



TELL ME

**WHAT YOU
WANT**

“We want space.
We want connection.
We want participation to be easy.
We want our voices to be heard”

Bromsgrove Arts and Culture Consortium

Cultural Vision and Action Plan

January 2020

TELL ME

WHAT YOU WANT

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Edited by

Anousheh Haghdadi

Consultant

Doink

Part of the Beatfrees Collective

Unit 101/102

Zellig, Gibb Street

Birmingham B9 4AT

0121 794 0207

info@beatfrees.com



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GLOSSARY OF TERMS

BACC	Bromsgrove Arts and Culture Consortium. Comprised of Artrix Arts Centre, Avoncroft Museum, Bromsgrove Arts Alive, Bromsgrove International Musicians' Competition, Bromsgrove District Council, Bromsgrove Festival, Severn Arts, and Worcestershire Arts Partnership.
Bromsgrove/ Bromsgrove Town	The term 'Bromsgrove' is used to mean Bromsgrove District. Where we are referring to the town of Bromsgrove, we use Bromsgrove Town.
Communities	Local communities (people living in the same local area) and identity-based communities (people with a shared social identity).
Communities of interest	People who share an interest in a particular cultural activity.
Cultural organisation	Any size of organisation that organises or provides cultural activity.
Diversity	The full range of different social identities in Bromsgrove.
Local area/ local	The towns and villages of Bromsgrove.
Participation	Any form of involvement in cultural activity, including volunteering, teaching, researching, attending, enjoying, making, creating and performing.
Partners	Any organisations who collaborate with BACC in respect of a project in this action plan or join a BACC Steering Group.
Regional	Worcestershire and the West Midlands.
Route	A theme or pillar of activity in this action plan.
Steering Group	A group of people and organisations that will work to implement and steer the actions in this action plan.
Stepping Stones	Groups or clusters of actions in this action plan.
Social identity	Characteristics including age, sex, socio-economic status, race, ethnicity, nationality, faith, disability, sexual orientation, gender identity.
Task Force	A group of individuals who offer informal feedback and guidance on the progress of this action plan.

EXECUTIVE SUMMARY:

WHAT'S IN THIS ACTION PLAN?

This action plan is a key outcome of an 18 month research project commissioned by Bromsgrove Arts and Culture Consortium (made up of Bromsgrove Festival, Bromsgrove International Musicians' Competition, Avoncroft Museum, Artrix, Bromsgrove Arts Alive, Severn Arts, Worcestershire Arts Partnership and convened by Bromsgrove District Council).

The £72,000 project, funded by Arts Council England, Bromsgrove District Council, Worcestershire County Council, the Elmley Foundation, Bromsgrove Society and the Len Giles Trust is called Tell Me What You Want.

Working with our research partner the Beatfreaks Collective, our project has involved over 1000 conversations with members of the public and organisations throughout Bromsgrove. As a result many times that number have been engaged across the length and breadth of the District. We asked:

1. What do the people of Bromsgrove District want from arts, culture and heritage?

2. What barriers to engagement exist, and how can these be addressed?

In summary the people and organisations of Bromsgrove told us:

"We Want Space. We Want Connection. We Want Participation to be Easy. We Want Our Voices to be Heard."

The detailed observations of the project were determined in two phases. During Phase One people told us what stops them engaging – and what we have to do to change things for the better. We observed a need for:

1. More engagement data focussed on demographics.

2. Space in which citizens can enfranchise themselves.

3. More celebration of the importance of art, heritage and culture.

4. Going where people already are.

5. Complementing not competing with the wider Midlands offer.

6. Understanding growth is not for everyone.

7. Spaces for groups to come together.

8. Growing what arts, heritage and culture means in Bromsgrove.

9. Re-approaching how decisions are made.

10. Complementing existing engagement elsewhere.

We determined that broadly speaking 4 key groups of people were under engaged in arts, culture and heritage in the area and they were:

1. Young people aged 15 – 20 years.

2. Isolated elderly people.

3. Lower socio economic groups.

4. Parents with older children.

For further information about Phase One please visit the report [here](#).



EXECUTIVE SUMMARY

During Phase Two of the project, we collaborated with these 4 under engaged groups through action research activity and identified a further number of key barriers which we need to address – as well as ideas for how we can break these barriers down:

- 1. Travel costs are too high. We need to keep things local and use community spaces where possible.**
- 2. Adult responsibilities, particularly parenthood, can make it hard to engage. In particular, we need to consider the distinct needs of parents.**
- 3. Sometimes a lack of interest-based community is a barrier. We need to foster connections and create communities of interest.**
- 4. Unfamiliar settings and activities can be intimidating. We need to make taking the first step (i.e. booking a place on something new) as easy as possible.**
- 5. Adults can be self-conscious when trying something for the first time. We need to build up people's confidence.**
- 6. Where there is a lack of local spaces, we need to create those spaces.**
- 7. Where existing definitions of culture are excluding people, we need to change our understanding of what constitutes art, heritage and culture.**

For further information about Phase Two please visit the report [here](#)

The 1000+ engagements we have had form the basis of our vision for Bromsgrove District – as a place where we use arts, culture and heritage to raise each other up.

We have three primary goals:

- 1. To widen participation in arts, culture and heritage.**
- 2. To elevate the wellbeing of the residents of Bromsgrove District.**
- 3. To strengthen the communities of Bromsgrove District.**

Our cultural vision and action plan sets out four different routes we will follow to realise our vision and goals:

- 1. Making connections - building a more connected Bromsgrove District through celebrating Bromsgrove's creativity and history.**
- 2. Making space - bringing arts, culture and heritage activity to local and everyday spaces.**
- 3. Making Participation Easy - working in partnership to widen participation in arts, culture and heritage.**
- 4. Making Our Voices Heard - diversifying governance and building a more flexible, dynamic and resilient cultural sector.**

Full details of these routes, including how BACC will approach governance, securing funding and reporting are set out in the full action plan. [here](#).



Bromsgrove
District Council
www.bromsgrove.gov.uk



Contact Details

Graham Mackenzie
Chair of Bromsgrove Arts and
Culture Consortium

c/o Jonathan Cochrane
Development Services Manager
Redditch Borough and
Bromsgrove District Councils
jonathan.cochrane@bromsgroveandredditch.gov.uk
01527 64252 Ext 3487

FOREWORD

WHY DO WE NEED THIS PLAN? WHAT IS IT FOR?

Arts, culture and heritage are part of the fabric of life in Bromsgrove.

We have a rich heritage centred around making - from our roots as a market town, to nail-making and Bromsgrove's Guild of Applied Arts, which made the gates of Buckingham Palace and the famous Liver Birds in Liverpool, to the poetry of A.E. Housman. We have England's original outdoor museum in Avoncroft. We have fantastic theatre, cinema and creative arts spaces in Artrix and many vibrant cultural organisations spanning music, visual arts, theatre, spoken word, dance and much more, many of which connect through Bromsgrove Arts Alive. We have regular celebrations of culture through Bromsgrove Festival, attract international musicians through the Bromsgrove International Musician's Competition, and invest in the cultural education of our young people through Severn Arts. As a workshop participant said in the process of creating this action plan, "culture is all around us here in Bromsgrove."

Although Arts Council England's 2011 'Active People' survey found that nearly 48% of people living in Bromsgrove had engaged in an art activity in the last two years - placing Bromsgrove in the top third of engagement nationally - over recent years cultural organisations have observed that cultural participation does not reflect Bromsgrove's diversity.

In response to this, BACC came together as a consortium of the major cultural organisations in Bromsgrove: Avoncroft, Artrix, Bromsgrove Arts Alive, Bromsgrove Festival, Bromsgrove International Musician's Competition, Severn Arts and Worcestershire Arts Partnership. Working with Bromsgrove District Council, we successfully applied for funding from Arts Council England to explore two questions:

- ▶ **What do the people of Bromsgrove want from arts, culture and heritage?**
- ▶ **What barriers to engagement exist, and how can these be addressed?**

Over 18 months from July 2018, we have had over 1,000 engagements with the people of Bromsgrove as well as cultural organisations and organisations that share our goals of widening participation, boosting wellbeing and strengthening communities. The people of Bromsgrove have given us their time, their energy, their hopes and ideas. They told us what needs to change, and this plan sets out a route map to make those changes. Our goal is not to dictate the direction that cultural activity should take - rather, it is to create the conditions for thriving creative activity to be decided by the people of Bromsgrove.

Following a tender process, we engaged the Beatfreeks Collective to explore these questions on our behalf, through a research project called Tell Me What You Want. We engaged Beatfreeks because we wanted to hear from people who wouldn't answer a survey or come to an event, and to learn from their successes in engaging some of the most under-engaged groups in Birmingham.



WHY DOES CULTURAL PARTICIPATION MATTER?

This is the first barrier that our plan seeks to overcome - understanding why cultural participation is important. Culture can feel like a luxury in our current climate, but cultural participation is increasingly being recognised as an important factor in building vibrant, cohesive communities - meaning communities that positively value diversity and practice empathy and tolerance towards people and communities with different life experiences - and boosting mental and physical health and wellbeing. Widening participation is also an important goal in its own right. Everyone should have access to great culture.

Participation is the key word here. Participation is not just about being 'creative'. Participation is also about connecting with other people through shared spaces and passions and about contributing to communities through volunteering, teaching and having a voice in what happens in Bromsgrove.

Although the main focus of this action plan is on the role that cultural participation plays in community building and wellbeing, it is important to note that the creative industries also play an increasing role in boosting local economies. As our work progresses, we will identify opportunities where our work can strengthen the local creative economy.



WHO IS THIS PLAN FOR?

This plan is first and foremost for the people of Bromsgrove. This plan is not centred on Bromsgrove Town - it is for all the people of Bromsgrove district - of Wythall, of Alvechurch, of Hagley, of Rubery, of Catshill, and everywhere in between.

Our research showed that access to culture is not equal across Bromsgrove, and we identified four groups as less engaged with the existing offering: 15-20 year olds, parents (especially of older children), isolated elderly people, and people from disadvantaged socio-economic backgrounds. This action plan directly addresses the most common barriers identified by these groups.

This is not to say that these are the only under-engaged groups in Bromsgrove. Our research also highlighted a lack of data within the cultural sector on other potentially relevant social identities. This plan seeks to address this in three ways: by widening the definitions of 'arts', 'culture' and 'heritage' to reflect the diversity of Bromsgrove; through working in partnership with groups representing these communities in Bromsgrove; and finally by improving the routine collection of demographic data by cultural organisations and identifying any further gaps that need to be addressed. More broadly, this plan recognises the need to work in partnership with community and voluntary groups, building on the good work already happening across Bromsgrove.

This plan also seeks to address both the challenges faced by the existing cultural organisations in Bromsgrove, and those in seeding and nurturing new organisations. The passion and commitment of current organisations in keeping culture alive in Bromsgrove in an environment with decreasing public money available for support is to be commended. This plan seeks to make it easier for organisations to get started, to grow, or to plan for the future.

We have summarised what's in this plan for individuals, groups, and organisations in the table below.

	What's in this plan for you? (Note this is subject to funding being secured)	Find out more at	Page
Bromsgrove Residents	Easier to find out and share what's on in Bromsgrove.	Connected communications.	21
	Finding people to do stuff with (communities of interest).	#wemakebromsgrove campaign	22
	Volunteering/ training opportunities for cultural reporters.	#wemakebromsgrove campaign	22
	Funding and support to organise your own cultural event.	Room for risk seed fund.	27
	Have a voice in what kinds of cultural activities take place in Bromsgrove.	BACC Task Force.	42
Under-engaged groups: 15 - 20 year olds Parents Isolated people (especially elderly) People from disadvantaged socio-economic backgrounds	All of the above, plus:		
	Opportunities to co-design cultural activities relevant to you.	BACC Steering Groups.	31
	Leadership and development programmes - young cultural leaders and community cultural leaders.	Young cultural leaders programme.	38
Community/ Voluntary Groups	Easier to find out and share what's on in Bromsgrove.	Connected communications.	21
	Easier to find affordable space for community cultural activity.	Room for Risk seed fund.	27
	Partnership working opportunities with cultural organisations.	BACC steering groups.	31
	Development and training opportunities for community cultural leaders, including using cultural activity for social purposes.	Community cultural leaders programme.	38
	Have a voice in what kinds of cultural activities take place in Bromsgrove.	Join a BACC Steering Group or task force.	42
Local businesses	Easier to find out and share what's on in Bromsgrove.	Connected communications.	21
	Opportunities for partnership working with artists and cultural organisations and the community sector around shared goals.	BACC steering groups.	42
	Have a voice in what kinds of cultural activities take place in Bromsgrove.	Join a BACC Steering Group or task force.	42

WHO WILL TAKE RESPONSIBILITY FOR THIS PLAN?

BACC will take responsibility for driving this action plan forward. Our first step will be to work to secure further funding - as highlighted throughout the plan below, many of the actions will require external funding and this plan has been built with this goal in mind. We have set out our approach to securing funding and reporting on our work, in the section [“Delivering this action plan: first steps”](#)

Thank yous

Most importantly, we want to thank everyone that has been involved in this work so far - Bromsgrove residents and members of cultural and community organisations that gave their time and energy to talk, to participate in workshops, to share ideas and to tell us where we were going wrong.

We also want to thank our funders - Arts Council England, Bromsgrove District Council, the Elmley Foundation, Bromsgrove Society, Bromsgrove Arts Alive, the Len Giles Trust and Worcestershire County Council.

Graham Mackenzie,
Chair of BACC

THE RESEARCH



PHASE 1 RESEARCH:

“WHAT’S THE SCOOP”?

Beatfrees started by looking at the demographic data to understand - who lives in Bromsgrove?

Beatfrees worked with 61 cultural organisations to understand what’s on offer in Bromsgrove and who is and isn’t engaging.

Most importantly, Beatfrees sparked conversations with 200+ members of the public. Aiming to speak to people who wouldn’t fill out a survey, Beatfrees went to where people are on the “What’s the scoop” ice cream bike (pictured above), getting people to build a bespoke sundae and talk about what they get up to in Bromsgrove.

KEY INSIGHTS FROM PHASE 1

Bromsgrove is creative, but this is not always recognised.

4 groups were highlighted as less engaged with Bromsgrove’s existing cultural offering:

- ▶ **Young people aged 15-20.**
- ▶ **Parents (especially with children aged 10-14)**
- ▶ **People from areas of relative socio-economic deprivation**
- ▶ **Isolated elderly people**

When asked what they want from cultural activity in Bromsgrove, people said:

- ▶ **We want space.**
- ▶ **We want to make participation easy.**
- ▶ **We want connection.**
- ▶ **We want our voices to be heard.**

On the basis of this, Beatfrees made a number of observations and recommendations to be addressed in the action plan, which can be found [here](#)



PHASE 2 RESEARCH:

“WHAT WORKS IN BROMSGROVE”?

Beatfreeks then set out to test the Phase 1 findings by offering a programme of events that responded to two of the key Phase 1 themes: making space and making participation easy.

BACC and Beatfreeks worked together to unlock local spaces in four areas across Bromsgrove for residents to use. In each space, Beatfreeks ran a programme of free drop-in events that responded to what people want (as identified in Phase 1, and in the course of Phase 2).

The programme engaged a further 794 engagements with the research questions through conversations with workshop participants and local people, including significant engagement with the four under-engaged groups.



KEY INSIGHTS FROM PHASE 2

Phase 2 confirmed the four themes identified in Phase 1 and identified barriers to engagement and possible solutions.

Barriers to Engagement	Possible Solutions
A lack of affordable local spaces. Travel time and costs.	Making space Opening and sharing local spaces for creativity and community.
Adult responsibilities make engaging difficult. Adults feel self-conscious. Booking a place feels like a big step.	Making participation easy Keeping taster sessions local, programming for parents alongside their children, encouraging beginners/ building confidence.
A lack of interest based community.	Making connections Clear and joined up communication of what's on and working with partner organisations to build communities of interest.
A narrow understanding of arts, culture and heritage.	Making our voices heard Celebrating existing creativity and working with communities to redefine arts, culture and heritage.

Our Phase 2 research report can be accessed [here](#)

PHASE 3:

ACTION PLANNING

Our research clearly identified four key themes that needed to be addressed as part of this action plan.

We held two open action planning sessions to share our research findings from Phases 1 and 2, and to turn these findings into possible actions. These sessions were open to the public, and we also invited people that had engaged with Phases 1 and 2 of the project.

TWEAKING AND TESTING

This action plan is built from the research findings of Phases 1 and 2 and the ideas from Phase 3.

It is important that the plan is practical and robust, so we have worked with cultural organisations, members of the public and other parties who share the same aims as us. A list of who we have worked with is on the back cover of this report.

We presented a first draft of this plan at an open 'tweak and test' phase of the action planning at Avoncroft on 9 October 2019.



A second draft of this action plan was then shared with:

- ▶ **people who had already engaged with the project but couldn't attend the 'tweak and test' session;**
- ▶ **Bromsgrove Arts Alive members; and**
- ▶ **potential partners who share our goals of widening participation, community building and boosting wellbeing.**

The final draft was approved by BACC members in November 2019, and publicly launched in January 2020. Free digital copies are available [here](#)



VISION:

SETTING A DIRECTION FOR BROMSGROVE

A sense of...

Belonging. Roots. Identity. Authenticity.
Relevance. Engagement. Thoughtfulness.
Challenge. Achievement. Confidence.
Inspiration. Creativity. Exuberance. Passion.
Enrichment. Healing. Taking me away.
Switching off. Relaxation. Uplifting. Hope.
Potential. Celebration. Life. Elevation.

This is how cultural participation makes us feel.

Some people call this wellbeing, but it's so much more than that. We see it as elevation - raising up our spirits, our voices, our stories, and our creativity.

We imagine Bromsgrove as a place where we use culture **to raise each other up.**

We will do this by building on what already makes Bromsgrove unique: **our making.** To make is to create something by putting parts together or to cause something to happen.

Our legacy is making: markets, nails, the poetry of Housman, even the gates of Buckingham Palace.

Our present is making. We make music. We make moves. We make pictures. We make experiences and memories.

OUR FUTURE IS MAKING:

Making connections

We want Bromsgrove to be a place where we connect through culture: making, sharing, enjoying, volunteering, teaching. Where we celebrate our own and each other's making as art. Where we raise up our history and stories and feel pride in the place that we live.

Making space

We want Bromsgrove to be a place where culture transforms our everyday physical spaces. Where everyone has space to be inspired, to be challenged, and to take risks. Where everyone has somewhere to belong - a space where they feel enfranchised. Where we make space - for a while - away from the stresses and pressures of everyday life.

Making participation easy

We want Bromsgrove to be a place where culture transforms our everyday physical spaces. Where everyone has space to be inspired, to be challenged, and to take risks. Where everyone has somewhere to belong - a space where they feel enfranchised. Where we make space - for a while - away from the stresses and pressures of everyday life.

Making our voices heard

We want Bromsgrove to be a place where everyone can have a voice in cultural decision making. Where we use cultural activity to make a difference to the world around us. We make Bromsgrove. We should shape its future.

OUTCOMES:

WHAT WILL BE DIFFERENT BY 2030?

The people of Bromsgrove will	<ul style="list-style-type: none">▶ have the power to shape the future of Bromsgrove’s cultural activity, including redefining ‘arts’, ‘culture’ and ‘heritage’ in a way that works for this place;▶ feel proud of the area, celebrating local creativity and diverse cultures and histories;▶ participate in arts, culture and heritage in greater numbers and diversity;▶ feel that cultural participation has elevated their lives and wellbeing;▶ be able to draw on creativity to respond to and shape the world around them - from local spaces and communities to global issues of social justice and climate change.
Artists and cultural organisations will	<ul style="list-style-type: none">▶ have the power to shape the future of Bromsgrove’s cultural activity;▶ have governance that is more representative of the people that they intend to engage;▶ have access to support to build on existing capacities for resilience, particularly around flexible and dynamic governance, creative leadership, fundraising and increasing participation;▶ feel more connected to each other, leading to greater collaboration;▶ have greater numbers and a more diverse range of people participating in their offering.
Partners will	<ul style="list-style-type: none">▶ understand the value of cultural activity to wellbeing and community building;▶ Embed culture into their thinking and strategy;▶ work together more equally with communities in decision making.
Bromsgrove will	<ul style="list-style-type: none">▶ be buzzing with local creative and cultural activity and a sense of possibility;▶ be known locally, regionally, nationally and internationally as somewhere that celebrates local creativity and history.

HOW DO WE GET THERE?

“What is needed is a series of relatable stepping stones”

John-James, New Salsa Salsa - on engaging more people in the arts

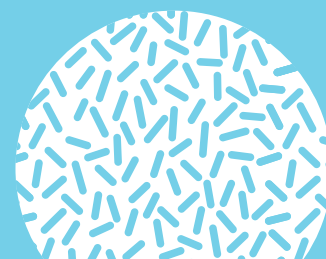
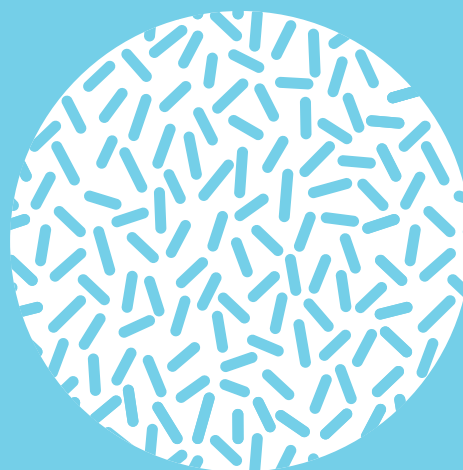
This action plan sets out **four routes to our vision** - making connections, making space, making participation easy, and making our voices heard.

For each of the four routes, we have set out a number of **stepping stones** working towards the vision and outcomes identified above. The stepping stones are really broad and give us a sense of what direction our work is heading in. There will be lots of steps in between that we need to fill in as we go.

Underneath each stepping stone, a list of **initial actions** to be carried out in the **first 3 years** of this action plan including some **key projects**.

Together, the routes, stepping stones and initial actions comprise a framework for action. Further work will happen, for example to fill in the details of key projects, or to determine actions beyond the initial 3 years. We have taken this approach so that we can stay flexible, respond to what is and isn't working, and respond to changes and surprises that will inevitably crop up as we go.

Many of these ideas require **external funding, including the key projects we have outlined below**. Where a project or idea requires external funding, we have flagged this in the final column of each table, using a simple key of £, ££, or £££ to indicate the likely magnitude of the requirement. We have outlined our plans to secure funding below.



ROUTE 1:

MAKING CONNECTIONS

"Celebrate it. Name it. Affirm it."

Action planning participant, on creativity

ROUTE MAP

STEPPING STONE 1

Connected strategy - connecting people and culture in Bromsgrove.

STEPPING STONE 2

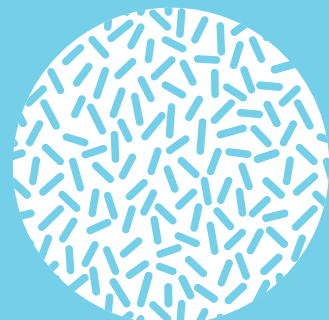
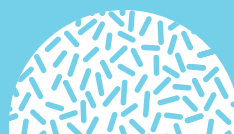
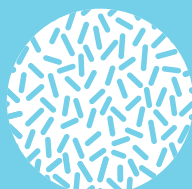
Celebrating Bromsgrove's making - #wemakebromsgrove campaign.

STEPPING STONE 3

A culture of celebration - embedding local talent into Bromsgrove's cultural programming.

STEPPING STONE 4

Key project - celebrating Bromsgrove's history - Heritage Corridor.



DESTINATION: CONNECTED BROMSGROVE

A theme that came up over and over again in our action planning was the need for connection. The people of Bromsgrove want to connect - to each other, to this place, to the world. Feeling connected is important both to our personal wellbeing and to community building.

We want this action plan to facilitate ways for people to connect through culture - whether it's making, sharing, enjoying, volunteering or teaching. Our first stepping stone is to work in a connected way ourselves, with other organisations sharing our goals, and building on what is already there.

We want Bromsgrove to be a place where we celebrate our own and each other's making as art. Our second stepping stone is to run a campaign that celebrates Bromsgrove's 'making' in the past and in the present. We want to find out and celebrate all the different ways that people are making in Bromsgrove. This leads to our third stepping stone, which is to ensure that our celebration of Bromsgrove's making and creativity is reflected in its existing cultural events and opens opportunities for new ones (festival of failure, anyone?).

We want Bromsgrove to be a place where we raise up our history and stories and feel pride in the place that we live. Our fourth stepping stone is an exciting key project, led by Avoncroft Museum working with other heritage partners, to forge connections between Bromsgrove's less well known heritage sites. Did you know that the Tardebigge locks are the longest flight of locks in the country? Did you know that the Lickey Incline is the steepest sustained railway incline in Great Britain? This project offers the opportunity for Bromsgrove to really shout about its exciting history.



Action	Description	Partners	Timeframe/ Funding Required
Stepping Stone 1: Connected Strategy			
BACC will operate as a 'connector' organisation along 4 dimensions: connected strategy, connected communications, connecting people and places, and connected creatives.			
Connected Strategy	<p>BACC will identify key partners in Bromsgrove District that pursue the same goals as BACC of widening participation, improving wellbeing, and strengthening communities and identify common themes and partnership working opportunities.</p> <p>Work already underway includes:</p> <p>Working with Town Centres Manager to connect this action plan to the new Town Centres strategy, particularly around the possibilities for 'maker's markets' and opportunities around the former market hall site.</p> <p>Presenting this action plan to Bromsgrove Partnership's Community Wellbeing Theme Group.</p>	<p>Town Centres Manager</p> <p>Bromsgrove Community Wellbeing Theme Group</p> <p>Others to be identified</p>	<p>2020</p>
Connected Communications	<p>BACC to work with 'Better Bromsgrove' Campaign to improve existing 'What's On Bromsgrove' page to capture all cultural activity in the area as well as special events in food, drink etc.</p> <p>Also identify offline opportunities e.g. Better Bromsgrove Together magazine, regular column in the local newspaper, radio/podcast, etc.</p>	<p>Town Centres Manager</p> <p>BACC members</p>	<p>2020</p> <p>£ Funding Required</p>
Connecting people and places	<p>BACC will work to improve the existing map of bookable spaces for creative activities currently hosted on Bromsgrove Arts Alive website.</p>	<p>BAA</p>	<p>2020</p> <p>£ Funding Required</p>
Connecting creatives to opportunities	<p>BACC will work with its Consortium members, particularly Bromsgrove Arts Alive and Worcestershire Arts Partnership, to make it easier for local creatives to connect to opportunities.</p>	<p>BAA WAP</p>	<p>2020</p> <p>£ Funding Required</p>

Action	Description	Partners	Timeframe/ Funding Required
Stepping Stone 2: Connecting people together through stories of making - #wemakebromsgrove			
Challenging myths about arts and culture	<p>5 artists participated in the 2019 Bromsgrove Town Christmas lights switch on and Worcester Road Street Party.</p> <p>Artists responded to provocations drawn directly from Phase 2:</p> <p>I am not creative. It's too late for me to start. Art is too expensive.</p>	<p>Beatfrees</p> <p>Artists</p> <p>Town Centres Manager</p>	<p>23 November 2019</p>
Social media campaign: Challenge people to share their own making #wemakebromsgrove	<p>Develop a #wemakebromsgrove campaign through multi-platform social media and traditional media.</p> <p>Encouraging Bromsgrove residents, communities and existing cultural organisations to post on social media what they are making using the hashtag #wemakebromsgrove.</p> <p>This offers an opportunity to celebrate the diversity of Bromsgrove - how different communities make food, stories, music, dance and more.</p> <p>Work with heritage organisations to promote Bromsgrove District's heritage and community stories through #theymadebromsgrove hashtag.</p> <p>Training a network of volunteer cultural influencers to promote and champion cultural activity in Bromsgrove.</p> <p>Challenge can be run throughout various existing cultural events in 2020 including Bromsgrove Festival, Bromsgrove Carnival, Street Theatre and Christmas Light switch on.</p> <p>Potentially connect in with the January Challenge (2021).</p>	<p>Partners to help identify members of under-engaged groups that are making</p> <p>Volunteering opportunity - cultural influencers.</p>	<p>2020 - 2021</p> <p>££ Funding Required</p>
Physical campaign - dedicated space at BACC member venues, libraries and other key venues.	<p>Identify areas in each space where this can be promoted.</p> <p>Ideas: could be a pinboard, graffiti or photo wall where people share images of their making.</p>	<p>BACC members</p> <p>Libraries</p> <p>Local businesses</p>	<p>As for social media campaign</p> <p>£ Funding required</p>

Action	Description	Partners	Timeframe/ Funding Required
Stepping Stone 3: Building a culture of celebration			
Legacy of the #wemakebromsgrove campaign - local makers, from beginners to professionals, are celebrated in Bromsgrove's festivals	<p>Existing festivals - Bromsgrove Festival, Bromsgrove Folk Festival, Street Theatre, Bromsgrove Carnival etc include contributions from the local community - so these feel like celebrations of the community's own creativity.</p> <p>Striving to platform local/ emerging talent with national/ international/ established talent to support local artists and create a sense of pride in Bromsgrove's talents.</p> <p>Space for new festivals, these may be local or thematic (e.g. what about a festival of failure - where people showcase their biggest fails in the last year?)</p>	<p>BDC</p> <p>Bromsgrove Festival</p> <p>Bromsgrove Folk Festival</p> <p>Bromsgrove Carnival</p>	<p>2021 and 2022</p>
Stepping Stone 4: KEY PROJECT: Bromsgrove District's Heritage Corridor			
Creating a heritage corridor for Bromsgrove District - forging new connections between physical, intangible and environmental heritage.	<p>Create a physical network of pathways and trails connecting Bromsgrove's heritage sites.</p> <p>Explore opportunities to extend and reevaluate heritage via, for instance, new public art commissions of site specific, participatory and temporary work, in response to Bromsgrove's heritage.</p> <p>Key sites (e.g. Hewell Grange, Lickey Incline, Tardebigge Locks) to be curated and updated on an ongoing basis by heritage lead and key partners.</p>	<p>Lead: Avoncroft Museum</p> <p>Potential partners:</p> <p>Wythall Transport Museum</p> <p>Bromsgrove Society</p> <p>Norton Collection Museum</p> <p>Canal and River Trust</p> <p>Bromsgrove District Council</p>	<p>By 2022</p> <p>£££ Funding required</p>

ROUTE 2:

MAKING SPACE

"[Bromsgrove District has] a sense of movement and potential that needs a healthy pinch of risk-taking to take off."

Angela Galvin, Director of Artrix, at Action Planning session

ROUTE MAP

STEPPING STONE 1

Mapping under-used spaces

STEPPING STONE 2

"Room for risk": seed fund to connect unusual activities with interesting spaces to engage new audiences

STEPPING STONE 3

Sustainable space: transferring ownership of the process to communities



DESTINATION: RE-IMAGINING BROMSGROVE AS A 'MAKING SPACE'

The biggest need that our research uncovered was the need for space. Over and over again, people told us that they need somewhere to go - both to connect with other people and to pursue their passions.

We want Bromsgrove to be a place where everyone has somewhere to belong. The issue isn't necessarily a lack of space. For cultural organisations, it's the affordability of existing space. Our first stepping stone is to map affordable spaces that are 'non-traditional' for cultural activity, but with some imagination could be opened up to all kinds of creative activity. We know from ambitious work elsewhere - such as the Heart of Glass project in St Helens - that culture can transform everyday spaces (home, work, school, the street, car parks, the supermarket) into amazing creative spaces. We also want to make it as easy as we can to book affordable space in Bromsgrove - think Airbnb for culture! This will work together with upcoming initiatives to open new kinds of spaces - for example, the former market hall site presents an opportunity to host cultural activity and a space for makers - and this is something we will be exploring further.

Our second stepping stone is to get people using the existing/ non-traditional spaces we have identified. For members of under-engaged groups, the issues around space are deeper than availability or cost. There are also issues around not feeling enfranchised within existing space. Put simply, we need to change perceptions of existing spaces as 'not for people like us', or 'not for this kind of stuff' and enfranchise people to access and use existing spaces. This stepping stone would make small grants available to put on unusual cultural activities in the non-traditional spaces mapped at stepping stone 1. The purpose of the fund will be to make space accessible, whether that's funding a bus for your community group to attend a show, bringing an unusual event to a non-traditional space or starting a new cultural club.

These grants will be open to anyone with an idea - whether you've never put on a cultural activity before, or you are an experienced artist or organisation looking to risk trying something new. We had some brilliant ideas for these from the action planning sessions, which we have included as an 'ideas board' below.

There is a wider benefit to stepping stone 2. We know that participation in culture can elevate our spirits - so, by bringing culture closer to where people are, we hope to create moments where people can be lifted up, away from the stresses and pressures of everyday life.

Throughout stepping stone 2, we will be working to understand the impact that cultural activity has on our host spaces and the people that participate. We hope that in many cases, the 'room for risk' fund will have supported people and spaces to form sustainable relationships supporting cultural activity, whether that's hosting a regular poetry open mic night in a coffee shop, or a family crafts day at a nightclub. In some cases, further support will be required to make cultural spaces sustainable. Stepping stone 3 will build on the evidence base from the 'room for risk' fund, identifying spaces that could become sustainable 'community hubs', and working with partners to give communities the support needed to attract funding and programme activities.

IDEAS FROM ACTION PLANNING SESSIONS THAT WOULD BE PERFECT FOR THE PROPOSED 'ROOM FOR RISK' SEED FUND

Run a Jools Holland style Hootenanny - lots of groups playing 10 minute slots "in the round"!

Fun palaces

Collaboration events (...between schools) led by Bromsgrove School - making children confident to show what they can do.

Provide more transport/support to get arts + cultural activities into old people's homes and warden-assisted residential homes

Food festival with live music designed to match the food!

Open arts events - come and try...

Funding transport to arts locations

Cross-over events e.g. folk meets classical!!

New Dance Talent Show competition - showcasing all different dance forms and ages

Pop-up/taster/short-term in shopping centres, car parks etc with signposting for further engagement

Weekend "Bromsgrow" event - all ages showcase

Sound bites

Create a massed event, e.g. a concert, bringing together local music groups, e.g. each group having a 10 minute slot. A way to raise profile?

Combined art and music events - paint what you hear! OR write what you hear (poetry).

Market music mash-up! (Ototo and fruit, for example)

Bite sized classics! Accessible music in cool venues! Shops, restaurants, etc

Partner with existing non-cultural activity that is local, to offer something 'on the side'.

Action	Description	Partners	Timeframe/\nFunding Required
Stepping Stone 1: Mapping Space			
<p>Mapping existing space</p> <p>What spaces are available?</p> <p>Identifying the possibilities for use</p> <p>Value propositions for each type of space - what's the benefit?</p> <p>Identify costs associated with spaces</p> <p>Who do spaces appeal to/ attract already?</p> <p>Who do they want to attract?</p>	<p>Work with Partners and local businesses to identify bookable spaces including underused and unusual spaces e.g. car parks, empty shops etc.</p> <p>Creating a centralised, accessible website of bookable spaces (including 'non-traditional' spaces), with analysis of how they could be used for cultural activity e.g. size, capacity, accessibility.</p> <p>Bromsgrove Arts Alive already have a version of this and is also currently conducting a survey to map which spaces arts organisations use. Build on this.</p> <p>Website design, hosting costs and administration costs may be covered by charging a small booking fee.</p> <p>Design posters for venues which make it clear the space is available and how to book (for those working offline).</p>	<p>BAA</p> <p>Partners</p>	<p>April 2020</p> <p>£ Funding required</p>
Stepping Stone 2: KEY PROJECT: 'Room for risk' seed fund Encouraging residents and organisations to make use of space			
<p>'Room for risk' three year seed fund (Grants £500 - 1000)</p> <p>This fund will support a programme of events to invite people to use spaces that will then be bookable at their own cost for their own use</p>	<p>Communication of opportunity - via Partners/ Steering Groups (to encourage bids from under engaged groups) and BAA to encourage bids from members.</p> <p>Simple application process - to put on an interesting/ unusual cultural activity in the mapped spaces to engage new audiences (see ideas board for examples).</p> <p>Funding judging panel to include members of under-engaged groups</p> <p>Funding need not be used directly for the space e.g. it could be for transport to a particular space, to pay performers.</p> <p>In addition to funding, applicants receive mentoring/ facilitation support to promote, deliver and evaluate their activity (see 'cultural community leadership' programme below).</p> <p>Work with BDC equalities and diversity team to develop evaluation framework for cultural influencers.</p>	<p>Partners</p> <p>Steering Groups BAA</p> <p>BDC</p>	<p>April 2020</p> <p>£££ Funding required</p>

Action	Description	Partners	Timeframe/\nFunding Required
Stepping Stone 2: KEY PROJECT: 'Room for risk' seed fund Encouraging residents and organisations to make use of space			
	<p>'Evaluation' takes the form of a short, accessible vlog/ article made by 'cultural influencers' which feeds into the #wemakebromsgrove campaign. Will include, for example, quotes from organisers, attendees and space owners and flag communities of interest.</p> <p>Evaluation activity to build and evidence value propositions for each space. This will be used to identify suitable spaces and models for the follow on project.</p>		
Extension: space auction at Avoncroft/ Artrix	<p>Space auction - individuals/ groups can bid to use the venues on allocated days.</p> <p>Instead of bidding cash, they bid with people power - bringing new people/ audiences to these spaces.</p>	As above	As Above
Stepping Stone 3: FOLLOW ON PROJECT: Making it out the house Intelligent programming to build or transform underused spaces into community hubs			
Identify community hubs	Follow on from 'room for risk' - identify community hubs that can potentially become sustainable.	Town Centre Manager Communities Steering Group members	TBC
Work with Partners and communities to co-design combined programmes of activity that reflect their interests	<p>Co-design process should be led by what people are interested in locally, with creative ideas as to how to re-imagine existing offerings for new audiences and identifying and addressing gaps in provision E.g. Combining walking groups with creative activities like photography, poetry, or storytelling.</p> <p>In respect of under-engaged groups, will also be able to draw on the co-designing tools and project outcomes of 'making participation easy' (see below).</p> <p>Intelligent programming - complementary programming e.g. young people/ parents.</p>	Partners on co-design Delivery partner - design a taster 'menu' of what's on offer.	TBC
Identifying and unblocking pathways to further engagement	<p>Connected signposting to courses/ communities of interest.</p> <p>These may be across Worcestershire or the West Midlands, e.g. if there is a gap in Bromsgrove offering.</p>	As above	TBC

ROUTE 3:

MAKING PARTICIPATION EASY

“No, we are not creative (...) We spend afternoons watching make-up tutorials on Youtube (...) A real stage make-up tutorial in the Pavilion would be amazing, I’ll get a group of friends in and my mum will come, too.”

Phase 2 participant (under 18)

ROUTE MAP

STEPPING STONE 1

Making it easier for under-engaged groups to participate in cultural activity.

STEPPING STONE 2

Making it easier to engage with culture online.

STEPPING STONE 3

Plugging the gaps: digital skills and arts.



DESTINATION: WIDENING CULTURAL PARTICIPATION

Our research identified four groups of people that are currently under-engaged with the existing cultural offering, and a number of barriers to participation. This route is about widening participation by specifically addressing these barriers, and working to engage these groups. Some of the barriers identified are addressed in other routes. For example, 'making connections' addresses the lack of interest based community and narrow understandings of 'arts', 'culture' and 'heritage', and 'making space' addresses the lack of local spaces and travel time and costs.

We imagine a place where everyone can enjoy cultural activity that speaks to their passions, and that feels relevant and speaks authentically to our diverse experiences. Our first stepping stone is to engage with those groups that we have identified as under-engaged in the existing cultural offering. We will do this first by establishing partnerships with organisations that are already engaged with these groups, and then working together to co-design projects that would make cultural participation easier and more relevant for those who are currently under-engaged.

We imagine a place where culture is on our doorsteps, doesn't cost the earth, and fits into our everyday lives. Whilst the 'making space' route identifies a number of ways to bring cultural activity closer to people geographically, our research and action planning confirmed that a great deal of participation, especially amongst young people, happens online via social media platforms or through gaming. Conversely, there is little in the existing cultural offer to build on or spark these interests. Stepping stones 2 and 3 address these gaps.

Action	Description	Partners	Timeframe/\nFunding Required
Stepping Stone 1: Increasing participation with under-engaged groups			
Establishing steering groups and building on the good work already happening in the District	<p>Initially BACC will establish 3-4 steering groups, each of which will be comprised of Partners (organisations that are already working with the under-engaged group), and members of the under-engaged group (to be recruited via partners).</p> <p>Each steering group will initially be constituted to design and oversee a project aimed at making participation in arts, culture easy for the relevant under-engaged group.</p> <p>This strand involves modelling equitable partnership work and sharing of ideas - this will feed into the toolkit to be developed under "Route 4:"</p>	For a list of initial Partners we will approach, see below	2019 - 2020
Under-engaged group 1: 15-20 year olds			
Form Youth Steering Group Engage Partners Engage 15-20 year olds	<p>Build on existing work with this age group e.g. schools, NCS, Scouts/ Brownies, the Basement Project, HoW etc.</p> <p>Initial commitment will be tied to the length of a co-designed project (see below).</p> <p>Work with Partners to identify young people to participate in Youth Steering Group.</p> <p>This would be a 12 month opportunity, combined with Young Cultural Leaders programme (see "Route 4:")</p>	Partners	Throughout 2020
Making connections	Identifying young 'cultural influencers' to promote cultural activity in Bromsgrove, including activities in the 'Room for Risk' fund.	Youth Steering Group	Throughout 2020
Making space	Work to encourage applications from young people for 'Room for Risk' fund.	Youth Steering Group	TBC - depends on timing of fund
Identify and work on one key project that makes participation easier for young people	This programme should be co-designed by the Steering Group - with young people in the lead - and the intended delivery partner.	Youth Steering Group and Partners	2021 Funding may be required



Action	Description	Partners	Timeframe/ Funding Required
	<p>BACC and Partners will support through leadership programme, securing funding, and evaluating the project.</p> <p>Example ideas: arts, culture and tech, literary heritage project drawing on the legacy of poet A.E. Housman, who was born in Bromsgrove and attended Bromsgrove School.</p>		
Under-engaged group 2: parents of older children			
Form parent sub-group	<p>Identify and engage partners through Parenting and Community Team (Worcestershire County Council) and Youth Steering Group.</p> <p>Potential partners suggested through consultation process: Bromsgrove Libraries, Bromsgrove Hockey/ Rugby Club.</p> <p>Consider whether this needs to be a separate sub-group or whether it could sit alongside youth Steering Group initially, as many of the Partners e.g. schools may be the same.</p> <p>Keep roles time-limited (e.g. 12 months) and programme meetings in a way that allows for participation by parents.</p>		
Making connections	Identifying 'cultural influencers' to promote cultural activity in Bromsgrove, including activities in the 'Room for Risk' fund.	Parent Steering Group	Throughout 2020
Making space	Work to encourage applications from parents for 'Room for Risk' fund.	Parent Steering Group	TBC - depends on timing of fund
Co-designing a project that makes participation easy for parents	<p>This programme should be co-designed between the parent steering group and the delivery partner, with support from BACC and Partners e.g. in securing funding.</p> <p>Example ideas: programming activities for parents alongside existing children's activities e.g. working with Bromsgrove libraries/ and or sports clubs.</p>	Parent Steering Group and Partners	2021 Funding may be required

Action	Description	Partners	Timeframe/\nFunding Required
Under-engaged group 3: isolated and older people			
Form Isolated and Older People Steering Group Partners Older or isolated people	<p>Build on existing work with these groups e.g. Contact the Elderly, Age UK, Headway, Primrose Hospice.</p> <p>Work with Partners to identify isolated or elderly people to participate in Steering Group.</p> <p>Take a similar approach to the other strands in terms of time commitment.</p>		2020
Making connections	<p>Identifying 'cultural influencers' to promote cultural activity in Bromsgrove, including activities in the 'Room for Risk' fund.</p> <p>Combine this with digital skills training and work with existing providers of this training to deliver.</p>	Isolated and older people Steering Group	Throughout 2020
Making space	Work to encourage applications for 'Room for Risk' fund that brings cultural activities closer to isolated/ elderly people e.g. to care homes or arranging transport to cultural events.	Isolated and Older People Steering Group	2021 Funding may be required
Key Project - programming activities that bring arts, culture and heritage activities closer to isolated/ elderly people e.g. to care homes or arranging transport to cultural events	<p>There is some initial appetite with Partners to set up an art class for isolated/ elderly people. This should be low cost and financially sustainable.</p> <p>This will be explored as an initial project opening a conversation with participants about a wider project to be designed. Example ideas: an artist in residence, or a gallery dedicated to the art work of older or isolated people.</p>	Isolated and Older People Steering Group	2021 Funding may be required

Action	Description	Partners	Timeframe/ Funding Required
Under-engaged group 4: people from disadvantaged socio-economic backgrounds.			
<p>Establish Communities Sub-Group</p> <p>Partners Residents</p>	<p>Establish this as a 'Community' strand, however founding members should be drawn from local areas of socio-economic deprivation.</p> <p>Identify Partners who are community groups or already working with community groups e.g. Bromsgrove District Housing Trust, Bromsgrove and Redditch Network.</p> <p>Note that community groups here refers to both local communities and identity-based communities (see "Glossary of Terms")</p> <p>Nominate community members to be part of these groups.</p>		Throughout 2020
Making connections	Identifying 'cultural influencers' to promote cultural activity in the District, including activities in the 'Room for Risk' fund.	Communities Steering Group	Throughout 2020
Making space	Promote and encourage local residents to apply to the 'room for risk' fund to bring arts, culture and heritage activity to local spaces.	Communities Steering Group	TBC - depends on timing of fund
Key Project - programming community-building local arts, culture and heritage activities.	<p>This programme should be co-designed between the steering group and the delivery partner, with appropriate support from BACC e.g. in securing funding.</p> <p>Example ideas: street parties featuring performances or installations, local 'maker's markets', local festivals, performances, or carnivals.</p>	Community Steering Group and Partners	2021 Funding may be required

Action	Description	Partners	Timeframe/\nFunding Required
Stepping Stone 2: Making it easier to participate in arts, culture and heritage digitally			
Celebrating online/ digital creativity e.g. smartphone photography, game design, videography	<p>#wemakebromsgrove</p> <p>Consider showcase/ festival of digital arts/ histories - this may emerge from some of the co-designed projects above. If not, explore appetite with steering groups and Bromsgrove Festival.</p>	Identify digital artists/ networks in the District	<p>2020</p> <p>TBC - depends on timings of other strands</p>
Identify opportunities to build digital pathways to the existing arts, culture and heritage offer	<p>To be addressed as part of cultural leadership programme and toolkit.</p> <p>Explore possibilities of livestreaming more cultural activity across Bromsgrove.</p> <p>Provide support to local organisations to design and film a short taster workshop to attract beginners to their work - to build confidence to attend an open session or taster session.</p> <p>Work with steering groups to consider how the existing offering could be reframed around people's interests e.g. storytelling, performing orchestral versions of e.g. gaming soundtracks or films.</p>	<p>Arts, culture + heritage organisations</p> <p>Identify digital skills training partners e.g. HoW/ artists from Phase 2</p>	<p>2020</p> <p>£ Funding required</p>
Stepping Stone 3: Plugging the gaps			
Growing digital art and skills capacity	<p>Identify Partners who can deliver creative digital skills training e.g. smartphone photography/ video/ design.</p> <p>Encourage applications from these Partners to 'Room for Risk' fund to start growing interest in these skills, and signposting clubs/ communities of interest.</p> <p>Explore possibilities for offering tasters/ courses via BACC members.</p>	<p>WAP/ BAA</p> <p>Consider developing technology partners e.g. local creative/ digital businesses</p>	
Building a strategy to plug the existing gap in Bromsgrove's arts, culture and heritage around digital art and skills	<p>Work with Young People Steering Group to map possible digital arts career pathways in Bromsgrove District and promote creative/ digital career pathways, including creative residencies.</p> <p>Work with WAP and NWEDR/ GBSLEP to map regional creative development opportunities e.g. via Worcester's Cultural Development Fund.</p>	<p>GBSLEP</p> <p>NWEDR</p> <p>WAP</p> <p>YP steering group</p> <p>Local creative businesses/ technology partners</p>	

ROUTE 4:

MAKING OUR VOICES HEARD

"If this group is still going to be here in another 10 years then we need some fresh blood"

Phase 1 participant, on organisational governance

ROUTE MAP

STEPPING STONE 1

Identifying best practice and building the tools.

STEPPING STONE 2

Facilitating networks

STEPPING STONE 3

Cultural leadership programme.



DESTINATION:
BROMSGROVE WILL BE A PLACE
WHERE **EVERYONE'S VOICE CAN
BE HEARD** IN CULTURAL
DECISION MAKING.

We want Bromsgrove to be a place where everyone can have a voice in cultural decision making. Our research identified that a huge amount of cultural activity in Bromsgrove is organised by a relatively small number of incredibly dedicated volunteers. However, this group is not representative of Bromsgrove's diversity, partly due to the time commitments involved in taking part. We believe that if people are more likely to participate in things that they have a say in designing, and so widening participation and diversifying governance go hand in hand.

Our first stepping stone here is to support cultural organisations in developing more resilient and inclusive models of governance. This will start with developing simple 'best practice' tools that help new or existing organisations to develop governance practices that are more flexible and dynamic and that addresses key barriers to being involved in governance, for example timing and location of meetings or unnecessarily formal procedures.

There is also a fantastic wealth of experience amongst the cultural organisations in Bromsgrove. Our second stepping stone is to strengthen existing networks to allow these organisations to connect with each other, learn from each other, and collaborate with each other.

We imagine a Bromsgrove where we use cultural activity to make a difference to the world around us. Our third stepping stone and key project here is a cultural leadership programme that invests in people who can draw on creativity to shape the world around us. The programme would address diversity in leadership directly, by combining skills training with short term governance opportunities, so that people can put what they learn into practice.

Action	Description	Partners	Timeframe/\nFunding Required
Stepping Stone 1: Making best practice accessible			
Making best practice accessible	<p>BACC to work with partners to develop simple, accessible best practice toolkit aimed at multiple levels - from voluntary organisation to major organisation.</p> <p>Will include advocacy on why this is important e.g. building engagement/ fundraising/ future-proofing.</p> <p>First step is to create a simple summary document summarising the Tell Me What You Want research that can be used for fundraising activity.</p>	Delivery partner to be identified	2020
Stepping Stone 2: Facilitating peer learning networks			
Enhancing learning through supported networks of organisations	Regular learning/ sharing/ collaborating events for cultural organisations.	Delivery partner to be identified	2020
Stepping Stone 3: KEY PROJECT: Cultural leadership programme			
<p>Cultural leadership programme - building cultural organisations of the future</p> <p>This will serve to build capacity in the sector, adding an injection of enthusiasm to existing boards, training, etc.</p>	<p>Combined governance and leadership training opportunity.</p> <p>3 streams:</p> <ol style="list-style-type: none"> 1. Creative leaders (for artists/ cultural organisations) 2. Young cultural leaders 3. Cultural community leadership (for community leaders/ organisations wanting to use creativity and heritage for placemaking, community cohesion, etc). To be delivered in conjunction with 'Room for Risk'. <p>The programme combines experience (serving on e.g. BACC board or Steering Group for 12 months) with leadership training e.g. governance, engagement, digital skills, comms, funding, volunteers, etc.</p>	<p>Delivery partner to be identified</p> <p>Partners to promote/ recruit members</p>	<p>2020 - 2022</p> <p>££ Funding required</p>

DELIVERING THIS ACTION:

FIRST STEPS

There is a lot of ambitious activity included in this action plan. This final section sets out the first steps that BACC will take to deliver this work, and how we will keep you up to date with what we are doing.

STEP 1: INCORPORATING BACC

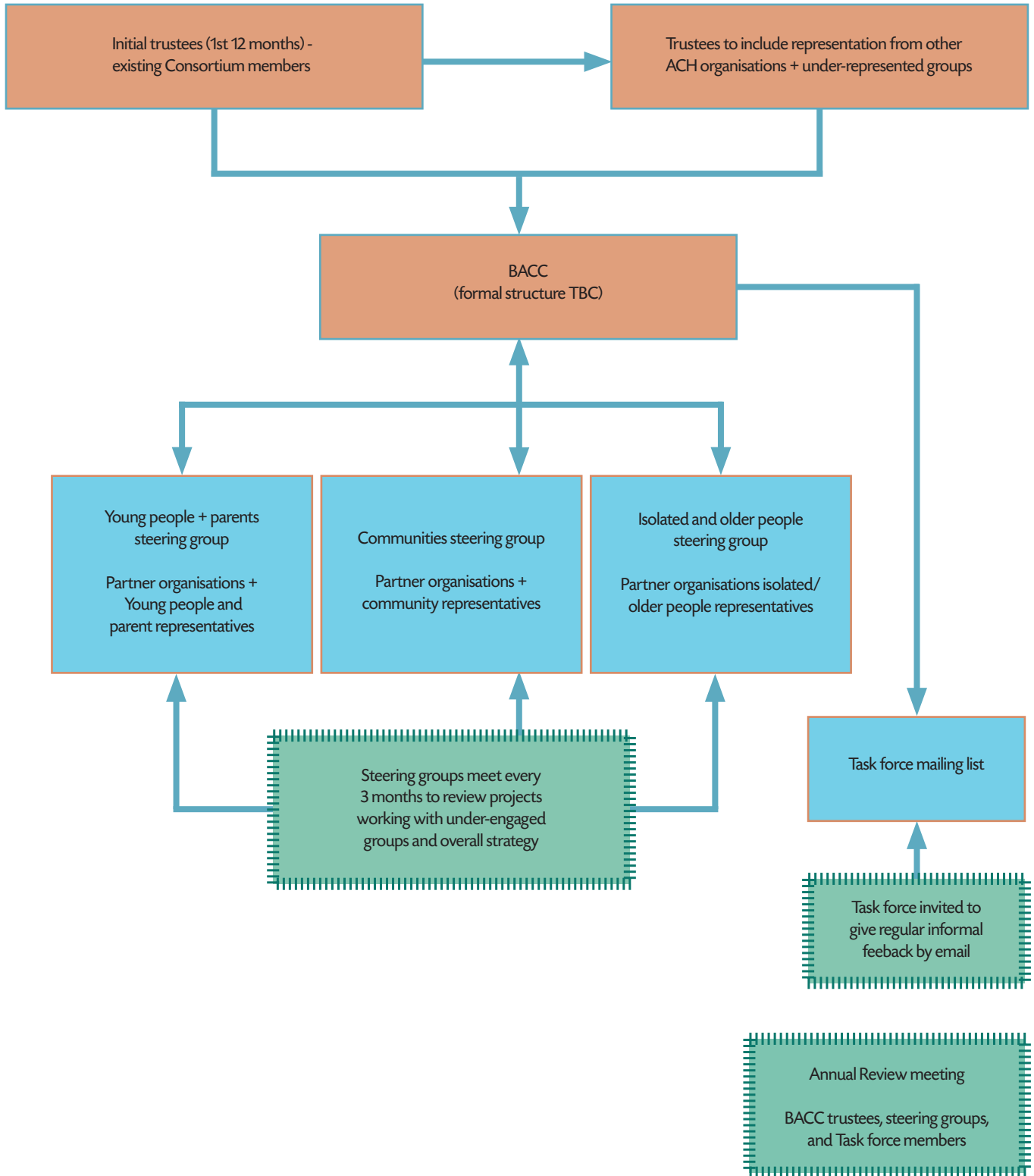
Our view from extensive research undertaken with similar projects is that having an independent body that is representative of the sector is the best way to attract investment, manage governance, and ensure that both cultural organisations and Bromsgrove District Bromsgrove communities are represented.

The first action of this plan will therefore be to incorporate BACC formally. This body will work to be as representative as possible of the cultural sector in Bromsgrove District, connecting up our cultural ecosystem. It will also champion partnership working and connected strategy across sectors through three or four initial Steering Groups - focusing around young people and parents, communities and older and isolated people. As our work develops, so will our governance, aiming to be flexible and dynamic as Bromsgrove changes.

To do this we need your help. We need to ensure that the governance of BACC is genuinely representative of both the sector and the people of Bromsgrove District and we will be seeking steering group members, especially young people aged 15-20, parents of older children, isolated or elderly people and leaders of community groups, and partner organisations who are already working with these groups. This will involve a 12 month commitment to attending regular meetings (to be confirmed, but likely every 3 months). We will seek to make the meetings accessible in terms of when they are held and remote participation, so don't let a lack of time or transport put you off.

If you would like to join a steering group, or would like to nominate a person or organisation that we should work with, please contact Stewart Sanderson, Arts Development Officer, Bromsgrove District and Redditch Borough Councils, on stewart.sanderson@bromsgroveandredditch.gov.uk

HOW BACC WILL WORK



STEP 2: SECURING FUNDING

The second action of this plan will be to secure funding for actions that require resources, including the key projects outlined below.

The Tell Me What You Want research has established a well evidenced and compelling funding case, and BACC has conducted ongoing advocacy communicating our findings and plans to potential funders. The actions in this plan (including the incorporation and governance of BACC) have been developed with funding priorities in mind, to ensure that both BACC as an entity and the projects outlined below are fundable.

This action plan, once finalised, will form the basis of a funding plan. This needs to be further developed with our intended Steering Groups (who will be co-designing some of the projects) and with delivery partners, in some cases who are yet to be identified.

However, we set out below our key projects, outline resources required for these, and which funders' priorities these projects might meet.

Key Project	Resources Required	Aligns with Funding Priorities of
Start up/ match funding	<p>Incorporation costs</p> <p>Core post(s) to cover communications & insight, partnership and grant management (room for risk fund)</p> <p>Costs of #wemakebromsgrove #theymadebromsgrove campaign e.g. website costs, posters, design, etc.</p>	Delivery partner to be identified
Heritage Corridor	To be determined by Heritage Partners	National Lottery Grants for Heritage
Room for Risk	<p>Core costs - grant management to encourage and review applications, establish funding decision and review applications, establish funding decision panel, provide facilitation support, train cultural reporters etc</p> <p>Funds will be distributed as grants under the 'Room for Risk' fund</p>	<p>National Lottery Communities Fund</p> <p>Arts Council England - Project Grants</p>
Making Participation Easy - projects with under-engaged groups	To be confirmed by Steering Groups, as projects under this stream are to be co-designed with under-engaged groups	<p>Paul Hamlyn Foundation Access and Participation Fund</p> <p>Digital</p> <p>GBSLEP</p> <p>National Lottery Heritage Fund expected to have a digital capabilities stream</p>
Cultural Leadership Network and Programme	<p>Venue</p> <p>Recruitment of participants via Steering Group members and BACC members (e.g. BAA/ WAP)</p> <p>Matching members to governance opportunities</p> <p>Network/ peer learning facilitation</p> <p>Masterclasses</p>	Esmee Fairbairn Foundation

STEP 3: CONTINUING TO DEVELOP AND REPORT ON THIS ACTION PLAN

This action plan is just the beginning of a journey. There are bound to be some surprises and changes on the way, which is why we have only set out a 3 year action plan at this stage. We want to keep the flexibility to change direction if what we are doing isn't working. It's also important to us that we are accountable in this work.

To do this, we will report on the progress against this action plan as follows:

- ▶ **Every 3 months, we will report where we are up to on this action plan. We will keep it simple - no big reports - just an email newsletter or blog.**
- ▶ **Every 12 months for the duration of this 3 year action plan, we will also hold an open meeting to report back on where we are and invite feedback.**
- ▶ **By the end of 2022 we will report back on the first 3 years of the action plan in total and set the agenda for the next 3 years.**

WE NEED YOU!

We need a community of 'critical friends' who will champion this work and engage with us to tell us what's working and what isn't. There are two ways you can do this:

1. **Join our Task Force. What's involved? You will receive our 3 monthly update reports, be invited to our annual meeting and be invited to provide informal feedback. There's absolutely no obligation to give feedback, so you can tailor your involvement to suit your needs. Sign up by emailing Stewart Sanderson, Arts Development Officer, Bromsgrove District and Redditch Borough Councils on stewart.sanderson@bromsgroveandredditch.gov.uk**
2. **Join a BACC steering group. See [above](#) for details of BACC steering groups.**

WITH THANKS TO

OUR FUNDERS, ARTS COUNCIL ENGLAND, BROMSGROVE DISTRICT COUNCIL, THE ELMLEY FOUNDATION, BROMSGROVE SOCIETY, BROMSGROVE ARTS ALIVE, THE LEN GILES TRUST AND WORCESTERSHIRE COUNTY COUNCIL.

AND ESPECIALLY TO THE PEOPLE AND ORGANISATIONS OF BROMSGROVE THAT GENEROUSLY SHARED THEIR TIME, THEIR EXPERIENCES AND THEIR IDEAS WITH US:



1,087 MEMBERS OF THE PUBLIC IN ALVECHURCH, BROMSGROVE TOWN, CATSHILL, CHARFORD, HAGLEY, RUBERY, AND WYTHALL

SPECIAL THANKS TO THE TASK FORCE AND TO ANNA, ANITA, GEORGIA, JACKY, JULES, LAURA, LESLEY, PAULINE, MARK AND SUE FOR THEIR CONTRIBUTIONS TO THE ACTION PLAN



17 FABULOUS HOST SPACES:

AVONCROFT MUSEUM, ARTRIX, BROMSGROVE MARKET, BROMSGROVE YOUTH AND COMMUNITY HUB, THE CHARFORD FISH BAR, THE PAVILION AT CATSHILL MEADOW, CATSHILL SOCIAL CLUB, CHARFORD PARK, FATHER'S BARN RUBERY, L.G HARRIS AND CO, SANDERS PARK BOWLING PAVILION, STARLIGHT CAFE (NOW THE POD), ST CHAD'S CHURCH RUBERY AND STREET THEATRE VENUES AT (BROMSGROVE TOWN, CATSHILL, RUBERY AND WYTHALL).



59 ARTS, CULTURE AND HERITAGE ORGANISATIONS OF BROMSGROVE:

ALL AND SUNDRY PRODUCTIONS. ALL SAINTS ARTS CLUB. ARTRIX ARTS CENTRE. AVONCROFT ARTS SOCIETY. AVONCROFT MUSEUM. AVONCROFT FOLK DANCE GROUP. AVONCROFT YOUNG EMBROIDERERS. BLACKWELL CONCERT BAND. BOSTIN PRODUCTIONS LTD. BROMSGROVE ART SOCIETY. BROMSGROVE AMATEUR STRINGS. BROMSGROVE ARTS ALIVE. BROMSGROVE ASTRONOMICAL SOCIETY. BROMSGROVE CHORAL SOCIETY. BROMSGROVE CONCERTS. BROMSGROVE COMMUNITY CHOIR. BROMSGROVE DISTRICT COUNCIL DEVELOPMENT SERVICES TEAM. BROMSGROVE FESTIVAL. BROMSGROVE FOLK CLUB AND FESTIVAL. BROMSGROVE LIBRARIES. BROMSGROVE INTERNATIONAL MUSICIAN'S COMPETITION. BROMSGROVE OPERATIC SOCIETY. BROMSGROVE PHOTOGRAPHIC SOCIETY. BROMSGROVE ROCK SCHOOL. BROMSGROVE SCHOOL. BROMSGROVE SCHOOL OF DANCE. BROMSGROVE SOCIETY. BROMSGROVE UKULELE CLUB. BARNT GREEN CHORAL SOCIETY. CANALSIDE STUDIOS. COURT LEET. CREATION STATION. CREATIVITY. DAVID MORGAN MUSIC TRUST. DRAGON MUSIC. FESTIVE CLASSICS. FRIENDS OF ST. JOHNS. HOUSMAN SOCIETY. JESTAMINUTE COMMUNITY THEATRE CIC. LICKEY HILLS ART SOCIETY. MIDLAND SINFONIA. NEW SALSA SALSA. NORTON COLLECTION MUSEUM. ORCHESTRA OF ST. JOHN. PLAYS OFF THE PAGE. RUBERY DRAMA GROUP. RUBERY SINGERS. SEVERN ARTS. SOMEONE AT THE DOOR. STEP ON BOARD APPALACHIAN STEP DANCE TEAM. ST JOHN'S CHOIR. THEATRE TRAIN. TRANSPORT MUSEUM WYTHALL. SOUTH BIRMINGHAM GUILD OF SILK PAINTERS. TRANSLUCENT DANCE COMPANY. WILD HOLLOWFIELDS. WORCESTERSHIRE ARTS PARTNERSHIP. WORDS.



11 COMMUNITY AND VOLUNTARY ORGANISATIONS AND GROUPS AND THEIR NETWORKS:

AGE UK BROMSGROVE, REDDITCH AND WYRE FOREST. BROMSGROVE CHILDREN AND YOUNG PEOPLE'S PROVIDERS GROUP. BROMSGROVE DISTRICT HOUSING TRUST. BROMSGROVE FORUM FOR OLDER PEOPLE. BROMSGROVE AND REDDITCH NETWORK. BROMSGROVE PARTNERSHIP COMMUNITY WELLBEING THEME GROUP. CONTACT THE ELDERLY. HEADWAY WORCESTERSHIRE. PRIMROSE HOSPICE. NORTH WORCESTERSHIRE ECONOMIC DEVELOPMENT AND REGENERATION. YMCA.



5 ARTISTS HELPING US CELEBRATE:

ANDY SHAW, CHRISTINE HARMER, LAURA BRODRICK, NINA LEWIS AND JENNA PLEWES.

