

**Oxford City Council**  
**Arts Strategic Plan**

**Action Plan 2008 – 2011**

## **Glossary**

### **Local Authorities**

OCC – Oxford City Council  
Oxon CC – Oxfordshire County Council  
Oxon LA's – All Oxfordshire local authorities

### **Arts Partners**

Fusion – Fusion, Oxford's Community Arts Agency  
ITHACA  
MAO – Modern Art Oxford  
OCC-DD – Oxford City Council's Dance Development (in partnership with ACE, SE)  
OCM – Oxford Contemporary Music  
OFVM – OFVM, Centre for Film and Digital Media  
OTTTC – Oxfordshire Touring Theatre Company  
OVADA – Oxfordshire Visual Arts Development Agency  
Pegasus – Pegasus Theatre  
Playhouse – Oxford Playhouse Theatre

### **Other**

ACE, SE – Arts Council England, South East

### **Note**

- Oxford City Council is a Key Partner on all actions, but is only explicitly stated when acting as a Lead Agency.

## Primary Aim 1 – Enable a well-resourced and vibrant arts community to flourish.

	Action	Community Strategy Theme	Culture Strategy Priority	Lead Agency* / Key Partners	08/09	09/10	10/11
1.1	<b>We will work to maximise funding and support for the arts community.</b>						
	Monitor all Oxford City Council funding for the arts, taking into account changing local priorities and new regional and national opportunities.	A Vibrant & Inclusive Economy	Support the development of a successful & sustainable cultural sector.	OCC* ACE, SE	◆	◆	◆
	Signpost and increase support and information for groups and individuals applying for external funding.	A Vibrant & Inclusive Economy	Support the development of a successful & sustainable cultural sector.	OCC* Oxford Inspires ACE, SE	◆	◆	◆
	Evidence and report on the impact of arts activity on the city.	A Vibrant & Inclusive Economy	Support the development of a successful & sustainable cultural sector.	OCC* Oxford Inspires ACE, SE	◆	◆	◆
1.2	<b>We will assess the physical infrastructure needs across the arts, and work in partnership to develop solutions to meet these needs.</b>						
	Undertake a formal assessment of the physical infrastructure needs across key arts organisations in the city, and investigate how these needs can be addressed.	A Vibrant & Inclusive Economy Active & Healthy Communities	Support the development of a successful & sustainable cultural sector.	OCC* Oxford Inspires Arts Partners	◆		
	Support the redevelopment of Pegasus Theatre to ensure the organisation's survival, and allow growth in theatre and dance resources and activity.	A Vibrant & Inclusive Economy Active & Healthy Communities Opportunities for Life	Support the development of a successful & sustainable cultural sector.	Pegasus Theatre* ACE, SE Oxon CC	◆	◆	◆

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	Investigate and develop the potential for the Old Fire Station to become a cultural centre and provider of affordable creative workspaces..	A Vibrant & Inclusive Economy	Support the development of a successful & sustainable cultural sector.	OCC OVADA OCM OFVM Playhouse	◆	◆	
<b>1.3</b>	<b>We will ensure that wider capital developments take account of the artistic community's needs.</b>						
	Ensure that the business planning for Oxford Town Hall reflects the needs of the cultural community.	A Vibrant & Inclusive Economy Active & Healthy Communities	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	OCC*	◆		
	Ensure that the cultural community is adequately consulted and engaged in the development of Oxford's West End, and that opportunities for meeting cultural infrastructure needs are fully explored.	A Vibrant & Inclusive Economy A Better Living Environment Active & Healthy Communities	Support the development of a successful & sustainable cultural sector.	OCC*	◆	◆	
	Investigate ways that any redevelopment of major gateways to the city (bus station, train station, etc.) can reflect Oxford's contemporary culture.	A Vibrant & Inclusive Economy A Better Living Environment	Support the development of a successful & sustainable cultural sector.	OCC* Oxon CC	◆	◆	◆

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<b>1.4</b>	<b>We will build on existing training and professional development for artists and arts organisations.</b>						
	Signpost and expand training opportunities for the continuing professional development of artists and arts organisations in every sector and in the widest sense.	A Vibrant & Inclusive Economy Opportunities for Life	Support the development of a successful & sustainable cultural sector.	Oxon LA's* OCC Arts Partners	◆	◆	◆
	Assess training needs across Arts Partners, and facilitate access to joint training and peer support.	A Vibrant & Inclusive Economy Opportunities for Life	Support the development of a successful & sustainable cultural sector.	OCC* Arts Partners		◆	◆
<b>1.5</b>	<b>We will improve access to information, provide networking opportunities, and facilitate partnerships across the arts community.</b>						
	Programme a regular series of networking meetings to bring together Oxford City Council's Arts Partners.	A Vibrant & Inclusive Economy	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	OCC* Arts Partners	◆	◆	◆
	Facilitate networking and collaboration between cultural partners across Oxfordshire, particularly through the cultural Olympiad.	A Vibrant & Inclusive Economy Active & Healthy Communities	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	Oxford Inspires* Oxon LA's Universities/OCVC ACE SE	◆	◆	◆
	Develop a series of downloadable information sheets and 'Beginners' Guides' covering frequently asked questions as part of the construction of a Creative Resources website.	A Vibrant & Inclusive Economy Opportunities for Life	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	OCC* Oxon CC Oxon LAs	◆	◆	

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<b>1.6</b>	<b>We will nurture new talent, improve mentoring opportunities, and work to engage students and recent graduates in the creative life of the city.</b>						
	Signpost and expand pathways for emerging artists in the early stages of their career.	A Vibrant & Inclusive Economy Opportunities for Life	Support the development of a successful & sustainable cultural sector.	OCC* Arts Partners	◆	◆	◆
	Establish a cross-organisational approach to mentoring opportunities in the arts, and investigate the potential for a guide to mentoring opportunities.	A Vibrant & Inclusive Economy Opportunities for Life	Support the development of a successful & sustainable cultural sector.	OCC* Arts Partners		◆	
	Strengthen and widen the range and quality of student placements and graduate internships within arts organisations in the widest sense.	Opportunities for Life A Vibrant & Inclusive Economy	Support the development of a successful & sustainable cultural sector.	Arts Partners* Universities Further Education sector	◆	◆	◆
<b>1.7</b>	<b>We will seek to increase recognition and strengthen the role the arts play in the wider local economy.</b>						
	Research and develop the role of Film Officer to promote the city as a film location, bring extra investment into the city, and increase employment opportunities in the film and digital media sector.	A Vibrant & Inclusive Economy Opportunities for Life	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	OFVM* Oxon CC Oxford Inspires Universities	◆	◆	
	Explore the potential for developing cultural tourism.	A Vibrant & Inclusive Economy	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	OCC* Tourism		◆	◆

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	Undertake a full Economic Impact Study for arts and culture in the city.	A Vibrant & Inclusive Economy	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	OCC* Oxford Inspires* Arts Partners		◆	◆

## Primary Aim 2 – Engage more people with diverse and accessible arts.

	<b>Action</b>	<b>Community Strategy Theme</b>	<b>Culture Strategy Priority</b>	<b>Lead Agency* / Key Partners</b>	<b>07/08</b>	<b>08/09</b>	<b>10/11</b>
<b>2.1</b>	<b>We will work to support and develop a diverse programme of arts activity for residents and visitors in the city.</b>						
	Increase and sustain levels of core investment in the programme of arts activity.	Active & Healthy Communities A Vibrant & Inclusive Economy	Support the development of a successful & sustainable cultural sector.	OCC* Arts Partners	◆	◆	◆
	Improve opportunities to promote the work of Black and Minority Ethnic (BME) artists.	A Vibrant & Inclusive Economy Active & Healthy Communities Opportunities for Life	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Oxford Inspires* Arts Partners	◆	◆	◆
<b>2.2</b>	<b>We will support schemes to develop new audiences for the arts, particularly amongst people who currently feel excluded.</b>						
	Investigate a more targeted concession scheme and undertake a review of pricing policy in the arts.	Active & Healthy Communities A Vibrant & Inclusive Economy	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Arts Partners		◆	

	<b>Action</b>	<b>Community Strategy Theme</b>	<b>Culture Strategy Priority</b>	<b>Lead Agency* / Key Partners</b>	<b>07/08</b>	<b>08/09</b>	<b>10/11</b>
	Increase access to arts organisations by families, older people, disabled people and all socially excluded or disaffected communities.	Opportunities for Life Active & Healthy Communities	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Arts partners	◆	◆	◆
	Increase audiences and engagement with quality national and international arts activity and programmes.	Active & Healthy Communities A Vibrant & Inclusive Economy	Promote involvement by all in a diverse range of cultural opportunities.	Arts partners*	◆	◆	◆
<b>2.3</b>	<b>We will encourage high quality arts activity in non-arts spaces and out from the city centre.</b>						
	Sustain and develop a programme of theatre & arts in non-arts community spaces out of the city centre, particularly targeting audiences who might not otherwise engage with the arts.	Active & Healthy Communities A Vibrant & Inclusive Economy	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Oxon Las Arts partners	◆	◆	◆
	Sustain and develop local community festivals, linked to a wider programme, extending the work undertaken by community agencies and organisations into all areas of the city.	Active & Healthy Communities A Vibrant & Inclusive Economy	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Oxford Inspires* East Oxford Action Other community groups	◆	◆	◆
<b>2.4</b>	<b>We will work to develop more opportunities for participation in the arts, particularly amongst people who currently feel excluded.</b>						
	Encourage community involvement and participation in the arts from refugees, asylum seekers, homeless people and other marginalised groups.	Active & Healthy Communities Opportunities for Life A Vibrant & Healthy Economy	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Arts partners	◆	◆	◆
	Increase participatory opportunities across diverse communities through cultural projects developed in strategic partnership with other community development and regeneration initiatives.	Active & Healthy Communities Opportunities for Life A Vibrant & Healthy Economy	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Oxford Inspires	◆	◆	◆

	Action	Community Strategy Theme	Culture Strategy Priority	Lead Agency* / Key Partners	07/08	08/09	10/11
2.5	<b>We will increase opportunities for young people to engage with professional artists and arts activity.</b>						
	Increase opportunities for young people to work with artists across the city.	Active & Healthy Communities A Better Living Environment	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Oxon CC	◆	◆	
2.6	<b>We will work to consolidate and develop the promotion of arts activity across the city, and promote the city as a contemporary cultural destination.</b>						
	Establish a strategic arts marketing group to examine promotional opportunities and joint collaborative work.	A Vibrant & Inclusive Economy	Support the development of a successful & sustainable cultural sector.	OCC* Oxford Inspires* Arts organisations	◆		
	Maintain a central database of arts activity through the development of the current <i>OxfordArts.Info</i> email bulletin.	A Vibrant & Inclusive Economy	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	OCC* Arts Partners	◆		
	Sustain and develop the promotion of Oxford produced work nationally and internationally, promoting the city as a cultural destination.	A Vibrant & Inclusive Economy	Harness the potential of the creative and leisure industries as central to a vibrant city with a high quality of life.	OCC* Tourism	◆	◆	◆

### Primary Aim 3 – Use the arts to transform lives and build communities

	Action	Community Strategy Theme	Culture Strategy Priority	Lead Agency* / Key Partners	08/09	09/10	10/11
3.1	<b>We will work with local communities to ensure we address the needs of local people.</b>						
	Work with local people to identify cultural priorities for the Area Action Plans in each City Council area.	Opportunities for Life Active & Healthy Communities	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Oxford Inspires	◆	◆	
	Investigate ways of using the arts to engage people with local decision-making.	Opportunities for Life	Promote involvement by all in a diverse range of cultural opportunities.	OCC*	◆	◆	
	Develop a community arts training programme to empower communities to devise and initiate their own arts projects.	Active & Healthy Communities Opportunities for Life	Promote involvement by all in a diverse range of cultural opportunities.	Oxon LA's* ACE, SE Arts Partners		◆	◆
3.2	<b>We will build on the successes of arts projects tackling key areas of social exclusion, and work towards ensuring that these factors do not deter people from engaging with the arts.</b>						
	Bring together people from culturally diverse backgrounds and socially excluded groups to explore their creative skills and promote community cohesion through creativity and innovation.	Active & Healthy Communities Opportunities for Life	Promote involvement by all in a diverse range of cultural opportunities.	OCC* Other services	◆	◆	◆

	<b>Action</b>	<b>Community Strategy Theme</b>	<b>Culture Strategy Theme</b>	<b>Lead Agency*/Key Partners</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>
3.3	<b>We will continue to support and develop arts projects that enable people to acquire new skills.</b>						
	Encouraging applications to the Arts Development Fund that promote learning..	Opportunities for Life	Promote involvement by all in a diverse range of cultural opportunities.	OCC*	◆	◆	◆
3.4	<b>We will work with other partners to build on the success of arts based approaches to improving health and promoting healthy living.</b>						
	Develop partnership projects to involve artists in the enhancement of the health environment and engage those with physical and mental health problems.	A Better Living Environment Active & Healthy Communities	Promote involvement by all in a diverse range of cultural opportunities.	OCC* NHS Primary Care Trust		◆	◆
3.5	<b>We will develop a programme of permanent artwork and temporary interventions in public spaces around the city.</b>						
	Develop and implement supplementary planning guidance for developer contributions to Public Art.	A Better Living Environment	Support the development of a successful & sustainable cultural sector.	OCC*	◆	◆	◆
	Develop and implement a Public Art Strategy for the city.	A Better Living Environment	Support the development of a successful & sustainable cultural sector.	OCC*	◆	◆	
3.6	<b>We will investigate further ways in which artists can contribute to the design and development of the city</b>						

	<b>Action</b>	<b>Community Strategy Theme</b>	<b>Culture Strategy Theme</b>	<b>Lead Agency*/Key Partners</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>
	Involve artists in raising aspiration for the future development of the city, particularly through Oxford 2015 and the West End development.	A Better Living Environment A Vibrant and Inclusive Economy	Support the development of a successful & sustainable cultural sector.	OCC*	◆	◆	◆

## Delivery

	<b>Action</b>	<b>Lead Agency* / Key Partners</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>
	Annual review of the Arts Strategic Plan and action plan.	OCC*	◆	◆	◆
	Annual review of Dance Development Plan.	OCC* OCC-DD*	◆	◆	◆
	Annual review of Music Development Plan.	OCC* OCM*	◆	◆	◆
	Annual review of Visual Arts Development Plan.	OCC* OVADA*	◆	◆	◆
	Review the need and potential for further local arts development partnerships.	OCC*	◆		
	Update and review Oxford City's Culture Strategy & Delivery Plan	OCC* Oxford Inspires* Oxon CC* Universities* ACE, SE	◆	◆	◆
	Annual review of the Service Delivery Agreements	OCC* Arts Partners	◆	◆	◆