



**Council Cabinet
12 February 2020**

ITEM 14

Report sponsor: Rachel North, Strategic
Director, Communities and Place
Report author: Mike Brown, Arts Development
Manager

Derby Culture Strategy 2020 - 2030

Purpose

- 1.1 This report seeks approval for the adoption of the Culture Strategy for Derby for the period 2020-2030.
- 1.2 The Culture Strategy is for the whole city; and creates a framework to achieve Derby's cultural ambition. It is a resource for those working in the creative, cultural and heritage sectors and those that would like to collaborate with them.
- 1.3 Culture plays an important role in the success of a city. This strategy helps maximise the opportunities for culture in Derby by it being used as a central driver for achieving future aspirations and ambitions for our city.
- 1.4 The strategy is accompanied by an initial two year Action Plan for the period 2020-2022. This aims to address short term priorities that will create the longer term foundation for culture to be utilised in a range of contexts to contribute to achieving the city vision.

Recommendation(s)

- 2.1 To approve the Culture Strategy for Derby for the period of 2020-2030 as set out in appendix 1 of this report; and the Culture Strategy Action Plan for the period 2020-2022 as set out in Appendix 2 of this report.

Reason(s)

- 3.1 The Culture Strategy is an important statement to funders, partners and stakeholders of the value Derby places on culture as a driver for place making and regeneration. It is therefore important that the strategy is endorsed and supported by the Local Authority and has cross party support.

Supporting information

- 4.1 Culture is an integral part of the life and ambition of Derby. Well established annual events like Darley Park Concert, Derby Feste and Format International Photography Festival are of national standing. One off events like The Poppies at the Silk Mill and Moon and Knife Angel at Derby Cathedral bring vibrancy to city streets with combined visits of over 400,000. In our communities the year long *This is Derby* project enabled 5,500 young people to participate in activities that develop life skills and employability. Combined with a committed investment of over £10m to Derby cultural organisations from Arts Council England between 2018 and 2022, there is a strong foundation of excellence for the strategy to build upon.
- 4.2 The Culture Strategy narrative and action plan has been developed by Derby City Council and University of Derby. It has been informed through consultation with Derby's creative and cultural sectors and a range of local and regional stakeholders. The 10 year strategy and initial two year action plan were approved by Culture, Leisure and Tourism Board on 19 September 2019. The Culture Strategy narrative is contained within Appendix 2.
- 4.3 The strategy asserts that for culture in Derby to achieve its potential, ownership needs to sit within a range of partners and stakeholders across the public, private and voluntary sectors. Delivery will be through the forging of new partnerships to collectively achieve shared ambition for Derby.
- 4.4 The strategy framework is built around the concept of a 'cultural ecosystem'. This defines culture in Derby as a series of distinct yet interconnected assets and opportunities. The ecosystem focuses on the following key component parts;
 - Strategy and Policy
 - Funding and Investment
 - Cultural Infrastructure
 - Education, skills and lifelong learning
 - Audiences and Participants
 - Artists and Creatives

When these component parts are strong and working in unison the system as a whole is able to thrive. A strong system enables culture to effectively contribute to wider city priorities such as reducing inequalities, place shaping and sustainable development.

- 4.5 The framework is accompanied by an action plan that will be reviewed and refreshed on two yearly cycles. This will ensure priorities and objectives remain relevant, reflective of need and responsive to new opportunities. The initial two year action plan aims to strengthen identified weaknesses in the system, creating the foundation for longer term impact. The Action Plan for 2020-22 is contained within Appendix 2.
- 4.6 Governance will be through the Culture, Leisure and Tourism Board which will provide strategic direction and oversight of the strategy. Delivery of the action plan will sit with the Strategic Culture Group, a consortium of Derby's leading cultural organisations along with key stakeholders.

- 4.7 Options for the design of the strategy are being considered. It is intended for the strategy to be launched in early 2020.

Public/stakeholder engagement

- 5.1 The following groups have been consulted with to inform the development of the culture strategy;
- Derby Culture and Leisure Board
 - Stronger Communities Board
 - Derby Strategic Culture Group – made up of CEOs of cultural organisations
 - Arts and Culture at Derby Board – University Board
 - Derby arts community – Visual Arts Summit
 - Creative Industries Sector

Other options

- 6.1 There is the option to not have a culture strategy. However funders would view this negatively as the strategy creates context for investment and gives confidence in city ambitions. Not having a strategy makes it harder to attract investment.

Financial and value for money issues

- 7.1 There are no financial implications for the Council in the adoption of the strategy document. Delivery of the strategy aims to generate value for money through increased investment to the city. This will be directly through funders such as Arts Council England, but also indirectly by making Derby a more desirable place to live, work and visit. The strategy also aims to create a context for increased economic activity within the creative industries, arts and cultural sectors. It also aims to support the development of creative skills and critical thinking within Derby's young people; these are recognised as core skills for future jobs across all industries.

Legal implications

- 8.1 None arising from this report.

Other significant implications

- 9.1 None arising from this report.

This report has been approved by the following people:

Role	Name	Date of sign-off
Legal	Emily Feenan	20 December 2019
Finance	Amanda Fletcher	8 January 2020
Service Director(s)	Claire Davenport	30 January 2020

Background papers:

List of appendices:

Appendix 1 – Culture Strategy for Derby

Appendix 2 – Culture Strategy Action Plan 2020-22

Appendix 1

Culture Strategy for Derby 2020 - 2030

Derby is a place where rivers meet; where the uplands of the Peaks meet the plain of the Trent. This environment was a meeting place for people, traders and cultures, from the Saxons and the Danes of the 9th century to the multicultural city of today. Our proximity to fast water, and later coal, meant there was a ready supply of energy and means to travel. Derby has commerce, making and looking outwards in its soul.

Derby has been at the forefront of industrial Britain from the world's first factory at the Silk Mill to the Midland Railway, Rolls-Royce and Infinity Park. Derby fostered artists – Joseph Wright – and philosophers – Erasmus Darwin – who promoted liberal, enlightened ideas. This pioneering, industrious, outward-looking spirit has pulled people from all over the world to live in Derby, and will help us address the critical challenges we face, such as climate change, technology and automation, inequality and migration.ⁱ

Designated a city in 1977, Derby is currently home to eight Arts Council National Portfolio organisations and a wide range of independent theatre companies, games and software designers, artists and galleries, musicians, promoters and studios, museums and built heritage, and a year-round programme of festivals and outdoor arts.

The strategy presents our 10 year vision for culture in the city, building on this rich heritage and setting our ambition for the future. Through this strategy, culture will be included in the thinking and strategies of other key social, economic, education and health partners, continuing the tradition of confluence that has shaped Derby, and taking us into the future.

It is already clear that Derby is a city with culture at its heart, and culture is the major driver of tourism for both the city and the county.ⁱⁱ We also know that there is much more we can do to recognise, celebrate and communicate our cultural assets. In providing and connecting spaces and support for cultural opportunities, the city and its communities can work together toward our ambition that by 2030, culture will play a major part in making Derby a great place to work, live, study and visit.

In its broadest sense, culture is the way that we live and how we express ourselves. For this strategy, we use 'culture' to cover the breadth of the

arts and creative industries as well as crafts, heritage, and other aspects of Derby's unique historical and current identity.

Vision for Culture

Our vision is to transform the lives and communities of the people of Derby through a vibrant, diverse, stimulating and high quality cultural offer that also attracts and benefits businesses and visitors.

Strategy Function and Purpose

Derby is small enough to be interconnected and big enough to be influential, and this strategic framework aims to amplify this and enable culture to have a positive impact on our residents and visitors.

This strategy is for the whole city; and creates a framework to achieve Derby's cultural ambition. It is a resource for those working in the creative, cultural and heritage sectors and those that would like to collaborate with them. The framework is accompanied by an action plan that will be reviewed and refreshed on two yearly cycles. This will ensure priorities and objectives remain relevant, reflective of need and responsive to new opportunities.

Values

A set of values underpins this Culture Strategy and informs our approach to delivery:

- **Excellence** – we are committed to ensuring the work that people participate in, experience and create is of the highest quality and that emerging talent is nurtured to achieve full potential.
- **Inclusivity** – we will ensure culture in Derby embodies the city's rich diversity and that people of all ages, backgrounds and communities are able to take part in creative opportunities.
- **Partnership** – we will work collectively within the creative and cultural sectors and with wider stakeholders to achieve shared ambition.
- **Co-production** – our approach to delivery will collaborate with communities to develop activity that reflects local perspectives and aspirations.
- **Research** – we will draw on research and evidence to underpin our planning and use evaluation to measure outcomes and share best practice.
- **Ambition** – we will strive to go beyond expectation and encourage activity that is innovative, pushes boundaries and surprises.
- **Sustainability** – at all stages of development and activity we will encourage careful consideration of the legacy and environmental impacts of our work.

Derby in figures

Derby is home to eight Arts Council National Portfolio organisations, two of which have a regional remit. For the period 2018-22 these organisations will receive annual investment from Arts Council of £2.54m. In addition to this, each year an average of 17 Arts Council Project Grant awards, with a combined value of £453k, are made to Derby applicants (based on years 2015-18).

The Opportunities

- Derby is a city of 30 square miles, home to 257,000 people
- Derby is a young city with 40% of the population under 30
- Derby is a City of Sanctuary with 180 nationalities and over 70 languages, including British Sign Language (strong sign-language using community)
- 25% of Derby's population are from ethnic minority backgrounds
- Derby has a World Heritage Site and is home to the world's first factory
- Derby City has a retail catchment of over 800,000 people, and 6 million people live within one hour's travel time of the city
- Culture is the number one reason for leisure visits to Derby
- Building on innovation – Derby is the 4th in list of patent generating cities in UK
- Developing our manufacturing strengths – the city has 2nd highest number of manufacturing jobs in UK.

The challenges

- 21% of children in Derby live in low income families
- 9% of the population have no qualifications
- 25% of the population live with two or more health conditions
- 32% of children in Derby live in the most deprived 20% of areas in England.
- 23.5% of 4-5 year olds, 37% of 10-11 year olds and 65% of adults are classified as overweight or obese
- Derby's ranking in the Social Mobility Index 303rd out of 324 districts. The Index compares the chances that a child from a disadvantaged background will do well at school and get a good job.
- Built heritage infrastructure

Derby's Cultural Ecosystem

This framework sets out how Derby will drive cultural development and city regeneration by 2030. To do this we use the framework of a strong cultural ecosystem.

We identify six areas where the city and its communities can work together to develop cultural opportunity and success.

Strategy & policy: Local, regional, national and international documents and processes that feature culture or where culture can contribute.

Education, skills & learning: Courses, students, providers, levels of skills and education, formal and informal learning.

Funding and investment: Public and private funding opportunities that support and develop culture in the city and beyond.



Audiences & participants: People who live in, work in, or visit Derby; whether active participants or not.

Cultural infrastructure: Buildings, companies, and heritage connected to Derby that are guardians of, platforms for or connectors of culture.

Artists, creatives & content: People and organisations who make creative and cultural content, both based here and who we want to attract to tour / visit / relocate.

This framework allows us to review the city's strengths and areas for development. An ecosystem approach also means that as we strengthen one area, we develop the ecosystem as a whole. There are many connections between the areas, and these can help us amplify our strengths and leverage future success.

This ecosystem approach encourages everyone interested in culture in Derby to think about how they provide spaces, opportunities and support for audiences, investors or artists. Our activity here will also contribute to three connected areas:

Social mobility & opportunity	<p>Derby was one of the first six Opportunity Areas - places where the Department for Education is providing resources to improve social mobility and give every child and young person in the area the chance to reach their full potential. Cultural activity and opportunity is key to this.</p> <p>Diversity, excellence and talent are key to Derby's story: we are a City of Sanctuary with 180 nationalities resident, and over 70 languages spoken.</p>
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<p>Beginning by celebrating the breadth and diversity of our culture and heritage offer, we will show the benefits of including cultural opportunities across all aspects of planning and development.</p> <p>Co-production and community consultation are key to our delivery approach.</p> <p>Culture will be a key focus in Derby's approach to tackling and communicating the climate emergency that we face.</p>	Sustainable development
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Shaping a stronger city	<p>Our activity now will shape Derby for the future – our approach will include young people's perspectives and concerns and to generate a cultural infrastructure that meets both current and future needs.</p> <p>Our delivery approach will make connections between the city, the conurbations and the communities that live and work across the region.</p> <p>Culture will help address the challenges of rejuvenating our high streets and respond to changes in the retail and built environment.</p>
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By 2030 – our vision for culture in Derby

The people of Derby are its greatest cultural asset, with a diversity of backgrounds, knowledge and ideas, creating a rich cultural mix. Through the strategy we will ensure culture is relevant, representative and accessible to all. It will broaden the horizons of audiences and participants, regardless of their background, and will strengthen our communities. Increased participation and self-expression will enrich lives, supporting good health and wellbeing. Creatives will be a valued and nurtured element of our community and economy.

Artists, creatives and content

Artists and creatives are fundamental to the success of the ecosystem. Access to suitable, affordable workspace, opportunities for networking, peer to peer mentoring, structured professional development and economic opportunity are essential components that will attract and retain talent. Derby will establish itself as a location of choice for artists and creatives to develop their practice and launch businesses. Cultural programming in Derby will be world class, inspiring audiences and reflecting the rich diversity in the city's communities, as well as connecting to national and international opportunities. Festivals and events will animate public spaces, city dressing will celebrate major attractions, and public art will add vibrancy and colour.

Audiences and participants

Audiences and participants will be central to culture in Derby where an ambitious offer will challenge and inspire. The city centre will be vibrant and animated, festivals will enliven the everyday and venues will present world class performance and exhibition. At a local level, programming will respond to the aspirations of communities across the city and promote everyday creativity. Co-production and community hub approaches will build trust and long-term commitment, ensuring content is both reflective of, and relevant to Derby's diverse communities. Culture will bring depth and meaning to people's experience of Derby creating a renewed sense of pride and passion and achieving health and well-being benefits.

Education, skills and lifelong learning

Cultural opportunities in education, skills and lifelong learning will inspire and enrich residents and communities. Creative and cultural education will encourage understanding of difference and develop empathy, whilst building transferable skills essential to Derby's economy and the jobs of the future, such as creative thinking, problem solving, persuasive communication and innovation. Derby's Cultural Education Partnership will define the standard for approaches to delivery and pathways into creative careers to people of every background. This will empower young people, building cultural awareness and opportunities, and equipping them with the skills and confidence to define their own life course.

Our city centre and its communities are a physical expression of Derby's history, heritage and culture. Innovation and ambition have been shaping Derby from the birth of the industrial revolution to current regeneration projects. Through the strategy we will continue this evolution by embedding culture in city strategy and policy decisions, creating a sustainable infrastructure through clear rationales for investment. Culture will be a driver for place making, creating a vibrant city where people want to live, work and visit.

Strategy and policy

This strategy will cover a 10 year period, during which we will experience accelerated change in society, economy, environment and our uses of technology. To help us think differently and innovate new solutions to this change, culture will be a key consideration within strategy and policy development in Derby. Future scanning will align cultural policy with the ambitions of anchor institutions locally and connect with national agendas, and our approach will bring us closer to policy in order to influence as well as respond. The Culture and Leisure Board will have influence within regional development agendas and be a central driver for ambition within city leadership structures.

Funding and investment

A collaborative ecology of funding and investment for culture will be responsive to emerging opportunities, and maximise the support and partnership approaches between public and private sectors. This will expand the role of culture in Derby and test rationales for a new public and private sector model of investment. Culture will be recognised as a key stakeholder within planning and delivery of major city developments, and its contribution to the wider city economy and support for inward investment will provide context for collective approaches to business sponsorship. The positive impacts of culture on education, economic development, health and wellbeing will be valued, with investment based on the benefits to individuals, communities and society.

Cultural infrastructure

Beginning with our rich cultural and built heritage, the framework will enable new and rejuvenated physical spaces for creating, learning, performing and presenting. We will also review and develop the virtual and online platforms that provide access to cultural opportunities. This will form a cohesive cultural infrastructure that inspires ambitious programming and cultivates the aspirations of practitioners, participants and audiences. Innovation clusters will enable cross-sectoral collaborations to develop new perspectives on city challenges. Creative workspace and access to physical and digital resources will encourage talent development and drive a thriving creative economy that supports city centre regeneration. Derby will be proud of its culture which will spill out onto city streets. Urban infrastructure development will include culture as a matter of course, creating a liveable and sustainable city and communities.

Governance and evaluation

For almost a decade, Derby's arts and cultural partners have taken a strategic approach to partnership working to address shared priorities and challenges, forming the foundations of the current cultural ecosystem.

In 2017 this established model of partnership working was further strengthened through the development of the Culture and Leisure Board. As a key component within City Partnership structures, the Board act as high-level champions and advocates for culture, alongside providing support for planning and delivery through specialist knowledge and expertise. Governance of the Culture Strategy, in the form of support, challenge and advocacy, will be the responsibility of the Culture and Leisure Board of Derby City Council.

In November 2018 the Board mandated a small task and finish group to draw together emerging vision and ambitions for culture in Derby. Chaired by the University of Derby, the group combined national policy and research with consultation and sector expertise to create this strategy and framework. Through the ecosystem model key areas of focus are defined that will enable the sector to thrive and increase its value in Derby's future.

The action plans associated with this Strategy will be implemented with and by the Strategic Culture Group. This group, representative of artists, creatives and cultural practitioners across the city, will report to the Culture and Leisure Board on evaluation and progress of the Strategy.

Acknowledgements

This strategy was researched and written by Mike Brown and Dr Victoria Barker, with additional consultation, research and support from the 2019 task and finish group comprising Professor Judith Lamie, Professor Keith McLay, Dr Rhiannon Jones,

Tony Butler, Pauline Anderson, Councillor Alan Grimadell, and Councillor Robin Wood.

ⁱ Drawn from *The Derby Story*, with thanks to Derby Museums and Art Gallery

ⁱⁱ Destination Management data, Derby City Council

Appendix 2

Action Plan

2020 - 2022

	Strategy and policy	Funding and investment	Cultural infrastructure	Education, skills & learning	Audience & participants	Artists, creatives & content
Review and implement a revised governance structure to oversee delivery of the Culture Strategy						
• Review and revise remit, membership and reporting line for Strategic Culture Group.	✓	✓	✓			
• Explore options for a brokerage or other agency structure that represents civic cultural needs and opportunities.	✓	✓	✓			
Increase the role of culture within city visioning and strategic planning at the highest levels.						
• Communicate and consult on cultural priorities and aspirations across the city partnership.	✓	✓	✓			
• Establish culture as a key consideration within city development and regeneration projects, providing innovative responses to societal change.	✓	✓	✓			
• Define the role of culture and creativity in the development of future skills essential to Derby's economy.	✓	✓	✓	✓		
Map existing, and plan for future, creative and cultural infrastructure						
• Identify shared ambitions for cultural infrastructure and capital development.	✓	✓	✓			✓
• Develop pop-up and 'meanwhile use' of empty property and visioning for longer term repurposing of buildings for creative and cultural activity.			✓	✓	✓	✓
• Pilot the role of artist residency within capital developments to support place making and public engagement.	✓		✓		✓	✓

<ul style="list-style-type: none"> Commission a feasibility study into Make and Trade Zones and launch a grant scheme to support the development of creative workspace. 	✓		✓		✓	✓
<ul style="list-style-type: none"> Explore the role of new technologies in enabling access to cultural opportunities and presenting new types of creative experience. 		✓	✓		✓	✓
Explore and test funding rationales for culture from public and private sector sources						
<ul style="list-style-type: none"> Facilitate opportunities for cultural and civic organisations to collaborate on the development of resilient and diverse business models. 	✓	✓	✓			✓
<ul style="list-style-type: none"> Share insights and develop a collaborative approach to external fundraising. 	✓	✓				
Ensure culture is relevant, representative and accessible to all Derby's residents and communities, regardless of background						
<ul style="list-style-type: none"> Increase and promote volunteering and co-production opportunities related to culture. 	✓			✓	✓	✓
<ul style="list-style-type: none"> Work with communities to understand their aspirations and interests in relation to culture, recognising the value of everyday creativity. 	✓	✓	✓		✓	
<ul style="list-style-type: none"> Develop the role and value of creativity and culture within the curriculum with local education providers from early years to Further and Higher Education. 	✓			✓		✓
Showcase and celebrate cultural opportunities across the city for residents and visitors.						
<ul style="list-style-type: none"> Develop online presence for culture strategy to share updates and gather feedback. 	✓		✓		✓	✓
<ul style="list-style-type: none"> Align with Derby's Destination Management Plan ensuring culture is a valued asset in developing city profile and visitor economy. 	✓	✓			✓	
<ul style="list-style-type: none"> Increase visibility and celebration of Derby's cultural assets and programme through street level promotion. 	✓		✓		✓	✓
Support the development of creative businesses and increase resource and opportunity for artists and makers						
<ul style="list-style-type: none"> Re-establish Derby Arts Forum and hold bi-annual meetings for networking and information sharing. 	✓				✓	✓
<ul style="list-style-type: none"> Explore barriers to creative careers and work with the sector to define solutions. 			✓	✓		✓
<ul style="list-style-type: none"> Develop new creative workspace and exhibition opportunities. 			✓		✓	✓

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- Provide professional development, peer mentoring and networking for creatives, artists and makers. ✓ ✓ ✓