

# Macclesfield Heritage and Culture Strategy Action Plan November 2014



This is a 10 year action plan to support the delivery of the culture and heritage strategy for Macclesfield. This action plan will be reviewed annually by the Heritage and Culture Partnership.

The identified stories and strategic themes provide a framework for the development of the action plan and supports the implementation of the heritage and cultural programme to deliver the strategy. As the context changes and developments happen the plan will be refreshed.

Responsibilities have been assigned, some will be specifically delivered by coordinating team, with support by the Partnership. There are actions that will be delivered directly by members of the Partnership, who have the particular expertise and resource to deliver. The final action plan will be agreed by the Partnership when they are in place.

Please note some actions in the plan relate to specific project developments that have their own objectives, working plan and resources. This plan provides an overall picture of what is happening on the ground and how they fit within the framework of this strategy.



Activity	Timescale			Responsibility	Potential Funding stream
	Short Term (1 - 3 yrs)	Medium Term (3 - 5 yrs)	Long Term (5 - 10 yrs)		
Strategy Management					
General:					
Identify arrangements to support delivery of Heritage and Culture Strategy (including staff )	July 2014 - October 2014			Working Group	Heritage Lottery Fund (HLF) and Arts Council
Identify the coordinating resources that will support and oversee the delivery of the Heritage and Culture Strategy and recruit where applicable (Heritage & Culture Coordinated Team - H&CC)	October 2014 - November 2014			Working Group	HLF and Arts Council
Establish the key lead organisations to form membership of the Heritage & Culture Partnership (H&CP) and invite to join (identify a lead - Cheshire East for first 3 years)	November 2014 - December 2014			Working Group	
Hold initial H&CP meeting and establish role of the group, key priorities and programme of 12 months meetings	December 2014			H&CP & H&CC	
Establish communication with a wider forum of creative and heritage and culture organisations beyond the H&CP and agree how to communicate/consult	January 2015			H&CP & H&CC	
Scope further potential partnerships and projects that can be developed within framework of strategy (particularly projects with a heritage/theme connection)	December 2014 - January 2015			H&CP & H&CC	
Develop and finalise an agreed Memorandum of Understanding for the H&CP and gain sign up from all members	February 2015			H&CP & H&CC	
Agree final Action Plan and responsibilities	February 2015 - March 2015			H&CP & H&CC	
Review Action Plan delivery and update from all members of the partnership	Quarterly			H&CP	
Review Action Plan and strategy to assess relevance and focus against updated plans and activity	Annually			H&CP	

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Review Leadership of the strategy and appoint new lead based on key priorities and activities for the next 12 months	Annually			H&CP	
Review the Risk Register annually	Annually			H&CP	
Establish measures of success and targets, led by the Partnership in consultation with the Forum	February 2015 - March 2015			H&CP & H&CC	
<b>Projects:</b>					
Establish and publicise a sustainable annual programme of events and activities that will increase footfall through the town (consult with the wider forum). Short term priority for midsummer events in 2015	January 2015 (annually thereafter)			H&CP & H&CC	
Identification of existing skills and resources to help deliver the programme. A skills audit of the partnership and forum. Identification of skills gaps e.g. business planning, financial management etc	January 2015			H&CP & H&CC	
Potential for links with College- apprenticeships/ work experience. Tourism, Business Studies, events management, marketing	September 2015			H&CP & H&CC	
Notices and licenses - Establish common venues/ area utilised for annual programme of events and ensure adequate licenses are in place/planned for. Avoiding refusal of notices/permits	March 2015			H&CP & H&CC	
Develop an overall marketing strategy to tell the 'story' effectively with identified information hubs (MiM website, TIC, Thread, prominent notice boards, empty shop spaces, public transport sites, heritage interpretation). Focus on the 'welcome' and identified target groups (young people, high-spending 'Cosmopolitans' and the 'traditionalist' visitor)	June 2015			H&CP & H&CC	
Content seeding- Antiques Roadshow, public 'mob' events, local radio regular features; stories of mill workers, other residents	Summer 2015			H&CP & H&CC	HLF and Arts Council
Create a platform for information sharing	June/July 2015			H&CP & H&CC	



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Identify 'sticking points'/challenges for successful delivery of projects/events (consult with Forum)	January 2015			H&CP	
Volunteer strategy - How to deal with volunteer fatigue, recruit new volunteers, support a programme of training, how can this be managed?	1 - 2 yrs			H&CP & H&CC	
Work with new businesses, investors etc. to ensure that the synergies with culture and heritage are exploited? How to attract the boutique accommodation into the town reusing heritage buildings/how do we ensure that developers or new retailers engage? e.g. in public art, creative design, public realm	1 - 3 yrs			H&CP & H&CC	
An annual business planning day to review current activity, generate new ideas. This should be facilitated and fun	Annually			H&CP & H&CC	
<b>Evaluation and Review:</b>					
Highlight evaluation and ensure measurements are included in programme of activities against the aim and desired outcomes of the strategy and action plan	February 2015 - March 2015			H&CP	
Annually summarise, assess and report progress and outcomes of delivery of the strategy to: H&CP, Cheshire East Council and relevant funders	Annually (and ad hoc as required)			H&CC	
Performance monitoring that promotes reflective practice and leads to improvements	Ad hoc as required			H&CP	
<b>Silk</b>					
<b>Promotion/communication:</b>					
Develop a marketing strategy for the Silk Quarter - with the National Silk Centre at its heart	June 2015			MiM and H&CP	
Events programme to promote and consult on Silk Quarter vision	1- 2 yrs			MiM and H&CP	Arts Council, HLF and European Funding
<b>Changing perception inward and outward:</b>					
Silk Quarter - broader community engagement to gain views and refine and improve proposals	1- 2 yrs			MiM and H&CP	Arts Council, HLF and European Funding

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Increase interface between Macclesfield Museum and Community/public realm	1 - 2 yrs			MiM and Macclesfield Museums	Arts Council, HLF and European Funding
New town square adjacent to Old Sunday School has the potential to be a dead space unless sympathetically designed and linked to Centre. For example, flags or banners reflecting historic silk patterns would delineate the space, link it to its historic past and define it as a public space		3 - 5 yrs		Macclesfield Museums and H&CP	HLF and Arts Council
<b>Culture and heritage synthesis with business:</b>					
Initiate and develop a relationship between the Macclesfield Museums and digital industries to instigate and plan projects together	1 - 2 yrs			Macclesfield Museums and H&CP	HLF and Arts Council and European Funding
Identify and look at potential of relationships with existing silk producers (RA Smarts, Adamleys etc.)	1 - 2 yrs			MiM and H&CP	
How to attract sponsorship - develop a sponsorship strategy for Silk Qtr	2 - 3 yrs			MiM	
Attract cultural uses and others, new sympathetic development consistent with Silk Quarter Vision		3 - 5 yrs		MiM and CEC	
Silk Quarter - Acquire Assets in area to iteratively improve built environment: <b>Hotel</b> , commercial and educational uses			5 - 10 yrs	MiM and CEC	
<b>Digital Industries and Entrepreneurship:</b>					
Macclesfield Museums looking to develop future projects/partnerships utilising digital technologies	1 - 2 yrs			Macclesfield Museums	HLF and Arts Council and European Funding
Macclesfield Museums planning to present the future of silk and design through utilising new technologies and contemporary designers	2 - 3 yrs			Macclesfield Museums	HLF and Arts Council and European Funding
<b>Maximise use of heritage facilities:</b>					
Assess and scope potential uses of heritage facilities by community and barriers	1 - 2 yrs			H&CP	

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Develop ideas/projects on how heritage facilities can be accessed - pool of rooms, advertising, local currency for hire of facilities?	1- 2 yrs			H&CP	
Old Sunday School developing its role as a community hub	1- 2 yrs			Macclesfield Museums	
The Silk Heritage Trust are progressing towards recognition as the National Silk Museum (support from Partnership on achieving this)		3 - 5 yrs		Macclesfield Museums	
Macclesfield Museums focusing silk story at Park Lane site	1- 2 yrs			Macclesfield Museums	
Macclesfield Museums developing 3 distinctive but complementary offers at their sites	1- 2 yrs			Macclesfield Museums	
Silk Quarter - develop plan for the use of assets, public realm improvements	1- 2 yrs			MiM and Macclesfield Museums	
<b>Sustain and nurture:</b>					
Identify buildings facilities at risk and assess heritage value, cost risks, potential use, viability and sustainable management and maintenance	1- 2 yrs			H&CP	
Macclesfield Museums focusing on vision for National Silk Centre, the direction the museum goes in and gathering feedback through consultation on the future of Paradise Mill and the Macclesfield Museums	1- 2 yrs			Macclesfield Museums	HLF
Future of Paradise Mill to be secured - identify funding routes	1- 2 yrs			Macclesfield Museums	HLF
Macclesfield Museums to secure HLF transition funding	1- 2 yrs			Macclesfield Museums	HLF
Macclesfield Museums to secure HLF capital funding to develop park lane site		3 - 5 yrs		Macclesfield Museums	HLF and Architectural Heritage Fund
Feasibility work on Cocoon		3 - 5 yrs		MiM	Arts Council
Capital finance plan and applications for Cocoon - dependant upon feasibility			5 yrs	MiM	Arts Council

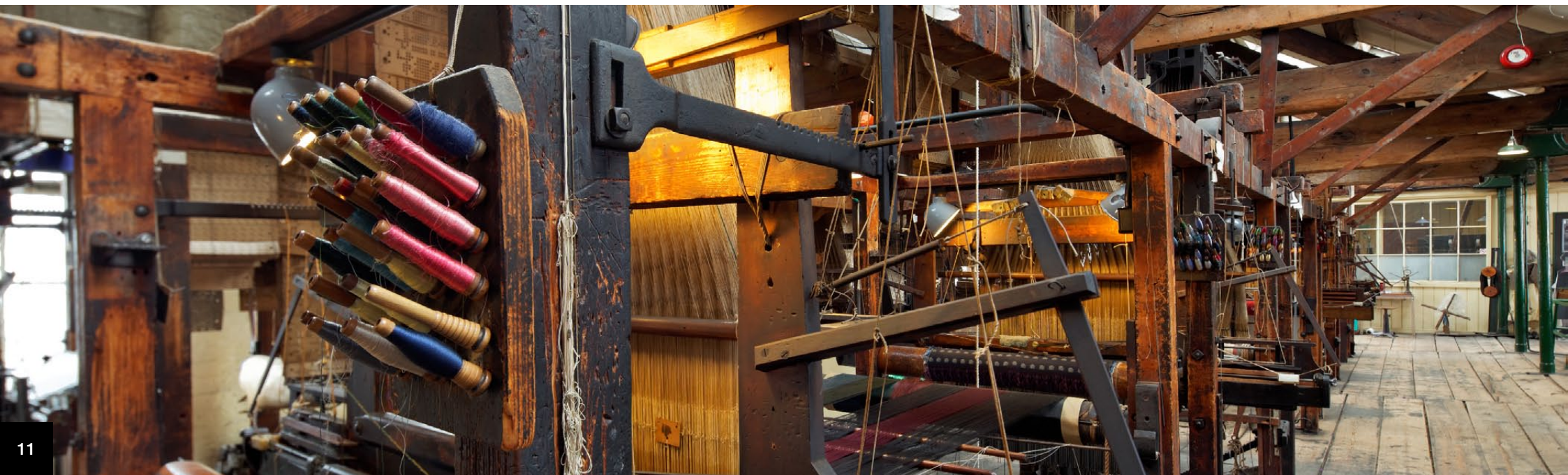
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Silk Quarter to identify potential partners and stakeholders and advocates for the vision	1 - 2 yrs			MiM	
Realisation of Cocoon Development			10 yrs	MiM	Arts Council and other private funding
<b>Creativity</b>					
<b>Promotion/communication:</b>					
Identify potential partnerships in terms of cross marketing and sharing resources	1 - 2 yrs			H&CP	
Sigma have offered free social media training	1 - 2 yrs			H&CP and Sigma	
More physical presence of Arts in Town - to be supported by CEC	1 - 2 yrs			H&CP	Arts Council
Culture and heritage synthesis with business:					
Links to be made with creative industries - such as Sigma who have offered free facilities and training	1 - 2 yrs			H&CP	
Digital Industries and Entrepreneurship:					
Business advice and support to attract creative industries	2 - 3 yrs			H&CP	
<b>Maximise use of heritage facilities:</b>					
Events and Festivals - to continue utilising heritage facilities and working with H&CP on breaking down barriers and challenges of using facilities (lessons to be learnt)	1 - 2 yrs			H&CP and H&CC	
Vision and use of Town Hall to be clarified - potential for Arts and Community use	1 - 2 yrs			H&CP and CEC	
Feasibility study on use of Charles Roe House as an Arts Centre, housing Joy Division exhibition	6 months			Incubation Arts	HLF
2 phase capital bid for Charles Roe House	1 - 2 yrs			Incubation Arts	HLF
Revenue funding once built track record of delivery - Charles Roe House		3 - 5 yrs		Incubation Arts	Arts Council



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Support Cinemac in scoping options for the future, facing a challenging time	1 - 5 yrs			H&CP & Cinemac	
Are there opportunities to utilise Heritage spaces as incubation spaces/studios for artists/creative practitioners e.g. Christchurch		3 - 5 yrs		H&CP & H&CC	European, Arts Council and HLF
<b>Changing perception inward and outward:</b>					
Barnaby - How to build upon its reputation of quality programming. Potential commissioning links across the region?	1 - 2 yrs			Barnaby Festival	Arts Council
Create partnerships with the digital industries to develop innovative projects that increase accessibility and audiences	1 - 3 yrs			H&CP & H&CC	European, Arts Council and HLF
<b>Sustain and nurture:</b>					
Barnaby - reviewing and developing its vision and creating and longer term fundraising strategy	1 - 2 yrs			Barnaby Festival	Arts Council
Festivals and Events - to deal with volunteer fatigue - link in with a strategy	1 - 2 yrs			H&CP & H&CC	
Festivals and Event - exploring collaboration with other cultural events, heritage and attractions in the region.	2 - 3 yrs			H&CP & H&CC	
How to support the network of galleries and artist studios in Macclesfield? - Feedback through the wider Forum	1 - 2 yrs			H&CP & H&CC	
How to support the wider arts network generally and encourage participation in the community? Community Arts Space could offer space and resource for this	1 - 2 yrs			H&CP & H&CC and Community Arts Space	Arts Council
<b>Entrepreneurship/Industry</b>					
<b>Promotion/communication:</b>					
Potential to assist independent retailers to promote themselves online	1 - 2 yrs			H&CP & H&CC	

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Culture and heritage synthesis with business:					
Promote benefits of business working with Heritage and Culture (from evaluation and other data) - Speed dating sessions matching businesses with culture and heritage organisations?	2 - 3 yrs			H&CP & H&CC	Arts Council
Make links with Castle Quarter, Arighi Bianchi and other independents	1 - 2 yrs			H&CP & H&CC	
Digital Industries and Entrepreneurship:					
Develop a digital community in Macclesfield to share and collaborate	1 - 2 yrs			Sigma	
Maximise use of heritage facilities:					
Support Roe-naissance Project to build group capacity, expertise and develop strategic partnerships	1 - 2 yrs			H&CP & H&CC and Roe-Naissance	
Christ Church - develop apply for start up grant for play and perform proposal (feasibility and business case)	1 - 2 yrs			Roe-Naissance	HLF
Apply for a capital grant for Christ Church to restore and reuse the building		3 - 5 yrs		Roe-Naissance	HLF
Complete capital works - Christ Church			5 - 10 yrs	Roe-Naissance	HLF
New guidance has been developed to encourage in-town living. Potential for combined living/ working/ retail space. This reflects the history of Macclesfield's 'garret houses', with looms above the living space. Promote and support this potential development		3 - 5 yrs		H&CP & H&CC	
Vision identified the Market Place 'at a pivotal position between Chestergate and Mill St, often lacks activity'. Aim for this quarter is to protect and enhance the area's traditional character, on increasing vitality by concentrating community uses. Include this in the programme of activity	1 - 2 yrs			H&CP & H&CC	

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Look at the potential to create incubation spaces either in empty retail spaces and/or heritage buildings		3 - 5 yrs		H&CP & H&CC	Arts Council, HLF and European Funding
Changing perception inward and outward:					
Develop digital projects that help interpret the heritage throughout the town in an engaging way	2 - 3 yrs			H&CP & H&CC	Arts Council, HLF and European Funding
A grant scheme is being implemented to provide funding for shop owners and occupiers to improve their shop fronts on Mill St. Opportunity for reflecting unique nature of the shops- customised by local artists	1 - 2 yrs			H&CP & H&CC	
Sustain and nurture:					
Invite and promote the local communities including businesses to participate in Heritage and Culture through a programme of events	2 - 3 yrs			H&CP & H&CC	Arts Council, HLF and European Funding





Written and developed for Cheshire East council  
and Make it Macclesfield by The Hamilton Project

