

Cultural Agencies North East Regional Action Plan December 2008

Introduction

1. The 'Hodge' review asked Arts Council England, English Heritage, Museums, Libraries and Archives Council and Sport England to work together to deliver joint priorities across the culture agenda.
2. This regional plan sets out the principles of the new working arrangements and the programmes and projects which will be delivered in 2009/10. Governance, monitoring and risk management arrangements are also identified.
3. This plan recognises that culture impacts on the people, places and businesses of North East England and is central to our identity as a region. The North East has rightly earned a reputation as a strongly cultural region with a strong tradition of partnership and joint working. The plan is rooted in the ambitions and vision set out in the 'cultural proposition' for the new Integrated Regional Strategy developed by Culture North East with the cultural agencies in 2008.
4. The principles underpinning the Regional Plan were informed by those developed by the agencies nationally.

- The plan sets out the basis for collaboration by the 4 agencies in the North East.¹
- The plan aims to provide clarity over the work areas that are to be delivered collectively, ensuring that these are consistent with the 4 priorities outlined by the Chief Executives of the Agencies.
- The plan allocates responsibility for leadership of each element being taken forward collectively.
- The plan provides an indication of the resources that will be allocated, although it should be noted that the majority of these resources are in the form of Agencies' staff time and existing/planned financial commitments by individual Agencies which are not shown here. Other financial commitments will be included when these are known prior to the start of, or early in the 2009-10 financial year.
- The plan indicates the timescale for delivery, where appropriate.
- The plan includes the outcomes which will be delivered expressed where practicable, through SMART targets.
- The plan includes provision for risk management.

Priorities

5. The plan is based on the premise of delivery against the agreed priorities set out below. These are the work areas where 3 or more of the partner agencies have a shared and significant interest and where joint action will bring added value.

- Regional Strategies

¹ Discussions with Northern Film and Media are ongoing about how their role and input to these areas of joint work.

- Local Government Performance and input to Local and Multi Area Agreements, including taking forward *A Passion for Excellence*, through our existing improvement tool, Culture at the Strategic Centre.
- Place Shaping – although the region does not have a priority place under the Living Places work programme we have identified a stream of work delivering the wider place-shaping agenda.
- 2012 Legacy and the Cultural Olympiad

Governance and Performance Management

6. In delivering against these priorities and focusing on the work programme the plan will ensure collective working contributes to delivery against agreed PSAs and DSOs². Regional agencies remain formally accountable for the delivery of agreed work through their individual organisational governance arrangements.

7. The Agencies are members of the DCMS Communities Board which provides strategic oversight and accountability for programmes relating to regional and local engagement. This Board will review implementation of regional delivery.

8. The Agencies are collectively responsible for development, monitoring and review of regional plans. The chair of the group (currently EH) will be responsible for producing a 6-monthly update on progress. A national annual meeting will provide an opportunity to review progress and learn from good practice elsewhere.

9. National project groups with responsibility for delivery of national programmes, e.g. Living Places Partnership, Local Government Programme Management Board, will retain responsibility for delivery of such work and be accountable for this to the Communities Board.

10. The 4 agencies will constitute a ‘core group’, which will work particularly closely with One NorthEast, ANEC, GONE and other cultural partners. Wider partnership will continue to be embraced where this is desirable within individual workstreams or where regional working benefits will accrue.

11. The chair of the 4 Agencies in the North East will rotate annually, with co-ordination support/secretariat provided by the chair agency, and individual workstream co-ordination by the lead agency. This will be reviewed as new arrangements bed in.

12. Each agency will performance manage its own contribution to collective regional working, and build it into its own business planning. Leadership responsibilities are clearly identified, as is the need for transitional funding resources.

KEY MILESTONES FOR 2009 / 10

End February 2009	Communities Board meets and approves regional plans
Start April 2009	Implementation of one year plan to end March 2010
End December 2009	New working evaluated/business planning for 2010

² PSAs 20, 21 and 22 and DCMS DSOs 1 and 2

I. Regional Strategies (English Heritage lead) (for 2009/10 priority is input to the Integrated Regional Strategy)						
	Action	Lead	Co-ordination	Resources	Timescale	Progress
<ul style="list-style-type: none"> ▪ to ensure a culturally-aware IRS which maximises the role and potential of the cultural assets of the region to deliver overarching regional benefits 	<ul style="list-style-type: none"> ▪ Regular strategy meetings with ONE CEO & senior officers (following initial discussions Sept 08) to scope and agree joint IRS work 	EH	EH	Staff time	Jan 2009 (and at regular intervals after)	In progress since September 08
	<ul style="list-style-type: none"> ▪ Contribute to initial policy & evidence review for IRS 	CNE	CNE	Existing financial input ONE/CNE plus staff time		COMPLETED
	<ul style="list-style-type: none"> ▪ Contribute to further evidence base for IRS (as required following initial policy/evidence review) 	EH	EH	Staff time (poss limited £)	March 2010	
	<ul style="list-style-type: none"> ▪ Embed the North East 'cultural proposition' within regional thinking e.g. through an annual stakeholder event held jointly with ANEC and ONE and cultural leadership event launched by Regional Minister. 	EH	EH/GONE	Staff time	Content/format agreed by June 2009	
	<ul style="list-style-type: none"> ▪ Play an effective role incorporating culture into work of IRS Steering Group 	EH with ACE	EH	Staff time	Ongoing 09/10	
	<ul style="list-style-type: none"> ▪ Contribute to joint mapping of cultural priorities with ONE (through regional funding allocation discussions) 	EH	EH	Staff time	Ongoing early 2009	Initial joint input Dec 2008
<ul style="list-style-type: none"> ▪ to ensure that culture is fully embedded and utilised as part of the region's tourism & image strategy 	<ul style="list-style-type: none"> ▪ Embed culture into tourism and image strategies at strategic level in ONE 	EH	EH	Staff time	2009	
	<ul style="list-style-type: none"> ▪ Continue to make the case for the cross-cutting role of cultural tourism and its significance for the region's economy 	EH	EH	Staff time	Ongoing	

<ul style="list-style-type: none"> to ensure an ongoing and supported regional programme of festivals & events 	<ul style="list-style-type: none"> Work closely with ONE on the festivals and events programme and capacity building of festivals infrastructure in the region 	ACE	ACE	Staff time	January 2009	
<ul style="list-style-type: none"> to provide single point of contact and ease of engagement with ONE and ANEC in developing regional strategies 	<ul style="list-style-type: none"> Agree mechanism for joint engagement and lead contact - through MoU (see under 2. below) 	EH	EH	Staff time	Throughout 09/10	
RISKS <ul style="list-style-type: none"> Evidence not available or not regionally robust to support culture in Regional Strategies Government advice on content of IRS awaited - role of culture in that uncertain RDA support for cultural role/approval of cultural content not reached 		MANAGEMENT OF RISK <ul style="list-style-type: none"> Work with ONE & CNE to support policy and evidence review Agencies & DCMS to discuss evidence/research nationally to ensure solid evidence-base which can be applied regionally Agencies & DCMS nationally to seek to influence other Govt Departments Ensure availability of good evidence and communicate this through regular strategic meetings with RDA to ensure shared understanding and monitor progress. 				
2. Improving relationships with local authorities/developing services in partnership (Sport England lead)						
Outcomes	Action	Lead	Co-ordination	Resources	Timescales	Progress
Maintain and enhance effective partnerships with the Association of NE Councils, GONE and ONE	<ul style="list-style-type: none"> Regular liaison with ANEC through participation in DCMS Officers group and joint actions flowing from it (communication/info sharing) 	SE	SE	Staff time	DCMSOG meetings bi-monthly	In progress
	<ul style="list-style-type: none"> Development of joint protocol/understanding on commitment to culture and ways of joint working with ANEC, GONE & ONE 	SE	SE	Staff time	Agreement to be in place end March 2009	In progress
	<ul style="list-style-type: none"> work with ANEC & Chair of DCMSOG on role and relationship of agencies with 	SE (with ANEC)	ANEC	Staff time	Ongoing	Initial meeting held November 2008 -

	DCMSOG. In particular to progress the relationship in line with the emerging new regional structures and relationships (Leaders' group, regional select committees etc).					in progress
Support improved cultural capacity and performance in LAs & LSPs through the improvement tool, and Culture & Sport Strategic Dialogues to deliver aspirations of A Passion for Excellence	<ul style="list-style-type: none"> ▪ To review current delivery structures and initiatives to ensure they align with emerging themes and ways of working of the regional agencies 	SE	SE	Staff time	March 2009 review completed	Ongoing
	<ul style="list-style-type: none"> ▪ To review initial progress with GONE on LSP's/LA's with a view to confirming working arrangements for 2009/10 	SE	SE	Staff time	February 09 and confirm timescales for 2009	
	<ul style="list-style-type: none"> ▪ Hold information seminar with GONE place leads to share outcome of Culture at Strategic Centre pilot 	SE	SE	Staff time	February 09	Ongoing
	<ul style="list-style-type: none"> ▪ Assess options for how to take forward work coming out of "Culture at Strategic Centre" approach and future actions to support local government improvement via a Passion for Excellence (following up work at Stockton) 	SE	SE with support from consultant - Angela Watson	Staff time + limited £	Working Group meeting before end March 2009 setting programme for 2009	On going
	<ul style="list-style-type: none"> ▪ Scope mechanism for effective engagement with Regional Improvement & Efficiency Partnership and implement 	SE	SE	Staff time		
	<ul style="list-style-type: none"> ▪ Support LSP/LA improvement activity through the use of the improvement tool kit and Culture at the Strategic centre 	SE	SE	Staff time	Ongoing	
	<ul style="list-style-type: none"> ▪ Roll out a programme of Culture and Sport Strategic Dialogues when the final details of 	SE	SE	Staff time	Throughout 2009	

	the process are confirmed					
<ul style="list-style-type: none"> ▪ Support LAAs to develop a strong cultural component where cultural improvements are delivered (as part of 'duty to co-operate and to have regard' for cultural issues) 	<ul style="list-style-type: none"> ▪ Agencies to support GONE Policy and Place teams in implementing, monitoring and renegotiating LAAs ▪ Individual agencies to support LSP/ LA implementation of LAA cultural targets agreed with the agencies 	SE	SE/GONE	Staff time	Throughout 2009/10	Ongoing
		SE	SE with ALL	Staff time	Throughout 2009/10	Ongoing
<ul style="list-style-type: none"> ▪ Support MAAs to develop a strong cultural component where cultural improvements are delivered (as part of 'duty to co-operate and to have regard' for cultural issues) 	<ul style="list-style-type: none"> ▪ Agencies to support GONE Policy and Place teams in implementing, monitoring and renegotiating MAAs ▪ Individual agencies to support LA/LSP implementation of MAA cultural targets agreed with the agencies 	SE	SE/GONE	Staff time	Throughout 2009/10	
		SE	SE with ALL	Staff time	Throughout 2009/10	
<ul style="list-style-type: none"> ▪ Support the CAA process 	<ul style="list-style-type: none"> ▪ Agencies to support GONE Policy and Place teams and local authorities in the Comprehensive Area Assessment process 	SE	SE	Staff time	Throughout 2009/10	
<ul style="list-style-type: none"> ▪ Support emerging unitary authorities to ensure strategic cultural awareness and a strong mechanism for cultural service delivery 	<ul style="list-style-type: none"> ▪ Meet new senior level Directors responsible for cultural services ▪ Take forward individual service delivery discussions on agency/sector basis 	SE	SE	Staff time	By end April 2009	Ongoing
		SE	ALL	Staff time	Ongoing	
		MANAGEMENT OF RISK <ul style="list-style-type: none"> ▪ Joint protocol with ANEC and regular liaison proposed ▪ Agencies/DCMS nationally to make compelling case across Govt and local authorities ▪ Work with GONE to collate and share evidence of impact of current LAA cultural indicators (including local indicators on heritage) 				

<ul style="list-style-type: none"> GONE unable to maintain resources for existing post with appropriate knowledge and background leading on culture for LAA, co-ordinating cultural input and leading negotiations with place teams Potential for cuts in discretionary cultural services in current economic climate Emerging agendas of cultural agencies may not be the best fit for local authorities 		<ul style="list-style-type: none"> Continue to urge importance of this post via regular senior GONE liaison Continue to make the case for the cross-cutting impact of culture Follow the protocol with key regional agencies to ensure LA's are bought into new agendas and ways of working 				
Place-shaping (MLA lead)						
Outcomes	Action	Lead	Co-ordination	Resources	Timescales	Progress
<ul style="list-style-type: none"> Culture embedded effectively in Tees Valley city region development planning Cultural opportunities for housing growth points maximised Effective relationships with the Housing & Communities Agency and maximising cultural opportunities to support HCA work 	<ul style="list-style-type: none"> Work with Tees Valley City region to take forward work on strategic positioning of culture and joint working Map cultural input and opportunities for housing growth points and identify whether there is strategic role for joint cultural agency action Develop a pilot project with HCA which embeds joint working and cultural consideration into HCA programmes 	<p>MLA</p> <p>MLA</p> <p>MLA</p>	<p>MLA</p> <p>MLA</p> <p>MLA</p>	<p>TBC</p> <p>Staff time</p> <p>Staff time</p>	<p>Initiate May 2009</p> <p>April 2009</p> <p>February 2009</p>	
<ul style="list-style-type: none"> Maximise the potential of the Sea Change programme for the NE 	<ul style="list-style-type: none"> Participate in regional steering group - encourage regularisation of ad hoc group through ONE 	<p>MLA</p>	<p>MLA</p>	<p>Staff time</p>	<p>Ongoing</p>	
RISKS		MANAGEMENT OF RISK				
<ul style="list-style-type: none"> Failure to engage Tees Valley City Region in cultural issues 		<ul style="list-style-type: none"> Prepare evidence to ensure compelling case demonstrated 				

		<ul style="list-style-type: none"> Discussions to be held with CABE, Northern Film and Media and others about joint working 				
2012 & Cultural Olympiad (Arts Council lead on Cultural Olympiad; Sport England lead on sporting aspects)						
Outcome	Action	Lead	Co-ordination	Resources	Timescales	Progress
<ul style="list-style-type: none"> Ensure that Legacy projects contribute to regional priorities and cover the full cultural sector Strong cultural programme across region in run up to 2012 - inc participation in culture) Maximise the links with 2012 to ensure 'added value' 	<ul style="list-style-type: none"> Establish ACE as new host for 2012 Creative Programmer including working through all appropriate TUPE/employment issues 	ACE	ACE	1 day a month line management from Director level, ACE.	TUPE by Feb 09	Discussions ongoing between national lead and DCMS.
	<ul style="list-style-type: none"> Establish new funding arrangements for Creative Programmer post, in liaison with national agencies and DCMS 	ACE	ACE	Financial tbc. Currently 20K from ACE committed 09/10.	Funding agreed by March 09	
	<ul style="list-style-type: none"> Manage Legacy Trust scheme in support of the Creative Programmer (CP) working in partnership with Regional Youth Work Agency, GONE, DCFS and other partners. 	ACE	ACE	ACE finance team involvement in Legacy Trust (not currently quantified)	Legacy Trust revised bid in by 19/12/08.	Information provided to support revised LT bid.
	<ul style="list-style-type: none"> Represent cultural sector on regional 2012 steering groups and committees (via CP) 	ACE	ACE		Ongoing up to 2012.	Groups identified.
	<ul style="list-style-type: none"> Involve CP in appropriate single agency 2012 work such as Artist taking the Lead 	ACE	ACE		Ongoing up to 2012	
	<ul style="list-style-type: none"> Co-ordinate joint regional cultural programme up to 2012 (via Creative Programmer) 	ACE	ACE			
MANAGEMENT OF RISK						

<ul style="list-style-type: none"> ▪ Ongoing funding of creative programmer not agreed ▪ Cultural Olympiad work in region could become solely associated with arts rather than wider cultural sector ▪ Legacy Trust application may not be supported 		<ul style="list-style-type: none"> ▪ DCMS to confirm future funding ▪ Introduce effective communication strategy & ensure ongoing cross-cultural sector engagement in steering group (including other agencies) ▪ Ensure convincing response made to questions raised about proposals 				
Regional Co-ordination						
Outcome	Action	Lead	Co-ordination	Resources	Timescales	Progress
<ul style="list-style-type: none"> ▪ a light touch, efficient and value for money means to ensure effective regional co-ordination and information sharing between the 4 agencies 	<ul style="list-style-type: none"> ▪ Regional Directors Board on bi-monthly basis (+ GONE REP) 	EH	EH	Staff time	Bi-monthly/ongoing	Already in progress
	<ul style="list-style-type: none"> ▪ Existing Culture, Communities & Local Government officer Group (CCLG) to be maintained on a bi-monthly basis to undertake work/liaise on joint workstreams other than 2012 (dealt with through existing Olympics Group) 	EH	EH	Staff time	Bi-monthly	
<ul style="list-style-type: none"> ▪ rapid and effective information sharing between regions and effective two-way exchange between CEOs Board/DCMS and regional grouping 	<ul style="list-style-type: none"> ▪ Develop mechanism with advice from national agency CEOs ▪ Bi-annual progress reports to the CEOs Board 	EH	EH	Staff time	September 2009 March 2010	
<ul style="list-style-type: none"> ▪ to provide single point of contact and ease of engagement between the agencies and other groups and cultural bodies on areas of joint work 	<ul style="list-style-type: none"> ▪ Review CNE representation of key fora and agree future arrangements for cultural sector representation 	EH	EH	Staff time	October 2008	DONE
	<ul style="list-style-type: none"> ▪ Represent cultural sector on key groups as follows: IRS Strategy Group (EH/ACE) Regional Tourism Advisory Group (tbc) North East Environment Forum (EH) 	EH	EH	Staff time	Regularly as required - report back through bi-monthly	

	Universities for the North East (ACE) DCMS Officers Group (rotate)				meetings	
<ul style="list-style-type: none"> coherent working across wider family of DCMS agencies where this brings added value (bring in on delivery to outcomes??) 	<ul style="list-style-type: none"> Develop mechanism for engagement across wider DCMS family of agencies and providing ease of engagement with DCMS sector Bi-annual advocacy lunches to bring together wider cultural sector agencies for informal information sharing and communication on Hodge priorities and actions 	EH EH/ACE	ALL	Staff time Staff time + £limited	February 2009 Bi-annual starting May 2009	
Effective communication of joint work to partners and wider sector	<ul style="list-style-type: none"> (Hold annual stakeholder session - see above in Section I) Provide regular reports to/attendance at DCMSOG (in addition to individual agency reports) Develop mechanisms for on-line communication (containing regional action plan and regular updates with links from other agencies) in liaison with other partners 	(EH) All rotating EH	EH ALL	 Staff time	(April 2009) December 2009	
RISKS		MANAGEMENT OF RISK				
<ul style="list-style-type: none"> Inability of agencies to sustain input of resources for co-ordination Changes of personnel/loss of momentum Failure to maintain information flows between agencies nationally and in the regions (and the resources required to sustain them) 		<ul style="list-style-type: none"> DCMS transition money and embedding of joint working in agency business plans Include joint programme as part of induction of new staff in agencies Adequate resources required together with cultural change within agencies to ensure rapid intelligence sharing 				
Transition from Culture North East to new working arrangements						
Outcome	Action	Lead	Co-ordination	Resources	Timescales	Progress
<ul style="list-style-type: none"> Smooth transition of areas of ongoing joint work from Culture 	<ul style="list-style-type: none"> Map existing activities to identify which will continue and which will be subject to orderly close down by CNE 	Agencies/CNE	CNE		October 2008	DONE

North East to new arrangements						
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