

Appendix A - Cultural Peer Review Action Plan

No.	Recommendation:	Proposed action(s):	Timescale:
1	<p>Develop your strategy for culture within your broader strategic Telford Vision 2032. <i>Telford Vision 2032 articulates Telford's ambitions for the future. This place partnership includes several key partners for whom culture can be a route to delivery of their objectives, for example to support health and wellbeing, skills and education, economic growth and tourism outcomes. For a place-based partnership to plan, resource and deliver cultural development to be effective, it will be important to situate the cultural strategy in the context of the wider vision for Telford.</i></p>	<p>a) Collect data and information as a baseline for a new cultural strategy, covering 3 areas:</p> <ul style="list-style-type: none"> ○ Audit cultural assets and identify gaps in provision. ○ Undertake audience evaluation to create up to date database. ○ Consult the community and partners on what we want from a cultural strategy. <p>b) Run a session with the Vision 2032 Partnership to seek their input into the development of a new cultural strategy and to ensure this supports and aligns with Vision 2032 priorities.</p> <p>c) Develop a new cultural strategy informed by the above baseline research.</p>	<p>a) July 2024 b) December 2024 c) March 2025</p>
2	<p>Develop a strong cultural partnership which reflects the strategic partners, cultural sector, VCS, Town Councils, DMP, BID etc and is derived from evidence base. <i>Once there is a clear and shared position between strategic partners, a functioning partnership for cultural development should be considered as a mechanism to collaborating on a workable longer term cultural strategy.</i></p>	<p>a) Use the consultation with partners on a new cultural strategy to kickstart ongoing 'cultural cafes', a regular opportunity for artists, organisations and practitioners to network, identify opportunities to work together and secure funding, and to receive support and information e.g. learning events.</p> <p>b) Agree governance arrangements for the new cultural strategy i.e. a cultural compact or partnership.</p> <p>c) Establish the cultural compact/partnership.</p>	<p>a) September 2024 onwards b) March 2025 c) May 2025</p>
3	<p>Be clear about the role of the LUF and the theatre development within the wider cultural strategy. <i>Help partners to understand the role of the theatre in meeting the wider cultural needs of the Borough</i></p>	<p>a) Develop and deliver a communication plan to ensure that the community and partners understand how the LUF project to redevelop the theatre will help to meet the cultural needs of the borough and support wider priorities.</p>	<p>a) March 2024 – December 2026 b) March 2025</p>

	<i>and to plan to address the remaining priorities effectively.</i>	b) Ensure that future theatre planning and programming is informed by the cultural strategy and contributes to the Council's strategic priorities.	
4	<p>Use the time available now to test and discuss, build consensus.</p> <p><i>The theatre will need to be closed between March 2024 and Winter 2026 for the project. This enables a consensus view to be formed with potential investment and delivery partners and the opportunity to clarify the relationship between the theatre, the large-scale events programme and the broader cultural development needs of the Borough. During this period, the business model for the theatre can be explored, including its governance, its programme and its potential for outreach.</i></p>	<p>a) Programme a range of smaller scale shows at community venues across the borough whilst the theatre is closed to attract new audiences and as an opportunity to upskill/promote community venues. Analyse attendance by different groups whilst in these locations to identify barriers to participation and potential solutions.</p> <p>b) Update and develop the 10-year business plan for the theatre development. This will include a long-term audience development plan for the theatre, including the new studio theatre, informed by the cultural strategy baseline research which will identify the areas/groups where cultural participation and activity is low. The plan will also respond to the feedback from community engagement and learning from community programming above. This plan will also consider how to maximise usage of the redeveloped theatre by community arts organisations, and how this can complement a wider programme in community venues.</p>	<p>a) April 2024-December 2026</p> <p>b) December 2024</p>
5	<p>Create an inclusive model for dialogue with the sector that makes use of the total resources available for culture across the district (e.g. map assets, activities, audiences).</p> <p><i>A greater understanding and better promotion of the diversity and richness of the local offer would help to inform discussions while at the same time</i></p>	<p>a) Continue to support Town & Parish Councils to develop local cultural programmes, including by providing grants e.g. for High Street events, advice and training.</p> <p>b) Map cultural assets, public art, and activities across the borough as part of baseline research for the cultural strategy.</p>	<p>a) April 2024 (T&PC forum session on events) and ongoing</p> <p>b) July 2024</p> <p>c) August 2024 onwards</p> <p>d) September 2004 onwards</p>

	<i>better communicating the opportunities for participation and the benefits that can be delivered.</i>	<ul style="list-style-type: none"> c) Promote the full local cultural and public art offer via Visit Telford ‘what’s on’ and other communication channels (also a key action in the new Destination Management Plan). d) Use the cultural cafes as a mechanism to facilitate partners working together to expand the diversity of the local cultural offer. 	
6	<p>Don’t try to do everything but explain your vision and how your choices have been made.</p> <p><i>The Council, even in collaboration with its partners, has limited resources and cannot address all the cultural needs or suggestions of its residents. To avoid raising expectations beyond what is achievable, it needs to communicate its priorities clearly. For example, in considering how to broaden participation, it should articulate where it intends to focus its attention (for example, in South Telford, or with ethnically diverse residents, or with socially isolated older people, or people living in socio-economically deprived postcodes) and why. The Council may wish to work with disability access groups or engage an organisation to do an access audit for major events or key cultural sites, to assess the needs of disabled people in particular. Strengthening a data led approach to identifying strategic priorities will help to target action.</i></p>	<ul style="list-style-type: none"> a) Carry out a focus group with disabled customers to inform the design and programme for the theatre development. b) Carry out a review of accessibility at major Council-run events, involving mystery customers. c) Carry out the cultural strategy baseline research which will identify the areas/groups where cultural participation and activity is low. d) Develop a sustainable longer-term diverse events programme that increases participation of priority groups/areas, as set out in the cultural strategy. e) Publish the cultural strategy in order to explain and communicate the vision for culture and future priorities. 	<ul style="list-style-type: none"> a) March 2024 b) July 2024 c) July 2024 d) March 2025 e) April 2025