
A CULTURAL ACTION PLAN
JUNE 2009

NORTHANTS CULTURE*

A Cultural Action Plan for West Northamptonshire



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1. INTRODUCTION

This short Report, written by Tom Fleming Creative Consultancy and supported by Noema Research and Planning, sets out a Cultural Action Plan for West Northamptonshire. It is one of three documents, sitting alongside:

- * **Document 1 - A Cultural Investment Plan for West Northamptonshire:** the key strategy document, providing the rationale and direction for culture-led investment across the subregion;
- * **Document 3 - A Cultural Mapping Report for West Northamptonshire:** providing an overview of the existing role of culture in the sub-region, the strategic context for culture, and a district-by-district overview of cultural provision.

The role of culture¹ as a connector of communities, a provider of confidence and purpose and as an economic driver, must be central to West Northamptonshire's growth and to the delivery of specific local agendas, such as Northampton's renaissance and the connection of rural areas to their growing urban centres.

The purpose of this Action Plan is to provide a set of targeted delivery priorities for the next 5 years, with an emphasis on the first 2 years. It should be read in relation to the Investment Plan tables (document 1) which provide the key strategic investment priorities for West Northamptonshire. This Action Plan provides:

- * 36 indicative actions for years 1-2
- * Key strategic partnership requirements

The next stage is for the West Northamptonshire Cultural Investment Plan Steering Group to work together and agree how to deliver this Action Plan.



1. The reports do not focus substantially on sport. This is because Sport England is carrying out a parallel study on sport infrastructure in West Northamptonshire. However, the links between sport and cultural infrastructure are highlighted – with sport and culture recognised for their complementary role as part of an overall leisure offer.

1.1 FIVE PRINCIPLES FOR CULTURE AT THE HEART OF PLACE-MAKING WEST NORTHAMPTONSHIRE

In West Northamptonshire, there are five principles that underpin the role of culture in the sub-region's transformation over the next 10 years. These underpin the Investment and Action Plans:

1. Culture is not a panacea:

It is part of the opportunity matrix for West Northamptonshire, alongside critical interventions in housing, learning and skills, transport, economic development and so on. It is part of a multi-solution response to the growth agenda.

2. Culture has multiple starting points:

An effective mix of approaches is required, linking the social and economic role of culture. There will need to be interventions running parallel, surrounding and connecting to major infrastructure development – in, for example, learning and skills, organisational development, public realm, showcasing, networking, workspace, and inward investment.

3. Culture is heritage and modernity:

West Northamptonshire will be a place where the past and present hold hands. Nostalgia and regret is not an option in West Northamptonshire. It will be an area where contemporary cultures are recognised for their links to the past. West Northamptonshire will also be an area where the cultural sector leads processes of conservation and renovation of the heritage environment. For example, the rich mix of buildings and memories is the starting point for the area's cultural renaissance and it must be treated with tenderness and respect.

4. A partnership and long term approach:

For West Northamptonshire to face up to its many opportunities and challenges and become an area where culture and creativity sit at the heart of place-making, requires a partnership approach. Here, culture will be mainstreamed as a tool of economic, social and planning policy - across the different tiers of local government, and at a regional and sub-regional level. It also requires investment over the long term - across these policy tools.

5. A 'come and get it' culture:

Building an irresistible energy to West Northamptonshire, and especially Northampton, that gives culture a starring role in the rebirth of the towns. Local people should be supported and incomers attracted on the basis that they will be given the platform to make a difference.

These inform the 3 cross-cutting themes and provide part of the rationale for the five investment themes:

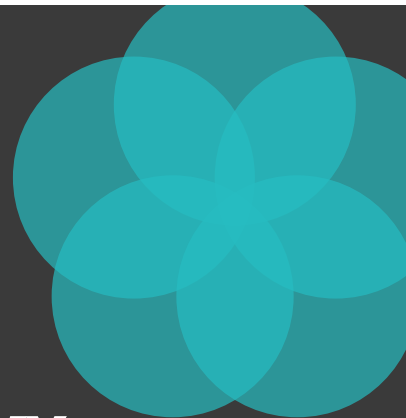
3 CROSS-CUTTING THEMES

- *QUALITY
- *INCLUSIVENESS
- *CONNECTIVITY



5 INVESTMENT THEMES

- *NORTHAMPTON
A City of Culture in the Making
- *TOWN AND COUNTRY
A Fabric of Cultural Infrastructure
- *THE CREATIVE ECONOMY
Where Culture Meets Commerce
- *BUILDING CULTURAL OWNERSHIP
Audiences and Markets
- *WEST NORTHAMPTONSHIRE
A Cultural Place Where Heritage and the Contemporary



2. THE CULTURAL INVESTMENT PLAN FOR WEST NORTHAMPTONSHIRE

2.1 OVERVIEW

The following provides a set of Actions for consideration by West Northamptonshire Cultural Investment Steering Group. These build upon the priorities outlined in the Cultural Investment Plan.

Recommendations are graded by a star system:

*** = major strategic priority that requires urgent attention.

** = major strategic priority to follow the above.



2.2 INVESTMENT THEME 1: NORTHAMPTON CITY OF CULTURE						
Northampton – City of Culture						
	Proposed Investment Area	Intervention Opportunity Years 1- 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
***	Northampton Museum and Gallery: toward a national museum at the heart of a Design and Fashion Leather Hub.	Northampton Museum and Gallery to develop feasibility for National Status. To include partnership options with the Museum of Leathercraft to establish a collection with real potential. Feasibility study for a new building (or for the reuse of an old one) to house a brand new 'Design and Fashion Leather Hub' in St. John's. This would provide a mix of workspace, exhibition space and retail – possibly as part of the new or revamped museum offer.	A national museum at the centre of a flourishing Design and Fashion Leather Hub of international standing. A destination and centre of cultural production at the heart of a rejuvenated town centre.	Action 1: Feasibility study for National Museum proposition. Action 2: Feasibility study for Design and Fashion Leather Hub.	ACE EH EMDA MLA NBC NCC NEL Renaissance EM The Museums WNDC	Feasibility by March 09. National Museum established (at existing or new site) by 2015.
***	Developing a wider Design and Fashion Leather Hub.	Building on existing research and emergent partnerships (such as through 'Leather Heavens'), key stakeholders (such as: WNDC, Northampton University, NEL, Northampton City Council and ACE), to establish a strategic mechanism to develop a sector development programme that surrounds and adds value to the Design and Fashion Leather Hub. This would focus on a bespoke learning and skills programme, cultural tourism and inward investment.	A Design and Fashion Leather Hub that has an international industry profile, developing Northampton talent and projecting it globally.	Action 3: Development of space, programme and partnership models for the overall St. John's District, with the national museum and Design and Fashion Leather Hub at its heart.	ACE EH EMDA MLA NBC NCC NEL Renaissance EM WNDC	Research and planning by May 09. Design and Fashion Leather Hub by 2015.
**	Re-purpose County Hall as a showpiece and gateway to the Design and Fashion Leather Hub.	Complete the feasibility study for the redevelopment of the County Hall as a leisure and hospitality complex. County Hall to play a key role in the Design and Fashion Leather Hub.	County Hall leisure complex to provide a fully developed mixed of leisure, retail and hospitality.	Action 4: Feasibility Study and Action Plan.	NBC NCC NEL WNDC	May 09. Development on-site May 2010.

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	Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
***	Fishmarket as a centre for visual culture for the East Midlands; NAC as a skilled arts and cultural leadership organisation for the sub-region.	<p>Ensure funding for NAC at Fishmarket is guaranteed so that it can continue to perform as a catalyst for new and aspiring artists and for local audiences.</p> <p>Invest in a business plan for NAC to establish it as a leading visual culture organisation for the East Midlands. This should also include a focus on NAC supporting the baseline of local artists and creative businesses to develop professional practice.</p> <p>Feasibility work is undertaken for establishing a permanent home for NAC activities – either on the existing site as part of a mixed-use development or on an alternative fit for purpose site.</p> <p>Develop a leadership programme for NAC to support their professional development and maximise the asset base being developed.</p>	A Northampton Centre for Visual Culture: cultural infrastructure befitting an emergent city that, alongside the Design and Fashion Leather Hub, puts Northampton on the cultural tourism map of the UK.	<p>Action 5: Business plan for NAC at Fishmarket, alongside options analysis for other locations.</p> <p>Action 6: Feasibility for a permanent home for NAC – scoping for a regionally significant centre for visual culture in Northampton.</p> <p>Action 7: Unified vision for Fishmarket as a cultural site accepted (or otherwise) by key strategic partners.</p> <p>Action 8: Cultural Leadership programme – application for NAC and partners.</p>	ACE EMDA NBC NCC NEL WNDC	<p>Business Plan March 2009. Feasibility May 2009. Unified Vision June 2009. Cultural Leadership bid November 2008.</p>
**	Developing the Infrastructure Offer.	<p>Undertake feasibility research to establish the arts cinema offer of Northampton at Royal & Derngate Theatre or elsewhere in the town centre. This should build on recent national research on the role of arts cinemas in a digital age and the recommendation of the Creative Britain strategy that such venues should be prioritised as critical features of the creative economy.</p> <p>Undertake feasibility research to identify options for the consolidation or relocation of the central library.</p>	The ongoing development and improvement of the existing cultural infrastructure base and the introduction of new infrastructure that ensures Northampton leads the way as a growing city with a growing cultural reputation.	<p>(Action 3 cont) Feasibility research as part of Action 3.</p> <p>Action 9: Library feasibility study – as part of overall strategic review for libraries.</p>	ACE East Midlands Screen NBC NCC NEL WNDC	<p>Library feasibility by October 2009. Decision by January 2010.</p>

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Northampton – City of Culture						
	Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
**	A 'Public Culture' Offer.	Develop a 'Public Culture' strategy covering diverse areas of Northampton (e.g. Station, the Market Square, St. John's, Bridge Street and Abington Street). Set up a dedicated commissioning task force aimed at identifying interventions but also looking at maintenance and decommissioning of obsolete works.	Northampton has a connected, integrated system of contemporary public realm interventions that link key cultural, retail and civic spaces, open-up the river, and connect northwards toward the University.	Action 10: Public Culture Strategy undertaken. Action 11: Task force established – as a public sector committee with paid design consultancy in support.	Academy for Sustainable Communities ACE Cabe EH NBC NCC NEL WNDC	Strategy by March 2009. Task Force by September 2009. New public realm and culture investment sequenced for October 2009 to October 2011.
***	Culture at the heart of the town centre.	Develop a Strategy for the creative repurposing of Market Square. This should include a set of activities such as: specialist fairs, markets, concerts, sports, performances. It should be the beating heart of the outdoor cultural offer in central Northampton, hosting a cultural programme year-round, providing free wi-fi, surrounded by a fantastic public realm and a mix of retail and other units. The recent award of £900,000 to Northampton Borough Council (from NEL) to establish a performance space at the heart of a new look market square. Develop a Squares and Urban Spaces offer to complement the Market Square (see Intervention 7). Northampton can become a town centre of connected squares and spaces, each with a different theme, each with a cultural programme that feeds the main programme of the Market Square. Develop the Northampton festival offer to launch from Market Square, with it established as the place of choice for cultural entertainment – especially into the evening and at weekends.	Market Square is a leading outdoor performance space in the UK. It provides a mix of functions, with a cultural offer of quality that is programmed (and branded) to be active for each month throughout the year. Northampton has a successful culturesupporting Business Improvement District.	(Action 10 cont) Market Square strategy embedded as a key focus of Action 10. (Action 11 cont) Squares and Urban Spaces focus to be a responsibility of Action 11 Task Force. Action 12: Develop a new Festival Strategy for the Borough as part of Action 26 below	Academy for Sustainable Communities ACE Cabe EH NBC NCC NEL WNDC	Festival Strategy by March 2009.

2.3 INVESTMENT THEME 2: TOWN AND COUNTRY						
Town & Country						
Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)	
<p>***</p> <p>Daventry Leisure Quarter: culture and learning at the heart of development.</p>	<p>A new Daventry Library with an extended service offer. The library will be inclusive of multiple cultural, learning and social offers, including a learning zone, LSC funded courses, relaxation spaces, exhibition and performance spaces. It will also play a prominent role in the planning of the new public open spaces (for Site 1), hosting arts and cultural activities to the front of the library building. To avoid the compromised use of the library building, a clear set of interrelated activities and services are needed. This will require that the Children and Families staff relocated into the main Lodge Road offices of Daventry District Council.</p> <p>Sense of Place programme and campaign is developed for Daventry. Local history information, family history and community archive with displays involving community groups; Discover Daventry - information on what's on in the local area; Connect with Daventry - information on volunteering in the community and the library; spaces for sessions with councillors from Parish, District and County councils. This will be driven from the new library and through networks such as the Museums Forum.</p>	<p>The Leisure Quarter is renowned as a high quality, modern and evolving centre for the delivery of public services at the heart of a thriving and prosperous town. The connections between activities and the clear signposting of what is available, usage of technology and integration with NHS, schools and FE is critical to success.</p>	<p>Action 13: Cultural Plan – with space and programme models for the Leisure Quarter.</p> <p>Action 14: Sense of Place Programme designed and established prebuild.</p>	<p>Academy for Sustainable Communities ACE Cabe DDC EH MLA NCC NEL Renaissance EM WNDC</p>	<p>Cultural Plan by March 2009. Delivery of Leisure Quarter by 2011. Sense of Place programme established by September 2009.</p>	
<p>**</p> <p>Daventry Business Improvement District.</p>	<p>Develop the proposed Daventry Town Centre Business Improvement District (BID) as a tool for introducing new cultural work and marketing the cultural resources of the area in a coordinated and sustained way.</p> <p>Roll out BIDs to Northampton Centre and Towcester ensuring such mechanisms have a remit to develop area marketing, cultural tourism plans and quality of life strategies.</p>	<p>BIDs in place supporting activity across the subregion and reviewed as required.</p>	<p>Action 15: BID Framework designed and agreed – with Daventry as a pilot.</p>	<p>ACE Arts and Business DDC NCC NEL SNDC WNDC</p>	<p>Design and launch of pilot by December 2009 – in time for Christmas.</p>	

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Town & Country					
Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
<p>***</p> <p>A fine grain cultural landscape - underpinning a knowledge economy - for Daventry and environs</p>	<p>iHUB Centre for Sustainable Construction - An 'exemplar building of regional significance' with 60 incubator units and a 300-seater conference and exhibition facility. This can be conceptualised as a creative and cultural facility, housing new knowledge economy jobs (a new cultural audience) and providing opportunities for positioning culture (such as through art and design) as part of the technology and infrastructure solution in building research.</p> <p>Proposed Extension of the Grand Union Canal included in the Daventry Masterplan to be implemented. This will include a mix of creative workspace and activity space, performance spaces, and community facilities.</p> <p>Daventry Town Centre to have Art Strategy for new open public spaces linked to Daventry Country Park and Grand Union Canal.</p>	<p>High quality, mixed-use, culture-led developments at the heart of a revived Daventry town centre.</p>	<p>(Action 13 cont) Develop a set of creative and cultural space and programme options for Daventry town centre – to include an Arts Strategy for public spaces. This should be part of Action 13 above.</p>	<p>Academy for Sustainable Communities ACE Cabe DDC EH EMDA MLA NCC NEL Renaissance EM WNDC</p>	<p>March 2009.</p>
<p>***</p> <p>A fine grain cultural landscape for Towcester and environs.</p>	<p>Feasibility and business plan for the cultural and creative activity and use of Towcester Moat Lane development: to include a mix of creative workspace and activity space, gallery space, performance spaces, a micro brewery, and community facilities.</p> <p>The introduction of an outdoor performance space at the Kings Mount site.</p> <p>Feasibility for the fire museum (Fireworld) at Weedon Depot as part of a mixed-use development that includes small business space. Towcester's 'Museum of the People' feasibility study and expansion of the Stoke Bruerne Canal Museum implemented.</p>	<p>High quality, mixed-use, culture-led developments at the heart of a revived Towcester town centre.</p> <p>Museums well developed and linked into a networked cultural tourism offer at County level.</p>	<p>Action 16: Cultural space and programme models for the Moat Lane development, focusing on creative workspace, performing arts facilities and independent retail.</p> <p>Action 17: Set of feasibility studies for Weedon, Towcester Museum and Stoke Bruerne.</p>	<p>Academy for Sustainable Communities ACE Cabe EH MLA NCC NEL Renaissance EM SNDC WNDC</p>	<p>Cultural Space and Programme Models by March 2009. Project completed by 2011. Feasibility Studies by August 2009.</p>

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Town & Country						
	Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
***	Rural Proofing Cultural Service: Ensuring an equality of offer	Because of the nature of West Northamptonshire, large core cultural institutions will always be based in the most densely populated areas. A 'rural proofing' initiative – effectively a checklist that cultural institutions, support agencies and funders would sign up to – would be developed. The initiative would include ensuring maximum touring provision, coordinating activity and festivals, working together with transport providers marketing and other promotional activity.	A rural cultural offer that is connected to programming opportunities in urban areas and underpinned by the coordination of services – such as consolidated ticketing.	Action 18: Rural Proofing Guide established.	ACE NCC WNDC	Completed by July 2009.
***	Adopt NI11 to promote culture across policy.	NI11 - the DCMS national indicator for engagement in the arts for Local Authorities - provides a means of measuring the reach and benefit of arts participation in a given area. Northamptonshire should commit to developing this measurement.	It will be possible to benchmark against other local authorities and introduce ambitions to increase engagement (such as for particular parts of the population).	Action 19: NI11 adopted and actioned.	ACE NCC	Adopted and built-in to monitoring and investment considerations: January 2009.
**	Village Halls and community centres: network, support programme and small project fund.	Conduct a feasibility study into a resourced network which would develop capacity building, networking, signposting and development of potential shared resources for village halls and community centres.	The halls and community spaces play an important role in delivery of cultural services and non-formal learning (in partnership with formal providers).	Action 20: Very targeted feasibility study – to develop a partnership and programme model for village halls and community centres with a business plan.	DDC NBC NCC SNDC WNDC	Feasibility and plan implemented by September 2009.

2.4 INVESTMENT THEME 3: CREATIVE ECONOMY					
Creative Economy					
Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
<p>***</p> <p>A 'Creative Space Programme' to develop and consolidate a mix of workspace opportunities across the creative economy.</p>	<p>Establish a published audit of development opportunities across West Northamptonshire, including details of those in public sector ownership. This should provide detail on market assets and directly seek to attract inward investment.</p> <p>Introduce a set of bespoke development briefs for specific sites to be intensively promoted to leading developers and workspace providers with creative brand (e.g. Urban Splash, ACME, Igloo, Space Studios, Urban Space Management). An Asset Transfer Programme to establish an attractive property portfolio for incoming non-profit cultural organisations such as artist and design studio groups.</p> <p>Undertake a feasibility study and business plan for the Chrysalis Centre. This needs to explore how it connects to existing assets such as the Portfolio Centre and the Fishmarket.</p> <p>Partnership with the University is key – to establish a physical foothold in the town centre for the University, providing an important creative economy nurturing role. Links to the proposed Design and Fashion Leather Hub are also key.</p> <p>Undertake a scoping exercise to introduce creative and knowledge business workspace and, possibly, artist studio space to mixed use developments in Daventry and Towcester town centres plus as part of the heritage offer in key sites such as Weedon.</p>	<p>A mix of creative workspace and activity space facilities across the sub-region, with a concentration in Northampton town centre – such as around the Design and Fashion Leather Hub.</p>	<p>Action 21: A Creative Space Programme Management Team established with a first task to oversee a creative workspace and activity space demand and supply study.</p> <p>Action 22: The Management Team then introduce a set of bespoke development briefs, linking closely to Actions 1, 2, 3, 13, 16 and 17.</p> <p>Action 23: The Management Team undertake a dedicated feasibility study and business plan for the Chrysalis Centre.</p> <p>Action 24: The Management Team establish an Asset Transfer Programme as applicable.</p>	<p>ACE</p> <p>DDC</p> <p>EMDA</p> <p>MKSM</p> <p>NBC</p> <p>NCC</p> <p>SNDC</p> <p>University of Northampton</p> <p>WNDC</p>	<p>Creative Space Programme Management Team by January 2009.</p> <p>Demand and supply study by May 2009.</p> <p>Bespoke Briefs by July 2009.</p> <p>Chrysalis Centre Business Plan by September 2009.</p> <p>Chrysalis Centre established by September 2011.</p> <p>Asset Transfer Programme to begin September 2009 – to coincide with an upturn in the property market.</p>

2.4 INVESTMENT THEME 3: CREATIVE ECONOMY					
Creative Economy					
Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
<p>***</p> <p>A West Northamptonshire Culture Chest (based on a tariff): The 'single pot for cultural programming'</p>	<p>Develop feasibility for commissioning programme for new work that provides a % for local and a % for incoming work. All commissioned work would be subject to a partnership of local and incoming partners. This should introduce a set of people-led commissions, programming new work based on local choice.</p> <p>Introduce high profile international commissions at key development and gateway sites across the sub-region.</p> <p>Develop a sub-regional festival programme that builds upon Northampton Festival. This should consolidate the existing events and festivals offer and be the creative showcase for work commissioned for and produced by the local creative sector across Investments 1-7. It should profile local creative companies and individuals alongside incoming companies of stature. An approach to visual culture alongside music provides the greatest opportunity.</p> <p>Establish 'Open Northants' – a cultural development programme for 2011 – opening up cultural locations as a pre-Olympics showcase.</p> <p>Hold an international symposium on culture, creativity and place-making: establishing West Northamptonshire as a pioneer for medium-sized urban systems.</p>	<p>Northampton submits a successful bid for European Capital of culture, positioned as the hub of a sub-regional cultural programme. This is based on 5-10 years as a pioneer of new cultural commissions.</p>	<p>Action 25: Culture Chest Programme designed and established.</p> <p>Action 26: Subregional festival programme designed and established.</p> <p>Action 27: Open Northants designed and established.</p> <p>Action 28: Design and hold the International Symposium.</p>	<p>ACE EH EMDA MKSM MLA NCC NEL University of Northampton Arts and Business WNDC</p>	<p>Culture Chest designed and established by March 2010. Launched June 2010. Festival Programme agreed by March 2010. Open Northants launched 2011. International Symposium 2011. Northampton City of Culture Bid 2020 (approx).</p>

2.4 INVESTMENT THEME 3: CREATIVE ECONOMY						
Creative Economy						
	Proposed Investment Area	Intervention Opportunity Years 1- 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
**	Develop a set of creativity pilots to introduce new business and organisational support opportunities.	Establish an action-orientated Creative Economy Strategy for West Northamptonshire based on a set of pilot initiatives. These should assess, for example, the potential to lock West Northamptonshire into London Fashion Week as a potential world leader in shoe design. It should also assess the ongoing role of Creative Northamptonshire and identify new approaches to sector networking, peer learning, showcasing and knowledge exchange.	A strong, coordinated strategic approach to Creative Industries development across the subregion.	Action 29: A Creative Economy Strategy for Northamptonshire – to design pilots and inform multiple Actions.	ACE EMDA MKSM NCC NEL University of Northampton WNDC	By September 2009.
**	A creative convergence programme that links creative businesses to the heritage and tourism sectors, plus the wider economy.	Scope a professional development initiative to broker opportunities for new contemporary product ranges for heritage assets; and profile local creative companies as part of the cultural tourism offer. Working in partnership with NEL, develop a 'Made in Northamptonshire' initiative profiling high quality goods and services, with shoes/leather at the heart of the brand, but extending across the creative economy into food, leisure and tourism.	Creative businesses working closely with businesses across the economy, driving innovation and competitiveness as a true knowledge economy.	(Action 29 cont) This will be informed by Action 29.	ACE EMDA NCC NEL University of Northampton WNDC	By September 2009.
**	A creative learning programme that mainstreams creativity in education and develops work-related learning opportunities.	With Creative Partnerships scope a model to broker a role for artists and creative businesses in the classroom. This is a professional development programme for creative professionals, with a wider aim of building skills, capacity and greater regional-level support. Introduce a set of mentoring and work-related learning pilots for creative firms to work with young people as a way of increasing entrepreneurialism and creativity at an early age.	A dynamic knowledge exchange environment for creative professionals working across the subregion.	(Action 29 cont) This will be informed by Action 29.	ACE EMDA NCC NEL University of Northampton WNDC	By September 2009.

2.5 INVESTMENT THEME 4: AUDIENCES AND MARKETS						
Audiences & Markets						
	Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
***	Young people: engagement and activity today and growing the audience of the future.	Develop a Young People's Arts and Culture Strategy for the sub-region. Involving input from all relevant stakeholders, arts groups, space providers this strategy should explore where the current gaps in provision are, examples of best practice, partnership and joint-working and provide strategies to ensure that existing and planned cultural infrastructure is best utilised to provide activity, learning, creative and business opportunities for the region's growing population of young people. Establish a youth target group to ensure that leading partners have a coordinated approach to engaging young people. Coordinated events - including through the above-mentioned West Northamptonshire Festival - touring shows and coordinated transport ensures that the best that the area has to offer is made available to all.	West Northamptonshire is recognised as an area which has exemplary cultural services for young people, with a variety of activity, connections to learning providers, health and leisure activities. Coordinated festivals and progression routes ensure that young people who have been engaged with the arts are presented with multiple progression routes.	Action 30: Establish a Youth Target Group as co-owners of the Young People Arts and Culture Strategy.	ACE Creative Partnerships NCC University of Northampton WNDC	By January 2010.
***	Developing the cultural offer for mature and older people.	West-Northamptonshire's changing demographic, which will see large increases in those aged over 60 provides real opportunities to ensure a coordinated cultural offer for this vital group. A research study into the needs of this group should be commissioned, alongside research with stakeholders into the current cultural offering. Considerations such as access, transport, opportunities for intergenerational activity, the role of libraries and museums, and multi-use centres need to be explored.	West Northamptonshire's understanding of the needs of core sectors of the audience for cultural activity - young people and older people - ensures both a regular audience for activity as well as the development of a cultural offer which sits alongside the provision of other core parts of the service.	Action 31: Develop an ongoing consultation programme with a control group of older residents - as an ongoing study into their needs to inform development decisions. It could also connect with Action 30 - so there is some intergenerational co-creation of agendas.	ACE DDC EH NBC NCC SNDC WNDC	By January 2010.

2.5 INVESTMENT THEME 4: AUDIENCES AND MARKETS						
Audiences & Markets						
	Proposed Investment Area	Intervention Opportunity Years 1 - 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
**	Open Source Culture: using technology and new approaches to open culture up.	A pilot grouping of interested cultural partners to establish an open source cultural offer. This should explore how new forms of technology (digital and broadcast) can be used to develop new audiences, breakdown geographic and social barriers and explore new ways of co-creating cultural offering, the pilot would have strong links to educational providers and museums.	West Northamptonshire is at the forefront of technology and new open source approaches to culture. Cultural institutions are connected in multiple-ways both to creative organisations and hi-tech providers. Audiences relate to their regional cultural offering in much the same way as they do larger mainstream broadcast and London-based cultural institutions thanks to continuous knowledge sharing and capacity building.	Action 32: Establish a pilot group of strategic partners – as a think tank exercise in open source issues. This will produce a set of briefings for WNDC.	ACE Cabe University of Northampton WNDC	By end of 2010.
**	Data and knowledge sharing: Audience Relationship Management.	Building on the work done in Renaissance East Midlands and through the Cultural Observatory, this would see cultural organisations, strategic bodies and funders, sharing more detailed and informed data on audiences in a time of growth and expansion. This will be to develop a more integrated approach to audience relationships, understanding the possibility to cross-market and cross-sell for mutual benefit. This includes working with NCC to pilot a county-wide ticket agency (based at Royal and Derrigate) – promoted through NEL.	West Northamptonshire is recognised for the way that its strategic approach to data and audience relationship management has really paid off, with audiences closely connected to institutions large and small across the area.	Action 33: Design and establish an audience monitoring and ticketing system for NCC.	ACE NCC WNDC	By end of 2010.
***	Cultural Leadership.	Through the Cultural Forum, introduce a Cultural Leadership Programme for the County. This should focus on developing specific opportunities linked to the 2012 Olympic and Paralympic Games and longerterm opportunities.	A strong, confident, connected cultural sector that co-creates work, cross-markets and is self-starting.	Action 34: Design and establish a Cultural Leadership Programme for NCC.	ACE Arts and Business NCC WNDC	By end of 2010.

2.6 INVESTMENT THEME 5: HERITAGE AND CONTEMPORARY						
Heritage & Contemporary Meet						
	Proposed Investment Area	Intervention Opportunity Years 1- 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
***	A Coherent Heritage Offer.	Develop links with regional and County tourism and cultural stakeholders to develop an integrated strategy for the use of historic houses for contemporary cultural tourism and wider community uses. Museum Forum to extend membership to private sector.	A coherent, integrated heritage offer, where it is profiled and operates as a contemporary creative resource – such as by providing workspace and showcase opportunities for creative firms.	(Action 34 cont) Identify resources and partnership opportunities to embed capacity and leadership support to the heritage institutions. This should be part of Action 34.	ACE EH MLA NCC Renaissance EM WNDC	End of 2010.
***	Sense of Place Galleries.	Develop feasibility studies for Sense of Place dedicated galleries within the Daventry, Northampton and Towcester Libraries/ Discovery Centres. This should be driven through partnership with the Museums Forum – building the capacity and reach of members.	Fully developed integration of community uses and visitors' attractions.	(Action 14 cont) This should build on Action 14.	ACE EH MLA NCC Renaissance EM WNDC	End of 2011.
***	A unified design code(s) for developments and the public realm.	Develop a unified quality Design Code for new build and the public realm. Establish a West Northamptonshire Design Commission (with local representatives and a nationally recognised figurehead) to negotiate, adopt and apply design code and quality control for new build in tune with the character of place.	Guaranteed high quality of both the public realm and new build; with ongoing review mechanisms.	<p>Action 35: Establish a unified design code (or one for each key location).</p> <p>Action 36: Establish a Design Commission and resource this alongside Actions 10, 11 and 25.</p>	ACE Academy for Sustainable Communities Design Council Cabe EH NCC WNDC	Both by end of 2009.

2.6 INVESTMENT THEME 5: HERITAGE AND CONTEMPORARY						
Heritage & Contemporary Meet						
	Proposed Investment Area	Intervention Opportunity Years 1- 5	Anticipated Outcome	Strategic Action(s)	Lead Partner(s)	Deadline(s)
***	A Heritage and Creativity Programme.	<p>Establish a brokerage model for heritage organisations to work with arts organisations (as with Creative Partnerships in Leicestershire). This can include an approach to contemporary collecting (e.g. as 'found art' projects).</p> <p>The Northamptonshire Museums Forum to be supported by a capacitybuilding programme that enables them to make the most of such new relationships. This should focus on new governance models, the introduction of multifunctional community spaces in museums, and maximising the role and value of volunteers.</p>	A better connected, more open and confident museums sector that sits at the heart of the contemporary cultural offer of West Northamptonshire.	(Action 34 cont) Identify resources and partnership opportunities to embed capacity and leadership support to the heritage institutions. This should be part of Action 34.	ACE EH MLA NCC Renaissance EM WNDC	By mid-2011.