

DEPARTMENT FOR CULTURE MEDIA AND SPORT NON-DEPARTMENTAL PUBLIC BODIES - CULTURAL AGENCIES

IMPLEMENTING THE HODGE REVIEW - REGIONAL ACTION PLAN – SOUTH EAST

Principles driving the approach to this plan

- The Executive Group driving and delivering this plan is small and focused, made up of the 4 regional directors of the named agencies, focusing on the priorities set by the Chief Executives. It will be known as the South East Cultural Partnership (SECP)
- The other partners as named at appendix A will attend the meetings when the agenda dictates
- SECP will advocate for culture to be taken into account in all areas of regional strategy, but will not try to speak for “culture” as a whole. It will act as the first reference point for partners seeking multi-agency engagement
- The plan will be outcome focused, dealing only in identified deliverables for at least 3 of the 4 agencies. (A list of those projects with a regional impact but which only involve 1 or 2 agencies are attached at Appendix B)
- SECP will not act as a stand-alone delivery body, beyond the objectives and strategies of the 4 agencies
- Individual agencies will lead specific pieces of work in pursuit of strategic objectives across the plan
- SECP will explore opportunities to seek backroom savings and economies of scale
- SECP will agree the rotation of chair at least 12 months in advance, allowing the chair-designate to act in support of the chair. The chair of and secretariat of SECP in 2009-10 will sit with ACESE, and in 2010-11 with Sport England.
- SECP’s capacity to respond to consultations will be limited to those specified in the action plan. All other requests for input to consultations will be dealt with by the agencies individually.
- SECP will not direct or control the Cultural Observatory (SECO) or any successor, though it will input to discussions on the data and research which is needed. We welcome the lead DCMS is now taking in this
- Capacity issues, given changes in regional agency structures, remain unresolved, and SECP agencies will be dependent on their national leadership to give this strategic regional work appropriate priority.

SOUTH EAST CULTURAL PARTNERSHIP ACTION PLAN 2008-11

1. Regional Strategies

Area	Outcomes	Actions	Lead	With	When by	Resources ¹
1.1. Single Regional Strategy (SRS)	<p>The SRS has culture and sport embedded in it in order to secure influence and lever resources</p> <p>Culture priorities are aligned to Regional Priorities</p>	<p>Retain involvement with the development of the Regional Spatial strategy</p> <p>Maintain strong relationships with Culture lead on SEEDA</p> <p>Develop relationships with Local Authority Leaders Board.</p> <p>Play a role in the creation of the SRS</p>	<p>SE for SECP</p> <p>SECP Chair</p> <p>SECP Chair</p> <p>SECP (all – with chair as main contact)</p>	<p>SEERA, SEEDA, GOSE, Screen South, TSE, SECP agencies, new regional structures</p>	<p>2010</p>	<p>Staff time from SE & other SECP agencies</p>
1.2. Regional Economic Strategy Action Plan (RES)	Lever maximum resources for culture	Existing commitments in plan reviewed, and implemented if they remain realistic in current	Chair leads for SECP	SEPC agencies, SEEDA	Feb 09	Staff time to agree action plan (Feb 09), leading to

¹ Please note that 2009/10 budgets for SE and MLA in the region are as yet unconfirmed

		<p>circumstances.</p> <p>SEPC to be represented on RES leadership group</p> <p>Participate in annual review of RES</p> <p>Work closely with the culture team at SEEDA</p>			<p>From April 09</p> <p>Throughout life of RES</p> <p>Ongoing</p>	<p>detailed resource allocation by SECP agencies.</p>
1.3. Regional Strategies	Avoid duplication and inefficiency through determining when responses are strategic, can add value, and can be prioritised	SECP to be first point of contact for other agencies seeking multi-agency collaboration	SECP Chair as first point of contact	Other regional and national bodies	Ongoing	To be identified as necessary
1.4 Sustainable Futures Group	Achieve consistency in strategies	EH to lead on this group on behalf of SECP	EH for SECP			
1.5. Regional Grand Committee and Select Committees	Ensure the importance and interests of culture are recognised	Prepare submissions and evidence as appropriate to the remit of SECP	Chair to be main point of contact, all		Jan 2009 to end of current Parliament	Staff time in agencies

			agencies to contribute as appropriate depending on area of debate			
2. Improving relationships with local authorities/duty to collaborate						
Area	Outcomes	Actions	Lead	With	When by	Resources
2.1. Improvement	Improvement targets are met Increased use of single improvement tool	Work with SE Local Government Improvement Group and GOSE to ensure that implementation targets are met in the SE, in line with <i>Passion for Excellence</i> .	ACE for SECP	IDEA, GOSE, SE Local Government Improvement Group, National NDPBs and DCMS	Ongoing	Staff time in SECP agencies. National funding for toolkits, IDEA funding.
2.2. Local Area Agreements/Multi Area Agreements/Comprehensive Area	LAA culture targets are delivered. Refreshed agreements are influenced	Providing partner support for agreed national and local indicators. Support for the development of MAAs, and for culture in Priority	ACE for SECP	SE Local Government Improvement	Ongoing	Staff time in SECP agencies

Assessment	SE LAA culture and sport toolkit is maintained and promoted	Place areas (see also Place section below)		Group, GOSE, LAs with relevant indicators		
2.3. Culture and Sport Strategic reviews	Work with partners to facilitate self-assessment and improvement by local authorities	Work with LA partners and GOSE to develop light-touch methodology	GOSE	SECP and local authorities	Awaiting national timetable	Staff time
2.4. Transition of LSC responsibilities to local government	Ensure that cultural issues are properly represented	Work with LSC and LA partners to ensure that implications for culture are fully understood	SEESSEL, GOSE	LSC, Local authorities, SE Local authority improvement group	March 2010	Staff time
3. Place-shaping						
Area	Outcomes	Actions	Lead	With	When by	Resources
3.1. Spatial Planning	Opportunities for Increased participation in cultural activity Regional plans reflect the need for better and more	Monitoring of the IRF. Co-ordinating and facilitating as appropriate	SE	SECP agencies, SEERA, SEEDA, Local authorities	Ongoing	SE staff time plus other agencies staff time

	accessible sustainable facilities for culture and sport					
3.2. Living Places	Secure investment through identified opportunities Encourage co-ordinated approach Embed national Living Places Objectives	Review structures and joint-funded post in Thames Gateway North Kent to appropriately deliver Living Places SE offer Review future of co-funded post in MKSM once post-holder returns from overseas posting Support co-funded post in PUSH to appropriately deliver Living Places SE offer	MLA (current chair)	SECP agencies, SEEDA, Living Places LAs, CABE, Lottery funders, Sea Change	Jan 09 Dec 09 May 09	Investment from specific agencies into agency-specific and joint projects, as specified in agency plans.
3.3. Support development of Sea Change Projects	Ensure Sea Change investment is integrated with other place-based initiatives in a way which is beneficial to the region	Encourage Sea Change investment in priority places	MLA, SEEDA, CABE	SECP, Sea Change Local Authorities	2011	Sea Change investment (CABE), + match funding when appropriate from e.g.

						ACE, EH, SEEDA
4. 2012 and Cultural Olympiad						
Area	Outcomes	Actions	Lead	With	When by	Resources
4.1. 2012 coordination	National and regional expectations to deliver games-related benefits across the cultural sector are met	SE and ACESE continue representation on SEP and appropriate working groups, consulting with, and feeding back to SECP	ACESE	SEPC, SEEDA, TSE, SS	2012	NDPB 2012 programmes to be confirmed
4.2. Accentuate (Legacy Trust)	Work to achieve agreed objectives	Delivery of identified projects by individual agencies Presence of all SECP agencies on steering group	SS	SECP members, plus TSE, SEEDA	2012	SEEDA, Legacy Trust, investment from SECP partners, HEFCE funding applied for.
4.3. Cultural Olympiad	Objectives of the Cultural Olympiad are met	Responsibility for Creative Programmer transfers to ACE, subject to outcome of current negotiations	ACE	SECP, SEEDA, Screen South	2012	Position on core costs of programmer still being negotiated. Programme costs to come from various

						sources including local authorities, ACE G4tA, sponsorship etc.
5. Regional Co-operation						
Area	Outcomes	Actions	Lead	With	When by	Resources
5.1. Sub-national review	Cultural objectives furthered through strong advocacy and influence as the SNR emerges	SE and ACESE retain membership of Assembly for the moment, with MLA and EH retaining 3rd culture place. Develop advocacy plan to ensure the influencing of organisations and structures of potential influence Determine issue of SECP's future representation on emerging structures	SEEDA SEERA	GOSE SECP	March 09	Staff time
5.2. Management of SECP	Efficient effective group focuses on adding collective value to	Agree terms of reference, ways of working and project support when action plan	SECP – chair to lead	GOSE	March 09	Subject to national agreement on

	regional work.	<p>agreed</p> <p>ACESE to chair in year 1, SE in year 2 – these arrangements to be made on year in advance in order to promote continuity. Chair designate will act as Vice-Chair</p> <p>Communicate new arrangements to sector</p>		CSE	March 09	any necessary resources
5.3 Communication with broader cultural sector	Maintain effective communication with the broader cultural sector	<p>Membership of appropriate groupings e.g. Higher Education Cultural Forum</p> <p>Continue bi-lateral and multi-lateral relationships with individual agencies as appropriate</p>	ACE, MLA, EH Agencies	tbc	tbc	tbc
5.4. Economies of scale	Attempt to achieve savings by collaboration between SECP members	<p>Shared use of meeting space</p> <p>Hot desking</p>	SECP – chair to lead		To consider as agen-	Examine economies of scale as agencies

		<p>Alignment of meeting times</p> <p>Identifying occasions on which carbon footprint could be reduced</p>			<p>cies change in size, scope and possibly location</p>	<p>restructure.</p>
5.5 Reporting	6 monthly report to national CEOs	<p>Create specific measurements for outcomes within final action plan</p> <p>Monitor risk register</p>	SECP chair	SECP all	Twice per year	Staff time

APPENDIX A

KEY PARTNERS AND LINKAGES

SECP anticipates working regularly with the following key partners

South East England Development Agency	On matters relating to regeneration, economic development, 2012, and the cultural evidence base
Government Office for the South East	On relationships with national, regional and local government, particularly LAAs, MAAs and the relationship with the DCMS
Screen South and Tourism South East	As other members of the DCMS “family” and in specific areas such as 2012 and the creative and visitor economy
Local authorities	As key strategic and delivery partners for culture in the South East, and particularly around place making the improvement agenda, education and learning and skills.
South East England Regional Assembly	On matters of spatial planning and other strategic work
HEIs, Higher Education South East, HEFCE etc.	On matters of common interest in terms of delivery, strategy, skills development, and research.
The Learning and Skills Council (until 2010), AoSEC, appropriate sector skills councils etc.	On matters of common interest relating to talent, learning and skills.
Natural England and CABE	In relation to the natural and built environment in the region.

APPENDIX B

ONGOING STRATEGIC PROJECTS NOT INVOLVING 3 OR MORE AGENCIES (and therefore outside the remit of SECP)

(lead agency in bold below where known)

Project	Agencies	Other partners
Creative Britain	ACESE, MLA	SEEDA , Screen South ++++
Festivals Cluster	ACESE	SEEDA
Create, Compete, Collaborate	ACSE , MLA	12+ stakeholders inc. SEEDA, SS, local authorities, etc. etc.
Find Your Talent	ACSE, MLA	Shepway and PUSH pilots, CCE
Engaging Places	MLA, EH	

APPENDIX C

ISSUES ARISING FROM CSE WINDUP NOT YET RESOLVED

Future of Regional Cultural Observatory (SECO)

Currently being considered regionally by SEEDA/CSE, and nationally by the DCMS.

SOUTH EAST CULTURAL PARTNERSHIP ACTION PLAN 2008-11
RISK REGISTER

	Potential risk	Likelihood	Impact	Possible mitigation
1	Handover from CSE is not concluded in an orderly manner, leaving certain matters unresolved	Medium	Medium	<ul style="list-style-type: none"> • SECP chair-designate to seek wash-up meeting with outgoing CSE CE in order to double check that all loose ends are tied up • SECP chair-designate to set up transitional meetings with GO and RDA to double-check linkages are fully in place
2	Culture sidelined in planning for new regional structures following SNR	Low	High	<ul style="list-style-type: none"> • Fully exploit existing partnerships and contacts • Action already taken to propose relationship of SECP to new structures • SECP to suit appropriate representation on strategic leadership groups
3	Gap between local government expectations and what SECP can deliver (local authorities in the region very keen to see SECP as single voice for culture, which SECP has resisted)	High	Medium	Forge appropriate relationships with local authorities, particularly through SE Local Government Improvement Group, demonstrating what SECP and its component agencies can offer.
4	Demands from LA's individually and collectively re duty to co-operate are too heavy, and not based on agency priorities	High	Medium	National negotiation in progress as to what can be offered.

5	Demands for participation in joint initiatives or external initiatives are impossible to meet, given capacity of member agencies	Medium	High	Need for realism when such demands are made, and clarity as to why SECP cannot deliver
6	Demands of 2012 work continue to proliferate, without regard to ability to deliver	High	High	Conversation to be had with SEEDA in particular, as part of meeting above, to encourage reasonable expectations.
7	Changes in agency personal and reduction of presence in the region makes SECP operation difficult	Medium	High	The action plan has been designed in as realistic a way as possible – however, the impact and mitigation of this risk will only become clear as the partnership begins to operate.
8	Economies of scale are not achieved	Medium	Low	This is unlikely to be a major priority in the first instance, but is something to be borne in mind particularly as reorganisation of office space etc. moves forward following changes to agencies