



Hinckley & Bosworth
Borough Council

A Borough to be proud of

Hinckley & Bosworth

Cultural Strategy

2012 - 2017



A dynamic strategy supporting our offer for arts, children & young people, economic development, events, health, heritage and museums, play, sport and tourism



Contents:

	Page
Foreword	
1. What is Culture?	
1.1 Definitions of Culture	4
1.2 National Agenda for Culture	4
1.3 New media and the digital generation	5
1.4 Cultural Achievements 2007 -2012	5
1.5 Legacy of the London 2012 Olympic and Paralympic Games	6
2. A Snapshot of the Borough in 2012	
2.1 Population Demographics	7
2.2 Health Demographics	8
2.3 Deprivation Demographics	8
3. Cultural Strategy 2012 - 2017	
3.1 The Vision	9
3.2 The Key Themes	9
3.3 Valuing Partnerships and Influencing Factors	9
3.4 Link to the Council's Corporate Structure	10
4. Policy Context	
4.1 National Context	11
4.2 Leicestershire Context	12
4.3 Local Context	12
5. Developing the Cultural Strategy	
5.1 Consultation	14
5.2 Promoting equality, tackling inequality - Equality Impact Assessment	15
5.3 Towards an Excellent Service and Cultural Services Improvement Toolkit	15
6. Delivery, Performance and Funding	
6.1 Themes and Key Actions	17
6.2 Reviewing the Strategy	18
6.3 Service Improvement Plan	18
6.4 Formal Refresh 2015	18
6.5 Challenges and Opportunities	18
6.6 Funding Resource and Risk Management	19
Appendix	
A – Key Themes and Action Plan	
B – Key Cultural Facts	
C – Citizens Panel Consultation	



Foreword

The Cultural Offer in our Borough, which has thrived since the first Borough Council Cultural Strategy in 2007, has been integral to the Council's commitment to regeneration. In 2010 the Atkins building was opened, an iconic building which has been at the centre of the town's economic wellbeing since the 19th century. It now houses office space and meeting rooms and is centre for the creative enterprise of cultural activity. This has revitalised an important area of Hinckley and has since been joined by the new creative Campus for North Warwickshire and Hinckley College. Our future commitment to development will see future leisure and retail opportunities flourish on the old bus station site.

As this Strategy clearly demonstrates Cultural Services has a vital role to play and its contribution is valued by all.

Councillor Stuart Bray, Leader of the Council & Executive Member for Regeneration, Town Centre & Planning

September 2012



In my role as Executive Member for Culture and Leisure, I am delighted to support a strategy that provides a clear vision to enrich the lives of residents and visitors to the Borough by providing an excellent quality cultural offer.

This strategy will continue to help improve the quality of life, strengthen our communities and make Hinckley and Bosworth a Borough to be proud of.

The key to the broad Cultural offer in our Borough would not be possible without the success in partnership working. Not only the many diverse council services working together but with the multitude of organisations, partnerships and people our teams work with day to day to ensure that this is a borough to be proud to live, stay, visit and work in.

Councillor David Cope, Executive Member for Culture and Leisure

September 2012





1. What is Culture?

1.1 Definitions of Culture

Culture means many things to different people.

Culture makes us feel good about life. Culture is what people enjoy, what strikes a chord in people's lives. More simply, it:-

- Improves self esteem
- Positively impacts on quality of life
- Provides a sense of placement
- Brings communities together and places to life
- Makes us happy

"Culture is an inclusive concept embracing a wide variety of activities, places, values and beliefs that contribute to a sense of identity and wellbeing for everyone in our communities. It is about our way of life and our quality of life"

More importantly for the Borough of Hinckley and Bosworth, and what will be reflected upon throughout this strategy, is that Culture also makes a significant contribution to health, the economy, regeneration, learning and tourism.

1.2 National Agenda for Culture

The Department for Culture Media and Sport is the Whitehall department responsible for Culture in the UK in its broadest form. Nationally it recognises that *"Local government is crucial in achieving our key cultural service delivery aims. It spends twice as much on providing cultural and sporting opportunities for communities as DCMS and the National Lottery combined."* DCMS Website, July 2012.

Nationally, the importance of culture in tackling issues such as social inclusion, health and crime is recognised. DCMS state that Local Authorities spend over £3billion a year on our sectors. In 2009 -10, Local Government net spend on culture and sport services was £3.46 billion (it was £3.32 billion in 2007-08)

With this in mind, the cut to public spending across the board has ultimately affected resources aligned to Culture at a national level. These are explored more under 6.3 Challenges 2012-2017

Naturally, hosting the London 2012 Olympic and Paralympic Games in the summer of 2012 has heightened the awareness and importance of Sport and Culture. There is a great opportunity, on the back of this worldwide showcase, for Culture to win over the hearts and minds of the nation and position itself as a sector for future investment opportunities.



1.3 New media and the digital generation

The UK has one of the most open and competitive telecoms markets in the world and is at the forefront of online innovation. The DCMS is responsible for regulating and enabling growth in telecoms and the digital economy, as well as facilitating the delivery of universal broadband.

The digital economy sectors account for nearly £1 in every £10 that the whole UK economy produces each year, and is an area of rapid growth and change. Culture creates the conditions to foster growth in the digital generation.

It is important to highlight the growth of social media such as Twitter, Facebook and bebo. Social Media provides a crucial avenue for new marketing.

1.4 Cultural Achievements 2007-2012

Culture is not a governmental statutory provision by local authorities and this Council develops its cultural services from a low cost base. Despite this, the Borough Council's Cultural Strategy provides a diverse offer, enhanced through key partnership working.

It is important to celebrate key achievements in Culture between 2007-2012, that were driven by the previous Strategy. It is also important to demonstrate that there are some key outcomes of these achievements:

	Achievement	Outcomes (So What?)
Arts	<ul style="list-style-type: none"> - Regeneration of the Atkins building in Hinckley Town Centre 	<ul style="list-style-type: none"> - New employment opportunities created - Increased participation - Increased revenue to HBBC
Children & Young People / Play	<ul style="list-style-type: none"> - Developed Children & Young People's offer; new post created and endorsed in the Corporate Plan - Substantial funding received from My Place for new Hinckley Club for Young People; Green Towers. 	<ul style="list-style-type: none"> - Compliance with statutory requirements for Children and Young People - Increased the community feeling of safety
Capital	<ul style="list-style-type: none"> - Relocation of North Warwickshire and Hinckley College - Way forward for Hinckley Town Centre Master plan 	<ul style="list-style-type: none"> - Improved level of skills and qualifications in the area - Both programmes contribute to economic and social regeneration of Hinckley town centre
Events	<ul style="list-style-type: none"> - Events toolkit available to support local communities deliver local events - Established and flourishing Events programme for the Borough 	<ul style="list-style-type: none"> - Fostered and enhanced the community pride in our communities - Reduced risks to organisers - Increased footfall and economic spend
Health	<ul style="list-style-type: none"> - Hinckley & Bosworth Health and Wellbeing Partnership leading the way as a pathfinder for Leicestershire - Expanding the GP Health Referral offer into a wider community programme for all our communities 	<ul style="list-style-type: none"> - Provides a robust local structure that will prioritise reducing health inequalities. - Increasing capacity of local programmes addressing those adults in greatest need of intervention



	Achievement	Outcomes (So What?)
Heritage & Museums	<ul style="list-style-type: none"> - Hinckley Market awarded the title of the Best Outdoor Market 2010 by the National Association of British Market Authorities (NABMA) 	<ul style="list-style-type: none"> - Contributed to an increase in footfall in Hinckley Town Centre, supporting economic regeneration - Maximised the retail experience for visitors
Sports	<ul style="list-style-type: none"> - Investment into local sport between 2005 -2012 = £1.8million - Hinckley Leisure Centre visits topped 600,000 during 2011/12, the highest in its history. 	<ul style="list-style-type: none"> - Increase participation in Sport and Physical Activity - Contributed towards lowering health inequalities
Tourism	<p><i>Working with our independent partners; Hinckley & Bosworth Tourism partnership Ltd :-</i></p> <ul style="list-style-type: none"> - Development of the Hinckley and Bosworth Tourism Strategy - Established structure created for local tourism, enhancing communication through website, membership and visitor guide. 	<ul style="list-style-type: none"> - Maximise the visitor experience in Hinckley and Bosworth - Provided a clear direction of travel for tourism, sharing resources accordingly.

1.5 Legacy of the London 2012 Olympic and Paralympic Games

The London 2012 Olympic and Paralympic Games provided more than just an international sporting spectacle. Culture plays an integral role through the Cultural Olympiad.

The Cultural Olympiad can be best described as a series of events and celebrations, up and down the country throughout our communities, designed to showcase the UK's arts and culture to visitors and residents alike. It provides everyone with the opportunity to be part of the Olympic and Paralympic Games. The Cultural Olympiad commenced officially at the close of the Beijing 2008 Olympic and Paralympic Games, culminating in the London 2012 Olympic Games.



In Leicestershire, the Cultural Olympiad is being driven by Inspire Leicestershire and their campaign; My Games, My Legacy. The My Games, My Legacy campaign is designed to raise awareness of the opportunities presented by the London 2012 Olympic and Paralympic Games for the people of Leicester and Leicestershire.

In Hinckley and Bosworth, a number of Olympic Legacy programmes will continue to be developed and promoted. Backed for the Future, a talented athlete scheme for young people under 21 excelling in their chosen sport will continue to be able to access Hinckley Leisure Centre for training and fitness. GO Gold will offer financial support to talented athletes. Both these programmes will be supported by the People, Places, Play lottery investment into coaching, leadership and facility development.

2. A Snapshot of the Borough in 2012

Location

- Hinckley and Bosworth is one of 7 districts and boroughs in the county of Leicestershire.
- A rural borough of **297 square kilometres**
- The population stands at **105,100 (National Census, 2011)**
- The borough boasts good transport links; the M1, M69, A5 and M42 serving the borough
- By rail, Hinckley has regular services between Birmingham and Leicester
- Hinckley, a **market town**, hosts the main administrative functions and principal shopping amenities
- Market Bosworth is famed for its thatched cottages, specialist shops and the nearby Battle of Bosworth, a pivotal moment in history in 1485 named the '**War of Roses**'.

Economy

- Historically the borough has been known for a thriving **manufacturing** industry.
- Hosiery, textile and boot & shoe industries boosted the economy
- Pre 1980's the **coal mining pits** in Bagworth, Desford and Nailstone made prominent contributions.
- Regeneration opportunities of Hinckley Town centre will come to fruition from 2012 starting with the **Bus Station** regeneration project; www.thecrescenthinckley.co.uk



Tourism

- There are several significant visitor attractions and areas of historic importance, including Twycross Zoo with the new Himalaya Centre, Mallory Park, and Bosworth Battlefield.
- Around **48 accommodation providers** offer between them over 1,730 bed spaces.
- Tourism in the Borough of Hinckley and Bosworth **generates some £60m a year** for the area.
- There are approximately 600 businesses involved in Tourism and Accommodation, **employing 2,237 people** and bringing in an estimated **1,375,000 visitors a year**.

Key Cultural Facts of the Borough can be found in Appendix B

2.1 Population Demographics

The demographics of Hinckley and Bosworth are changing. It is important to recognise some emerging trends that will have an impact on our services during the next 10-20 years:-

- The Borough will continue to see an upward trend in the number of older people 60+. Currently, 47.7% of the boroughs population are 50+. By 2030 the population of Hinckley and Bosworth aged over 60 is estimated to increase by around 70%.
- In 2012 there is estimated to be around 9080 people in Hinckley and Bosworth over the age of 65 with a limiting long term illness. (JSNA 2012)



2.2 Health Demographics

The 2012 Joint Strategic Needs Assessment for Hinckley and Bosworth provides an assessment of the overall health and well being needs of the population. The following points build a local health demographic picture:-

In 2006/08 it was estimated that 22800 (26.5%) adults in Hinckley and Bosworth were obese. This is not significantly different to the England average (24.2%).

In 2010 there are estimated to be around 9080 people in Hinckley and Bosworth over the age of 65 with a limiting long term illness. By 2030 this is estimated to increase to around 15830, an increase of 74.3%.

In 2011 there are estimated to be around 5460 people in Hinckley and Bosworth aged 18-64 with a moderate physical disability (8.4%), this is higher than the England average (7.8%). This is estimated to increase to around 5522 people by 2030.

In 2009/10 15.6% of children in year 6 obese and 7.7% of children in reception, in Hinckley and Bosworth were obese. Although lower than the national average there are pockets in the Borough which need addressing.



2.3 Deprivation Demographics

The borough's population is less diverse than its neighbours with only 5% of local people from black and minority ethnic backgrounds. This number has been static in recent times and lower than the national figure of 7.8%. However the Borough embraces its diversity; the largest travelling community in Leicestershire is located on the outskirts of Bagworth.

The Borough as a whole has low levels of deprivation trends, the governments Index of Multiple Deprivation ranks the area as 286th out of 354. However, pockets of deprivation exist in Hinckley, Earl Shilton and Burbage. Hinckley Trinity West area falls within the top 10 most deprived LSOAs (Local Super Output Areas) in Leicestershire for Health (ranked 8th). In addition the rural communities of Bagworth and Thornton are also ranked as deprived.





3. Cultural Strategy 2012 - 2017

3.1 The Vision

The 2012 Cultural Strategy sets out the Council's plans for culture over the next five years. Through this, the Council, working in conjunction with key cultural partners and stakeholders, will work towards meeting the following vision statement:

"We will **strive to enrich the lives of residents and visitors** to the Borough by providing an **excellent quality Cultural offer** that is effective and represents **value for money**. We will continually improve our services by **engaging** with the **community** and **our partner organisations**."

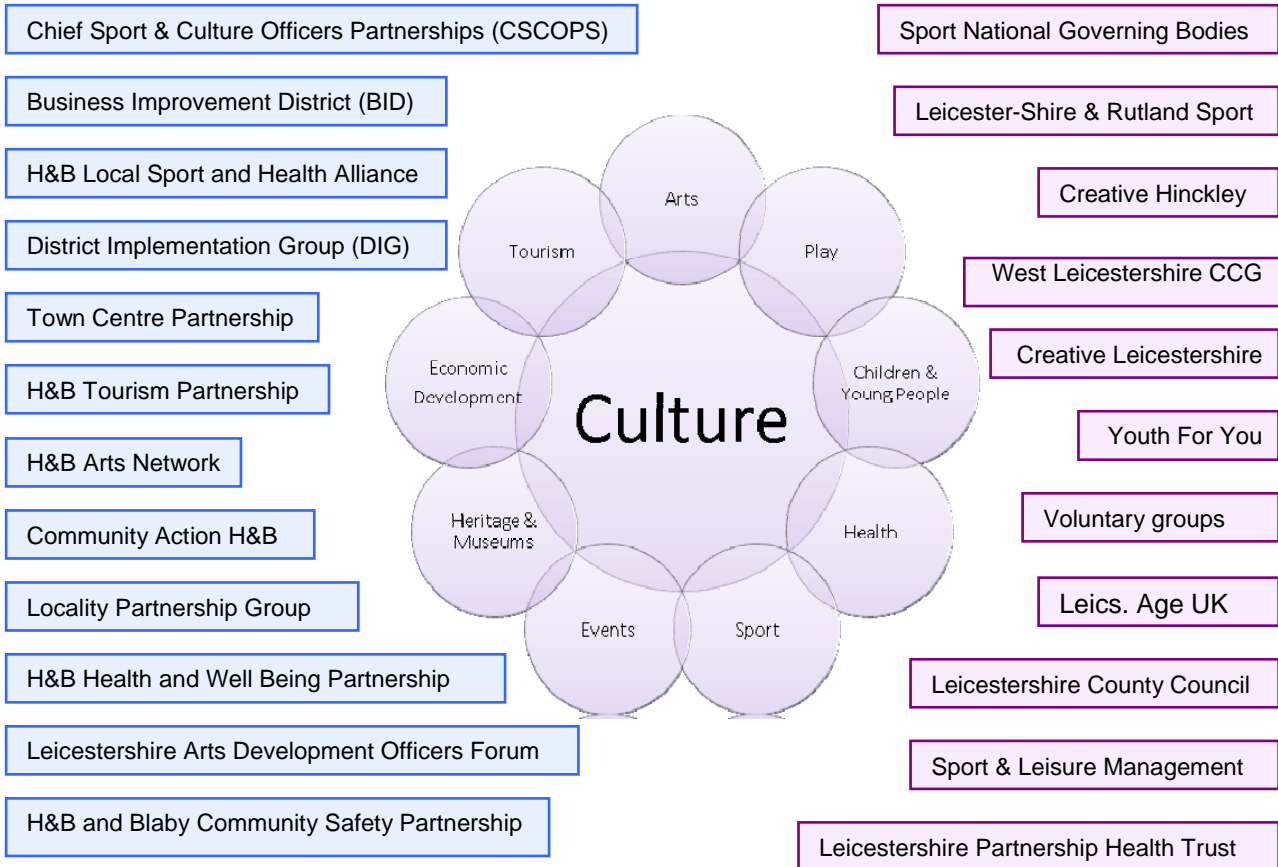
3.2 The Key Themes

For the vision to be achieved, it is important that there are a set of key themes underpinning the strategy. Considering what we mean by Culture and that it is diverse and dynamic, following consultation a set of nine key themes have been identified. These themes will shape delivery of this Cultural Strategy for Hinckley and Bosworth Borough Council

- Increasing participation in the **Arts**
- Supporting **Children and Young People**
- Enhancing **Economic** Development
- Showcasing **Events**
- Reducing **Health** inequalities
- Acknowledging our **Heritage and Museums**
- Encouraging **Play**
- Developing **Sports** opportunities
- Promoting **Tourism**

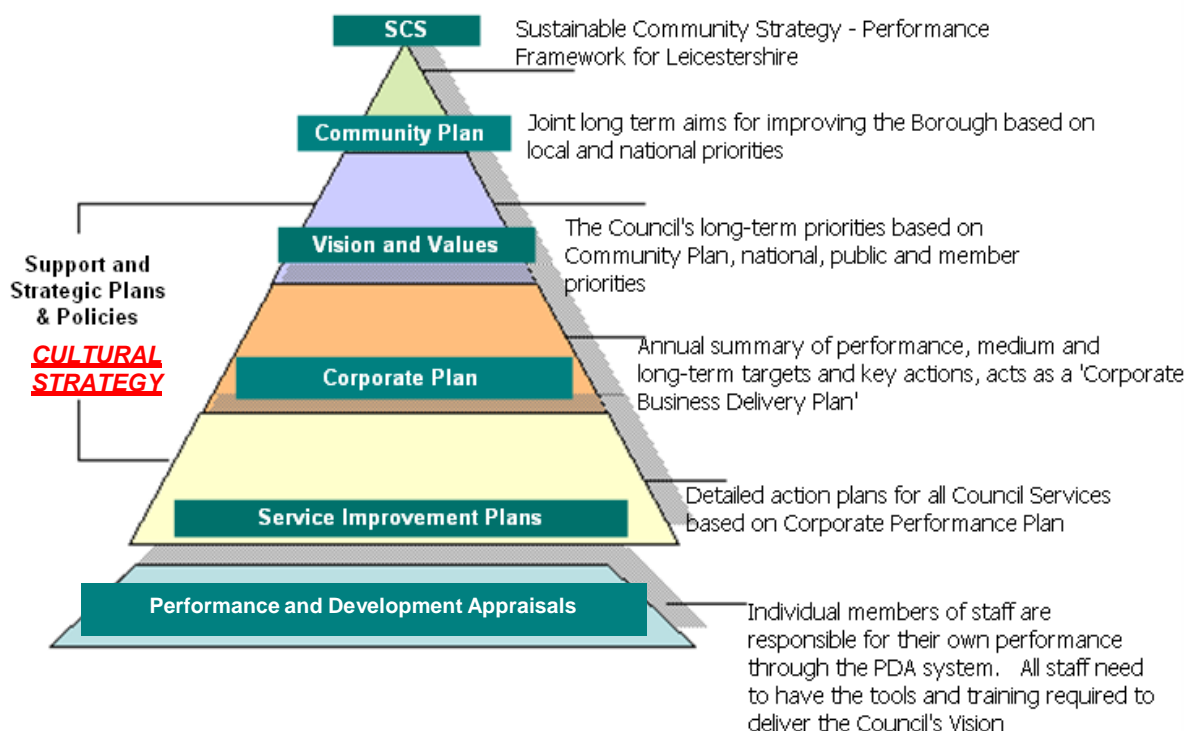
3.3 Valuing Partnerships and Influencing Factors

There are a number of partners and partnerships that come together to support and develop all areas of culture, as identified in our key themes. It should be noted that without the support of these partners, our stakeholders, the excellent and quality Cultural offer that we strive for could not be achieved. A snapshot of those key partners and partnerships are identified below.



3.4. Link to the Council’s Corporate Structure

Hinckley & Bosworth Borough Council uses different plans and strategies at all levels of the organisation to plan and monitor the achievement of its objectives. The diagram below shows how the development of this Cultural Strategy fits into the corporate pyramid to deliver services that are responsive to the needs of citizens. The 2010 - 2015 Corporate Plan provides the residents of Hinckley and Bosworth, councillors and staff with a clear idea of the long-term vision to improve the quality of life for residents and make Hinckley and Bosworth a 'Borough to be Proud Of'.



4. Policy Context

The importance of culture at the national level has already been discussed within 3.1. There is now a need to see how strategies and policies at a national, county and local level can be influenced and achieved through Culture. Key strategies are highlighted below with further information available via each hyperlink.

4.1 National Context

The following National strategies have informed the development of the Cultural Strategy 2012-2017.

Sport England.

Youth and Community Strategy; Creating a Sporting Habit for Life 2012-2017

Provides a community sport framework to deliver on the Olympic and Paralympic legacy.

http://www.sportengland.org/about_us/what_we_do.aspx

Department of Health.

Healthy Lives, Healthy People. November 2010

Restructuring of Public Health to create a 'Wellness Service' for our nation.

<http://www.dh.gov.uk/en/index.htm>

Arts Council England.

Achieving Great Art for Everyone. November 2010

Strategic Framework for Art with a 10 year vision. Championing, developing and investing in the Arts.

<http://www.artscouncil.org.uk/what-we-do/our-vision-2011-21/>

English Heritage

Corporate Plan 2011-2015

Delivery plan for English Heritage focuses on Protecting and Championing our Heritage sites.

<http://www.english-heritage.org.uk/about/>

Positive For Youth.

Cross Government policy. December 2011

Single vision for young people 13-19, across nine departments.

<http://www.education.gov.uk/childrenandyoungpeople/youngpeople/Positive%20for%20Youth/>

Department for Education

A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives sets out the Government's approach to tackling poverty for this Parliament and up to 2020.

At its heart, this strategy focuses on improving life chances of the most disadvantaged children.

<http://www.education.gov.uk/childrenandyoungpeople/families/childpoverty/a0076385/child-poverty-strategy>

Children's Act 2004

Act of parliament. Covers a number of areas within the Children's Act 1989, which made the child's welfare paramount – placing the child's needs at the centre of any safeguarding investigation. It also extends and emphasizes the duty of all organizations who come into contact with children and their families to safeguard their welfare.

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



4.2 Leicestershire Context

The Cultural Strategy 2012-2017 contributes to Leicestershire Together Strategic Commissioning Hubs, of which there are six identified below. Policy and resource will change throughout the lifetime of this strategy and it is clear that the commissioning hubs will, over time, strongly influence resource at a local level.

Leicestershire Together 6 Strategic Commissioning Hubs:-

- Health and Wellbeing Commissioning Board
- Children and Young People's Commissioning Board
- Leicestershire Local Economic Partnership (LLEP)
- Safer Communities Board
- Environment Board
- Troubled families Board

<http://www.leicestershiretogether.org/>

Outside of the Commissioning hubs, there are key partnerships at a county level, in the context of Culture, that support delivery across Hinckley and Bosworth. Two examples are:

- for Sport; Leicester-shire and Rutland Sport <http://www.lrsport.org/>
- for Art; Creative Leicestershire <http://www.creativeleicestershire.org.uk/>

4.3 Local Context:

At a local level the following plans will be supported in their delivery, demonstrating clear synergy and cross cutting themes.

Hinckley and Bosworth Borough Council
Corporate Plan 2010-2015

To make Hinckley and Bosworth 'a borough to be proud of'

Addressing; (a) Thriving economy (b) A Safer and healthier borough (c) Strong and distinctive communities. http://www.hinckley-bosworth.gov.uk/info/10020/policies_and_plans/80/corporate_plan

Hinckley & Bosworth and Blaby District Community Safety Plan 2011-2014

Tackle issues of crime and disorder, contributing to making the borough a safer place to live.

http://www.hinckley-bosworth.gov.uk/info/870/community_safety

Hinckley and Bosworth Locality Extended Services Strategy http://www.hinckley-bosworth.gov.uk/info/200017/children_and_family_care/198/children_and_young_people-services_and_strategies/2

Hinckley and Bosworth Tourism Partnership

Hinckley and Bosworth Tourism Strategy 2012-2017

Hinckley and Bosworth Borough Council

Hinckley and Bosworth Core Strategy (LDF)

Provides vision and spatial strategy for the Local Development Framework. Aspirations for future development, strategic need and investment, including culture related development.

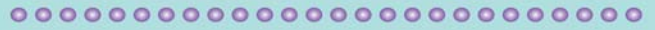
http://www.hinckley-bosworth.gov.uk/info/856/local_development_framework/400/core_strategy/2

Facilities

Cultural Facilities are often considered the focal point for communities to come together to enjoy new experiences in a safe environment and should be available to all parts of the community. Tourism facilities are considered to provide jobs, be a catalyst for growth, diversify local economies and support communities.

Hinckley and Bosworth Borough Council

Hinckley and Bosworth Cultural Facilities Strategy 2008 – 2013



Provides a framework to support investment within the borough for cultural facilities, identifying upcoming priorities for investment.

Hinckley and Bosworth Borough Council
Local Plan (LDF) (2006 – 2026)

http://www.hinckley-bosworth.gov.uk/info/494/local_plan_2001/384/the_local_plan

Hinckley and Bosworth Borough Council
Open Space, Sports and Recreational Facilities policy

Provides a clear framework for practical action to protect and improve open space, sport and recreational facilities.

<http://www.hinckley->

[bosworth.gov.uk/info/856/local_development_framework/759/open_space_sports_and_recreational_facilities_study_ppq17](http://www.hinckley-bosworth.gov.uk/info/856/local_development_framework/759/open_space_sports_and_recreational_facilities_study_ppq17)

Hinckley and Bosworth Borough Council.

Community, Tourism and Cultural Facilities Review. November 2012

Provides an evidence base about the community, cultural and tourism provision across the borough. This evidence supports the allocation of community, cultural and tourism facilities across the borough and the formulation of development management policies in the emerging Site Allocations and Development Management Policies Development Plan Document (DPD) and the Earl Shilton and Barwell Area Action Plan.

Community Investment Levy (CIL)

An emerging piece of work that will provide a robust evidence base for development through seeking developer contributions. This was formally known as Section 106.

Work is being undertaken to ensure key sites for development are identified and that each meets the CIL test:-

- 1) New provision is necessary to make the development acceptable in planning terms
- 2) New provision is directly related to the development
- 3) New provision is fairly and reasonably related in scale and is kind to the development



5. Developing the Cultural Strategy

5.1 Consultation

5.1.1 Citizens Panel Survey Winter 2011/12

In January 2012, the Citizens Panel Survey was used as a means of local consultation to research views of local people on the vision and priorities for the Cultural Strategy 2012-2017.

The Citizens' Panel is one of the ways in which the council consults with local communities. It is made up of 618 members, all of whom live in the Borough of Hinckley and Bosworth. The panel allows members of the public to (1) *express their views on the services they receive;* (2) *have an influence in shaping the delivery of services.*

The January 2012 survey incorporated consultation with a broad range of groups, beyond the regular citizens' panel members. Additional respondents came from Youth Council, HBBC staff, local residents, Community Relations Forum, disabled residents (including the council's newly formed Disability Forum).



To provide some context, the survey generated 344 responses overall: 297 Citizens Panel Members (618 members in total = 48% response rate). The response rate from members who highlighted a disability was very positive.

Out of 51 disabled members, 37 completed the survey (74% response rate).

When looking at the responses by age groups though, the response rate from people under 45 was not very positive. Out of 148 members under the age of 45, only 38 completed the survey (26% response rate)

14 from Community Relations, Young People and wider general public

33 from HBBC staff (8% response rate)

89% of respondents support the council's vision for culture.

The most popular choices of themes for 'what is important' in the strategy were:

Supporting children & young people (78%)

Supporting healthy lifestyles (71%)

Enhancing economic development (70%)

The least favoured choice was:

Maximising Olympic legacy opportunities (24%)

Therefore, on the back of the Citizens' Panel consultation, the theme that initially looked at 'maximising the Olympic legacy opportunities' has been removed and embedded into the broader sports, health and arts themes.

20% of respondents did not give an opinion which could be down to respondents being aware of the services on offer. Detailed qualitative results for the survey are provided at Appendix C.

5.1.2 Cultural Services Consultation (2007-2011)

The Cultural Services team consult with partners and service users on an annual basis, asking them to rate their satisfaction with the service offered. 85% rate the service as either good or excellent. A number of suggestions and further comments help to shape future service delivery. Some examples include:-

- "regular funding opportunities email would be useful"

- "more promotion and support for Hinckley and District museum"

- “regeneration of the town centre is essential, encouraging business to be involved with projects along with the community.”

5.1.3 Youth for You

In June 2012 Hinckley and Bosworth Young people came together and had their say on the new brand for Voice work in the borough. Youth for You provides the voice for young people, encouraging them to have their voice heard on matters that affect them. Through Youth for You, 27 young people aged 11-19 years were asked, considering what is meant by ‘Culture’, if they supported the Vision for Culture. There were no objections and many highlighted ‘supporting children and young people’ as the theme that has most reference to their voice work.

5.2 Promoting equality, tackling inequality - Equality Impact Assessment 2012

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 wish for services to be accessible and information is being widely available.

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 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. It is important that these points are considered



The Cultural Strategy 2012-2017 has reviewed its Equality Impact Assessment. The Equality Impact Assessment has highlighted areas that, through service delivery, we must address to ensure the needs of disadvantaged individuals, groups and communities are met. This has helped to guide the strategy to ensure that we provide an equal access and will be monitored through CSIT (Cultural Services Improvement Toolkit).

An example being that the EIA has contributed to the action of increasing participation in sport and physical activity. Specifically to develop **Inclusive Sport** in clubs, the community and our schools, resources will be allocated accordingly to this commitment. Similarly, the JSNA has helped to shape our understanding of the emerging health trends, the through reducing health inequalities the action plan will look to adjust our offer for an **ageing population**.

5.3 Towards an Excellent Service and Cultural Services Improvement Toolkit

Cultural Services strive to carry out self-assessment to measure impact and identify areas for improvement. Previously, the Sport England Model; Towards an Excellent Service (TAES) was adopted to assess progress against the set eight identified themes in the Cultural Strategy 2007-2012.

Following on from TAES, the Leicestershire CSCOPS (Chief Sport and Culture Officers Partnership) developed the model of self assessment for Culture and Sport called Cultural Services Improvement Toolkit (CSIT).

There are nine themes within the CSIT model, across Leicestershire the agreed focus is on three themes:

- Partnership
- Resources
- Efficiency



The overall aim of HBBC undertaking CSIT is to provide the service with an Improvement Plan allowing Cultural Services to seek continual improvement in the quality of service, whilst focusing on efficiency opportunities. As this programme is committed to by all local authorities across Leicestershire, Rutland and Leicester City, it provides a good platform to be benchmarked on performance and challenged robustly by peers.



In 2011 the Improvement Plan identified a number of actions. The following provide a snapshot of some of the areas identified:-

Partnership Working

1c) Following on from the Strategic Commissioning Seminars aligned to the new Strategic Hubs of (i) Health (ii) Adult Social Care (iii) Children & Young People, Identify additional partners who could make a significant contribution.

Resource Management

2a) Using a VFM approach, develop a business model for Cultural Services that clearly and concisely documents how investment into preventative programmes can underpin the concept of ‘invest to save’.

Efficiency

3c) Provide targeted commissioning training for key staff to develop competency and skill, which will support improvement and efficiency and allow Cultural Services to become ‘fit for purpose’ in positioning itself in the market.

The improvement plan and many of its actions, some identified above, have aided the development of the Cultural Strategy. The three themes particularly underpin our key action plan for this strategy. The Improvement plan will be reviewed annually in line with the Service Improvement Plan and the Cultural Strategy Action Plan referenced in section 6.





6. Delivery and Performance

6.1 Themes and Key Actions

The following Key Themes and Actions have been identified for the Cultural Strategy 2012-2017. A detailed action plan can be found in Appendix A.

THEME:	Increasing participation in the Arts
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Employment and skills development within the Creative industries 2) Developing interventions to promote positive Mental Health 3) Quality Arts Offer (experience, promotion and celebration)
THEME:	Supporting Children and Young People
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Continue to ensure effective safeguarding 2) Ensure strong positive interventions for Troubled Families. 3) Enhance partnership delivery
THEME:	Enhancing Economic Development
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Delivery of large scale capital programmes 2) Sustain and grow markets 3) Support BID and Town centre Partnership
THEME:	Showcasing Events
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Increasing participation in our events 2) Bringing communities together 3) Increase economic spend via a thriving events programme
THEME:	Reducing Health inequalities
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Adjusting our offer for an ageing population 2) Tackling obesity in Adults and Children 3) Enhance mental health wellbeing opportunities
THEME:	Acknowledging our Heritage and Museums
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Support Hinckley Museum Developments 2) Developing and showcasing our Blue Plaque trails 3) Support our Armed Forces celebration events
THEME:	Encouraging Play
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Raising the profile of the importance of play in children's development and educational attainment 2) Reclaiming childhood opportunities through VOICE 3) Support workforce development
THEME:	Developing Sports opportunities
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Provide a Quality Sports offer (facilities, experience and celebration) 2) Increasing participation in sport & physical activity 3) Delivering a high quality and affordable New Leisure Centre
THEME:	Promoting Tourism
KEY ACTIONS:	<ol style="list-style-type: none"> 1) Marketing new campaigns using 'New Media' 2) Unlocking investment in the borough 3) Providing employment and skills through Tourism

6.2 Reviewing the Strategy

Government policy will change throughout the lifetime of this strategy, as will the level of resources available. Therefore, it is important to ensure that the key actions within the strategy are current and relevant. To monitor this and progress it is vital that there are **effective review mechanisms** in place.

6.3 Service Improvement Plan 2012 - 2015

Hinckley and Bosworth Borough Council aligns all plans and strategies into the **Corporate Performance Framework**, a planning tool that allows for monitoring and progress against Council Services. There is a requirement for the Council to regularly assess performance to ensure continuous improvement and address any risks that may prevent achievements.

Service Improvement Plans are developed to allow for operational monitoring of progress of services against key objectives in the HBBC Corporate Plan. Cultural Services Service Improvement Plan 2012-2015 refreshes actions and sets targets on an annual basis, which are monitored quarterly. This effective mechanism will continue to be used to manage the delivery of the Cultural Strategy Action Plan 2012-2017, ensuring there is a 'golden thread' to front line service delivery. This will be enhanced by the broader improvements around Efficiency, Partnerships and Resources identified through CSIT.

6.4 Formal Refresh 2015

In addition to the mechanisms described above, a **formal refresh** of the Strategy will be conducted in autumn 2015. Themes and key actions can be reviewed and amended in accordance with changing local, regional and national thinking.

6.5 Challenges & Opportunities

The Coalition Government is bringing new thinking and posing new challenges to culture and the arts. It is important to recognise these challenges at a local level to ensure the more dominant factors that may hinder growth of Culture in Hinckley and Bosworth and identify solutions.

The Challenges

- Reductions in government core funding to the arts and changes to the resulting funding regimes e.g. 29% reduction in grant to Arts Council England, similarly the demise of Play England and a switch away from the policy of regularly funded organisations
- Reduction in public spending
- Restructure of national cultural agencies e.g. downsizing of the Department of Culture, Media and Sport and the demise of the Museums and Libraries Association and the UK Film Council;
- Reduced emphasis on national performance indicators and a greater focus on levels of customer and community satisfaction;
- Greater emphasis by government on localism and devolution;
- An increased emphasis on the culture sector generating greater commercial income and donations;
- A call to all organisations to achieve the 'same from less'



The Opportunities

- Emphasis on innovation, cross-boundary working and convergence of activities and programmes;
- Recognition of the role of culture and the arts in promoting community identity, pride and cohesion;
- The promotion of the localism and volunteering, offering a positive response to the reducing role of government;
- Potential opportunities arising from the London 2012 Cultural Olympiad;
- The opportunity for the creative industries to be a driver of new jobs and wealth creation;
- The opportunity for increased Lottery funding post 2012;
- The need for organisations to share and connect up their audiences and promote cross-selling of programmes and events;
- Priority on value for money, protecting frontline services and reducing 'back office' costs;

6.6 Funding resource and risk management

To deliver this Strategy, resources will be met through existing budgets. Therefore, it will be key to continue to source external funding that complements this internal investment from the Council. The Cultural Services team has a proven track record in securing finance from a wide variety of partner organisations. Where possible, resources have been identified in the action plan. There are too many support agencies to mention, but it should be noted that without the goodwill, cooperation and financial support from these 'like minded' partners, the Cultural Offer would not be so extensive.

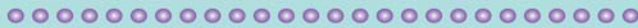




Appendix A – Key Themes and Action Plan 2012-2017

Increasing Participation in the Arts

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Employment and skills development within the Creative industries.	Support Creative Hinckley to secure new tenants with Atkins	Creative Hinckley	Existing budgets	2012- 2017	Increase employment levels within the Arts sector
	Engage local creative partnerships through future opportunities linked to the emerging Commissioning Hubs	Hinckley Arts Forum NW&HC LCC BID/TCP HBBC	Existing budgets	2012 -2017	Increase employment levels within the sector
	Work in partnership with Creative Leicestershire to support new Artists into the workplace	Creative Leicestershire	Existing budgets Circa £1,500pa	2012 -2017	Increasing access to Arts opportunities Increase participation Increase employment levels
(2) Developing interventions to promote positive Mental Health	Support the development of 'Changing Minds' working group	Private sector Voluntary sector HBBC LCC Public Health	Existing budgets £500pa plus match funding Public Health	2012 -2017	Contributing to addressing health inequalities
	Seek external funding via various sources i.e. Arts Council, H&BHP	Arts Council Private sector Voluntary sector	Existing budgets Public Health	2012 -2017	Contributing to addressing health inequalities
	Develop connectivity to Project Endeavour, Troubled Families and Sure Start, focusing on early interventions	HBBC Community Safety and Housing LCC Sure Start Leics. Police	Existing budgets Supplemented via Commissioning funds	2012 -2017	Contributing to addressing health inequalities
	Support the delivery of arts	Leicestershire Arts	Existing budgets	2012 -2017	Increasing access to



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(3) Quality Arts Offer (experience, promotion and celebration)	participation projects within locality i.e. Arts Festivals, arts awards, YP bursary schemes, exhibitions	Development Forum Voluntary sector ie Concordia, BCAF Market Bosworth Festival HBBC	Circa £600pa		Arts opportunities Increase participation
	Continue to promote opportunities via Arts Newsletter and website	HBBC Voluntary sector	Existing budgets	2012 -2017	Increasing access to Arts opportunities Increase participation
	Deliver diverse range of arts engagement activities i.e. Centre Screen, Centre Stage to targeted communities	Leicestershire Arts Development Forum Creative Leicestershire Voluntary sector	Existing budgets	2012 -2017	Increasing access to Arts opportunities Increase participation Increasing audiences to the Arts sector

Supporting Children and Young People

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Continue to ensure effective safeguarding	Continue to embed and develop statutory safeguarding responsibilities.	LCC, Schools, Vol sector Parishes HBBC Youth For You Parents Faith Groups LPG LSCB Other relevant national and regional groups	Existing budgets	2012- 2017	Keeping children and young people safe and meeting Children's Act requirements Increase in community feeling of safety
	Further develop and enhance workforce both internally and externally.	LCC Schools Vol sector Parishes HBBC Youth For You Parents	Existing budgets	2012- 2017	Keeping children and young people safe and meeting Children's Act requirements Increased skills and knowledge of the



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
		Faith Groups LPG LSCB Other relevant national and regional groups			children's workforce Increase in community feeling of safety
(2) Ensuring strong positive interventions for Troubled Families.	Support LSCB and work cross county to share good practise and new developments.	LCC Schools Vol sector Parishes HBBC Youth For You Parents Faith Groups LPG LSCB Other relevant national and regional groups	Existing budgets	2012- 2017	Keeping children and young people safe and meeting Children's Act requirements Increased skills and knowledge of the children's workforce Increase in community feeling of safety
	Build positive links to multi agency interventions, for example CAF and think family agenda.	LCC Schools Vol sector Parishes HBBC Youth For You Parents Faith Groups LPG LSCB Other relevant national and regional groups	Existing budgets	2012- 2017	Early intervention strategies implemented effectively Increase in community feeling of safety Fostering and enhancing community
	Work closely within locality to ensure families needs are addressed and met through effective communication.	LCC Schools Vol sector Parishes HBBC Youth For You Parents	Existing budgets	2012- 2017	Early intervention strategies implemented effectively Increase in community feeling of safety



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(3) Enhance partnership delivery		Faith Groups LPG LSCB Other relevant national and regional groups			Fostering and enhancing community
	Develop connectivity to Project Endeavour, Troubled Families and other key partners focusing on early interventions	LCC Schools Vol sector Parishes HBBC Youth For You Parents Faith Groups LPG LSCB Other relevant national and regional groups	Existing budgets	2012- 2017	Early intervention strategies implemented effectively Increase in community feeling of safety Fostering and enhancing community
	Continue to chair and co-ordinate effective CYPOG group	HBBC LCC LPG Other key partners as appropriate	Existing budgets	2012- 2017	Increased skills and knowledge of the children's workforce
	Enhance communication and project deliver through reducing duplication and sharing resources.	LCC Schools Vol sector Parishes HBBC Youth For You Parents Faith Groups LPG LSCB DIG IYSS Other relevant national and regional groups	Existing budgets	2012- 2017	Increased skills and knowledge of the children's workforce Fostering and enhancing community
	Continue to be a conduit to	LCC	Existing budgets	2012- 2017	Fostering and



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
	a number of wider partnership groups and partners ensuring HBBC has a place around the table.	Schools Vol sector Parishes HBBC Youth For You Parents Faith Groups LPG LSCB DIG IYSS Other relevant national and regional groups			enhancing community Increased skills and knowledge of the children's workforce

Enhancing Economic Development

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Delivery of large scale capital programmes	Support the development of Bus Station	BID Private sector Town centre Partnership HBBC LCC Tin Hat Partnership	Private sector HBBC	2012 - 2015	Enhance economic viability Increase footfall Increase retail and shopper experience
	Support development of Argents Mead	BID Private sector Town centre Partnership HBBC LCC	Private sector HBBC Circa £7-11m	2012 - 2015	Enhance economic viability Increase footfall
	Support enhancements to Regent Street	BID Private sector Town centre Partnership HBBC	LCC BID HBBC Circa £70,000	2012 - 2014	Enhance economic viability Increase footfall



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(2) Sustain and grow local markets	Support traders to sustain their pitches	LCC Town centre Partnership HBBC Traders NABMA NMTF	Existing budgets	2012 - 2017	Increase retail and shopper experience Enhance economic viability Increase footfall Increase retail and shopper experience
	Encourage new local entrepreneurs to trade on the market	Town centre Partnership HBBC Traders NABMA NMTF	Existing budgets	2012 - 2017	Enhance economic viability Increase footfall Increase retail and shopper experience
(3) Support BID and Town centre Partnership	Promote the markets	Town centre Partnership HBBC Traders LCC NABMA NMTF	Existing budgets	2012 - 2017	Enhance economic viability Increase footfall Increase retail and shopper experience
	Assist in retaining a yes vote to continue BID	Town centre Partnership HBBC LCC BID	Existing budgets	2012 - 2014	Enhance economic viability Increase footfall Increase retail and shopper experience
	Work collaboratively to enhance town centre offer	Town centre Partnership HBBC LCC BID	Existing budgets	2012 - 2017	Enhance economic viability Increase footfall Increase retail and shopper experience



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
	Increase local spend and footfall within town centre.	Town centre Partnership HBBC LCC BID	Existing budgets	2012 - 2017	Enhance economic viability Increase footfall Increase retail and shopper experience

Showcasing Events

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Increasing participation in our events	To develop and enhance those events that work well to increase the total number of people at events	Hinckley BID Town Centre Partnership Hinckley Carnival committee St Mary's Church Hinckley Concordia Theatre United Reformed Church Creative Hinckley LOROS Hinckley Running Club	Reconfigure existing budgets to deliver successful, well attended events. Circa £36,000pa Seek external funding where appropriate for national events	2012 - 2017	Increased provision and access Increase community spirit and pride Enhance economic viability Increase footfall Increase retail and shopper experience
	Work with partners to effectively advertise all events via a number of tools to gain the highest participation possible	Hinckley BID Town Centre Partnership Hinckley Carnival committee St Mary's Church Hinckley Concordia Theatre	Use in house communications team effectively Join with partners to reduce overall cost and coverage Maximise free advertising where	2012 - 2017	Enhance economic viability Increase footfall Increase retail and shopper experience Using free marketing tools and websites



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
	<p>Continue to produce a annual events calendar that details all town centre events</p>	<p>Hinckley BID Town Centre Partnership Concordia Theatre Creative Hinckley United Reformed Church</p>	<p>possible Existing budgets to produce and distribute the calendar. Circa £2,500pa</p>	<p>November annually</p>	<p>enables events to be advertised widely 12,000 copies printed and distributed across the borough to all tourist attractions, libraries and other significant locations and to partners. Active link via our website where all events can be viewed and the calendar downloaded Increase awareness and attendance Enhance economic viability</p>
<p>(2) Bringing communities together</p>	<p>Celebrate national and patriotic events bringing the local community together Including St George's day, Armed Forces Day, Holocaust Memorial day, Remembrance Sunday. Ensure that in-those events delivered by HBBC are free to attend and encourage other partners to do the same</p>	<p>Hinckley BID Town Centre Partnership Hinckley Carnival committee St Mary's Church Hinckley Concordia Theatre</p>	<p>Existing budgets and external funding where available Existing budgets</p>	<p>2012 - 2017 2012 - 2017</p>	<p>Meet national targets and priorities as well as increasing numbers into the town centre Increase the sense of community spirit and pride Accessible events for all the community Increase community spirit and pride</p>



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
<p>(3) Increase economic spend via a thriving events program</p>	<p>Town centre business involvement in events that are organised in the town centre.</p>	<p>Hinckley BID Hinckley Town Centre partnership</p>	<p>Existing budgets</p>	<p>2012 - 2017</p>	<p>Raise the profile of Hinckley town centre Increase in income generated in the town centre</p>
	<p>VFM chart Continue to develop a value for money chart for all events organised and funded.</p>	<p>Hinckley BID Town Centre Partnership Hinckley Carnival committee St Mary's Church Hinckley Concordia Theatre</p>	<p>Existing budgets</p>	<p>2012 - 2017</p>	<p>High level evaluation of events organised Identifies those events that are positively received by the public. Increase retail and shopper experience</p>
	<p>Increase the number of events offered in the town centre</p>	<p>Hinckley BID Town Centre Partnership Hinckley Carnival committee St Mary's Church Hinckley Concordia Theatre</p>	<p>Through existing budgets and partners Seek external funding where available</p>	<p>2012 - 2017</p>	<p>Increase the access and provision available Increase in number of visitors into the town centre</p>



Reducing Health inequalities

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Adjusting our offer for an ageing population	Active Lifestyle Scheme, to expand to meet the needs of an ageing population	LCC Public health, LLR Partnership Trust, H&B Health and Wellbeing Partnership, SLM	Commissioning via Public Health/LCC/ West Leicestershire CCG Private sector Existing budgets	2012 - 2017	Contributing to addressing health inequalities lowering levels of obesity in children and adults Reduce cost to Health Service
	Expand Active Lifestyles Scheme to meet the specific needs of cardiovascular and carcinogenic referrals	LCC Public health, LLR Partnership Trust, H&B Health and Wellbeing Partnership, SLM	Commissioning via Public Health Private sector Existing budgets	2013 - 2017	Contributing to addressing health inequalities lowering levels of obesity in children and adults Reduce cost to Health Service
(2) Tackling obesity in Adults and Children	Promotion of activities specifically aimed at the aging population	LLR Partnership Trust, H&B Health and Wellbeing Partnership, SLM	Commissioning via Public Health Private sector Existing budgets Voluntary sector	2012 – 2017	Providing clear and consistent messages around sport and physical activity Reduce cost to Health Service Enhance quality of life
	Run FliC Scheme in areas of high childhood obesity as identified by the National Childhood Height weight measurement survey	LCC Public Health, LLR Partnership Trust, H&B Health and Wellbeing Partnership, Leicester-shire and Rutland Diet & Nutrition Service	Commissioning via Public Health/LCC Private sector Existing budgets	2012 - 2017	Contributing to addressing health inequalities lowering levels of obesity in children and adults Reduce cost to Health Service



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(3) Enhance mental health well being opportunities	Run the LEAP in conjunction with the Diet and Nutrition to address adult obesity	LCC Public Health, LLR Partnership Trust, H&B Health and Wellbeing Partnership, Leicestershire and Rutland Diet & Nutrition Service	Commissioning via Public Health Private sector Existing budgets	2012 - 2017	Contributing to addressing health inequalities lowering levels of obesity in children and adults Reduce cost to Health Service
	Run Back to Basics cooking sessions to improve diet in areas identified as having high obesity as identified by the JSNA	LCC Public Health, LLR Partnership Trust, H&B Health and Wellbeing Partnership, LCC Adult Education.	Commissioning via Public Health Private sector Existing budgets LCC	2012 - 2017	Contributing to addressing health inequalities lowering levels of obesity in children and adults Reduce cost to Health Service
	Specific health and wellbeing sessions targeted at mental health e.g. Walking Groups	LCC Public Health, LLR Partnership Trust, H&B Health and Wellbeing Partnership, Volunteer Walking Groups, West Leicestershire Mind.	Commissioning via Public Health/LCC/ West Leicestershire CCG Private/ Vol sector Existing budgets	2012 - 2017	Contributing to addressing health inequalities lowering levels of obesity in children and adults Reduce cost to Health Service Improve quality of life
	Mental health stands at wellbeing event a run across the borough	LCC Public Health, LLR Partnership Trust, H&B Health and Wellbeing Partnership, Leicestershire and Rutland Diet and Nutrition Service, West Leicestershire Mind	Commissioning via Public Health/LCC/ West Leicestershire CCG Private/ Vol sector Existing budgets	2012 - 2017	Providing clear and consistent messages around sport and physical activity Reduce cost to Health Service
	Higher profile of Mental	LCC Public health	Commissioning via	2012 - 2017	Improve quality of life Providing clear and



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
	Health activates to help overcome any stigma attached to the condition	LLR Partnership Trust H&B Health and Wellbeing Partnership, Leicester-shire and Rutland Diet and Nutrition Service, West Leicestershire Mind	Public Health/LCC/ West Leicestershire CCG Private/ Vol sector Existing budgets		consistent messages around sport and physical activity Reduce cost to Health Service Improve quality of life

Acknowledging our Heritage and Museums

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Support Hinckley Museum Developments	Assist in obtaining external funding to enhance offer	Voluntary sector HBBC LCC Museum Forum	External resources	2012 - 2017	Increase footfall
	Provide information advice and guidance to the voluntary management committee	Voluntary sector HBBC LCC Museum Forum	Existing budgets	2012 - 2017	Foster sense of pride Increase footfall Foster sense of pride
	Assist in the promotion of the facility increasing footfall and visitors	Voluntary sector HBBC LCC Museum Forum H&B Tourism Partnership	Existing budgets	2012 - 2017	Increase footfall Foster sense of pride
(2) Developing and showcasing our Blue Plaque trails	Promote trails	Voluntary sector HBBC TCP/BID	Existing budgets	2012 - 2017	Increase footfall Foster sense of pride
	Seek external funding to enhance	Voluntary sector HBBC TCP/BID	Existing budgets	2012 - 2017	Enhance sense of community cohesion Increase footfall Foster sense of pride

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
	Increase footfall	Voluntary sector HBBC TCP/BID	Existing budgets	2012 - 2017	Enhance sense of community cohesion Foster sense of pride
(3) Support our Armed Forces celebration events	Seek external funding to compliment events	Voluntary sector HBBC	Existing budgets	2012 - 2017	Enhance sense of community cohesion Foster sense of pride
	Support local Armed Forces groups in the operational delivery of events	Voluntary sector HBBC	Existing budgets	2012 - 2017	Enhance sense of community cohesion Increase footfall
	Ensure War memorials are maintained to a high standard	Voluntary sector HBBC	Existing budgets	2012 - 2017	Foster sense of pride Foster sense of pride

Encouraging Play

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Raising the profile of the importance of play in children's development and educational attainment	Adoption and endorsement of the Charter as a council to keep play at the heart of children's services	LCC Schools Voluntary sector Parish Councils HBBC Youth For You Parents Faith Groups LPG	Existing budgets	2012- 2017	Meets Articles 31 UN Convention Fostering and enhancing community pride Supporting children's development
	Develop regional conference to highlight and showcase local work.	LCC Schools Voluntary sector Parish Councils HBBC Youth For You	Existing budgets	2012- 2017	Increase employment opportunities Fostering and enhancing community



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(2) Reclaiming childhood opportunities through VOICE	Developing a number of key projects to focus on play in schools e.g. <ul style="list-style-type: none"> Lunch time supervisors training 	LCC Schools Voluntary sector Parish Councils HBBC Youth For You Parents Faith Groups LPG	Existing budgets	2012- 2017	Supporting children's development Increased skills and knowledge of the children's workforce Increase employment opportunities Fostering and enhancing community Supporting children's development Increased skills and knowledge of the children's workforce
	Annual celebration to celebrate children's right to play.	Youth for you Libraries Faith groups Parents Children Centre's Youth Service	Existing budgets	2012- 2017	Increase employment opportunities Fostering and enhancing community Supporting children's development Meet article 31 UN convention
	Further develop Voice model to encompass children in primary schools.	LCC Schools Voluntary sector Parish Councils HBBC	Existing budgets	2012- 2017	Increase employment opportunities Meets Articles 11 and 12 UN Convention Fostering and enhancing community



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
		Youth For You Parents Faith Groups			Supporting children's development
	Develop annual democracy event for children 5-11yrs.	LCC Schools Voluntary sector Parish Councils HBBC Youth For You	Existing budgets	2012- 2017	Meets Articles 11 and 12 UN Convention Fostering and enhancing community Supporting children's development
(3) Support work force development	Continue to develop training package to support the children's workforce	LCC Schools Voluntary sector Parish Councils HBBC Youth For You Parents Faith Groups LPG	Existing budgets	2012- 2017	Increase employment opportunities Fostering and enhancing community Supporting children's development Increased skills and knowledge of the children's workforce
	Develop mobile training good practice model.	LCC Schools Voluntary sector Parish Councils HBBC Youth For You Parents Faith Groups LPG	Existing budgets	2012- 2017	Increase employment opportunities Fostering and enhancing community Supporting children's development Increased skills and knowledge of the children's workforce

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
	Develop training to enhance wider children's workforce including, voice, play, safeguarding etc.	LCC Schools Voluntary sector Parish Councils HBBC Youth For You Parents Faith Groups LPG LSCB DIG	Existing budgets	2012- 2017	Increase employment opportunities Fostering and enhancing community Supporting children's development Increased skills and knowledge of the children's workforce

Developing Sports opportunities

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Provide a Quality Sports offer (facilities, experience and celebration)	Enhance and grow the number of sports facilities in our communities through external investment.	Sport England, Leicestershire and Rutland Sport, Hinckley and Bosworth Local Sport and Health Alliance, Local Sports Clubs.	External funding such as People, Places, Play (lottery).	2012 - 2017	Increasing access to sports opportunities through facility development.
	Using the Legacy of the London 2012 Olympic and Paralympic Games increase the number of people volunteering in sport .	V-Involved, Sport England, School Sport partnership, Hinckley and Bosworth Local Sport Alliance, Local Sports Clubs.	Existing budgets. Hinckley and Bosworth Local Sport & Health Alliance	2012 - 2017	Raised the quality of volunteering in sport Increase skill base of sports workforce
	Celebrate Sport in the community of Hinckley and Bosworth through Awards and Recognition programmes	Leicestershire and Rutland Sport, Hinckley and Bosworth Local Sport and Health Alliance, Local Sports Clubs.	Hinckley and Bosworth Local Sport & Health Alliance	2012 - 2017	Fosters community pride.
	Continue to seek	Leicestershire and	Public Health, Sport	2012 - 2017	Greater Investment into



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(2) Increasing participation in sport & physical activity	investment into Sport and Physical Activity through Public Health Commissioning.	Rutland Sport, Hinckley and Bosworth Local Sport and Health Alliance, Public Health, CCG, School Sport Partnership.	England £7,500 investment into LRS that levers in a return of £478,000pa (based on 12/13)		Sport and Physical Activity. Coordinated approach to delivery sport and physical activity ensuring efficient use of resources
	Deliver targeted sport and physical activity programmes in our communities with the greatest need.	Hinckley and Bosworth Local Sport and Health Alliance	Existing budgets.	2012 - 2017	Contributing to addressing health inequalities lowering levels of obesity in children and adults. Contributes to lowering crime and disorder
	Support the development of Inclusive Sport in clubs, the community and our schools	Leicestershire and Rutland Sport, Hinckley and Bosworth Local Sport and Health Alliance, Public Health, School Sport Partnership.	Existing budgets. Hinckley and Bosworth Local Sport & Health Alliance	2012 - 2017	Providing clear and consistent messages around sport and physical activity
(3) Delivering a high quality and affordable New Leisure Centre	Delivery of a 'facility mix' that maximises usage	HBBC Private sector Sport England	HBBC Private sector Circa £7-11m	2013 - 2015	Contributing to addressing health inequalities lowering levels of obesity in children and adults Enhance economic well being of Hinckley Town centre
	Seek long term sustainable iconic facility with green credentials.	HBBC Private sector	HBBC Private sector	2013 - 2015	Contributing to addressing health inequalities lowering levels of obesity in

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
					children and adults Ensure business continuity for users
	Appoint external partner to effectively manage the contract	HBBC Private sector	HBBC Private sector	2013 - 2015	Contributing to addressing health inequalities lowering levels of obesity in children and adults

Promoting Tourism

Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
(1) Marketing new campaigns using 'New Media'	Maximise opportunities utilising the dedicated Tourism website for H&B	H&B Tourism Partnership DMC LCC BID/TCP Local attractions HBBC	Existing budgets Grant to partnership of £3500pa	2012 - 2017	Enhance economic spend and footfall Raise the profile of the destination Repeat visits to Borough
	Develop promotional opportunities via Facebook, Twitter etc	H&B Tourism Partnership LCC BID/TCP Local attractions HBBC	Existing budgets	2012 - 2017	Enhance economic spend and footfall Raise the profile of the destination Repeat visits to Borough
	Developing targeted marketing campaigns with key tourism partners ie Holidays at Home.	H&B Tourism Partnership DMC Local attractions HBBC	Existing budgets	2012 - 2017	Enhance economic spend and footfall Raise the profile of the destination Repeat/extended visits/stays
(2) Unlocking	Support Local Area Action Plan with regards to future investment from private	H&B Tourism Partnership DMC	Existing budgets Private sector	2012 - 2017	Enhance economic spend and footfall



Key Actions	Operational Delivery	Partners	Resources	Timescales	High level outcomes
investment in the Borough	sector	LCC BID/TCP HBBC			
	Seek to develop cross border destination opportunities, ultimately aiming to increase over-night stays	H&B Tourism Partnership DMC LCC Local attractions HBBC North Works Tourism Association WCC	Existing budgets	2012 - 2017	Enhance economic spend and footfall
(3) Providing employment and skills through Tourism	Assist tourism developers to sustain or enhance established or new facilities	H&B Tourism Partnership DMC HBBC LCC	Existing budgets Private sector	2012 - 2017	Enhance economic spend and footfall
	Share employment opportunities across sector, minimising advertising/recruitment costs	H&B Tourism Partnership Local attractions LCC	Existing budgets Private sector	2012 - 2017	Enhance economic spend and footfall
	Support joint working and training opportunities throughout H&B Tourism Partnership membership.	H&B Tourism Partnership Local attractions	Existing budgets	2012 - 2017	Enhance economic spend and footfall
	Delivery of the Tourism Strategy 2012 -2017	H&B Tourism Partnership membership	Existing budgets	2012 - 2017	Enhance economic spend and footfall Raise the profile of the destination



Appendix B – Key Cultural facts about Hinckley and Bosworth.

20 Interesting Cultural Facts - Did you know?

1. John Cleveland College is noted for its many achievements on the rugby field and has produced many professional players, many of whom have gone on to play for England. These include England and Leicester Tigers legends Graham Rowntree and Dean Richards, as well as current pros Ollie Smith, Sam Vesty and Manu Tuilagi.
2. Hinckley market is mentioned in Shakespeare's Henry IV, Part 2 (Act 5, Scene 1): Davy: Now, sir, a new link to the bucket must need be had: and, sir, do you mean to stop any of William's wages, about the sack he lost the other day at Hinckley fair?
3. Famous people born in Hinckley include Phil Oakey, singer with The Human League and actress Una Stubbs
4. World famous video game developer Rare Ltd. is located in Twycross. The multi award winning company was established in 1985 by founders Tim and Chris Stamper.
5. The Cock Inn at Sibson is one of the oldest inns in England, built in about 1250 AD. In 1735 the notorious highway man Dick Turpin would return there after working in the area, to take refuge in the bar chimney and stabling the horse in the cellar when pursuit was close at hand.
6. Major events to suit the whole community take place throughout the year, organised by the borough council, the Business Improvement District, and local community groups.
7. The automotive research institute MIRA Ltd is based in the Higham on the Hill after opening the proving ground on 22 May 1954, on the former RAF Lindley.
8. Burbage Common and Woods is a country park with a history as a grazing area dating back to at least the Domesday Book of 1086.
9. Twycross Zoo is notable for having the largest collection of primates in the world.
10. Historically, Groby is noted for its connection with two Queens of England. Groby Old Hall, built in the 15th century, was owned by the Grey family whose estate included Bradgate Park. Sir John Grey of Groby married Elizabeth Woodville. After his death, in battle, she married Edward IV of England. Bradgate Park was the childhood home of Lady Jane Grey, who became Queen of England for nine days in 1553. The Grey family held the barony until it was forfeited in 1554.
11. The oldest known human settlement in Ratby was at the Bury Camp on the edge of Ratby, an Iron Age encampment dating back approximately 3000 years. Later, the Roman army adapted the camp for use as a temporary fort in around 50 AD.
12. Ratby Sports Club is home to the local football and cricket teams where England football international Emile Heskey started his junior football career
13. Stoke Golding's historical claim to fame is that of the birthplace of the Tudor Dynasty. In 1485 the people of the village witnessed the rural coronation of Henry VII, the first Tudor monarch. After his defeat of King Richard III, last of the Plantagenets at the Battle of Bosworth Field marking the end of the Wars of the Roses and heralded the accession to the throne of three Tudor Kings and two Queens.
14. Handel is said to have written his Messiah in Gopsall Temple when he spent three weeks there in August and September 1741. Gopsall Hall was demolished in 1951 and little now remains apart from the garden temple.



15. The first taxi cab was built in Hinckley by Joseph Hansom – the original Hansom Cab in 1835
16. Hinckley is twinned with Le Grand Quevilly, France and Herford, Germany.
17. Hinckley is the home of Triumph Motorcycles Ltd, the largest surviving motorcycle manufacturer in the UK.
18. The record breaking Ultima Sports Car, officially the fastest supercar in the world, is produced in Hinckley.
19. Blue Plaques in Hinckley and Bosworth celebrate the former Archbishop of Canterbury, Lord Fisher, who crowned the present queen; the Victorian psychic Robert James Lees and Britain's shortest ruling prime minister, former Hinckley and Burbage resident George Canning, who died 119 days after taking office.
20. The first framework knitting machine was brought to Hinckley by Joseph Iliffe in the 17th century and by the 19th century Hinckley was responsible for a large proportion of Britain's hosiery production



Appendix C – Citizens Panel Consultation

A snapshot of the qualitative breakdown on the consultation received through the Citizens Panel in January 2012, can be found below.

Comments on Vision for the Cultural Strategy

Teaching local children about local history and more council run play activities during school holidays

the work which has been done to make the Atkins building a centre for culture has lifted the whole borough. Something to be proud of. rarely hear of anything in Markfield

cuts in library, provision to be made by County council are serious. I would like the local council to discuss these and other cuts more events for all ages (properly organised)

be proud and promote and celebrate our British heritage and customs and history. need to make our towns and villages more exciting promoting more school fetes and live music in our pubs.

Any policy which recognises that the image of a town/area is important to its social/ cultural and indeed economic development should be pursued. Sports participation has always been important and successful in Hinckley and is not promoted enough in my view. When you consider for example how many players JCC have contributed to Premiership and International Rugby Union this could surely be trumpeted far and wide. There must be other examples of successful athletic achievement that could be used in the furtherance of Hinckley's image.

a lot of this is just talk and political correctness

far greater emphasis on Hinckley links with transport. I.E. Hanson Cabs- Triumph cycles - Mira - a new museum perhaps?

more culture on the Bus station site. No supermarkets. Give the town back its heart

Ensure that opportunities for participation are equal and affordable for access by all regardless of financial status
Realistically there is only so much that can be done within the Borough. Many residents seek wider cultural experiences elsewhere. This needs to be acknowledged.

I think you need to define what you mean by excellent. This isn't a very user-friendly vision: bureaucratic speak. If you want to inspire your residents, make it resonate with them

More advertising when events do take place - the Atkins Buildings is a great investment with many possibilities however many people don't seem to know what happens there.

Why not do what some other councils are doing and fill the empty shops in the high street with Art exhibitions and local clubs that could sell their work or showcase their talent. There maybe a club people don't know about and they could get new members

Although I am a strong supporter of Concordia theatre, I think it essential that the proposed Cinema and bowling alley facilities are proceeded with to encourage locals to stay and spend in Hinckley. Adequate car parks will be essential

Should not cost the rate payers any money

In the times we find ourselves can we concentrate on what a council is really for. To provide an acceptable and safe environment for the public with necessary and deserved services. Too much of our councils time and effort is taken up by too many minorities.

Cultural Strategy Priorities – other

Q21. Cultural Strategy priorities - other
<p>more checking on OAP's</p> <p>increase in hobby/leisure based classes</p> <p>A lot of these you encourage in other areas like education, which will not be help if all school become academies</p> <p>swimming facilities</p> <p>green issues</p> <p>Facilities for young people within reasonable reach</p> <p>promoting young talent</p> <p>more for the over 60's</p> <p>supporting British industry wherever possible. Wheelie bins made in Germany?????. Form a federation to support British manufactured goods and thus provide jobs instead of supporting industries of foreign countries.</p> <p>council should ask reps of organisations involved to say what they would like.</p> <p>promoting live music venues to include jazz - folk - rock - big band. include local pubs. Awareness of charity events raising money for local causes & organising beer festivals</p> <p>local libraries</p> <p>promoting libraries & related events</p> <p>promoting environmental awareness</p> <p>more support for the elderly</p> <p>instructed play</p> <p>more activities for young people</p> <p>Maintaining green areas and restricting development outside towns and villages.</p> <p>major art exhibitions. Swimming pool for families (wave machine etc)</p> <p>maintaining library access and quality</p> <p>It is up to the individuals to live a healthy lifestyle. No one else can do it for them. People who don't want to live healthily wont, no matter what you do to encourage financially</p>