

DCMS agencies East Action Plan 2008/09-2009/10					
Cultural Regeneration and Transformation East (CREATE) terms of reference					
1. CREATE has four core members – Arts Council East, English Heritage, MLA East, Sport England East – with a wider membership of a further four partner members comprising EEDA, GO-East, Heritage Lottery Fund, and Screen East. The Group may chose to invite additional partners to join as appropriate.					
2. The Chairmanship and secretariat of CREATE will normally rotate annually amongst the four core members. However, to fit with the various organisational changes taking place currently and during 2009, from December 2008 Arts Council East will take over the chair from MLA East, with Sport England East taking up the chair and secretariat from Summer 2009 (date to be agreed).					
3. A group comprising Regional Directors and other senior representatives (CREATE's Regional Directors group) will lead the strategic direction, development, monitoring and refreshment of the delivery of the regional action plan, which identifies the priorities and responsibilities for the period to March 2010. The action plan will be reviewed and refreshed annually. Only where a work area or priority is the responsibility of three or more of the four core member agencies will it be considered for inclusion within the regional plan. Other joint work by cultural agencies that does not meet this criteria will continue to occur outside the CREATE regional plan.					
4. The purpose of CREATE's Regional Directors group is to provide strategic leadership on behalf of the cultural sector, deliver the regional plan including effective risk management, and share intelligence in order to achieve added value beyond the work of the individual cultural agencies and our partners.					
with the national priorities, the standard agenda items will be individual updates, regional strategies, place shaping, local government, and 2012 legacy & Cultural Olympiad.					
6. Delivery of the regional plan will be supported by two further task groups focusing on regional strategy and local government.					
7. Notes of meetings will be circulated shortly after the meeting and all members agree to review notes and follow up actions as agreed. All members are aware that the success of CREATE's work is dependent on members following through with agreed actions. Members will often be acting on behalf of others and the approach should reflect this.					
8. All members of CREATE agree to build their contribution to collective working into their own business plan and performance managment processes. Additionally, all members agree to prioritise attendance unless unable to do so due to other business critical activity. In the case where attendance is not possible, members should either send a briefed deputy or feed into someone else who is attending the meeting so that they are able to provide updates on their behalf.					
9. Members agree to contribute the human and financial resources identified to deliver the plan.					
10. CREATE's chair will be responsible for producing a six monthly update on progress to the four national Chief Executives, following national guidance on the format.					

1. Regional Strategies (led by Arts Council England)					
To increase investment in culture by increasing its positioning and profile within key regional and sub-regional strategies and delivery					
Area	Outcomes	Actions	Lead	Coordination	Timescale
1.1 Joint Implementation Plan (JIP) for Regional Economic Strategy (RES) and Regional Spatial Plan (RSS)	Culture embedded in delivery plan for key regional strategies in order to influence partners and lever resources	Coordinated input to JIP	ACEE	Regional strategies sub group	Initial input by early December 2008
1.2 Update of Regional Spatial Strategy	Culture embedded in spatial strategy, influencing growth plans and leveraging resources	Coordinated review of current RSS and coordinated input to review	ACEE	Regional strategies sub group	December 2009
1.3 Development of Integrated Delivery Plans (IDPs)	Sustainable investment partnerships for culture within su-regional growth plans	Provide conduit for information and intelligence to inform cultural agencies' input, as required	ACEE	Regional strategies sub group	By end March 2009 for refresh, then ongoing
1.4 Development of Multi-Area Agreements (MAAs)	Embed culture in new MAAs to influence partners and lever resources	Provide conduit for information and intelligence to inform cultural agencies' input, as required	ACEE	Regional strategies sub group	tbc
1.5 Liaison with Regional Select Committee (RSC)	Higher profile for region's cultural assets and activities achieved	Provide initial point of contact for GO, act as conduit for information and intelligence	ACEE	Regional Directors group	From January 2009

2. Local Government (led by Sport England)					
To sustain and increase investment in culture by working with local government in improve cultural delivery and position culture within					
Area	Outcomes	Actions	Lead	Coordination	Timescale
2.1 Improvement including LG led improvement network	Network established, investment in cultural improvement achieved through RIEP, good practice shared across region, practice improved across region	Investment from RIEP to appoint consultancy to develop network; implement plan.	SpE	LG sub group in liaison with LG led improvement network	Establish Network by April 2009.
2.2 Local Area Agreements	Joint approach taken to common issues, building on work of individual agencies; LAA culture and sport targets are delivered; refreshed agreements are influenced	Ensure common issues with target delivery or refreshes are identified and resolved	SpE (+ GO-East)	LG sub group in liaison with LG led improvement network	ongoing
2.3 Comprehensive Area Assessment	Ensure CAA is used to further cultural priorities	Examine emerging opportunities for partnership working as CAA is defined	SpE (+ GO-East)	LG sub group in liaison with LG led improvement network	January 2009 onwards
2.4 Culture and Sport Strategic Dialogues	Specific LAs are more efficient and effective in delivering services to meet culture and sport agency targets	To be defined once further guidance is available	SpE	LG sub group in liaison with LG led improvement network	tbc
2.5 Intelligence to inform local government work	More effective and efficient collaborative approach achieved	Establish local government sub-group	SpE	LG sub-group	Establish subgroup by April 2009

3. Place shaping (led by MLA)					
To embed culture in the development of sustainable communities and achieve a great quality of life for communities who live, work and play in the growth areas.					
Area	Outcomes	Actions	Lead	Coordination	Timescale
3.1 Living Places national priority place - Thames Gateway	to embed culture in growth plans, lever investment, provide high quality cultural engagement opportunities for communities	Engage with LP TGW steering group, prepare briefings, share intelligence	MLA	MLA	
3.2 Living Places regional action plan - Perception Peterborough (PP)	Through the Perception Peterborough project, to embed culture in growth plans, lever investment, provide high quality cultural engagement opportunities for communities	Delivery of Perception Peterborough, agreement reached on forward actions by partners, actions implemented	ACEE	MLA	Perception Peterborough delivered October 2008, actions agreed by end March 2009
3.3 Sea Change programme	To lever investment for culture led regeneration in the region's coastal towns	Secure major investment for Southend and Great Yarmouth; secure other investment through open access programme; run workshop with CABE in Spring 2009 to generate high quality applications	EEDA	EEDA, Regional Directors group	Submissions for Great Yarmouth Oct 08 and S'end April 09, ongoing for open access and development support
3.4 Cultural planning toolkits	Improved approach to planning in relation to cultural provision	Awaiting outcomes of national work programmes, link to LG led improvement network (2.1)	MLA	Local government sub group	Ongoing

4. 2012 Legacy and the Cultural Olympiad (led by ACEE and EEDA)					
To deliver a programme of world class cultural activity across the region in the lead up to 2012, increasing engagement and ensuring a					
Area	Outcomes	Actions	Lead	Coordination	Timescale
4.1 Managing the work of the Creative Programmer (CP)	World-class cultural Olympiad programme delivered across the region to 2012, increase engagement in cultural activities	Employment & line management of CP to move to ACEE; CP to work with agencies, Nations and Regions East (NRE) and others to coordinate regional programme of activity	ACEE	Regional Directors group; NRE Culture theme group	ongoing to 2012
4.2 Legacy Trust programme	Increased engagement in cultural activities and events	Engage contractor to deliver agreed programme; support and monitor delivery.	EEDA	Regional Advisory Group East (RAGE)	Pre volunteering programme 2009 to 2011; delivery of events from 2010 to 2012

5. Other					
To support effective and efficient cross cultural collaboration leading to the delivery of the outcomes identified in this plan					
Area	Outcomes	Actions	Lead	Coordination	Timescale
5.1 Coordination of Regional Directors Group	Delivery of regional plan	Regular meetings established; terms of reference agreed; delivery of plan actioned and monitored; six monthly reports produced for national CEX; chair and secretariat to circulate together annually amongst the 4 key NDPBs	Chair - currently ACEE to April 2009, then SpE	ACEE, Regional Directors Group	ongoing
5.2 Intelligence to inform the regional strategies, local government work and place-shaping work (i.e. equivalent of cultural observatory)	Provide an evidence base for culture in order to influence partners and lever resources	Determine whether national investment available, then establish SLA with EEDA's Regional Intelligence Centre	ACEE	Regional strategies sub group	Agree approach April 2009; delivery ongoing
5.3 Cultural representation on key regional groupings	Culture represented on key regional fora to influence regional plans and lever investment	Coordination of input to regional economic platforms, providing intelligence, briefings and dissemination	Chair - currently ACEE	Regional Directors group	Ongoing

