

Haringey's Cultural Strategy and Action Plan- Phase 1 2008-2009



haringey strategic partnership

Cultural Strategy and Action Plan Development Process

Haringey's first Cultural Strategy covered the period from 2002-2007 and a new cultural strategy and action plan is currently being developed in two phases.

Phase 1 (this document) of the development of the strategy involves pulling together our current commitments in terms of the local and wider policy context, the Adult, Culture and Community Service (ACCS) Business Plan 2008-09 and the Cultural Strategy Issues Paper agreed by CEMB on 12th February 2008. It includes an action plan to deliver the outcomes and objectives set out in the London Cultural Strategy focused at a local level. The actions set out in the action plan have already been agreed and are also drawn from the ACCS Business Plan and the Action Plan set out in the Cultural Strategy Issues paper.

Phase 2 (2009- ?) will involve further work to decide on the final outcomes and objectives to be included in the strategy. As part of Phase 2 a consultation process will be undertaken to add to our current commitments to meet both our regional commitments and meet local needs and aspirations.

This document will be developed in partnership with the creative industries, the voluntary sector and the community to best reflect the needs and aspirations of the borough regarding arts and culture.

An equalities impact assessment will be undertaken during Phase 2 of the development process.

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Executive Summary

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1 Introduction

1.1 Defining Culture

The Concept of Culture

The term “culture” has a number of meanings. In its widest sense, culture is defined as the “whole complex of distinctive spiritual, material, intellectual and emotional features which characterise a society or social group. It includes not only the arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and habits”. (*From the Margins, a contribution to the debate on culture and development in Europe*. Council of Europe, 2007.)

This strategy uses the more pragmatic definition used by Department of Culture Media and Sport (DCMS) 2004 which includes a variety of cultural activities:

- visual and performing arts (such as painting, sculpture, photography, crafts, theatre, dance, opera, live music);
- audio-visual (including film, TV and radio);
- architecture and design;
- heritage and the historic environment;
- libraries and literature;
- museums, galleries and archives.

The value of culture

Culture is about improving the quality of life for all, allowing people to derive pleasure, to fulfil their potential and broaden their horizons. Cultural services play a crucial role in tackling social exclusion, contributing to regeneration and to promoting safer communities, encouraging healthier lifestyles, providing opportunities for voluntary and community activity and stimulating lifelong learning. Cultural services have so much to offer, and communities so much to gain, through a constructive, strategic approach to their provision.

- **Culture and the individual**
Cultural activities are fun – and it is well established that the participation in cultural activities can increase an individual’s sense of well-being.
- **Culture and communities**
The arts are increasingly viewed as an important element in social inclusion. Cultural activities encourage participation and involvement and support the development of sustainable communities.

The arts also support economic and urban regeneration. Cultural activities speak not only to residents’ needs but also to their aspirations.

- **Cultural Tourism**
Cultural tourism is becoming increasingly important within the UK, as the City of Liverpool is increasingly demonstrating in capitalising on its role as the Cultural Capital of Europe. Improving our cultural offer will attract more cultural tourists, increase the potential for inward investment and will, in turn, enhance the economic vitality of the Borough.
- **Work creation within the cultural sector**
The creative industries are increasingly seen as a significant industry sector. Haringey already has a good track record in this area, one in which there is considerable potential for growth. The new cultural apprenticeships are an excellent opportunity to develop and extend Haringey's profile in this area.
- **The aesthetic value of culture**
Public art can improve the appearance of a location and improve public perception of the area and the local authority. For example the Oliver Tambo statue generated significant positive publicity both within and outside the London Borough of Haringey.

1.2 The National Context

In 2000, the Department of Culture, Media and Sport (DCMS) placed a responsibility upon local authorities to produce Local Cultural Strategies and issued guidance on how they should be developed with a suggested framework for their scope, timescale and implementation.

- DCMS has an objective *'to encourage more widespread enjoyment of culture and sport'*.

In January 2008 the Culture and Sport Improvement Toolkit (CSIT) was released. It was developed from earlier toolkits that focused on improving individual culture and sport services. CSIT is designed to underpin continuous improvement and support councils that want to identify their strengths and weaknesses in culture and sport. It provides an improvement planning process that defines what it takes to achieve progress in the culture and sport sector.

1.3 The Regional Context

'London: Cultural Capital - Realising the potential of a world-class city' (2004) is the Mayor's ten-year plan to maintain and enhance London's reputation as an international centre of excellence for creativity and culture.

The strategy provides a strategic approach to culture, which includes arts, sport, heritage and creative industries.

The overall vision of the Mayor's Culture Strategy is *'to promote and enhance*

London's cultural and creative diversity'. The strategy has four key objectives

- excellence
- creativity
- access
- value.

Underpinning each of these objectives is the principle of diversity.

1.4 The Local Context

Haringey's new Cultural Strategy will develop themes which have already been introduced in a number of key local policy documents. Key issues which are highlighted are the impact of culture on the individual, on communities and on the economic infrastructure of the Borough.

Haringey's Sustainable Community Strategy 2007-2016

The Sustainable Community Strategy cites culture as important in two of its priorities:

1) **People at the Heart of Change:** Culture is also recognised as significant to the individual and the strategy expresses the desire to achieve a diversity of *first class leisure and cultural opportunities that everyone can share and use*. The strategy states that *'we want an inclusive borough that we share with others by improving and creating places of enjoyment, culture and interest.'*

2) **Economic vitality and prosperity shared by all:** The strategy recognises the importance of the cultural industries as part of Haringey's 'unique selling point', in the development of economic vitality and prosperity.

The Council Plan 2007-2010

The Council Plan included a priority **encouraging lifetime well-being, at home, work, play and learning**. Under this priority the Council made a commitment to:

Achieving a higher profile for cultural services within Haringey Council, by effectively integrating arts, libraries and learning services under the broad umbrella of Adult, Culture and Community Services.

The Culture, Libraries and Learning Business Unit, part of ACCS, now encompasses adult learning, libraries, museums, archives and records management as well as culture. A multi-disciplinary team now focuses on the development of cultural activities in the Borough.

Well-being Strategic Framework 2007-2010

The framework recognises a clear link between well-being and the quality of life, and access to cultural opportunities.

Access to leisure and social activities, and life-long learning enable people to enjoy their lives to the full and to achieve their personal and career aims. We think culture has an intrinsic value, providing opportunities for self-expression, self-fulfilment and encouraging excellence. Culture also has instrumental

value, contributing to economic vitality, educational attainment, health, faith and a cohesive community. This translates into a variety of activities and facilities, including sports and leisure, museums and galleries, archives, libraries, the visual and performing arts such as media, film, theatre, public spaces, and spaces of heritage.

1.5 Haringey's Cultural Achievements

Haringey Council supports and encourages cultural activity. It has much to offer :

- The Bernie Grant Centre - the most recent addition to London's cultural scene
- Historic Bruce Castle Museum - recently featured on the BBC's top 20 list of UK "hidden tourist gems" and has been Short-listed for a Museums and Heritage Award for a Project on a Limited Budget 2008.
- Award winning events such as Black History Month, the Tottenham Carnival, and the Wood Green Film Festival bring audiences from across London.
- A first class library service that is welcoming, attractive and responsive to residents' needs. Wood Green Library is one of the busiest libraries in the country.
- Our schools and youth services are constantly developing events which encourage creativity in exciting and engaging ways;
- Haringey's Neighbourhood Management has an outstanding track record of supporting cultural life and of promoting cultural exchange and understanding.
- Wood Green's Cultural Quarter
- Headroom award?? BBC Breathing Space ???
- A rich selection of restaurants, cafes, theatres, galleries and music venues.

1.6 Purpose of this Strategy

A Cultural Strategy is intended to promote the cultural well-being of an area and should "integrate, implement and monitor the major cultural goals, policies and actions of the authority and its partners." (*Creating opportunities: guidance for local authorities in England on local cultural strategies*. DCMS, 2001). The development of the Strategy will also provide an excellent opportunity to raise the profile of cultural activity in the Borough.

1.7 Reason for the Change in Policy

The Council's existing Cultural Strategy expired in the spring of 2008 providing an opportunity to review that Council's approach to co-ordinating and promoting cultural activity in the Borough.

2 Policy Statement

2.1 Aim

The aim of this Strategy is: 'to encourage more widespread enjoyment of culture locally by creating opportunities for innovative cultural activities which enable people to achieve their potential'.

2.2 Vision

Our vision is that: by xxxx everyone in Haringey has opportunities to take part in first class cultural and creative activities locally.

2.3 Outcomes and Objectives 2008-2009

No.	Outcomes	Objectives
1	Excellence - Achieving cultural excellence in Haringey	Objective 1: Ensure cultural institutions and events in Haringey are of high quality
		Objective 2: Improve cultural infrastructure and support programmes to raise the profile of Haringey's cultural diversity
		Objective 3: Develop a Haringey brand and promote Haringey's cultural offer
		Objective 4: Protect and enhance Haringey's cultural heritage.
2	Creativity - Recognition that creativity is central to the success of Haringey	Objective 5: Promote creativity as a significant contributor to Haringey's economy and success
		Objective 6: Support cultural education programmes and lifelong learning in Haringey
3	Access - All residents and visitors have access to culture in the Borough.	Objective 7: Increase access to culture to all in Haringey
		Objective 8: Empower Haringey's communities through culture
		Objective 9: Linking in with high quality cultural provision locally, regionally and nationally
4	Value - All residents and visitors get the best value out of its cultural resources	Objective 10: Ensure Haringey makes best use of funding available for culture

2.4 Scope of Strategy

Sport, parks and green spaces have been excluded from the scope of this strategy because Haringey has already developed a *Sports and Physical Activity Strategy* and an *Open Spaces Strategy*.

3 Equalities Statement

Nearly half of Haringey's population come from ethnic minority backgrounds with significant African, Caribbean, Asian, Turkish, Kurdish and Eastern European communities. Haringey is one of the most diverse boroughs in London. The four key outcomes of the strategy are underpinned by the principle of diversity.

As Phase 1 brings together already agreed activities, an equalities impact assessment will be undertaken in Phase 2 of the development of the strategy.

4 Measuring Performance

4.1 Targets We Must Meet to Fulfil Our Objectives

There are three new National Indicators relevant to arts and culture:

- NI 9 use of public libraries
- NI 10 visits to museums or galleries
- NI 11 engagement in the arts.

4.2 Outcomes and priorities

Detailed priorities linked to each outcome are shown in the Action Plan in Appendix 1.

5 Monitoring the Strategy

Governance arrangements

This strategy will be adopted by the Haringey Strategy Partnership (HSP). As a partnership of the main organisations in Haringey, the HSP is well placed to tackle the priorities in this strategy collectively.

Day to day monitoring of progress, tracking of risks and issues and realisation of benefits will be maintained by Well-being Partnership Board. Highlight reports and performance outturn will be published as part of the regular programme monitoring and performance monitoring reports to the Council's Cabinet.

Action planning

Phase 1 of this strategy sets out our vision and priorities for action over during 2008-2009. During this year we will identify which of these are achievable in the short term – others will require thorough feasibility assessments before any significant investment is made.

In order to track implementation during the lifetime of Phase 1, we will publish an action plan which will be updated and republished in Phase 2, detailing each action and who is responsible, together with an update on progress made. It will also be an opportunity to take account of new or emerging priorities and actions and how they will be addressed.

References

To be inserted

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Appendix 1: Action plan

Outcome 1: Excellence- Achieving cultural excellence in Haringey

Objective 1: Ensure cultural institutions and events in Haringey are of high quality.

What this means:

- Increased quality and diversity of cultural facilities and institutions including libraries and museums
- Investment in infrastructure
- Hosting large scale events to raise the borough's profile

Activities to be undertaken	Who will undertake these activities? Leadofficer name	When? <i>(Please insert clear milestones for quarterly monitoring against this activity)</i>	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan ? <i>(Tick if to be included)</i>
Enable libraries to become community hubs; providing safe, accessible and attractive library buildings for all communities to use, expanding the range of services offered.							

Activities to be undertaken	Who will undertake these activities? Leadofficer name	When? (<i>Please insert clear milestones for quarterly monitoring against this activity</i>)	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan ? (<i>Tick if to be included</i>)

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Objective 2: Improve cultural infrastructure and support programmes to raise the profile of Haringey's cultural diversity

What this means:

- Make more of the full array of cultural resources in Haringey
- Nurture new creative talent

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? (Please insert clear milestones for quarterly monitoring against this activity)	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? (Tick if to be included)

Objective 3: Develop a Haringey brand and promote Haringey's cultural offer

What this means:

- Make Develop as a tourist attraction
- Promote a Haringey brand
- Public art

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? (Please insert clear milestones for quarterly monitoring against this activity)	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan ? (Tick if to be included)
Develop a marketing strategy for Hornsey Gallery and creative clusters within Haringey	Diana Edmonds/ Elena Pippou						
Coordinate and brand cultural events across Haringey	Diana Edmonds/ Elena Pippou						
Create confidence in the council's support of Haringey's creative industries	Diana Edmonds/ Elena Pippou						

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? (Please insert clear milestones for quarterly monitoring against this activity)	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? (Tick if to be included)
Achieve a higher profile for cultural services of Haringey: <ul style="list-style-type: none"> Plan a literature festival to take place as a joint event with the London Borough of Waltham Forest. 							
Identify Cultural Champions (using the expertise of Members, of business leaders and cultural celebrities resident in the Borough) to work with Council Officers to promote and develop cultural opportunities locally.							

Objective 4: Protect and enhance Haringey's cultural heritage.

What this means:

- Architecture

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? <i>(Please insert clear milestones for quarterly monitoring against this activity)</i>	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? <i>(Tick if to be included)</i>

Outcome 2: Creativity- Recognition that creativity is central to the success of Haringey

Objective 5: Promote creativity as a significant contributor to Haringey's economy and success.

What this means:

- Support the creative industries
- Provide strong technological infrastructure
- Developing young talent

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? (Please insert clear milestones for quarterly monitoring against this activity)	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? (Tick if to be included)
Strengthen the links with local artists and cultural organisations							
Support artists to find affordable work spaces and create supportive communities through events and exhibitions.							

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? (Please insert clear milestones for quarterly monitoring against this activity)	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? (Tick if to be included)
Develop our "Business Success" course offer to employers, including "train to gain", customised training and apprenticeship schemes							
Extend the range of ICT and personal and professional development courses available							

Objective 6: Support cultural education programmes and lifelong learning in Haringey

What this means:

- Provide opportunities to develop skills and expertise in culture

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? <i>(Please insert clear milestones for quarterly monitoring against this activity)</i>	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? <i>(Tick if to be included)</i>
Develop Adult Learning Opportunities relating to the creative industries							
HALS to develop their programme of creative courses with libraries to widen range offered.	Ragi Jones Pat Duffy	Dec 2008					

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Outcome 3: Access – All residents and visitors have access to culture in the Borough.

Objective 7: Increase access to culture to all in Haringey

What this means:

- Remove barriers to accessing culture opportunities in Haringey
- Increasing Participation
- Increasing visibility of arts opportunities

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? <i>(Please insert clear milestones for quarterly monitoring against this activity)</i>	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? <i>(Tick if to be included)</i>
Continue to build on our cultural programme, increasing outreach and accessibility							
Improve information flows, providing better information for members of the public about all of our services.							

Objective 8: Empower Haringey’s communities through culture

What this means:

- Space for different communities to express themselves through culture
- Creative and Healthy Older People

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? <i>(Please insert clear milestones for quarterly monitoring against this activity)</i>	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? <i>(Tick if to be included)</i>
Developing services which will promote social inclusion, build community identity and develop citizenship.							

Objective 9: Linking in with high quality cultural provision sub-regionally, regionally and nationally.

What this means:

- Increased partnership working
- Planning strategies
- Supporting the Cultural Olympiad

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? <i>(Please insert clear milestones for quarterly monitoring against this activity)</i>	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? <i>(Tick if to be included)</i>
Develop cultural partnerships <ul style="list-style-type: none"> • Strengthen partnership working to increase Health and Wellbeing activities in all libraries including activities for older people. 	Neil Harvey Sian Segel Library Managers						

Outcome 4: Value- All residents and visitors get the best value out of its cultural resources

Objective 10:

What this means:

- Make the best use of existing funding
- Be entrepreneurial in obtaining more external funding
- Raise the profile of arts & culture within the council

Activities to be undertaken	Who will undertake these activities? Lead officer name	When? (Please insert clear milestones for quarterly monitoring against this activity)	Quarter 1 Progress Update June 2008	Quarter 2 Progress Update September 2008	Quarter 3 Progress Update December 2008	Quarter 4 Progress Update March 2009	To feed into Council Plan? (Tick if to be included)
Make the best use current funding available for arts and culture	Diana Edmonds						
Investigate new external cultural funding opportunities	Diana Edmonds	On going					