

Making Culture Count

**A refreshed Cultural Strategy for Dudley
Borough 2011 to 2014**



Foreword

There are many things that make where we all live unique and Dudley Borough is no exception. Steeped in history and with a rich heritage, it is a Borough internationally renowned for being the catalyst of the industrial revolution and boasts a site of international geological importance, Wren's Nest National Nature Reserve. Add to that our vast open spaces and areas of natural beauty, it really is no wonder that people choose to live, work and play here.

With a warmth and generosity of spirit, Dudley's residents have a strong sense of pride and have celebrated living in diverse communities for many years.

The Heritage, Culture and Leisure Partnership is committed to ensuring that everyone is able to access and be involved with cultural activities and provision, whether they are provided by public services, community and voluntary organisations or by the private sector. Collectively, these all play a key role in enhancing the quality of life in the Borough, as well as giving individuals the opportunity to be independent, to learn and to encourage confidence.

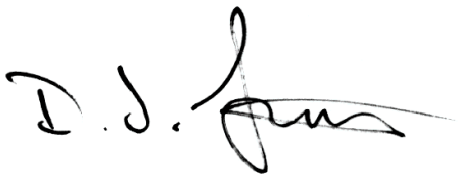
Our Partnership recognises that while there is much to celebrate, we still have work to do. This is the time to reinvigorate the commitment of all those involved to drive forward improvements in the cultural sector, despite the challenges of the current recession.

This Strategy seeks to define our cultural vision, celebrate our achievements, and promote collaboration in achieving our objectives. Delivering this strategy will not be possible without a genuine partnership approach from all stakeholders.

This strategy has been created following consultation with key stakeholders and thanks are extended to all those who contributed.

We look forward to working with you all to help residents and visitors to enjoy life in our splendid Borough.

Best wishes

A handwritten signature in black ink, appearing to read 'D. J. Simms', with a stylized flourish at the end.

David Simms
Chair of the Heritage Culture and Leisure Partnership

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Section one: Introduction

Our Cultural Vision

Our cultural vision for the Borough is of a **stimulating, enjoyable and healthy place to live, work, and visit, with strong, connected and creative communities.**

By people recognising and valuing culture as an intrinsic part of their everyday lives, we aim to enable more people to start, sustain and develop their participation in cultural activities by means of an improved and accessible range of cultural choices to satisfy personal preferences and needs.

Why we need an updated Cultural Strategy

This strategy is an update of the 2006 to 2009 Cultural Strategy 'Reasons to be Cheerful', as part of a regular review to ensure that it remains relevant and reflects new developments, challenges and opportunities.

The 'Making Culture Count' Strategy has been developed and written by a wide range of partners across the public, private and voluntary, community and faith sectors. It is therefore very much a Partnership Strategy and is owned by the Heritage, Culture and Leisure Partnership, one of the thematic partnerships of the Dudley Community Partnership family.

Whilst we are not mandated to have a Cultural Strategy in place by Government, the requirement to have one is driven by local need. It is recognised that it has long been the case that culture and cultural activities are fundamental to the people of the Borough and that there is abundance of organisations providing activities and of people taking part. This Strategy will assist development of cultural provision, provide the basis for decision-making in relation to provision, and ensure that Culture remains a much valued aspect of our life in the Borough.

The Cultural Strategy is one of the key delivery mechanisms for the Borough's Community Strategy, which sets out the 2020 vision of the Dudley Community Partnership. This vision is for Strong Communities; by 2020 of **sustainable, inclusive and connected communities across Dudley Borough**. Forming part of this vision, the cultural outcome for the Community Strategy is that **people recognise and value culture as an intrinsic part of everyday life**.

'Making Culture Count' has been produced by reviewing progress to date and by assessing local, regional and national changes. Consultation has taken place with key stakeholders and consultation with residents as part of the recently reviewed Community Strategy for the Borough has informed the review process.

Our Partnership Approach

The intended audience for this updated Strategy is partnerships and organisations who do and will develop and deliver cultural activities, within the Borough of Dudley, from all sectors.

Fulfilling our Cultural Vision will be a collaborative multi-agency approach. Partnership arrangements are required to drive the Cultural Strategy forward, by involving a wide range of stakeholders in designing activities which will achieve its objectives.

The Heritage, Culture and Leisure Partnership (HCLP) produced this Strategy on behalf of the Dudley Community Partnership (DCP). HCLP includes stakeholders from the public, private and voluntary, community and faith sector (VCFS). The HCLP meets four times a year and is a forum for exchanging information, discussing cultural subjects and supporting cultural services.

The Strategy's objectives will be delivered in the main by the HCLP, through its partners. Successful delivery will have a positive impact on all of the theme areas in the community strategy, as demonstrated later within this Strategy document.

Section two: About the Borough

Location

Dudley is a large Metropolitan Borough (98 square kilometres/38 square miles) located in the Black Country, to the west of the West Midlands conurbation and is bordered by Staffordshire to the west and Worcestershire to the south. It comprises four town centres: Dudley, Brierley Hill, Stourbridge and Halesowen.

Historical Landscape

The Borough has a wonderful heritage based on the economic importance of geology including limestone, coal, ironstone, brick clay, fireclay, building stone and sand and gravel. Geodiversity is what gives the Borough, and its separate communities, their character and local distinctiveness. Stourbridge is characterised by red Triassic age sandstones which appear in roadside outcrops, in walls and buildings, Halesowen has its Coal Measures' yellow/green sandstones which appear in Churches and walls, Brierley Hill is dominated by red bricks and tiles made from the local Etruria Marl clays as well as the well known Staffordshire Blue engineering bricks. The Castle Hill and Wrens Nest Hill are also natural prominent landscape statements.

Dudley Town is characterised by the 11th century Castle built from grey Silurian Age limestone, within the grounds of Dudley Zoological Gardens. The Zoo also includes 12 Grade 2 listed Tecton buildings (four listed as Grade 2*). The walls of Dudley Castle are embedded with trilobites. The importance of the limestone and Dudley's international palaeontology was recognised by the inclusion of the fossil trilobite, the Dudley Bug, in the old Coat of Arms.

Flora and Fauna

Wrens Nest National Reserve is a nationally and internationally important site, and was Britain's first urban National Nature Reserve designated in 1956. There are other valuable sites within the Borough: the European Special Area Conservation at Fens Pools, there are 8 Sites of Special Scientific Interest within the Borough, and many important species such as Great Crested Newts, Otters and Water Voles are found here, not to mention many plants, insects and birds. The Limestone Caverns under Castle Hill are home to many species of endangered bat.

People

The Borough's population is currently c.306,600 (ONS 2009 population estimates) with a relatively small black and minority ethnic (BME) community estimated at 8.7% (ONS 2007 experimental estimates). 22% of the population are aged 0 - 17, but importantly for this Strategy, there is a relatively large and growing older population and the lowest percentage of households with dependent children in the West Midlands. Multiple deprivation is concentrated in a small number of neighbourhoods, a fact which tends to hide the problem of deprivation in an otherwise relatively affluent Borough.

Dudley Borough has a rich and diverse character that has been shaped by the activities of people in the area over a long period of time. As a result its villages and individual townships have their own distinctive character making Dudley a very special and unique place to live, work and play.

Section three: **About Culture**

What we mean by ‘culture’ and ‘cultural activities’

Culture and cultural activities mean different things to different people, and in this section we explain what it means throughout this Strategy.

Culture is something that a person learns from his or her family and surroundings, it's their behaviour and ways in which a person lives his or her life and it makes people what they are.

Culture is also an integral part of every society and the culture of a place is the product of people's sense of pride, identity and connectedness.

Cultural activity provides a route for harnessing and developing this local distinctiveness. The scope of this document and the activities it includes covers a wide range of cultural activities.

For us within this document, ‘cultural activities’ is a collective term for a range of activities, resources, facilities and expertise as detailed in the following list that is based on and expanded from the Department for Culture, Media and Sport (DCMS):

- Children's play, playgrounds and play activities;
- Creative industries;
- Festivals and attractions;
- Food, drink and hospitality
- Informal leisure pursuits;
- Libraries, literature, writing and publishing;
- Museums, artefacts, archives and design;
- Parks, open spaces, geological sites and features, wildlife habitats, zoological sites, water environment and countryside recreation;
- Performing and visual arts, craft and fashion;
- Sports events, facilities and development activities;
- The built heritage, architecture, landscape and archaeology;
- Tourism and visitor attractions.

The cultural sector is the collective term for the range of organisations that provide the activities, resources, facilities and expertise as listed above.

The Value of Culture

We recognise that culture is not just about activities and fulfilling objectives. It is also about people's quality of life and the value they place on their participation in culture. Cultural activities are what people choose to do in their leisure time and are what interests them outside of their necessary home and work responsibilities. Though for some, cultural activities form their work such as working in design, hospitality, tourism and so on.

Culture creates a sense of belonging within different communities as it helps to form relationships, shared experiences and memories. Cultural activities are ways of expressing the identity and the character of communities and neighbourhoods across the Borough and are valued by people from different racial, cultural and historical backgrounds.

Engagement in Cultural activities has positive impacts upon people's quality of life in relation to increasing:

- physical or mental wellbeing;
- confidence, knowledge, and skills;
- employability and economic stability;
- community belonging and safety.

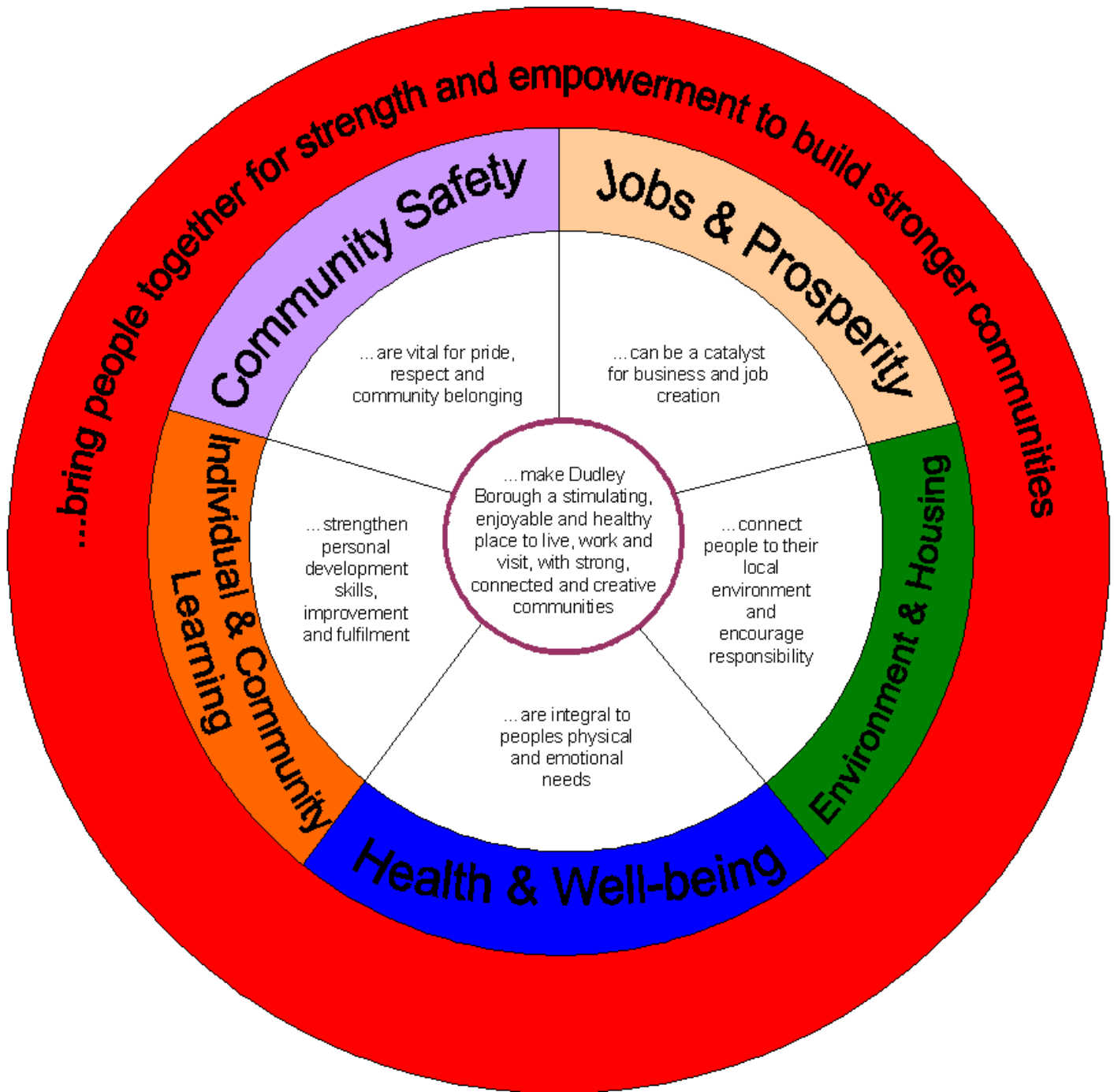
The benefits of cultural activities have a far reaching impact upon the individuals living, working and visiting the Borough, their communities and to the Borough as a whole.

Section three: About culture

Culture is cross-cutting

Cultural activities are of fundamental value to the delivery and success of other themes within the Borough's Community Strategy and in achieving the overall vision of Stronger Communities. The cross-cutting nature of cultural activities and the actual and potential benefits to other areas of work are explored in the following sections and illustrated in the diagram below

Cultural Activities...



The value of culture to ... strong communities

Cultural Activities...bring people together for strength and empowerment to build stronger communities

The Borough's vision for 2020, as articulated in its Community Strategy 2010-13, is of *sustainable, inclusive and connected communities across Dudley Borough*. We know that participation in cultural activities improves people's quality of life, and strengthens bonds between individuals and different groups of people. A Borough that encourages and supports a vibrant and diverse local culture will contribute to confident, strong and cohesive communities. Participation in cultural activity also has a positive impact on the way that people feel about the place where they live.

The cultural sector is increasingly innovative and is in an advantageous position to contribute greatly to 'Our Society', which is our local partnership response to the Government's Big Society ideology and Localism agenda and policies. The cultural sector's strength is the vast numbers of people offering cultural experiences and services with no personal financial reward, such as amateur dramatics, sports clubs, and exhibitions and so on. Creativity within this sector also generates interest in different ways of doing things and taking advantage of opportunities such as delivering arts workshops and exhibitions from empty shops in town centres and negotiating transfer of public sector assets to the VCFS, for example, the Lye and Wollescote Cemetery Chapels for exhibition space and local history walks.

It is often the case that the pressures of day-to-day living drive-out positive personal and collective cultural experiences in favour of fulfilling immediate demands relating to making an income, raising a family, running a business and so on. It is important therefore that the current and future providers of cultural opportunities; ensure that they are accessible to people; encourage engagement and participation; and adapt provision over time to meet changing needs in order to broaden and deepen people's life experiences for both personal fulfilment and collective enjoyment and learning.

The Borough's cultural provision should complement, strengthen and deliver the three Strong Community priorities of the Community Strategy as follows:

- ***Develop and integrate empowering approaches to involve a wider range and diversity of local people in decisions that affect their lives and communities.***

It needs to be recognised that the way in which cultural activities are provided for the future are not necessarily the same as what was appropriate in the past. It is important therefore that providers and their users develop and establish an ongoing relationship whereby these changes in need can be voiced, heard and acted upon. This also makes sense from a sustainability perspective as it ensures that provision is appropriate and well-used. Cultural activities provide effective alternative methods for service providers to engage users and non-users to express their needs and visions, such as art and theatre workshops and writing groups.

Section three: About culture

- ***Support volunteering among all ages as a vital lifeblood to the strength and resilience of our communities and for personal benefit.***

One of the most valuable contributions to Dudley Borough living is volunteering and a high proportion of cultural activities are provided by volunteers. For example, Dudley Arts Council alone has over 70 affiliated societies, most of which have membership between 50 to many hundreds that provide arts activities including entertainment, performance arts, and exhibitions, all on a voluntary basis. Sport and physical activity are particularly significant in terms of local volunteers. In 2010, 18,300 people stated they volunteered for at least one hour per week in sport, giving just over 950,000 volunteer hours per year. It is important that voluntary, community and faith organisations receive continued support to sustain and progress their cultural activities and that people continue to be encouraged to volunteer their time to provide such excellent, valued and much-needed cultural experiences.

- ***Building communities capable not only of absorbing tensions, but also of developing the more positive aspects of community life.***

Participation in cultural activities has clear associations to the promoting and strengthening of bonds between people from different walks of life, therefore fostering a sense of belonging and contributing to building stronger communities. We know that by people participating in cultural activities, they are more likely to know many people in their neighbourhood and to trust their neighbours. This is the case for both higher and lower socio-economic groups. Participation in cultural activity helps people to make new friends, feel more confident, and learn about other people's culture. Cultural activities therefore require continued support to ensure that communities are connected and strengthened having both a positive impact on people living and working in the Borough and on people looking in from the outside for potential relocation and investment opportunities.

Promoting equality – tackling inequality

While we aim to increase participation from all sectors of society, certain groups of people are sometimes under-represented. For example, during consultation children and young people and disabled people wishing to take part said they would welcome assurance that their needs are being catered for when cultural activities are provided, through explicit and accessible information being provided.

People of all ages and backgrounds sometimes need to be supported in identifying their personal leisure and cultural needs. The more vulnerable people within the Borough are most in need of support and encouragement to make the most of the opportunities that will allow them to lead healthy and fulfilled lives. Throughout the Borough, participation in heritage, culture and leisure varies between different communities and neighbourhoods. In some cases, there is a mismatch between those who would like to participate and the availability or suitability of activities and venues.

There are no separate sections within this document specifically focussed on particular target groups or geographical areas however, where a focus is required within the themes and / or the objectives, these are included.

The value of culture to ... jobs and prosperity

Cultural activities...as a catalyst for business and job creation

Cultural activities provide opportunities for developing new and existing local businesses, providing direct employment and being a catalyst for investment and regeneration. The creative and cultural industries are evidenced as having strong 'multiplier' effects as they contribute positively to local and regional regeneration beyond their direct economic impact. This was emphasised in the 'White Room Report', undertaken to develop an arts and creative economy strategy for Brierley Hill. Local creative industries generate mutual benefits such as investing in each other, which keeps spend in the local economy and strengthens local economic sustainability. The Borough's public art projects can and have generated valuable work for local fabricators and local firms sponsor cultural and public arts projects in cash or in kind. An effective cultural strategy will provide an evidence base to support external funding applications, assisting regeneration across the Borough.

There is a real opportunity for new and imaginative design of places to assist cultural development. Understanding, conserving and enhancing local distinctiveness by preserving existing local character and ensuring new development reinforces and respects that character are key elements in developing an attractive built environment and positive image of the Borough. The existing historic character in some areas needs to be carefully managed with the potential for below ground archaeological remains being taken into account. Furthermore, public realm art further enhances the character of our towns and places.

Dudley Borough has a range of major cultural sites and visitor attractions including the Black Country Living Museum which attracts over 300,000 people per year, Dudley Zoological Gardens, attracting 204,000 per year and Dudley Canal Trust, with over 80,000 passengers per year. Furthermore visitors to our Council run museums and galleries have increased by over 41,000 between 2007/08 and 2010/11.

Creative industries are important contributors to the Borough's economy which has recently been demonstrated by the creation of a Glass Quarter supplementary planning document to encourage the development of glass businesses and tourism. The biennial International Festival of Glass, co-ordinated by the Ruskin Glasshouse College, attracts thousands of visitors and is of international significance for the glass industry. A wide range of National and local performance arts attract huge numbers of people to the Borough's halls and venues year upon year and the plethora of local amateur dramatics, pantomime and operatic societies ensure that venues are sustained and audiences are attracted to stay within and visit the Borough to be entertained. Another attraction to people spending money locally is the wealth of real ale and local food establishments. We boast an excellent array of microbreweries, some of which are award winning and part of our long local history.

Sport England has recently reported that sport related economic activity generated £1.48 m (2005) and £1.94 m (2008) to the West Midlands economy and 54,200 people are in sport related employment. The West Midlands Sector Skills Strategy and Labour Market Assessment indicate that the West Midlands employs more than the average number of people in this sector.

Section three: About culture

The value of culture to ... health and wellbeing

Cultural activities...are integral to people's physical and emotional needs

Cultural activities have a positive impact on people's physical and mental health and wellbeing. The provision of culture-related healthcare engages people in activities that they enjoy, which connects them socially with other people, which widens their horizons and independence and ultimately improves their quality of life and well being.

National studies show that the integration of art and landscape into Hospitals can significantly improve the well being of patients and the Dudley Group of Hospitals commissioned public art, temporary installations and exhibitions throughout its sites. The Primary Care Trust has commissioned a programme of activity with local artists to combat obesity, nicotine and drug abuse and to improve the quality of cancer care. They are also working with other organisations in ways to tackle health inequalities and focussing on prevention through cultural activities, including Leap Over 60 and Falls Prevention.

Healthy lifestyles are promoted through a range of culturally-related programmes. The Council's Library service is delivering a 'Books on prescription' service with the Primary Care Trust whereby books on mental health issues are prescribed by doctors rather than pills to adults and teenagers. There is also a GP referral scheme to sports and to fitness and wellbeing classes which is working well and having a positive impact on those taking part. Cultural activities provide effective alternative methods of engaging with people in helping them to express their emotions, find support, reduce isolation and to help describe their experiences, such as the Borough's carers writing groups, disabled children's dance groups and drama groups.

The 'Healthy Towns' programme aims to develop environments that support healthy lifestyles and is a key element in reducing obesity and in supporting people to maintain good health. The programme also links directly to addressing health inequality issues. It provides access to a range of new facilities and services as well as 'active travel corridors' to connect these facilities to people's homes. New ways of working have been developed including the Parks Development Team service being redesigned from a traditional model to one where members of staff are delivering health outcomes. New Park Activity Rangers also engage with residents within and outside the parks in leadership, coaching, sports and environmental issues.

More people are involved in physical activity, particularly those on limited income through the Council's Options+ scheme, with members increasing by just over 2,000 between 2008/09 and 2010/11. Visits to Council run leisure centres increased by 158,000 during the same period. Strategies are being developed to work with young people to extend the range of opportunities available within the Borough for positive activities, recreation and enjoyment both within and beyond school sites. There are high levels of participation in sport for under 16 year olds and five of the Borough's parks contain a multi-use games area (MUGA). Exciting and artistic opportunities for "adventurous play" have been developed via the *Play Pathfinder* programme including the creation of carved play sculptures at Greenfield Gardens and at the award winning Sycamore Adventure Centre.

The value of culture to ... environment and housing

Cultural activities...connect people to their local environment and encourage responsibility

The Borough's natural and built environment is fundamentally and historically linked with our culture, and specifically to our heritage. The physical composition of the land we live on shapes our landscape and is the reason why our villages, towns and industry are located where they are. We are a Borough of villages with distinct physical characteristics. Local geology has inspired artists for centuries as evidenced by the number of pictures to be seen in Dudley Museum and Art Gallery. Geology still inspires public art at Wren's Nest and in local schools. Recent exhibitions by solo artists have been geologically themed and inspired.

Our environment provides opportunities for cultural activities through its open spaces, parks, woodlands and green corridors and networks such as paths, canals and disused railways, which are a legacy of our industrial past. Residents visit these areas for leisure, fitness, exploration and to connect with and take an interest in our natural heritage, our wildlife and the natural environment. Being aware of and understanding our built environment, historic buildings and even changes of building use on our high streets, helps people feel connected to their environment and heritage. Furthermore, there is a significant link between participation in cultural activity and increased satisfaction with the area in which people live.

Young people benefit from these cultural sites through more formal educational activity. Inspirational Work is being done in the Borough to raise awareness of our significant geological heritage and encourage outdoors participation in the natural environment. Dudley Museum works with children and adults to look at aspects of our history and the role of geology in shaping the Borough as we know it. Dudley Zoological Gardens are recognised as a leading national authority on conservation biodiversity and work with local schools and communities. Dudley Zoological Gardens boast the world's largest single collection of Tectons. In 1937, the Tecton Group designed the zoo using a new material, pre-stressed concrete reinforced with steel rods under tension enabling it to be bent in to curves. This was a revolutionary new design of building and it received World Monument Status in 2009.

A good quality environment and gateways to the Borough's main town centres can encourage tourism and visitors. From a planning perspective, all new development will need to demonstrate a clear understanding of the historic character and local distinctiveness and make a positive contribution to environmental improvements (Black Country Core Strategy).

Environmental sustainability and climate change are becoming increasingly important issues for the Borough, Nationally and Globally. Actions that support both the environmental and cultural agendas include:

- promoting and developing alternative travel;
- protecting and preserving for appropriate use the unique heritage of the Borough;
- preserving and improving the quality and biodiversity of the natural and built environment;
- ensuring people live in safe, attractive and well designed neighbourhoods; and
- increasing participation in leisure, recreational and cultural activities.

We need to be mindful of our changing environment, such as extreme weather conditions and the impact this can have on our access to cultural and heritage sites, and how adaptation should be considered in managing sites.

Section three: About culture

The value of culture to ... Individual and community learning

Cultural activities...strengthen personal development, skills improvement and fulfilment

The geological history of the Borough is significant for the development of learning and knowledge about the Borough both locally and nationally, for example Wren's Nest is still inspiring cutting edge scientific research. Dudley Archives and Local History Service hold items of national significance including the Earl of Dudley's Estates records, and information about the businesses and social history of the Borough which are used as an inspiration for learning by people of all ages. Museums in Dudley Borough celebrate and interpret the social, geological and industrial heritage of the Borough and provide a number of learning and skills development opportunities. Furthermore, the accessible green space provides the opportunities for people of the Borough to actively engage with and learn about its natural heritage.

Dudley Libraries provide free access to books and information 7 days a week, and via the internet, promoting reading and the enjoyment of reading as an essential life skill. They work with colleagues and partners to offer courses in library premises including Skills for Life and introductions to computers and the Internet and pathways to employment. Visits to libraries have increased by 5.6% in 2009, showing that more people choose to use and enjoy libraries in their free-time or for work and research purposes.

Children are encouraged to participate in cultural activities through formal and informal learning, such as the Pony Trail 2011 in Brierley Hill, managed by Dudley Performing Arts (DPA), DPA has secured the inspire kite mark for Dance projects for two consecutive years as part of the Borough's contribution to the Cultural Olympiad and delivers learning experiences in all art form to over 5 000 children and young people every week. For some families, attendance at a DPA event will be the sole arts performance they attend each year and for many it is the spark for future engagement in cultural activities. Dudley Borough also provides the only regional centre outside of London for the National Youth Theatre; educating, engaging and guiding young people in their development through performance both on and back stage. Children also regularly participate in public art projects run through schools by the Borough Artist, empowering the pupils to show that they can contribute whilst developing their skills and talents.

Older learners study arts, religion, history and music in significant numbers. The motivation for older learners is a passion for the subject and pleasure in the activity and participation strengthens self confidence and helps learners to make new social contacts. Art and culture provides a particular focus for the University of the 3rd Age and the development of higher level skills at universities. Reminiscence projects can be an important opportunity for older people to get involved in the arts. For example, the recent project at Brierley Hill "Artspace" to record and transcribe the memories of Round Oak steelworkers, where the taped interviews were sponsored by English Heritage as part of their sponsorship of the larger "Brierley Hillness" Project. Membership of groups providing cultural activities to the Borough encourages stimulation for the enquiring mind.

The value of culture to ... Community Safety ***Cultural Activities ...are vital for pride, respect and community belonging***

People participating in cultural activity feel better about their local area, know more people in their neighbourhood, are more likely to trust other people, feel belonging to their area, feel safer in travelling around their wider area and are more connected to people who are different from themselves. For example, intergenerational activities by the National Youth Theatre's summer community projects where young students work and rehearse alongside older people from Age UK, to deliver an end of programme performance.

Delivering cultural activities within neighbourhoods, by local people, creates a sense of ownership and pride in the local area. This could include a wide range of neighbourhood activity such as sports groups, community arts, reading groups, homework clubs, local history groups and local parks groups. The benefits of these activities have a positive impact upon the safety of people and their communities of interest or geography, both in terms of how safe people feel and how safe they actually are.

Cultural activities create an environment which acts as a disincentive to crime and disorder, especially if involving local people, such as in public art to discourage graffiti and the development and provision of youth facilities and activities. "Friends of Parks" groups in the Borough have embraced Public Art, resulting in major features at a range of parks, some of which involve local children and adults in both their design and creation. The involvement of local people instils a sense of ownership in the parks, thereby increasing community safety and reducing instances of vandalism.

Addressing community safety issues and concerns can improve participation in cultural activities. As part of the 'Healthy Towns' programme, some people stated that they did not go to parks as they felt unsafe when there or travelling there. The programme has addressed this through installing CCTV at the healthy hubs, improving the physical environment including landscaping and buildings, and developing travel corridors. These measures were developed and designed with the participation of local people, and are proving successful at getting more people into the parks. Having park rangers on site to involve people in leisure activity programmes and generally being on hand, has further increased park usage, giving the parks a welcoming, safe and busy feeling,

Cultural activities are effective alternative methods of working with victims of crime in helping them to express their emotions, find support, reduce isolation and to help describe their experiences. They can also be used to communicate messages such as Community Safety Team funded anti-bullying dramas, and in engagement activities such as vox pops films.

People are deterred from committing crime and anti-social behaviour by being involved in cultural activities. By providing a range of accessible cultural activities, potential perpetrators of crime are diverted away from unlawful activity. Successful local examples include projects funded through Dudley's Community Safety team such as; provision of football coaching and gym memberships for young people likely to commit crime; horse-riding lessons as diversion for perpetrators of crime; extended opening of leisure facilities during holidays to attract young people; providing tickets to young people to bonfire events to reduce incidents of firework-related anti social behaviour; and organised night-time activities in parks.

Section four: Our Objectives Framework

Our cultural vision for the Borough is of a **stimulating, enjoyable and healthy place to live, work, and visit, with strong, connected and creative communities.**

'Making Culture Count' aims to enable more people to start and maintain their involvement in heritage, cultural and leisure activities by means of an improved range of choices and extended access to satisfy personal preferences.

By 2020 it is intended that **“people recognise and value culture as an intrinsic part of everyday life, offering life-enhancing opportunities within the Borough”** (Community Strategy outcome). We will achieve this by **“ensuring that heritage and culture is preserved, developed and promoted for all - and celebrated by all”** (Community Strategy priority)

In the pages that follow, we set out the objectives that the Heritage, Culture and Leisure Partnership (HCLP) have agreed to deliver from the Community Strategy 2010-13, together with the agreed justification for the objective's inclusion and the specific area of focus, if appropriate. The HCLP contributed significantly to the development of these objectives, through detailed engagement with member organisations and stakeholders, and agreed that they form the basis of this Cultural Strategy.

In addition, the HCLP has stated the difference that it wants to achieve in three years time, through delivery of the objectives, and the related plans, strategies and delivery mechanisms that currently exist to support and contribute to delivery.

In summary, the objectives framework is as follows:

Vision:	The Borough is a stimulating, enjoyable and healthy place to live, work, and visit, with strong, connected and creative communities.
2020 Outcome	People recognise and value culture as an intrinsic part of everyday life, offering life-enhancing opportunities within the Borough”
2010 -13 Priority	Ensuring that heritage and culture is preserved, developed and promoted for all - and celebrated by all
2010 -13 Objectives	<ol style="list-style-type: none"> 1. To increase participation in leisure, recreational and cultural activities for learning, health improvement, socialising and personal growth 2. To increase the number of people accessing up-to-date and co-ordinated information about recreational and cultural activities and venues 3. To increase the number of people having influence over the type and availability of recreational and cultural activities and venues 4. To protect, preserve and develop for appropriate use the unique heritage of the Borough for this and future generations 5. To increase the number of people celebrating and experiencing diverse traditions and cultural activities 6. To increase the contribution of creative industries and the visitor economy to the economic regeneration of the Borough 7. To increase people participating in 2012 Olympiad activities

Section four: Our objectives framework

Objective 1:

To increase participation in leisure, recreational and cultural activities for learning, health improvement, socialising and personal growth

Justification and summary of areas focus:

- *Participation levels in cultural and leisure activities are variable*
- *Culture underpins the lives of individuals and communities health and wellbeing; learning and environment*
- *Focus on training service staff to be able to recognise and provide appropriate support to people with disabilities*
- *Economic impact of recession on access to heritage and cultural sites*
(as agreed in the revised Community Strategy 2010-13)

The difference that the heritage, culture and leisure partnership wants to make in three years time:

1. There is an active community of participants and volunteers regularly involved in cultural and leisure activities in the Borough
2. The visitor numbers to heritage and cultural sites are higher than those to other major national venues
3. Dudley Borough is recognised as a place to choose to go to and spend time in
4. There is an increase in the number of facilities with good physical access for people with disabilities
5. Achievement of national standards for provision of Accessible Natural Greenspace set out by Natural England
6. The Dudley Canal Trust “Learning & Access Hub” facility established, providing learning and volunteering opportunities

Related plans and strategies:	Related delivery mechanisms:
<ul style="list-style-type: none"> • Black Country Canals Tourism Strategy • Castle Hill Strategy • Children and Young Peoples Strategy • Dudley Council’s Directorate of Adult Community and Housing Services Volunteering Strategy • Dudley Health Inequalities Strategic Plan • Dudley Older Peoples Strategy • Dudley Play Strategy • Dudley Zoological Gardens Development Plans • Healthy Towns Implementation Plan • Post 19 Learning and Skills Strategy • Tackling Obesity: a framework for action in Dudley • Vision 2025 – a strategic plan for learning 	<ul style="list-style-type: none"> • Black Country BeActive Community Sports Partnership • Black Country Living Landscape Project • Black Country Living Museum • Black Country Local Enterprise Partnership • Dudley Canal Trust • Dudley Community Information Directory • Dudley Performing Arts services and programmes • Dudley Public Art Unit / Borough Artist • National Youth Theatre projects and programmes • ‘Outdoors for all’ scheme administered by Natural England • Physical Activity in Community Environments group • Ruskin Mill Educational Trust / Glasshouse College • Walkzone Dudley • West Midlands Historic Buildings Trust

Section four: Our objectives framework

Objective 2:

To increase the number of people accessing up-to-date and co-ordinated information about recreational and cultural activities and venues

Justification and summary of areas focus:

- *There is a vast amount of cultural, heritage and leisure opportunities in the Borough though there are issues around coordination of information*
- *Activities and facilities accessible to young people and disabled young people should be promoted*
- *Focus on under-represented communities, disabled, young people*
(as agreed in the Revised Community Strategy 2010-13)

The difference that the heritage, culture and leisure partnership wants to make in three years time:

1. A vibrant and popular cultural scene in Dudley Borough with all communities taking part and running activities
2. All visitors to and residents in Dudley Borough can easily find out what is happening and find something they want to participate in
3. There is a raised awareness of the Borough's cultural offer
4. The benefits of the Borough's cultural offer is marketed with consistent key messages

Related plans and strategies:	Related delivery mechanisms:
<ul style="list-style-type: none"> • Dudley Libraries Offer • Marketing Strategy 	<ul style="list-style-type: none"> • Black Country BeActive Community Sports Partnership • Discover Dudley website • Dudley Arts Council • Dudley Canal Trust • Dudley Healthy Towns Website • Dudley International Project/Piano Competition • Dudley Performing Arts • Dudley Public Art Unit / Borough Artist • Information and Marketing group • Physical Activity in Community Environments group

Section four: Our objectives framework

Objective 3:

To increase the number of people having influence over the type and availability of recreational and cultural activities and venues

Justification and summary of areas focus:

- *It is not just about increasing access - the public are interested in influencing delivery if there is an unmet need*
- *Some needs of young people are not being met and need to address gaps in provision and venues; and affordability issues for young people*
- *Address whether activities in local venues meet the needs of the local population; and the ability to influence provision*
- *Focus on influence by minority and under-represented groups such as disabled groups and BME population*

(as agreed in the Revised Community Strategy 2010-13)

The difference that the heritage, culture and leisure partnership wants to make in three years time:

1. Dudley Borough residents can see changes happen as a result of their comments and involvement
2. There are a wide range of venues available for groups to use when putting on cultural events or activities
3. Clear mechanisms to enable people to know how to influence the cultural activities

Related plans and strategies:	Related delivery mechanisms:
<ul style="list-style-type: none"> • Black Country Joint Core Strategy • Dudley Community Partnership's Community Engagement Strategy - Empowering Approach to Engagement • Dudley Council's Community Engagement Strategy • Dudley Libraries Offer • Looking Forward: The Black Country in 2033 • Post 19 Learning and Skills Strategy • Public Art Strategy • Vision 2025 – a strategic plan for learning 	<ul style="list-style-type: none"> • Dudley Arts Council • Dudley Canal Trust • Dudley Healthy Towns Programme • Dudley Performing Arts • Dudley Public Art Unit / Borough Artist • Extended schools • Friends of Parks groups • Physical Activity in Community Environments group • Planning obligations • National Youth Theatre projects and programmes • Ruskin Educational Trust / Glasshouse College

Section four: Our objectives framework

Objective 4:

To protect, preserve and develop for appropriate use the unique heritage of the Borough for this and future generations

Justification and summary of areas focus:

- *Protect elements of the area's cultural past from danger of loss*
- *Find ways of opening up access to heritage through sensitive development or restoration, so that people can enjoy, value and care for it*
- *No parks with green flag status*

(As agreed in the Revised Community Strategy 2010-13)

The difference that the heritage, culture and leisure partnership wants to make in three years time:

1. Parks in Dudley Borough have Green Flag status and Wrens Nest visitors increase
2. Plans for Dudley, Stourbridge, Brierley Hill and Halesowen towns developed using their historical buildings as key elements
3. The new archives building will be opened in 2013 with more capacity to receive, preserve and promote paper archives
4. Key collections in Dudley Borough are accredited
5. Cultural assets in the Borough are developed as a whole through the careful design and stewardship of new development opportunities for new buildings and spaces
6. Heritage sites are enjoyed by all sections of the community including people with disabilities
7. People are aware of the importance of the Boroughs geological resources including the Borough's Sites of Special Scientific Interest (SSSIs)
8. Cultural assets are used by local people and visited by people from outside the Borough

Related plans and strategies:	Related delivery mechanisms:
<ul style="list-style-type: none"> • Birmingham and Black Country Biodiversity Action Plan • Black Country Canals Tourism Strategy • Black Country Joint Core Strategy • Black Country Visitor Economy Strategy • Dudley Borough's Landscape and Townscape character study Supplementary Planning Document • Dudley Borough's Unitary Development Plan • Dudley Green Space Strategy • Playing Pitch Strategy • Public Art Strategy • Regional Spatial Strategy • West Midlands Fire Service – The Plan – Making West Midlands Safer 2011 – 2015 	<ul style="list-style-type: none"> • Black Country Living Museum • Dudley Arts Council • Dudley Canal Trust • Dudley Healthy Towns Programme • Dudley Performing Arts • Dudley Public Art Unit / Borough Artist • Dudley Zoological Gardens • Environmental Infrastructure Guidance • Ruskin Glasshouse College • Statutory list of buildings of architectural or historic interest • West Midlands Historic Building Trust

Section four: Our objectives framework

Objective 5:

To increase the number of people celebrating and experiencing diverse traditions and cultural activities

Justification and summary of areas focus:

- *Contribution to community cohesion through experiencing shared heritage, tradition and awareness of other cultures*
- *More community events and celebrating traditions required and increased promotion of Dudley's heritage*

(as agreed in the Revised Community Strategy 2010-13)

The difference that the heritage, culture and leisure partnership wants to make in three years time:

1. There is a full programme of cultural and heritage events and activities available in Dudley Borough throughout the year for local people and drawing in visitors into the Borough

Related plans and strategies:	Related delivery mechanisms:
<ul style="list-style-type: none">• Community Cohesion Strategy 2009/11• Dudley Canal Strategy• Dudley Libraries Offer• Post 19 Learning and Skills Strategy• Vision 2025 – a strategic plan for learning	<ul style="list-style-type: none">• Black Country Living Museum• Dudley Arts Council• Dudley Canal Trust• Dudley Council Halls• Dudley Performing Arts• Dudley Zoological Gardens• Glasshouse Studio and Arts Centre

Section four: Our objectives framework

Objective 6:

To increase the contribution of creative industries and the visitor economy to the economic regeneration of the Borough

Justification and summary of areas focus:

- *Recognising the contribution of tourism to the local economy, attracting visitors preferring to spend on local attractions in current economic climate*
- *Focus on development of the visitor economy and creative industries*
(as agreed in the Revised Community Strategy 2010-13)

The difference that the heritage, culture and leisure partnership wants to make in three years time:

1. The glass quarter is viewed as an important centre for glass businesses nationally supported by the successful biennale glass festival
2. The Borough's visitor economy is thriving with many visitors and centres for creative industries
3. There is a waiting list of potential businesses wanting to relocate to Dudley Borough
4. The heritage, culture and leisure workforce in Dudley Borough is retained, improved and increased
5. Redevelopment of Castle Hill site

Related plans and strategies:	Related delivery mechanisms:
<ul style="list-style-type: none"> • Birmingham and Black Country Geodiversity Partnership's Geodiversity Action Plan • Black Country Canals Tourism Strategy • Black Country Visitor Economy Strategy • Dudley Borough's Unitary Development Plan • Dudley Green Space Strategy • Economic Strategy • Public Art Strategy • Regional Spatial Strategy 	<ul style="list-style-type: none"> • Arts and Business Network • Black Country Living Museum • Black Country Local Enterprise Partnership • Dudley Canal Trust • Dudley Council Halls • Dudley International Piano Competition • Dudley Performing Arts • Dudley Public Art Unit / Borough Artist • Dudley Zoological Gardens • Environmental Infrastructure Guidance • Ruskin Educational Trust / Glasshouse College • West Midlands Historic Building Trust

Section four: Our objectives framework

Objective 7:

To increase people participating in 2012 Olympiad activities

Justification and summary of areas focus:

- *Key opportunity to increase interest and involvement in local cultural activities, as part of the cultural Olympiad and sport and physical activity*
(as agreed in the Revised Community Strategy 2010-13)

The difference that the heritage, culture and leisure partnership wants to make in three years time:

1. A significant number of people from Dudley participate in events linked by the Cultural Olympiad to the London 2012 Olympic and Paralympic Games with some representation in London among volunteers, performers and athletes
2. Increase in the number of people with disabilities who participate in sport and/or volunteer
3. Post games legacy in Dudley shown by increase in culture, sport, volunteering opportunities, improved tourism and supporting the development of creative industries

Related plans and strategies:	Related delivery mechanisms:
<ul style="list-style-type: none">• Post 19 Learning and Skills Strategy	<ul style="list-style-type: none">• Cultural Olympiad group• 'Dancing for the Games' project• Dudley Healthy Towns Programme• Dudley Performing Arts• International Glass Festival• International Mask Festival• National Youth Theatre projects and programmes• Olympic style school sport competition project• Physical Activity in Community Environments group

Section five: Delivery and Measuring Success

The HCLP will take responsibility for developing, through its task and finish groups, a delivery plan for each of the objectives and a performance framework to measure progress towards achieving the overall vision of the Strategy for 2014.

A number of existing groups have joined the sub-structure of HCLP where their remit has been of mutual benefit, and will deliver the objectives as task and finish groups. A small number of task and finish sub groups have been established by HCLP to lead on the delivery of this strategy where no appropriate group existed*.

The HCLP task and finish groups are as follows (in chronological order):

- Physical Activity in Community Environments (PAiCE)
- Brierley Hill Arts, Culture and Heritage
- Visitor Economy
- Dudley Dance Strategy
- Cultural Olympiad*
- Information and Marketing*
- Dudley Borough Arts and Culture*

The success of cultural activities is complicated to measure as the number of facilities or activities provided or the number of people participating does not reflect the level of quality that people are experiencing or whether there are any gaps in the provision where people are not being catered for. It is therefore important to measure the standards of activities and facilities where we can, to capture the satisfaction that people have in the activities they participate in and to invite feedback and commentary from not just the participants though also from the people who do not participate.

This job of measuring success has been made much harder over recent months as the Government has ceased to measure our local performance via a number of mechanisms, including: National Indicators, the Place Survey.

We are therefore reliant on what we can measure locally however, with little funding being available to invest in measuring performance; we may be more reliant on developing mechanisms to encourage commentary and feedback from the Borough's residents.

Further information about the Heritage, Culture and Leisure Partnership and updates with regards to this Strategy and subsequent delivery plans can be found on the Dudley Community Partnership's website: www.dudleypsp.org

Section six: **Abbreviations and Glossary**

Abbreviations:

DCMS	Department for Culture, Media and Sport
DCP	Dudley Community Partnership
DPA	Dudley Performing Arts
HCLP	Heritage, Culture and Leisure Partnership
MUGA	Multi-Use Games Area
ONS	Office for National Statistics
PAiCE	Physical Activity in Community Environments
VCFS	Voluntary, Community and Faith Sector

Section six: Abbreviations & glossary

Glossary

Active Travel Corridors:

Safe active travel connections from people's houses and places of work to the family health hubs as part of the Healthy Towns program. For more information please visit

<http://www.dudleyhealthytowns.co.uk/>

Big Society:

An ideology / vision announced by Prime Minister David Cameron, the basis of which is a smaller state; with less services being delivered directly by the Public Sector, and a more active civil and civic society including greater public sector engagement with citizens, more volunteering and more voluntary, community and faith sector (VCFS) organisations bidding to deliver public sector services and facilities at risk of closure. More information: Big Society Not Big Government: Building a Big Society March 2010

http://www.conservatives.com/news/news_stories/2010/03/~/_media/Files/Downloadable%20Files/Building-a-Big-Society.ashx

Biodiversity:

The degree of variation of life forms within a given ecosystem. Biodiversity is a measure of the health of ecosystems. Greater biodiversity implies greater health.

Black Country Living Museum:

Opened to the public in 1978 and is now one of the UK's leading open air museums. Attracting over 300,000 paying visitors each year to an astonishing 26 acre site just two miles from the town centre of Dudley, it captures and admires the achievements and culture of the region's past and the extraordinary impact this had on the wider world. With its thriving village spanning 170 years of history from c1770 to the 1940s, canal, tram way, school, public park and fairground, alongside the energy of an industrial landscape of mining, steam power, heavy metalwork and lime kilns, the Museum offers a visitor experience that few others can match. <http://www.bclm.co.uk/>

Creative Industries:

The industries that have their origin in individual creativity, skill and talent, which have potential for job and wealth creation through the generation and exploitation of intellectual property. The current Department for Culture, Media and Sport (DCMS) definition recognises eleven *creative sectors*, which are different from the cultural sector. See

http://www.culture.gov.uk/what_we_do/creative_industries/default.aspx and http://en.wikipedia.org/wiki/Creative_industries for more information.

Cultural Sector:

All those providers of activities, facilities and services in Dudley as listed within the 'what we mean by culture' section of this document on page 8.

Section six: Abbreviations & glossary

Department for Culture, Media and Sport (DCMS):

A central government department that is responsible for policy on the arts, sport, the National Lottery, tourism, libraries, museums and galleries, broadcasting, creative industries including film and the music industry, press freedom and regulation, licensing, gambling and the historic environment. It is also responsible for 2012 Olympic Games & Paralympic Games.

<http://www.culture.gov.uk/>

Black Country BeActive Community Sports Partnership:

An agency driving the development of and participation in sport and physical activity in the Black Country. <http://www.the-blackcountry.com/default.asp?PageID=7>

Dudley Arts Council:

A registered charity, run on a voluntary basis to foster and promote the maintenance, improvement and development of artistic taste and the knowledge, understanding and appreciation of the arts, including intercultural activities across Dudley, the Black Country and the West Midlands. <http://www.dudleyartscouncil.org.uk/>

Sport England:

A government agency responsible for creating a world class community sport environment. <http://www.sportengland.org/>

Dudley Canal Trust:

Started in 1963 when the Dudley Canal Tunnel Preservation Society was formed to protect the tunnel. In 1970 the Society became the Dudley Canal Trust. After successful campaigns to protect the tunnel, developments were made to the tunnel and Parkhead Locks which were reopened to form a through route in 1973. With the creation of a new tunnel in 1989 allowing passenger boats to complete a unique underground circular trip the Dudley Canal Trust (Trips) Ltd. was formed to run along side the Dudley Canal Trust. This is a charity that runs boat trips with any surplus going to the Canal Trust to help maintain the tunnel and its environment. <http://www.dudleycanaltrust.org.uk/>

Dudley Community Partnership:

Dudley's Local Strategic Partnership (LSP) and includes the major organisational and community partnerships in the Borough. www.dudleyslsp.org

Dudley Performing Arts:

A department within Dudley Council's Children's Services. It provides an arts service that promotes opportunities for artistic and creative development across the whole community, including visual art, dance and movement, music and drama for adults and children.

<http://www.dudley.gov.uk/education-and-learning/extra-curricular-activities/dudley-performing-arts>

Section six: Abbreviations & glossary

Dudley Zoological Gardens:

Run by Dudley & West Midlands Zoological Society Limited which is a registered charity. The zoo, which opened in May 1937 and covers an area of approximately 40 acres, is home to over 1300 animals, and provides employment for around 60 people. This unique site includes two scheduled monuments, being an 11th century castle and limestone caverns, and 12 Grade 2 listed Tecton buildings (four listed as Grade 2*). <http://www.dudleyzoo.org.uk/>

Dudley Public Art Unit:

The Unit houses the Borough Artist and is the main point of contact for Public Art (site specific art) Projects across the whole Council, and for other public bodies and works with many different community groups and a variety of freelance artists.

<http://www.dudley.gov.uk/leisure-and-culture/arts-and-entertainment/public-art>

Ecosystem:

A biological environment consisting of all the life forms living in a particular area, as well as all the nonliving, physical components of the environment with which the organisms interact, such as air, soil, water and sunlight.

Geodiversity:

The range of rocks, fossils, minerals, landforms and soils that occur in an area.

Healthy Towns:

The Healthy Community Challenge Fund (HCCF) provided funding to a nine local areas to test and evaluate their ideas on how to make activity and healthier food choices easier for local communities. Dudley was successful in being chosen as one of the nine areas which has brought £4.5 million to the Borough which has been used to create Healthy Hubs at 5 parks throughout the Borough. For more information on the Dudley Healthy Towns programme please visit <http://www.dudleyhealthytowns.co.uk/>.

Heritage Culture and Leisure Partnership (HCLP):

The HCLP is a thematic partnership within the Dudley Community Partnership and leads on matters of heritage, culture and leisure across the Borough. It brings together the interests of relevant organisations to facilitate and co-ordinate the strategic planning and delivery of identified local, national and regional objectives, with the aim of enhancing the cultural and leisure opportunities within the Borough of Dudley. HCLP subgroups are as follows:

Brierley Hill Arts, Culture and Heritage Group:

A group which pre-existed and was brought in to the structure of Dudley's Heritage Culture and Leisure Partnership. It aims to...

- a. to be a champion for the promotion of arts, culture and heritage activity in Brierley Hill;
- b. to ensure that provision is made for the such activities within the planned regeneration of Brierley Hill;
- c. to gather and exchange information on arts, culture and heritage issues in Brierley Hill;
- d. to share expertise of members;
- e. to focus on turning strategies into action;
- f. to promote the rich multicultural nature of the Brierley Hill area;
- g. to provide an independent vehicle for the delivery of arts culture and heritage projects in Brierley Hill

Section six: Abbreviations & glossary

London 2012 Sub Group

A task and finish group of Dudley's Heritage, Culture and Leisure Partnership. It was created to co-ordinate local activities associated with the four year Cultural Olympiad (2008-2012) and with other London 2012 related programmes including for example 'Get Set' in education and Community Games. The Sub Group is multi-agency in composition and meets on a quarterly basis reporting to HCLP.

Dance Strategy group:

A pre-existing group that was brought in to the structure of Dudley's Heritage, Culture and Leisure Partnership. The group aims to celebrate and raise the profile of Dance as part of Dudley's Cultural Heritage, through a strategic co-ordinated developmental approach to funding, training, planning and delivery of dance programmes. Also to nurture creativity, increase access and participation, raise standards and achievement, raise aspiration and celebrate success

Dudley Borough Arts and Culture group:

A task and finish group of Dudley's Heritage, Culture and Leisure Partnership. It was created to provide a strategic alliance of partners with an interest in the Arts in the Dudley Borough to work collaboratively towards the achievement of agreed outcomes, as follows:

- a. Increasing Borough residents ability to access and participate in quality art opportunities
- b. Advocate for the Arts
- c. Demonstrating a contribution to wider agendas including economic regeneration, education and lifelong learning, and community safety
- d. Bring together and align partners existing priorities and targets within one joined up local action plan, based on the needs of local communities and ensuring clarity in roles and responsibilities.
- e. Working strategically to maximise the amount and impact of external funding brought into the Borough.
- f. Helping Arts Organisations achieve their full potential

Information and Marketing group:

A task and finish group of Dudley's Heritage, Culture and Leisure Partnership. It was created to address the issues relating to the marketing of HCLP provision, and improving the coordination and information of cultural events and activities across the Borough.

Physical Activity in Community Environments:

A group which pre-existed and was brought in to the structure of Dudley's Heritage, Culture and Leisure Partnership. It aims to raise the profile and importance of sport and physical activity throughout the Borough, by providing a strategic focus for the co-ordination, planning, delivery, funding and development programmes aimed at increasing physical opportunities and activity levels across the Borough

Section six: Abbreviations & glossary

Visitor Economy Group:

A group which pre-existed and was brought in to the structure of Dudley's Heritage, Culture and Leisure Partnership. It brings together the interests of visitor economy organisations and businesses across the Borough to enable it to provide leadership and co-ordination across the cultural sector.

Localism:

The Localism Bill will devolve greater powers to councils and neighbourhoods and give local communities more control over housing and planning decisions.

The Localism Bill 2010-11 <http://services.parliament.uk/bills/2010-11/localism.html>.

Decentralisation and the Localism Bill – an Essential Guide

<http://www.communities.gov.uk/publications/localgovernment/decentralisationguide>

Measure:

A quantifiable expression by which progress and performance can be judged, expressed in numbers or percentages e.g. the number of GCSE A-C passes.

Multiple deprivation:

The occurrence of several forms of deprivation concurrently, such as low income, poor housing, and unemployment. This can be particularly stressful for families.

Office for National Statistics (ONS):

The executive office of the UK Statistics Authority, a non-ministerial department which reports directly to Parliament and is the UK Government's single largest statistical producer.

<http://www.statistics.gov.uk/default.asp>

Options+:

A leisure discount scheme which offers savings to residents on leisure activities across Dudley. See <http://www.dudley.gov.uk/leisure-and-culture/options-leisure-scheme> for more information.

National Youth Theatre:

The National Youth Theatre works to develop increased involvement by young people in arts related projects. Through high quality experiences it aims to inspire greater confidence, to learn new skills, and understand the value of working together as well as developing creative talent. <http://www.nyt.org.uk/>

Objective:

A detailed expression of achievement, focussing on specific issues, to which measures can be attributed.

Our Society:

Dudley Community Partnership's branded approach adopted in response the Coalition Government's Big Society ideology and Localism agenda and policies.

Section six: Abbreviations & glossary

Outcome:

An expression of what it is we want to achieve within a direct impact on the lives of individuals and/or communities, by pursuing a set of priorities and objectives.

Palaeontology:

The study of past geological periods and fossils.

Performance:

A level of accomplishment of an action, or a number of collective actions, measured against agreed objectives and/or targets.

Priority:

The key issue that stands above others within a theme. Formulated through rigorous analysis of information. It requires the focus of the partnership's attention to try to tackle by working together over the next three years.

Private Sector:

The part of the economy that is not state controlled, and is run by individuals and companies for profit. The private sector encompasses all for-profit businesses that are not owned or operated by the government.

Target:

The milestone set against an objective e.g. reduce crime by 5%.

Theme:

Sections that reflect aspects of people's lives with a specific scope and for which we can define tangible priorities and objectives.

Voluntary, Community and Faith Sector:

This sector embraces voluntary organisations, community and faith groups. Voluntary organisations are autonomous, non-profit making and non-statutory. Many employ staff and many are charities. Community groups are usually small, active on a local or community level and largely dependant on voluntary effort. Faith groups provide religious services and facilities such as churches and church groups, mosques and temples.

Vision:

Our long-term aspiration which we aim to realise and which we use to make sure performance is kept on track.

Section four: Our objectives framework

West Midlands Historic Buildings Trust:

A Building Preservation Trust dedicated to the conservation of historic buildings in the West Midlands. The Trust is run by a Council of Management, with members of the Council elected by the membership at the Annual General Meeting. All Council members are volunteers, but most have expertise in the conservation field, and are experienced in dealing with historic buildings. The Council meets regularly, to discuss progress on the current building project, publicity, fund-raising, events and other matters.

<http://www.communicate.co.uk/bc/westmidlandshistoricbuildingstrust/>

White Room Report:

A report that was undertaken to develop an arts and creative economy strategy for Brierley Hill. Brierley Hill was selected as the basis for the initial piece of work given its identification as a strategic centre in the Black Country Study and had a number of key partners in place to oversee and develop this work. The strategy proposes a number of interventions focussed around 5 themes:

1. Urban design and the built environment
2. Creative spaces - workspace and community arts facilities
3. Education and opportunity for young people
4. Connectivity, communications and new technology
5. Arts and regeneration

<http://www.dudleypsp.org/about-dudley-community-partnership/thematic-partnerships/heritage-culture-and-leisure-partnership>