Statement and Framework

<p><b>OUTPUTS &amp; OUTCOMES</b></p>	<ul style="list-style-type: none"> <li>• Seek opportunities that enable citywide cultural work to take place such as the development of an ECoC bid</li> <li>• Co-creation of culture: For, with and by Nottingham’s citizens</li> <li>• Framework iteration: Nottingham residents and stakeholders engaged in iterating the framework and the ECoC bid</li> </ul>
<p><b>GET STARTED (2017-2020)</b></p>	
<p><b>CO-CREATE CULTURE WITH NOTTINGHAM’S CITIZENS</b></p>	<p>Trial, iterate and develop joint artistic projects that respond to the framework’s key objectives.</p> <p>Actions to consider:</p> <ul style="list-style-type: none"> <li>• Joint citywide ECoC bid responding to the theme ‘City of Pioneers,’ as suggested by the consultation workshops</li> <li>• Set citywide cultural challenges for public to respond to, relating to the ECoC themes and objectives and fund winning ideas with small commissions</li> <li>• Broker a strategic partnership with the voluntary sector via <a href="#">Voluntary Arts</a> and connect with grassroots cultural projects e.g. Walking City Tour between venues, Book Clubs, links with Parks and Forests</li> <li>• Map local cultural communities to engage in developing artistic projects across neighbourhoods</li> <li>• Explore the possibilities of Open Data across Cultural Organisations and publish cultural data for <a href="#">graphic designers and artists to play with</a></li> </ul>
<p><b>CO-CREATE AND ITERATE STATEMENT AND FRAMEWORK</b></p>	<p>Commit to ongoing data collection and light-touch evaluation framework to continue to iterate framework themes and objectives and monitor 2-3 year transition project (ECoC bid) to test ways of working. Work openly to engage partners and the public in framework development.</p> <p>Actions to consider:</p> <ul style="list-style-type: none"> <li>• Specific consultation with under 16s during each of the four phases of iteration, working with Notts Youth Parliament, and engagement in testing thinking during ‘Transition to Collaboration’ phase.</li> <li>• Open process of strategy delivery through Trello board and blogging, following the example of <a href="#">Bristol Culture Digital Roadmap</a></li> <li>• Social media activity during ‘Transition to Collaborate’ phase to engage people in conversation to build communities of interest around culture in Nottingham, through whom you can test early plans for joint projects, beta versions of joint communications, and calendars of partnership activity in order to prioritise activity</li> <li>• 2020, 2023/4 and 2027 iteration of public survey/consultation activity to maximise benefit of learning and monitoring data for NPO applications.</li> <li>• Identify and work with key partners for each of the 4 themes to evaluate impact and input to framework iteration</li> </ul>

## CO-CREATE (CONT.)

### TOOLS

#### Prototypes Provided

- [Map of Nottingham's Cultural Gems](#) to be used to identify cultural partners
- Appendix 14: Consultation survey questions to iterate
- Toolkits used by [Gov.Lab](#) to develop open data initiatives and invite the public to solve city-wide challenges
- Appendix 12: Guidelines and [Open Trello](#) board for running #culturenottingham Consultation Activity
- Appendix 3: Key learning from social media activity
- Bird & Gorton [Twitter List](#) for profiles active during #CultureNottingham to prioritise social media engagement in iterating framework and objectives in future
- Toolkit: Speed interview canvas for annual check-in to evaluate impact for key partners

#### To Be Developed

- Create / publish a public Cultural Legends map to encourage wider and more diverse participation
- Plan for rotating spotlight on activity / cultural legends in different areas and of the city

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