

Regional Cultural Agencies in Yorkshire
Background to new co-ordination arrangements
January 2008

Background

1. Uniquely, Yorkshire Culture (the Regional Cultural Consortium) wound up at the end of October and the four agencies in Yorkshire have been implementing transitional arrangements until March 2009, which we anticipate will continue thereafter. Some minor residual funding from Yorkshire Culture has been available to maintain specific aspects of work through 2008/9.
2. The Regional development Agency, Yorkshire Forward, has historically committed extensively to culture and is also currently restructuring how this commitment will be managed and delivered.
3. A new network of Directors of Culture in local government in the region is emerging under the auspices of Local Government Yorkshire and Humber.

Framework

The four agencies will align our work, coordinating action around the four agreed priorities, not creating competing agendas. We have adopted an approach which will build on current strengths and require as few changes to current practice as possible.

Key principles

4. The new grouping will be called the **Yorkshire Cultural Agency Partnership (YCAP)** although this will not be a public facing 'brand'.
5. The chair of YCAP in Yorkshire will rotate and is currently held by the Arts Council, at least until March 2009. The Secretariat will follow the chair.
6. YCAP will act as a forum to improve the coherence of our work and the way we communicate to our stakeholders, acting as a single voice when one is needed.

7. YCAP will not act as a delivery body. Any actions jointly agreed must be capable of mainstream delivery by one or more of the agencies
8. YCAP will produce an action plan making clear our priorities and capacity.
9. YCAP members will make clear distinctions when representing the whole group, and when representing their own agencies interests. While bearing this in mind, we will seek to represent broader cultural interests on those bodies of which we are members, and will seek advice from, and feed back to, other YCAP members. Over time, we will seek a balance between the agencies in terms of taking on such responsibilities.

Membership and Stakeholder relationships

10. The YCAP members are

- Arts Council England
- Sport England Yorkshire
- English Heritage
- MLA

11. Core members will be represented by the regional director or lead regional representative, or their nominated deputy.

12. The chair will rotate dependent on capacity of the agencies and for a period to be determined as appropriate. The agency providing the chair will be the main contact point for YCAP for stakeholders and others, and will have nominated tasks as set out below and which shall from time to time be amended.

13. YCAP has identified four **core relationships**, with organisations that have a regional remit, and are charged with, or have elected to, play a major role in culture in the region. This may be revised as new structures in the region develop.

- Local Government Yorkshire and Humber
- Yorkshire Forward
- Government Office Yorkshire and Humber
- Screen Yorkshire

14. YCAP's other **key relationships** will include individual Local Authorities, Higher Education providers, the Regional Assembly (pending the outcome of the SNR negotiations), and other Lottery Distributors.
15. Appropriate consultation mechanisms will be set up with both groups. Initial conversations were held with organisations listed in 13 and 14 during September and October 2008.
16. The four agencies would also expect to have the appropriate bilateral relationships with partners, working alongside any actions collectively agreed.

Purpose

17. To speak with a single voice in the region when such a voice needs to be heard.
18. To inform each other of issues and priorities and to seek to co-ordinate resources between the agencies and between agencies and partners in a way which adds value
19. To convene forums with our core and key partners at a frequency to be agreed
20. To develop and implement a communications plan between YCAP and partners, and such other bodies as shall from time to time be agreed (NB it is not the objective of this plan to communicate with users of cultural services, or with the general public).
21. To undertake such actions as shall from time to time be agreed between members of YCAP.

Core programmes 2008-2011

A detailed work plan has been developed to encompass the following four areas that were determined by DCMS.

YORKSHIRE CULTURAL AGENCIES PARTNERSHIP - WORKPLAN

Work area	SMART Outcome	Action to deliver outcome	Deadline	Resources	Leadership and co-ordination Co-ordinator to liaise with relevant internal and external partners and report on progress on delivery to YCAP.

Regional strategies	Improved cultural representation and influence on regional structures	Secure YCAP engagement and input to key elements of IRS delivery structure including: Communications with Yorkshire Forward , LGYH and GOYH Input via advice and evidence to IRS themed boards and independent challenge board (sustainable development) Confirm process for statutory input to regional planning policies Identify cultural champions within Y&H regional board and on Scrutiny/ Grand committee Secure engagement with city region leads	 Jan 09 then at regular intervals Ongoing once arrangements in place Feb 09 June 09 April 09	Staff time, Regional Directors supported by officers. –	English Heritage (on behalf of YCAP)
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	<p>Strong cultural element to regional strategies</p>	<p>Develop evidence and data sets for culture to inform this work, in context of national research programmes (Note: there is no Cultural Observatory in Yorkshire).</p> <p>Co-ordinated input of the 4 agencies to Integrated Regional Strategy in liaison with relevant partners</p> <p>Co-ordinated input of the 4 agencies to other regional strategies including ERDF programme, and city region plans/ multi area agreements</p> <p>Ensure appropriate cultural content within regional spatial planning strategy</p>	<p>June 09</p> <p>Deadline to be set externally</p> <p>Regular review and prioritisation by YCAP</p> <p>May 09</p>	<p>Yorkshire Culture has transferred resource to complete cultural input to <i>Progress in the Region</i> that is being co-ordinated by Sport England for YCAP.</p> <p>English Heritage to lead with support from Living Places regional group</p>	
	<p>Appropriate allocation of resources for culture from regional programmes (eg European programmes). To ensure clear access routes to funding for cultural organisations.</p>	<p>Seek EH representation for YCAP on ERDF Programme Monitoring Committee</p> <p>Liaise with relevant organisations to agree and establish cultural representation or input to other relevant regional programmes.</p> <p>Communicate opportunities for funding through agency networks</p>	<p>April 09</p> <p>March 09</p> <p>Ongoing</p>	<p>YCAP staff time</p>	

	National programmes of work that reflect specific needs of culture in Yorkshire.	Coordinate response to national programmes of work that are relevant to all four agencies (eg Government's draft legislative programme) Ensure that responses are aligned to any national agency responses. Liaise with relevant partners	Ongoing, determined by programmes	YCAP staff time	
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Place shaping	Culture at the centre of place shaping activity in the region	Influence cultural planning through engagement with strategic programmes of work such as Living Places <ul style="list-style-type: none"> • Redefine regional Living Places strategy group remit and membership to encompass revised responsibilities for place shaping agenda • Develop action plan to influence and support locality-based cultural engagement , to include relevance to LAA indicators, developing a coherent evidence base, and addressing workforce development needs • Establish dialogue with Yorkshire Futures to investigate locus for cultural evidence. • Integrate activity with Local Government strand of YCAP plan to influence place shaping activity within LSPs 	March 09		Arts Council, on behalf of YCAP
			May 09	Officer time from relevant agencies	
			March 09	Officer time from Living Places group membership	
			May 09	Officer time from Living Places group membership	
			March 09	Officer time from Living Places group membership	
			May 09	Officer time from Living Places group membership	
			April 09 (then ongoing)	Officer time from Living Places group membership	
			March 09	Officer time from Living Places group membership	
	May 09	Officer time from Living Places group membership			
			Ongoing	Officer time from relevant agencies	

Local Gov'tment	<p>Strong local government engagement in culture, leading to investment in, and development of, the regions cultural offer.</p>	<p>Strengthen relationships and influence with local government</p> <ul style="list-style-type: none"> • Scope the purpose, impact and capacity requirements of CSSR. • Consolidate strategic dialogue through delivery of CSSD. • Work with LGYH to establish a formal understanding of the relationships between cultural NDPBs and local government, with the aim of establishing a full Memorandum of Understanding. • Develop plans for establishing and maintaining strategic dialogue with individual authorities (to include actions arising from Regional Commentaries). 	<p>July 09 2010 Mar 09 Dec 09 Mar 09</p>	<p>Officer time from YCAP & YCAP Local Govt Group</p>	<p>MLA , on behalf of YCAP</p>
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	<p>Improved cultural representation within Local Strategic Partnerships, Sustainable Community Plans and Local Area Agreements.</p>	<p>Liaise with partners to develop a stronger cultural profile within LSPs.</p> <ul style="list-style-type: none"> • Undertake an audit of the structural position of culture & sport in all 15 LSPs, and presence of cultural champions on LSPs. • Develop an action plan to guide NDPB engagement with local authorities in preparation for LAA refresh in 2010 • Support GOYH in LAA negotiations • Develop action plans to broker relationships between the wider cultural sector and LSPs • Identify and nurture cultural champions in Yorkshire and the Humber. <p>Deploy evidence and develop activity to support cultural indicators in Local Area Agreements, and evidence the contribution cultural activity makes to other indicators.</p> <ul style="list-style-type: none"> • Map (or apply) individual NDPB evidence bases and identify resulting strands of activity and areas for intervention. • Develop a convincing narrative of the contribution of culture and sport and advocate to local authority decision makers and opinion formers. • Support the development of local authority cultural officers to further their engagement with the LAA process • Integrate activity with Place Shaping strand of YCAP plan. 	<p>Mar 09</p> <p>June 09</p> <p>Ongoing July 09</p> <p>Mar 10</p> <p>Mar 09</p> <p>July 09</p> <p>July 10</p> <p>Ongoing</p>	<p>Officer time from YCAP Local Govt Group</p> <p>Arts Council £4k</p>	
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	Improved performance by local authority cultural services	<p>Work in partnership with LGYH, Local Authorities and GOYH to develop improvement activity.</p> <ul style="list-style-type: none"> • Support knowledge transfer and the adoption of good practice within the sector. • Meet with RIEP Director, and establish a timescale for RIEP / NDPB engagement • NDPB research and case building completed • Proposition for engagement with RIES produced for cultural directors • Submission of cultural improvement bid to RIEP • Dialogue established with LGYH on the development of member support 	<p>Ongoing</p> <p>Mar 09</p> <p>June 09</p> <p>TBC</p> <p>TBC</p> <p>Ongoing</p>	<p>Officer time from YCAP Local Govt Group</p> <p>£10k IDeA</p> <p>£2k GOYH</p>	
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2012 / Cultural Olympiad	Strong cultural contribution and influence on Yorkshire 2012 Committee	Negotiate and agree representation of culture on the Yorkshire and Humber committee for 2012	January 2009	The commitment of the Sport England and Arts Council Regional Directors to regular attendance at the 2012 Executive Committee.	Sport England (for YCAP)
		Ensure that the Yorkshire 2012 strategy 'Yorkshire Gold' for the period 2008-2012 is linked effectively and efficiently to the work plans and strategies of the YCAP members	March 2009	The commitment of individual agencies Officer time to the actions arising from the 2012 committee on issues such as the Cultural Olympiad, training camps, etc as appropriate	

	<p>A high profile, effective cultural response to 2012</p>	<p>Support and manage the Regional Creative Programmer:</p> <ul style="list-style-type: none"> - Transitional arrangements in place.. including admin support - Agree funding arrangements for 2009 onwards <ul style="list-style-type: none"> - Permanent arrangements in place - Revise arrangements if required following Arts Council restructure <p>Support the Regional Cultural Olympiad steering group:</p> <ul style="list-style-type: none"> - Refresh stakeholder engagement with the steering group following infrastructure changes - Fully engage with RCOS group to ensure maximum benefit of agencies Major Projects. - Ensure a strong legacy from the cultural Olympiad by linking outcomes to agencies core activity <p>Support regional Legacy Trust activity by working with LTUK and regional partners to establish strong regional governance and programme delivery:</p> <ul style="list-style-type: none"> - agree accountable body and management for Legacy Trust delivery - support restructure of regional Legacy Trust Programme Board - agree management support for Legacy trust staff. 	<p>Jan 09</p> <p>Feb 2009 (subject to national negotiation)</p> <p>April 09 July 2009</p> <p>April 2009</p> <p>Ongoing</p> <p>Ongoing reviews by YCAP</p> <p>Feb 09</p> <p>Mar 09</p> <p>April 2009</p>	<p>Agency attendance at COSG and LTPB</p> <p>Cross agency financial support for RCP post.</p> <p>Align funding to 2012 where appropriate</p> <p>Chair and secretariat for Cultural Olympiad Steering Group (Arts Council)</p> <p>Arts Council to host LTUK staff (tbc)</p>	<p>Arts Council (for YCAP)</p>
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All 4 work areas	Clearly identified roles and responsibilities between YCAP and its core and key partners.	Complete initial stakeholder communications by 3 November 2008 Agree ongoing communication channels with core and key partners.	Ongoing		Arts Council (for YCAP)
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Risk Register. Yorkshire Cultural Agencies Partnership			
Risk	Likelihood	Impact	Mitigation
General Risks			
Staff resource constraints	high	high	Bi-monthly review of workplan areas
Financial resource constraints	high	high	Seek resources for specific prioritised actions as appropriate Liaise with national CEO group
Change in Personnel at RD level	high	high	Induction programme
Demands from sector partners and Government reduces focus	high	medium	Ensure focus on current workplan only GOYH in attendance at all meetings
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 GO CX to annual meeting to secure input.

Core partners are unengaged	low	medium	Agree communications plan / stakeholder strategy
Regional strategies risks			
Loss of influence through change to regional structures where culture has been represented.	medium	high	Communications strategy with core partners developed. Actions within Regional strategy work area address this.
SNR marginalises culture and sport	medium	high	Early engagement with RDA and Local government boards.
Local government area risks			
Local government not receptive to cultural input. Failure to position culture in context of local government priorities.	low	high	YCAP and agency communications with LGYH and individual authorities
Lack of appropriate intelligence (data, evidence) to support improvement.	low	high	YCAP to integrate national data with Regional Intelligence Network and CASE research programme
Failure of bid to RIEP for resources.	medium	medium	YCAP to develop contingency and review options following decision.
2012 area risks			
Yorkshire Gold (regional 2012 strategy) not aligned to YCAP plans, makes unrealistic expectations and demands of the YCAP agencies in terms of ability to deliver legacy items.	low	high	Influence rewrite of Yorkshire Gold strategy. Revise ToR of Cultural Olympiad Steering Group
Early movement of Creative Programmer to Arts Council does not match emerging national delivery model.	low	high	Use operational knowledge gained through early implementation to inform national models as they are proposed.

<p>Work is seen as too closely aligned to Arts Council</p>			<p>Support the development of unique web presence for 2012 cultural activity and, and unique branding for external communications.</p> <p>Arts Council does not chair Legacy Trust Programme Board</p> <p>Restructure Cultural Olympiad Steering Group to have integrated local authority engagement.</p>
<p>Place making risks</p>			
<p>Changing economic climate adversely affects housing and broader capital growth. Reductions in public sector financial provision leading to emphasis on committed projects negating potential for influencing new developments.</p>	<p>high</p>	<p>high</p>	<p>Emphasis on advocacy for importance of culture at heart of place-making. Financial controls in place.</p>
<p>Shifts in sub-regional policy cause hiatus in planning and delivery at local level.</p>	<p>medium</p>	<p>high</p>	<p>YCAP input at macro planning and policy level (see regional strategies section). Ensure advocacy plan is effective</p>