

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

**IMPLEMENTING THE HODGE REVIEW
REGIONAL ACTION PLAN-WEST MIDLANDS - SUMMARY**

Principles driving the approach to this plan (agreed by the 4 NDPBs, CWM GOWM and AWM and after wider sectoral consultation)

- That the Executive Group driving and delivering this plan be small and focused in order that key decision makers with authority to make decisions are engaged, and that the work focuses on the priorities set by the Chief Executives.
- That the Group comprises the 4 regional directors of the named agencies, along with the DCMS lead at the GOWM, with a Senior Regional Development Agency Director and the CEO of Screen West Midlands also invited.
- The group will not seek to represent the cultural sector nor speak for it, rather will act as the first reference point for partner agencies seeking multi-agency engagement.
- That the plan be outcome focused, and each action realises identified deliverables for at least three of the agencies.
- That Screen WM be included in the circulation of business detail and attend meetings and contributes to the delivery of the plan where appropriate.
- That the group updates the plan annually and reports progress to the GO.
- That the Chair rotates after a jointly agreed period, and that the secretariat follows the chair.
- Individual Agencies will lead specific pieces of work in pursuit of its strategic objectives across the plan.

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

The four agencies are collectively responsible for development, monitoring progress and review of regional plans. Each regional chair will be responsible for producing a 6 monthly update on progress to the four Chief Executives,

Document control
Version 1.5
Date 4th February 2009
Signed off - Regional Directors/GOWM/AWM

Only those identified areas of work where collaboration will add value to at least three individual agencies delivery or meet obligations is included, agencies will deliver their own distinct work plans, responsibilities and targets. Transition matters re Culture West Midlands not included.

1. Regional Strategies						
Area	Outcomes	Actions	Lead	Co-ordination	When By	Resources(£)
1.1 Regional Strategy	The RS has culture and sport embedded in order to secure influence and lever resources.	Evidenced based input to RS to be developed by DAWM and supported by senior officers from each agency.	MLA	DAWM agency officers	2010	CWM to complete evidence base by Mar 08
1.2 Regional Economic Strategy (RES) Action Plan	Opportunities to lever resources for sport and culture are maximised	Prioritise Culture and Sport actions and agree deliverables from the actions identified in the current delivery plan	DAWM	AWM	completed	
1.3 National and Regional initiatives	Avoid duplication and inefficiency through determining when responses can add value	DAWM to be first point of contact for other agencies seeking multi-agency collaboration, e.g. Regional Events and Festivals work.	Chair of DAWM	DAWM agency officers	ongoing	
2. Improving relationships with local authorities/duty to cooperate						
Area	Outcomes	Actions	Lead	Co-ordination	When by	Resources
2.1 CSSDs (post Regional commentaries)	Specific Authorities are more efficient and effective in delivering services to meet culture and sport agency targets.	Identify pilot and undertake CSSD, evaluating the impact of the Strategic Dialogue engagement process. Consider identifying and undertaking further CSSDs after pilot	ACE	GO/Agency LA leads	March 10	Staff time
2.2 Improvement	Service Delivery and advocacy improved Improved through delivery of	Commission the RIEP to deliver an agreed programme of targeted improvement activity/tools	SE/RIEP	Agency LA leads/GOWM	April 09	£100k (RIEP) ACE £30k, IDEA

2.3 Local Area Agreements	“A Passion for Excellence” LAA Culture and Sport targets are delivered. Refreshed agreements are influenced	Ensure common issues with target delivery or refreshes are identified and resolved.	ACE	Agency LA leads/GOWM	June 09	£10k
3. Place-shaping						
Area	Outcomes	Actions	Lead	Co-ordination	When by	Resources
3.1 Spatial Planning	<ul style="list-style-type: none"> Increased participation in sport and cultural activity Improved network of better and more accessible sustainable facilities for culture and sport 	Complete Regional Spatial Strategy PHASE 3 Revision	SE	Policy Coordinator (SE) Culture and Place group. EH/MLA	2010 Policy options (Feb 09)	Coordinator funded by RA/LGA
3.2 Living Places	Secure Investment through strategic guidance and advice to places experiencing growth . e.g. Housing Growth Points	Assess learning from LP pilots, identify opportunities, agree actions. Rationalise regional groups to single point of responsibility i.e. C and P roll out of cultural planning tools and guidance.	MLA	Culture and Place Group	March 10	Staff time
3.3 City Region Work on Quality of Life	Potential resources from any Multi-Area Agreement	Build on the mapping work completed if MAA looking positive, other wise leave work to City Region Culture Group	ACE	Culture and Place Group	March 09	Funding from City Region Exec tbc
4. 2012 & Cultural Olympiad						

Area	Outcomes	Actions	Lead	Co-ordination	When by	Resources
4.1 2012 coordination	National and Regional expectations to deliver games related benefits are met	Responsibility for 2012 coordination to transfer to AWM Develop a business plan to ensure appropriate role for Culture and Sport in regional 2012 coordination and planning, inc pre-games camps and volunteering. Ensure effective links between culture and sport, engaging in Legacy Trust funded programmes	AWM AWM	AWM AWM	April 09 Ongoing	Current partnership funding for 2012 work in place
4.2 Cultural Olympiad	Objectives of the Cultural Olympiad and Olympic Legacy Trust are met.	Responsibility for Creative Programmer and Olympic Legacy Trust programme management transfers to Arts Council including Community Olympian Games	ACE	ACE	March 09	
5. Regional Co-operation						
Area	Outcomes	Actions	Lead	Co-ordination	When by	Resources
5.1 Sub-National Review	Culture and Sport objectives furthered through strong advocacy and influence as the SNR emerges	Develop advocacy plan to ensure the influencing of the local authority leaders board, AWM, regional minister and other key stakeholders Consider opportunity to work through regional non-exec roles e.g. Ministers Nominee for Sport Determine DAWM representation on Regional Board Wind up Regional Cultural Forum and	Chair of DAWM Chair of DAWM DAWM DAWM	Agencies staff/GOWM Agencies staff/GOWM Agencies staff/GOWM ACE	Sept 09 Sept 09 completed completed	Staff time Staff time

		replace with annual stakeholder event. Decide on future need, remit, focus re Lottery distributors group Culture Research Group(CRAIG) Equality and Diversity group	DAWM	DAWM	completed	
5.2 Management of DAWM	Efficient effective group focuses on adding collective added value to regional work	Agree terms of reference, ways of working and project support when action plan agreed. Produce comms plan for DAWM remit and work programme Agreed Chair from Jan 09 for year1	Chair of DAWM MLA	SE/ Agencies staff/GOWM Jon Finch	April 09 April 09 completed	AWM support AWM support

Risk Register			
Risk	Likelihood	Impact	Mitigation
Change in Personnel at RD level	high	high	Induction programme
Lack of support resources both admin and project level/consultation responses	high	medium	Seek resources for group support Develop preferred list of people/consultants who could support work
Demands from sector partners and Government reduces focus	high	medium	Be firm collectively in sticking to agreed number and type of priorities.
Changes in Government priorities	high	high	Keep awareness levels high and build in flexibility
Local Government delivery impacted by funding reductions/ other agendas	high	high	Maintain focus on where collaboration can add value
SNR marginalises culture and sport	medium	high	Ensure advocacy plan is effective
Non exec role diminished, impacts on strength and effectiveness of advocacy work	high	high	Create ambassadors group with AWM, links to SNR item in plan.

Government departments/NDPB/GO long term strategic leadership for this work project	medium	high	Regular communications and feedback to CXs on issues and clear performance reporting. Write formally to agencies with plan and invite Trudi Elliot to annual meeting to secure input.
Sectoral Expectations not met after wider service from CWM	high	medium	Proportionate communications of activity and well organised and promoted annual conference for wider sector