

Cultural Partnership: East Midlands

Collaborative working plans

1. Scope of arrangements

Arts Council England, English Heritage, the Museums, Libraries and Archives Council and Sport England ('the Agencies') have a duty to work together to jointly deliver a core set of 'shared priorities' across the culture and sport agenda as set out in the ministerial statement on 2nd July 2008. These priorities include:

- Regional Strategies;
- Local Area Agreements;
- Local Government commitment to culture and sport;
- Place Shaping; and
- LOCOG liaison on 2012 and the Cultural Olympiad.

2. Principles of joint working

The Agencies will lead dialogue with local authorities, the Regional Development Agencies and other partner organisations to identify and agree top priorities for the culture and sport agendas for the East Midlands region¹.

Additionally, the Agencies will continue their existing and continuing sector specific responsibilities, but will also introduce a way of using contributions from all regional partners in a more targeted and effective way to create joint plans of action.

The proposed plan for areas of joint accountability is captured in the following pages with the model for delivery included on the final page.

¹ For the purposes of this document, unless stated otherwise, 'culture' is used in its widest possible definition to cover arts, heritage, tourism, sport and media (extending for example to the digital and creative industries)

East Midlands Cultural Partnership: Proposals for collaborate working 2009 onwards

1. Regional Strategies					
Area	Actions	Outcomes	Delivery lead	Partners	Timeline
1.1 (SIRS) Single integrated regional strategy	Short term (to end Mar 09) a. Manage transition from RCC to new model to ensure clear voice to rda	a. Transfer of consolidated cultural voice for region from RCC to cultural agencies group to effectively influence rda	MLA/ACE	All partners	January meeting (16 th)
	b. Position culture effectively in evidence base work	b. Culture has a platform for inclusion in the SIRS	EMCCEP ² (see 1.3 below)	EM Media ACE MLA	
	Medium term (09/10) c. Establish a collaborative relationship with research and policy team at rda	c. Culture evidenced and embedded within rda policy development process	MLA	All partners	Apr 09- Mar10
	Long term (After Mar 10) d. Monitor evolving landscape		TBC	All partners	
1.2 Cultural Observatory	Short term (to end Mar 09) a. Manage transition of funds and projects from RCC to new model	a. Active projects moved for effective delivery and to ensure legacy material accessible	EM Media	All partners	By end Mar 09

² Scope of EMCCEP work does not extend to sport and environment

	<p>Medium term (09/10) b. Continue dialogue with rda but await outcome of national research team</p>	<p>b. Gains for inclusion in evidence base are sustained for inclusion in IRS</p>	<p>All partners</p>		<p>During 2009/10</p>
<p>1.3 (EMCCEP)</p>	<p>Short term (to end Mar 09) & Medium term (09/10) a. Continue 'task and finish' programme = 4 strands: 1. Strategic development impact team (SDIT) 2. Business Support Impact team (BSIT) 3. Skills Impact Team (SIT) 4. Research Impact Team (RIT)</p> <p>b. Scope options for culture to effectively engage in local economic area assessments</p>	<p>a) Task and finish groups 1. SDIT <ul style="list-style-type: none"> • Clarify key proposition for sector in economic development agenda's • Lead the partnership and drive key deliverables 2. BSIT <ul style="list-style-type: none"> • year on year increase in take up of C&C organisations accessing mainstream support offer 3. SIT <ul style="list-style-type: none"> • % increase in the number of organisations and businesses participating in applied learning 4. RIT <ul style="list-style-type: none"> • Ensure the evidence base for the SRS (Single Regional Strategy) includes C&C content that is nationally and regionally validated and recognised. <p>b. Ensure culture has clear voice in local economic area assessments – with common threads evident</p> </p>	<p>EM Media</p>	<p>ACE and MLA</p>	

	Long term (After Mar 10) c. Dependent on work above				
1.4 RSS Regional Spatial Strategy	Short term (to end Mar 09) a. Share intelligence on issues of focus for individual responses	a. Consistent and more powerful approach for shared messages	EH / SE	All partners	
1.5 Other regional strategies and select committees	Medium term (09/10) a. Capture relevant issues and create shared dialogue approach. Appropriate Agency to lead on case by case basis	a. Coordinated, de-duplicated and efficient response to key regional strategies and organisations	Selected as appropriate	All partners	
1.6 Stakeholder engagement	Medium term (09/10) a. Define and develop mechanism for sharing networks to / from which consolidated messages can be communicated / harvested within resources available	a. Credibility within the rda that the agency group reflects the views and best advise of the cultural sector ('meaningful consultation' for rda) a. Diverse range of cultural voices and champions with a mechanism for a coordinated voice			

2. Improving relationships with local authorities					
Area	Actions	Outcomes	Delivery lead	Partners	Timeline
2.1 CSSD³ Culture and Sport Strategic Discussions	Medium term (09/10) a. Assess and respond in collaboration with GOEM as guidance emerges	a. Effective engagement with targeted LAs b. National expectations are fulfilled	Chair will coordinate individual appropriate lead	All agency partners	Emergent
2.2 CIPEM⁴ Cultural Improvement Partnership East Midlands	Short term (to end Mar 09) a. Secure effective transfer of programme from RCC to RIEP Medium term (09/10) a. Retain agency representation at officer and Board level b. Depending on emerging national improvement strategy, contribute to new bid for ongoing funding	a. Cultural Improvement programme is embedded within wider regional improvement agenda a. Cultural agencies remain actively involved in improvement agenda b. Nationally valued improvement work continues	SE	ACE & MLA	By March 30 th 2009
2.3 LAAs Local Area Agreements	Short term (to end Mar 09) a. Identify and manage risks in refresh process	a. Culture sustains and improves position in refresh process	SE	ACE & MLA	

³ Query remains regarding heritage involvement

⁴ Query remains as to whether planning should be aligned with CIPEM or pursue an alternative track

	<p>Medium term (09/10) b. Maintain strong collaboration and joint arrangements with GOEM</p> <p>c. Share intelligence on individual stretch targets within LAAs</p> <p>Long term (After Mar 10) d. Next round of LAAs?</p>	<p>b. Effective influencing of leaders group</p> <p>c. Region maximises opportunities for coordinated target delivery and leveraging resources</p>			
2.4 CAA Comprehensive Area Assessment	<p>Medium term (09/10) a. Assess and define opportunities for partnership working as CAA becomes more defined</p>	a. CAA is used to further common objectives	SE	ACE & MLA	
3. Place Shaping					
Area	Actions	Outcomes	Delivery lead	Partners	Timeline
3.1 Living Places	<p>Short term (to end Mar 09) a. Ensure short term commitments for programmes are completed</p>	a. Programmes are effectively managed	MLA	All partners	End Mar 09
	<p>Medium term (09/10) b. Share and consolidate relevant intelligence: - scoping individual priorities to identify overlaps - mapping capital and organisational investment</p>	b. Shared priorities to maximise leverage and ensure cooperative funding decisions	MLA	All partners	Individual project plans available on request

	(inc. BSF) Long term (After Mar 10) c. Create shared priority programmes	c. Maximise opportunities for success			
3.1.1 Priority Place	Short term (to end Mar 09) a. Deliver 1 st stage offer commitments Medium term (09/10) b. Complete and deliver 2 nd stage offer Long term (After Mar 10) c. Dependent on national evolution of programme	a. Evidence base for future impact analysis will be available b. Ongoing support tracked and evaluated to create meaningful evidence base	MLA	All partners	
3.1.2 MKSM	Short term (to end Mar 09) a. Secure effective transfer of programme from RCC to Northants CC Medium term (09/10) b. Deliver programme of work Long term (After Mar 10) To be reviewed after appropriate evaluation of impact	a. Programme continuity is maintained b. Culture remains embedded within growth agenda	MLA & RCC MLA	ACE, SE All partners	

3.1.3 Sea Change	Short term (to end Mar 09) a. Confirm compliance of identified opportunities	a. Effective project selection will ensure effective allocation of support resources for partners	tbc	ACE, MLA, EH, HLF, BIG, EMT	
	Medium term (09/10) b. Engage with rural development team at rda to maximise likelihood of successful bid in Wave 3	b. Success cultural development on lincolnshire coast	Dep on a. above	As above	
	Long term (After Mar 10) c. Yet to be scoped – dependant on above				
4.. Cultural Olympiad					
Area	Actions	Outcomes	Delivery lead	Partners	Timeline
4.1 Creative Programmer & the Olympiad Programme	Short term (to end Mar 09) <ul style="list-style-type: none"> • Successfully transfer staff & resources with appropriate facilities and support • Continue to engage RDA hot-desking and joint planning • Secure and novate ERDF funds • Review programme governance structures 	<ul style="list-style-type: none"> • Continuity in programme following RCC closure • Programme is effectively embedded within regional development programmes with key stakeholders understanding their delivery role 	ACE	All	TUPE process starts Jan 09. Transfer by 1 April 09

	<p>Medium term (09/10)</p> <ul style="list-style-type: none"> • Implement agreed 'Igniting Ambition' programme with focus on special Olympics in Leicester • Hold second 'Culture Club' event • Scope and plan with partners the remaining projects <p>Long term (After Mar 10)</p> <ul style="list-style-type: none"> • Continue to plan, manage and implement the programme culminating in the Great Exhibition 	<ul style="list-style-type: none"> • Programme hits ERDF and legacy trust targets • Increased engagement in culture • Levers Increased investment onto cultural activities • Increased profile for the region • Culture programme sits alongside and complements large sporting events 			Individual project plans are available on request
4.2 2012 Coordination	<p>Short term (end March 09)</p> <ul style="list-style-type: none"> • Ensure 2012 and Legacy Trust are satisfied with transfer arrangements • Novate grants and resources • Clarify role of Creative programmer with reference to direction of Legacy Trust programme <p>Medium term (09/10)</p> <ul style="list-style-type: none"> • Review governance structures • Ensure close links with 	<ul style="list-style-type: none"> • Clarity of roles. Responsibilities and benefits • Programme creates maximum benefit to realise outcomes listed under 4.1 	ACE	All partners	

	<p>RDA team</p> <ul style="list-style-type: none"> Fully scope and understand LOCOG expectations of CP role <p>Long term (After Mar 10)</p> <ul style="list-style-type: none"> Implement agreed programme 				
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Collaborative working model for the East Midlands

