

# Culture and Sport Agencies Regional Plan for the North West, March 2009

## Introduction

1. The “Hodge review” set out that Arts Council England, English Heritage, Museums, Libraries & Archives Council and Sport England will have a duty to work together to deliver jointly shared priorities across the culture and sport agenda. In the North West the 4 Agencies have been joined by North West Vision and Media.
2. This regional plan sets out the principles of the new working arrangements and the programmes and projects which will be delivered under each theme. Governance, monitoring and performance management arrangements are also summarised.
3. Principles underpinning the Regional Plan

- The plan sets out the **basis for collaboration** by the 5 agencies in the North West
- 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 **resources** that will be allocated, are mainly in the form of Agencies’ staff time and existing/planned financial commitments by individual Agencies which are not shown here.
- The plan indicates the **timescale** for delivery, where appropriate
- The plan includes the **outcomes** which will be delivered expressed where practicable, through SMART targets and
- The plan includes provision for **risk management**.

## Priorities

4. 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 5 partner agencies have a shared and significant interest. Agency priorities which are shared by 2 or fewer Agencies will be taken forward by the organisations concerned separately from this plan.

- **Regional Strategies** – engagement to influence the content of the NW Regional Strategy RS2010. The RS, which will draw together the Regional Economic Strategy, Regional Spatial Strategy and Regional Housing Strategy is the highest single priority in the Cultural Agencies' agenda to influence regional strategies.
- **Local Area Agreements/Local Government commitment to culture and sport** – implementing the commitments set out in *A Passion for Excellence, an improvement strategy for culture and sport*, engaging with stakeholders to ensure culture and sport maximises its contribution to LAA outcomes, undertaking a programme of Culture and Sport Strategic Dialogues (under development) in partnership with GONW.
- **Place Shaping** – delivery of agreed commitments under the Living Places work programme including limited roll out of cultural planning tools and guidance. The Priority Places initiative is also included together with provision for strategic guidance and advice to places experiencing growth and regeneration. Other joint programmes, such as Sea Change also fall under this heading.
- **2012 Legacy and the Cultural Olympiad** – Supporting ACE in managing the work of the Creative Programmers that includes making effective links between culture and sport, engaging in Legacy Trust funded programmes, national major projects (e.g. People's Record, Artists Taking the Lead), regional working groups (e.g. the sport working group) linking to the Nations and Regions Group and regional specific projects not led by the Creative Programmers. This will be further discussed by the agencies, DCMS and LOCOG.

## **Governance and Performance Management**

5. In delivering against these priorities and focusing on the work programme the plan will ensure collective working contributes to delivery against agreed PSAs and DSOs<sup>1</sup>. Regional agencies remain formally accountable for the delivery of agreed work through their individual organisational governance arrangements.
6. 4 of the 5 Agencies are members of the DCMS Communities Board which provides strategic oversight and accountability for a range of programmes relating to regional and local engagement. This Communities Board will review implementation of regional delivery.
7. The 5 Agencies are collectively responsible for the development, monitoring and review of regional plans. The regional chair of the group (currently EH) will be responsible for producing a 6 monthly update on progress to the 4 Chief Executives. A national annual meeting will provide an opportunity to review progress collectively and learn from good practice across the regions in delivery of the plans.

---

<sup>1</sup> PSAs 20, 21 and 22 and DCMS DSOs 1 and 2

8. 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.
9. The 5 agencies will constitute a 'core group', which will work particularly closely with NWDA, GONW and the other lottery distributors. Wider partnership will be embraced within individual workstreams (e.g. Living Places partnerships including Homes and Communities Agency, CABE, Government Office and NWDA) or where regional working benefits from engaging other stakeholders (e.g. local government, lottery distributors, tourism bodies and Regional Cultural and Sport Improvement Networks). Inclusion of such bodies will be either consultative or to maintain governance structures of which they are already a part.
10. The chair of the 5 Agencies in the North West will rotate on a regular basis (timescales tbc).
11. 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 in the plan.

#### **KEY MILESTONES FOR 2009 / 10**

End February 2009	Communities Board met and approved regional plans
Start April 2009	Implementation of one year regional plan to end March 2010
End December 2009	New regional working evaluated and business planning for 2010 onwards underway

## Hodge Review: North West Regional Action Plan

<b>1. Regional Strategies - To influence and make a contribution to the delivery of regional strategies</b>					
<b>Area</b>	<b>Outcomes</b>	<b>Actions</b>	<b>Lead</b>	<b>Coordination / Resources</b>	<b>Outputs timescales</b>
Build the influencing network for culture	Culture and Sport objectives furthered through strong advocacy and influence. NB. There is a need to avoid duplication and inefficiency through determining when responses can add value.	* Establish structural infrastructure	English Heritage	ACE, MLA, SE, NWV	* Working Group of 5 Agencies with GONW and NWDA, drawing in HLF and BLF as required. Established Jan '09. * Establish a North West support/reference group for culture (annual) September 09
Work with NWDA to ensure culture is embedded in the RS2010	Maximised contribution of Culture and Sport to regional economy. Increased investment in culture. Increased GVA through culture. Culture and sport in RS2010 to secure influence and lever resources. Culture and sport priorities aligned to regional priorities	* Submission of evidence and advice to RS2010 to drafting team * Share individual agency input to identify common ground for advocacy.	ACE	EH, MLA, SE, NWVA, GONW, NWDA, DCMS	* Complete evidence based inputs on conclusion of consultation end April 09 * Coordinate cultural contribution throughout drafting through to December 2009
Work with NWDA on the Creative Economy Strategic Framework / Cultural Investment Framework	Cultural contribution to creative economy integrated into framework	* Contribute to Cultural Investment Framework / Creative Economy Strategy Framework (Northwest is a pilot for this initiative announced in Creative Britain)	Northwest Vision and Media	ACE, MLA, SE, EH, GONW, NWDA	* Established agreed approach with NWDA January 09 * Formal agreement with NWDA April 09
Ensure Cultural representation on regional fora.	Stakeholders are well served by the regional cultural agencies' joint working. Stakeholder perceptions of the regional cultural agencies' contributions is positive. Culture and sport objectives furthered through strong advocacy and influence. Culture prominent in sub-regional strategies.	* Representation at key regional groups through individual agencies *Prioritise coordination of inputs and responses where necessary	English Heritage	ACE, MLA, SE, NWVM	*Continuation of existing agency representation from April 2009 *Agree any modification to existing June 09

<b>RISKS</b> Expectations of Regional Partners, based on effectiveness of Culture Northwest, cannot be met.		<b>MITIGATION</b> Clear communication of narrower focus and priorities of the 5 Regional Agencies. SMART action plan. Tight project management of delivery.			
<b>2. Local Government - build commitment to culture and sport</b>					
<b>Area</b>	<b>Outcomes</b>	<b>Actions</b>	<b>Lead</b>	<b>Coordination / Resources</b>	<b>Outputs timescales</b>
Cultural input into LAAs and MAAs and duty to cooperate	LAA culture and sport targets are delivered. Refreshed agreements are influenced. Culture established as a core component of LSPs. Improved performance against NIs: 8, 9, 10, 11, 57, 110	* Agree with GONW a joint strategy for providing for each top tier local authority and each MAA with a cultural lead to act as advocate and advisor for the cultural agenda collectively.	MLA	GONW	* Lead negotiator roles for refresh and review agreed with GONW April 09.
Local Government Improvement and commitment to culture and sport	Increased performance against NIs: 8, 9, 10, 11, 57, 110 Service delivery and advocacy improved. Culture demonstrates best practice in CAA Ensure CAA is used to further objectives common to DCMS NDPBs Resources to support CAA equitably distributed to cultural services.	*Convene and service the NWCIN (Northwest Cultural Improvement Network) *Establish sustained LG lead role *Support GONW to establish Culture and Sport Strategic Dialogues/Reviews (CSSDs) if these go ahead, subject to national / regional agreement and resource impact assessment	SE	ACE, MLA, EH, GONW NW RIEP: £30,000 IDeA: £10,000 Sport England, ACE, MLA: £4,000 Team Lancashire*: £9,000 CSSDs led by ACE, EH, MLA and SE with participation from GONW	*NWCIN agrees sub regional improvement plan July 09 *Establish Approach to CSSDs with GONW April 09
<b>RISKS</b> Reduced resources in regional agencies could inhibit potential for secondments		<b>MITIGATION</b> Explore potential for funding to sustain capacity in addition to other resources and to support NWCIN			

<b>3. Place Shaping and Culture</b>					
<b>Area</b>	<b>Outcomes</b>	<b>Actions</b>	<b>Lead</b>	<b>Coordination / Resources</b>	<b>Outputs timescales</b>
Take forward the Living Places work in Pennine Lancashire and use as pilot for place shaping in other cultural sector priority areas (as below)	More accessible and sustained facilities for culture and sport Improved network and cross-cultural delivery of services Increased participation in sport and cultural activity in HMR areas Transferable practice to other cultural sector priority areas in North West Secured investment through identified opportunities	* Complete action plan including research * Review grouping to refocus on regional approach to place shaping in priority places	MLA	EH, ACE, SE, Elevate, CABE, Pennine Lancashire Development Company	* Research project completed March 09 * Signature projects agreed April 09 * Action plan for Pennine Lancashire agreed for next stage May 09 * Approach to place shaping across region agreed Sept 09
Take forward the Sea Change programme in Blackpool and advise and support beneficiaries of later strands of the programme	Proportionate funding to NW for Sea Change Programme Culture and sport embedded in bids Improved perceptions of region as a result of culture's contribution	* Convene the regional grouping that provides strategic advice to CABE	ACE	EH, SE, NWDA, CABE	* Ongoing support to bids as they arise
Capitalise collectively on other priority areas for Cultural Development within the region (eg West Cumbria, Liverpool Legacy 08) by sharing models of good practice and exploring scope for joint working	Increased investment in culture and sport	* Agree priorities * Establish regional approach to place shaping	ACE	NWDA, CABE	* Priorities agreed June 09 * Approach to place shaping across region agreed Sept 09
<b>RISKS</b> Challenges of converting evidence from research into positive action across LA boundaries. Capacity to roll out model of good practice to other parts of the region.		<b>MITIGATION</b> Consider part funding of post within Elevate or a consultant to turn evidence into action planning. Identification of no more than 2 places in 09-10 to pilot roll out approach.			

<b>4. Cultural Olympiad</b>					
<b>Area</b>	<b>Outcomes</b>	<b>Actions</b>	<b>Lead</b>	<b>Coordination / Resources</b>	<b>Outputs timescales</b>
Make the most of the regional cultural opportunities and benefits of 2012	Improved perceptions of the region National and regional expectations to deliver games related benefits are met Objectives of Cultural Olympiad and Olympic Legacy Trust are met	* Support the Creative Programmer to ensure that Legacy projects contribute to regional priorities * Support the marketing and promotion of the regional Legacy projects and promote the wider opportunities of 2012	ACE	All partners, NWDA, GONW, funding for Regional Programmer	* Creative Programmer in place with ACE Jan 09 * Lead contact within each NDPB for Creative Programmer/ Cultural Olympiad – agreed Jan 09 * Work with NWDA to support marketing and promotional campaign - ongoing
<b>RISKS</b>		<b>MITIGATION</b>			
Complexity of relationships with Legacy Trust and other parties to Cultural Olympiad		Regional Agencies support for ACE in new role Explore potential for less complex arrangements with DCMS and others			
<b>5. Regional Cooperation</b>					
<b>Area</b>	<b>Outcomes</b>	<b>Actions</b>	<b>Lead</b>	<b>Coordination / Resources</b>	<b>Outputs timescales</b>
Establish a structure and timetable for meetings and workshops to monitor the Action Plan; to share knowledge of each other's work and develop scope for joint working	Culture and sport objectives furthered through strong advocacy and influence Efficient and effective group focuses on collective added value to regional work	* Organise workshops and regular meetings	EH for initial period then rotating amongst members	All partners	* Workshops held end Jan 09 (on RS2010) * Second RS2010 workshop April 09 * Agree and implement communications plan from June 09
Establish a structure for ensuring that we have effective dialogue with NWDA and GONW and that culture is represented at the highest levels	Culture and sport objectives furthered through strong advocacy and influence Culture and Sport contribution to Economy, Environment and Societies of NW maximised	* Agree a lead point of contact to represent culture with the NWDA and with GONW, and explore notion of joint MOU with NWDA	EH for initial period then rotating amongst members	All partners	* Dialogue established with CE of NWDA and CE of GONW Nov 08 *Progress meetings May 09

Regional communications and cooperation	Culture and sport objectives furthered through strong advocacy and influence Efficient and effective group focuses on collective added value to regional work	* Annual Forum * Regular, proactive communications with stakeholders	EH for initial period then rotating amongst members	All partners	*Develop and agree detailed communications plan Sept 09
<b>RISKS</b>		<b>MITIGATION</b>			
Deflection of Agencies from joined up agenda because of pressure to deliver corporate priorities Fluidity within Agencies and NWDA as new arrangements kick in		Sustain high level personal relationships at strategic level			