

Creative Cultures

LEADING THE GOOD LIFE

*Guidance On Integrating
Cultural And Community Strategies*

Produced for DCMS
Local Government Team

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Guidance on Integrating Cultural and Community Strategies

Section 1.

SETTING THE SCENE

1.1 Introduction

The DCMS commissioned this guidance on the integration of Cultural and Community Strategies from Creative Cultures in autumn 2003. It has been prompted by changes to the planning framework in the Local Government Act 2002. These changes, under the provision for Freedoms and Flexibilities, mean that local councils are no longer required to produce free-standing Local Cultural Strategies, but should subsume these within Community Plans.

This guidance has been developed through extensive consultation with local authority officers involved in both community and cultural planning through interviews, discussion at seminars and through written comments on a consultation draft. Consultation has also drawn in:

- government departments including the Office of the Deputy Prime Minister (ODPM)
- Government Offices of the Regions
- the Local Government Association (LGA) and Association of London Government (ALG)
- the Audit Commission
- the Improvement and Development Agency (IdeA)
- bodies such as Sport England and other Non Departmental Public Bodies (NDPBs) involved with cultural issues.

All have fed directly into the development process during late 2003 and early 2004. This period of consultation followed informal research carried out for presentations to the Association of London Government (ALG) and Institute of Leisure and Amenity Management's (ILAM) Annual Conference in summer 2003.

An Executive Summary of the Guidance is also available.

1.2 Contents of the guidance

The **guidance is organised** as follows:

- **Section 1** introduces the aims and purposes of the guidance, who the guidance has been produced for, briefly describes how the guidance has been developed and indicates how it might be further extended and improved
- **Section 2** establishes the importance of culture and the case for integration, highlighting key policy developments that promote and support an integrated approach
- **Section 3** sets out the opportunities for integration and the actions that need to be taken to ensure success. It includes case studies that illustrate examples of good practice, and concludes with a checklist for those involved in community and cultural planning

- **Appendices** provide a list of useful information sources and weblinks, together with a list of contributors to the guidance.

1.3 Purpose and aims of the guidance

This document seeks to **provide practical guidance** to aid the integration of planning for cultural development with community planning and the production of community plans or strategies. It draws directly on and will disseminate the experience and good practice of those responsible for this important and challenging area of integrated thinking and working.

The **aims of this guidance** are to:

- help local authorities and their partners achieve greater effectiveness in integrating cultural and community development for their areas
- strengthen community strategies through promoting the inclusion of cultural projects and activities
- help demonstrate the benefits of integrated approaches, particularly in showing how culture can support delivery of community priorities for improved quality of life and local well-being.

This guidance is about improvements across a range of aspects of performance in integration. It takes a pragmatic view and is not seeking to secure total integration through a rigid alignment of process and practice in strategic planning. Indeed, there are elements in culture, for instance, supporting the highest levels of development of creative practice in artists or elite performance in sport, which can and perhaps should sit outside the aims and objectives of the community strategy.

The guidance aims at a broad-based approach to integration, in which it might prove more effective locally to retain a separate strategy for cultural development, so that focus and momentum for a wide range of cultural projects can be sustained. The decision to keep a cultural strategy is best left to individual councils and their partners to make, in light of particular local circumstances.

1.4 Who it is for

The guidance is **written for everyone** - whether directly or tangentially - **involved in cultural and community planning**. This will include a substantial number of people and organisations both within and outside the cultural sector itself, for example:

- local authority officers with responsibility for cultural or community services and policy development
- elected members, particularly portfolio holders for cultural and community issues
- community organisations and development agencies
- members of Local Strategic Partnerships and their supporting sub-partnerships or fora
- those in local government or its many partner organisations who are engaged in education, health, regeneration, environment, planning, community safety and other sectors to which cultural activity can make a unique contribution.

1.5 Developing the guidance

It is hoped that further development of this guidance will take place: drawing on the experience of integration work and taking account of new policy developments and opportunities for integration.

At present the DCMS is considering proposals for online debate on the Guidance, and it is possible that for an initial period of a few weeks following publication, the Improvement and Development Agency (IDeA) will be able to host initial responses to and suggestions for the Guidance at their knowledge site (www.idea-knowledge.gov.uk/). This involvement is part of their Cultural Connections programme that includes publication of further detailed case studies in '*Something to Shout About*' (available through www.idea.gov.uk/publications/).

Section 2.

THE IMPORTANCE OF CULTURE AND THE CASE FOR INTEGRATION

2.1 Introduction – why culture is important

The integration of culture with community planning by local authorities and their partners is important for two principal reasons:

- councils continue to play a key role in ensuring the provision of cultural facilities, activities and opportunities to their local communities
- culture is central to the quality of life of local communities; it is inclusive and 'joined up' already with people's key concerns.

2.2 The role of local authorities

The DCMS estimates that English local authorities spend £3.2 billion each year on cultural and leisure services. They are responsible for many of the key cultural facilities serving their local communities including:

- libraries, learning centres and archives
- leisure, fitness centres and swimming pools
- local sports facilities, golf courses and regional facilities like athletics tracks
- parks and open spaces
- play facilities and toy libraries
- museums, whether local or of national or even international stature
- arts buildings ranging from small community facilities to some of our best-loved theatres, galleries and performing arts venues.

Alongside facilities, local authorities fund, support and regulate a host of cultural events and activities:

- community or major festivals
- carnivals and melas
- local sports clubs activities
- fireworks and large-scale outdoor events and shows
- community group activities
- play schemes or summer programmes for young people
- adult classes in crafts, media or arts.

Councils also provide functions that have a critical role in establishing a framework for much cultural development and activity including land use planning and licensing which can influence, for example, provision by the private sector.

Councils are in the front-line of coordinating local cultural provision, whether directly or, increasingly in recent years, through contracting with private companies or local trusts. Central to local government's role in cultural provision is its ability and willingness to ensure or promote access to a wide range of cultural opportunities for all sections of the community, and especially those for whom costs are a significant barrier.

2.3 What do we mean by 'culture'

Culture is an **inclusive concept** that embraces a wide variety of activities, places, values and beliefs that contribute to a sense of identity and well-being for everyone in our communities. It is about our way of life and our quality of life – it is about what people choose to do - cultural services and activities are the ones people opt for rather than have imposed on them.

Culture can provide communities with both a shared sense of place and a vision of where their community is heading. What is critical is that each community understands and explores the ways in which its local culture encompasses and expresses what is best about its way of life. The community should also be supported in playing a full and active role in realising its aspirations.

As a starting point, this guidance follows what is now the widely established two-part **definition or understanding of culture** set out in *'Creating Opportunities'* (DCMS, 2000), the guidance for Local Cultural Strategies.

Culture is seen as having a **material dimension** encompassing the following types of activities - an illustrative, rather than exhaustive, listing. It includes:

- the performing and visual arts, craft and fashion
- media, film, television, video and language
- museums, artefacts, archives and design
- libraries, literature, writing and publishing
- the built heritage, architecture, landscape and archaeology
- sports events, facilities and development
- parks, open spaces, wildlife habitats, water environment and countryside recreation
- children's play, playgrounds and play activities
- tourism, festival and attractions
- informal leisure pursuits

Culture also has a **value dimension** and is about:

- relationships - between individuals and groups
- shared memories, experience and identity
- diverse cultural, faith and historic backgrounds
- social standards, values and norms
- what we consider valuable to pass on to future generations.

2.4 Culture is already 'joined up' – the basis for integration

Considering culture as an inclusive concept gives it a position which is key to our quality of life and to our mental and physical wellbeing. A recent report from Essex County Council, *'Creative Consequences'*, points out that **culture is already 'joined-up'**:

'It is joined up with our personal, community, regional and national identities. It is joined up with our diverse lifestyles and social environments. It is joined up with the way we live, work and play. It is increasingly joined up with our capacity for sustainable economic development, and attracting inward investment in a knowledge-based and creative economy. It is joined up with the ways in which we can make communities and places physically attractive,

socially and economically dynamic and diverse. It is joined-up, ultimately, to our whole quality of life. (Local Government Association, October 2003)

It is this 'joined-up' character of culture that provides the strongest case for integrating cultural and community planning. Cultural and community planning have:

- a **common vision** in seeking to improve the quality of life of local people
- **common objectives** focused on inclusiveness, responsiveness to local needs and actively seeking to broaden opportunities for all sections of the community
- **opportunities for integrated programmes and projects** centred on building social cohesion, developing a positive sense of place and strong bonds and respect between communities
- **opportunities for widening partnership resources** through bringing in all sectors, public, private and not-for-profit, as well as identifying linkages which secure value for money benefits.

2.5 The policy and operational context – fertile ground for integration

Policy developments, at national, regional and local level, provide:

- fertile ground for developing integration of cultural and community planning and in realising its benefits
- a firm basis for increasing the area of overlap between community, corporate and cultural planning, as something that will offer a more effective focus on local priorities.

As a basis for greater integration, the modernising agenda, through recent **Local Government Acts**, and the development of **Best Value**, have been key in establishing new partnership roles for local government, improving responsiveness and encouraging more direct community engagement and action.

The establishment of **Local Strategic Partnerships** as a mechanism for developing and implementing the Community Plan provides the practical ways and means for furthering much of this work within the wider community.

2.6 Three key policy developments

Despite the lack of widely adopted cultural targets for councils and the removal of the Best Value requirement for a separate cultural strategy as part of the reward for effective service delivery under **Freedoms and Responsibilities**, local authorities and their partners can seize upon other **policy, organisational and resource** opportunities for effective integration. New policy developments can be expected but at present three key developments are:

The power of wellbeing

Local government now has the **power** to tackle **quality of life issues** through pursuing the **economic, social and environmental well-being of its community**. In its recent publication, *'Powering up: making the most of the power of well-being'*, the LGA sees the new power as a key way in which the modernisation agenda will become a reality as local authorities find ever more innovative and effective ways to implement community strategies and corporate improvement. The LGA argues that:

'The well-being power is a significant resource and freedom for authorities to use in order to improve public services, and encourages councils to look beyond their immediate service delivery responsibilities to the wider economic, social and environmental well-being of their areas.' (LGA, December 2003).

Contributing to the Shared Priorities

The **Statement of Shared Priorities** sets out central and local government's commitment to improving local services through investment and reform. Whilst cultural issues do not directly feature in these priorities, the emphasis is firmly on quality of life issues. The Shared Priorities' commitment to healthy, strong and safe communities, quality environments and improving the life opportunities, particularly of young as well as older people and those suffering exclusion, offer a path in for culture to make a substantial contribution.

The Local Government Association has recently published an overview with case studies of how culture can contribute to the shared priorities (*Cultural Services and the Shared Priorities*, LGA, January 2004) and IDeA will shortly publish a set of some sixty case studies of good practice in using culture to deliver the Shared Priorities ('*Something to Shout About*').

Developments in Comprehensive Performance Assessment

Although often criticised for the limited role accorded to leisure, the development of the CPA 2005 round is likely to bring an increase in the recognition of culture's contribution to community wellbeing as a core element of services.

The CPA will focus more on the community leadership role of Councils and the activities that councils undertake over and above their service delivery obligations. This emphasis is on work that seeks to bring about improvements in the quality of life and which can only be secured through multi-agency working. Community strategies are seen as the 'natural vehicle' for the broader community leadership role and partnership working and CPA assessments will be shaped around them. (*CPA 2005 – the way ahead*, Audit Commission, 2004).

2.7 Other factors aiding integration

In addition to these policy elements underpinning opportunities for integration, there are other factors including:

Featuring culture in the Local Public Service Agreement

The inclusion of culture within a LPSA makes a positive statement to local communities about shared values, in acknowledging diversity and underpinning social cohesion, for example. It can also present a great opportunity for adopting specific cultural programmes and activities to deliver against community and corporate aims and objectives. For example **Leicester City Council**, with the support of the Cultural Strategy Partnership and the Leicester Partnership, included a target on '*Improving social and personal well-being and enhancing social cohesion by increasing cultural participation.*' The Council linked the Cultural Strategy directly with the concept of access to cultural opportunity and freedom of cultural expression as a fundamental human right. The target derives from two of the key aims of

the Cultural Strategy, *Diverse City*, which will drive the development of all cultural activity in the city for the next five years.

LPSAs are intended to focus on the outcomes of service delivery, rather than processes, inputs or outputs. In Second Generation agreements, there is a strong emphasis on the identification of robust outcome measures, and this can be particularly challenging in a cultural context. The ODPM has produced '*Building on Success*', guidance on LPSA Second Generation, available online at www.odpm.gov.uk/lpsa. Two further documents will be available shortly from the DCMS: one on targets for sport and physical activity in LPSA2G and another on other cultural targets. Information on these can be obtained from the DCMS information centre, enquiries@culture.gsi.gov.uk.

Resources for culture

In addition to the more traditional sources of funding for cultural activities (from Arts Council England, Sport England, English Heritage, whether revenue or Lottery, or from local councils' own budgets for arts or sports), linking culture with a range of community programmes can open up other avenues. There are many examples of innovative linking of culture with a wide range of resources, and potential sources to be found in the public domain include:

Neighbourhood Renewal (**LB Greenwich** for its '*Art in You*' project, 2002 onwards)

Health budgets ('Midnight Basketball' supported in **Cumbria** by the NHS; elsewhere by Home Office, crime and disorder or safe communities spending)

Economic development (numerous Creative Industry Development Agencies, as well as **Culture Finance North West**, set up by ACE North West, the North West Development Agency and other private and public sector partners)

Regeneration and SRB (see **Sheffield** case study in the next section at 2A)

Arts and health (**Hull and East Riding Community Health NHS Trust** has a strategic approach which links up with the LSP priorities and commissions a range of arts projects)

Statutory spending on education, health or social services should not be overlooked, especially where there are specialist arts or sports colleges in the area, initiatives like Creative Partnerships, School Sport Partnerships or GP referrals and art or movement as therapy

Private sector, including section 106 agreements, in new housing schemes or development of public spaces

Rural funds, with the *Walking the Way to Health* initiative supported by the **Countryside Agency** (together with the British Heart Foundation and NOF), and taken up in many local councils.

2.8 Growing opportunities for linking across sectors

The sharpened policy focus on key issues, including those often described by the term '*social inclusion*', and the highlighting of concerns like obesity in young people, has been accompanied by a growing need for effective delivery of change. For example in the field of health and physical activity, The Department of Health has recently concluded a wide ranging consultation exercise on improving public health with a firm emphasis on preventative approaches and The Wanless Report (HM Treasury, February 2004), argues that people need to be supported more actively to make better decisions about their own health and welfare and that the NHS should shift its focus from treating disease to preventing it.

Policy initiatives among a wide range of government departments, regional agencies and cultural bodies such as Sport England, Arts Council England, and the Museums, Libraries and Archives Council are focussing more and more on a number of common policy issues.

This common emphasis on major quality of life concerns in a wide array of governmental and non governmental bodies, provides further opportunities for exploring integration of cultural development – despite the largely discretionary nature of most of these services - with a wide range of partners and sectors.

For example, new opportunities can be seized upon and actions justified by:

- a **new measure of child poverty** proposed by the Department of Work and Pensions will include lack of access to leisure, hobbies, swimming and other cultural activities as an indicator of deprivation
- following the Government's '**Living Spaces – Cleaner, Safer, Greener**' and the requirement for a Green Spaces Strategy, the Office of the Deputy Prime Minister has announced an £89 million **Liveability Fund** to fund new approaches to public space use and improvement as a key element in quality of life
- the **Countryside Agency** is supporting partnership schemes in association with Government departments and has produced a '**Local Strategic Partnership and Community Strategy rural checklist**' to aid rural LSPs in their integration work
- cultural agencies like Sport England are actively engaging with the wider social agenda. Its **National Framework for Sport** seeks outcomes in health, stronger and safer communities, education and in improving the economy as well as widening participation, access to and excellence in sporting activities
- the Green Paper, **Every Child Matters** (DfES 2003) acknowledges the need for Government and local authorities to provide a wide array of structured and unstructured free-time activities for children and young people
- the establishment of **Crime and Disorder partnerships and strategies** for all areas gives a basis for cultural activity and provision to make a positive contribution to diversionary activity for young people in particular
- the DCMS is preparing a consultation document on **Culture and Regeneration**, to promote a greater understanding of how economic physical and social benefits can result from a wider investment in culture
- later in 2004, Arts Council England will jointly launch, with the Housing Corporation, a series of **case studies** on how the **arts** have been used effectively in **improving housing and regeneration schemes ('Arts for All')**
- '**Play as Culture**', guidance produced by PLAYLINK for the Children's Play Policy Forum in 2002, presents both a rationale and suggested approaches to incorporating play into cultural strategy development. It includes policies and project details from a number of pilot authorities, citing examples of good practice from **Bath and North East Somerset** and **Portsmouth City Council**
- MLAC's **Inspiring Learning for All** initiative aims at providing a way for museums, libraries and archives to demonstrate their excellence in supporting socially and culturally relevant opportunities for learning. It aims to address the barriers for under-use of resources, to reach the diverse communities they would like to be serving.

2.9 'Shouting Louder'

Cultural activity is largely discretionary. Most local authority cultural services are not required by legislation. A high proportion of facilities and activities is provided by the commercial and not-for-profit sectors. Participation in cultural activity by members of the community is, of course, a matter of individual choice and group preference.

If cultural planning is to play its unique and effective role in improving quality of life, it needs to 'shout louder' and make sure it gets on the local authority corporate radar, as well as that of the Local Strategic Partnership and the wider community it serves.

Policy and partnership opportunities for integration are increasing and are backed by a growing body of evidence and experience. Section 3 looks in more detail at these opportunities and provides examples of those successfully working at integrating cultural and community planning.

Section 3:

THE OPPORTUNITIES FOR INTEGRATION

3.1 Introduction

Section 2 set out the case for integration, highlighting the importance of culture to the well-being and quality of life of communities. In this section the guidance will:

- explore the main opportunities for integrating community and cultural planning and development
- suggest key actions that Local Authorities and their partners can take to maximise the contribution that culture can make to community planning
- back up the guidance by providing case study examples of innovative approaches and good practice from around the country, alongside other sources of useful information.

3.2 Aims of integration

The overall aims of integration include:

- maximising the overlap between the work and outputs of community and cultural planning
- finding effective ways in which culture can respond to community needs and priorities, helping to bring together corporate and community agendas
- raising the profile and application of cultural activity in community planning and development and demonstrating the value of its unique contribution and approach.

The aim is *not* to subsume cultural planning and activity within a wider community development agenda. Many councils still intend to retain a separate cultural strategy, and acknowledge the strength this brings in sustaining focus and impetus in cultural development. It is also vital not to lose sight of the considerable intrinsic benefits to individuals, groups and communities of cultural activity - that sports, arts, heritage and play are valuable in their own right for sheer enjoyment and pleasure.

3.3 What are the opportunities?

In Section 2 we argued that a fertile policy and operational context for integration is being established by, for example:

- the Local Authority Act conferring the power of promoting well-being, as well as the flexibility to charge for discretionary services or engage in trading for social, economic or environmental benefit
- the Statement of Shared Priorities between local and national government
- an increasing emphasis on local 'bottom-up' priority setting within the Comprehensive Performance Assessment regime and other initiatives
- a wider emphasis on positively addressing well-being through, for example, the promotion of active lifestyles, healthy living and lifelong learning
- widening the available resources for culture and community development, including regeneration, private sector and charitable funding.

Extensive discussion and consultation in developing this guidance has suggested that opportunities and key actions for integration can be grouped under four main headings. These are:

Opportunity 1:	Establish a strong case for the contribution of culture
Opportunity 2:	Put the community into cultural and community planning
Opportunity 3:	Build a strong partnership for culture
Opportunity 4:	Build effective leadership for culture

3.4 Interlinked opportunities

It is worth emphasising that these opportunities and, more importantly, the key actions listed within them, are interlinked and solutions to one issue could bring positive support to remedying others. For example, where there is only a limited understanding of culture and its potential contribution to local well-being, this can have a number of potential knock-on effects, including:

- low prioritisation for culture
- a lack of focus on cultural performance
- an inability to gather appropriate or useable data to measure outcomes
- dispersal and fragmentation of delivery.

Tackling this first issue would help underpin effectiveness in addressing the others.

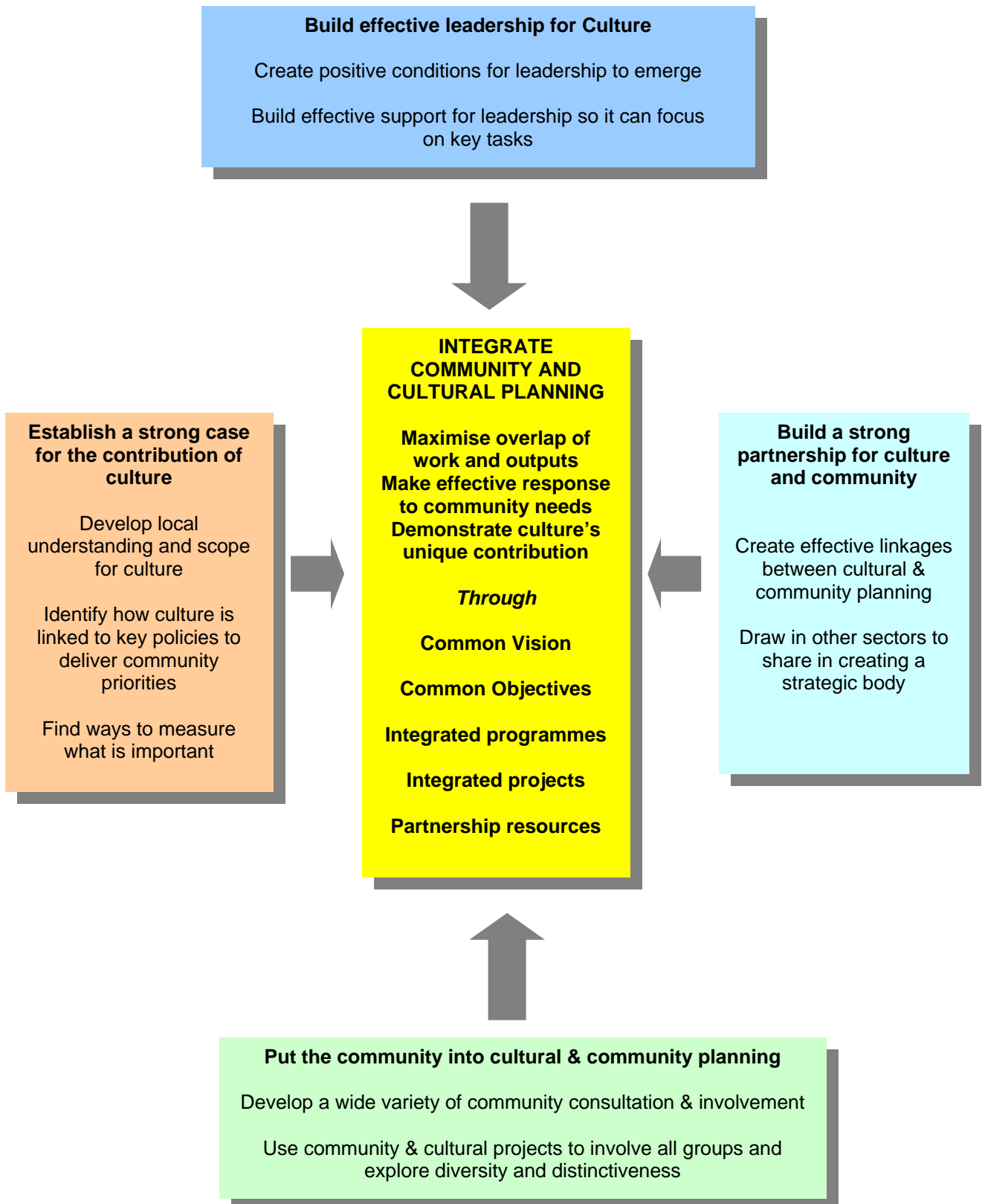
Being interconnected means that the opportunities are not presented in any ranked order of priority, although there is an element of sequencing in how these might be approached.

The opportunities and key actions do not provide an exhaustive listing of ways in which local authorities and their partners can facilitate integration. We expect that further work on integration will evolve to expand the list of practical steps that can be taken, whether in response to legislation, new evidence or mainstreaming of good practice. The guidance itself includes links with a new discussion group through IDeA, and will solicit further case studies.

The extent of work required to grasp opportunities and undertake key actions will vary from place to place and from partnership to partnership, depending on existing strengths and weaknesses in understanding, commitment, as well as organisational capacity and experience. We expect that few localities will be starting from a zero base position in which none of the characteristics or activities related to integration are present.

The following diagram summarises the aims of integration and sets out the four opportunities and key actions which the remainder of this section will cover.

INTEGRATING COMMUNITY AND CULTURAL PLANNING OPPORTUNITIES TO SUPPORT SUCCESSFUL INTEGRATION



Opportunity 1:

ESTABLISH A STRONG CASE FOR THE CONTRIBUTION OF CULTURE

3.5 What are the issues and why do they matter?

The ability to create a strong case for the role of culture requires us to:

- create **an understanding of culture as an inclusive concept** which incorporates what we understand by our way of life and what makes our lives worth living
- **find ways in which to measure the impacts and outcomes of cultural activity** so that its contribution can be recognised and that we measure what is important rather than what can be easily counted.

3.6 Creating an understanding of culture

Culture - in its broad definition - is already one of the most joined-up and integrated of concepts. It is joined up with our personal and social relationships, our values, our economic activity, our concerns for our environment and our sense of time and place.

But this broader understanding of culture may not be widely shared among partner organisations and the wider community. A lack of understanding of culture's connectivity and significance can all too frequently result in:

- discomfort and uncertainty about linking broader concepts of well-being with culture because of the word itself and the narrow view of culture as being primarily concerned with elite high arts which are seen as irrelevant to most people's lives
- not seeing culture as central to our lives but as a luxury or afterthought.

The opportunity to make the case for culture must address these issues and ensure that the inclusive concept of culture is widely understood and is the agreed basis for integrated planning and working.

It is especially important that people and organisations not working directly within the cultural field are brought into the fold and made aware of what it has to offer local communities. This is critical, for instance, with those responsible for economic and social regeneration. In fact we need to be concerned with the whole range of services and functions which impact on quality of life so that, for example, youth services or regulatory services such as alcohol and entertainment licensing need to be involved.

The key to gaining commitment will be through linking up with priority indicators already in use (for local capacity-building, health and activity level improvements, crime reduction and community safety, for example).

Nor should we overlook the substantial economic benefits and impacts of culture, and the contribution of the creative industries to a local economy. The Government's most recent estimate of the value of this growing sector to the country is around £112 billion with 1.3 million employed in cultural businesses. In the South East alone, this accounts for £46.5 million. Many regions, including the North West and London, have already seen a proliferation of Creative Industry Development Agencies, and can draw down investment funding from their RDAs, to nurture local enterprise.

Developers in the private sector, too, have a stake in supporting the cultural infrastructure, whether as partners in PFI schemes for leisure facilities, or in wanting to see a wide range of activities available for their own employees. A culturally vibrant, diverse and creative area helps to draw in inward investment in response to local confidence.

3.7 Measuring the contribution of culture

The second issue, the need to find ways to measure the contribution of culture, is of increasing importance. Alongside the plethora of initiatives and programmes that provide the fertile ground for culture's role in community development, comes a requirement to set and meet targets and to monitor and evaluate outputs and outcomes.

Within initiatives like Best Value, CPA, LPSA or in programmes such as Neighbourhood Renewal, there is a strong feeling that 'if it can't be counted, it won't be focussed on'. Culture can lose out in this environment because:

- it has tended, in the past, to rely on anecdotal evidence and informal approaches to evaluation with little or no hard empirical evidence
- culture can bring multiple impacts and outcomes both for individuals and groups and these present a serious challenge for empirical evidence gathering
- many of the claims for the benefits of culture (in improving health or the environment, for example) have never been demonstrated through longitudinal studies, although it is, even so, often difficult or impossible to disaggregate its impacts from other factors
- funding programmes are often geared to meet targets which must be readily quantifiable and, although these are of course important (such as numbers of jobs created or families taken out of poverty), there remains a danger that programmes focus on what can be measured rather capturing the whole value of the activity.

Since culture plays such a central and crucial part in all our lives, we need to find ways to respond by ensuring that we do measure what really matters to local communities and the places where they live.

3.8 Key actions to aid integration – Opportunity 1

We can identify a number of ways and examples that will help us address the two critical issues of establishing an understanding of culture and its potential role and of finding ways to assess and measure its contribution. There is already a body of good practice from across the country and, taking our cue from these, it is clear that the most effective strategic actions to be adopted are to:

Key Action 1A

Develop your own local understanding and scope of culture to ensure that it means something to your communities, as well as to organisations and individuals not involved in the cultural sector.

Tackling the lack of understanding of culture as a joined-up concept can include:

- exploring what is meant by culture in your area, perhaps through community events which get the public involved in debating what is important to them about their way of life
- ensuring that you include the views of other sectors, eg planners and developers, as well as community representatives, in carrying out a scoping exercise to identify *what* should be included within your local definition of culture
- identifying key priorities for action and outcomes to be secured with stakeholders (from funders to those who provide or use services and facilities).

Case studies and information sources

*After the introduction of 'Freedoms and Flexibilities', **Dorset County Council** responded positively to changes through an initiative to integrate the aims of the cultural strategy into the community plan. Through joint working of the CEOs of both county and districts, they raised awareness and commitment through regular meetings to exchange information and are actively promoting culture through joint projects which address quality of life issues affecting the local community.*

*Two of the original DCMS pilot authorities, **Easington and Southend**, dispensed with lengthy considerations of a definition of culture. Easington simply called it 'way of life' and Southend focused its attention on describing and scoping what would be covered by the cultural strategy. Easington has used its strategy to underpin all activities across the community dimension and Southend has put cultural issues at the very heart of its local decision-making (see also Opportunity 2B).*

***South Shropshire District Council** approached a scoping of cultural activity through the well-being route, and took the four main themes of its Community Strategy (Community Well-being, Enhancing the Environment, Learning for Life and Improving the Economy) as the framework for its cultural strategy. The strategy has set out clearly how actions in cultural development will not only deliver against community priorities, but will also enable measurement of impacts against its local quality of life indicators.*

*In **Bolton MBC**, the arts are now seen as essential to what the council is trying to achieve, and not an 'optional extra'. The level of ownership of the arts across the council has grown to the extent that this is now integrated into each council department, with dedicated arts teams in Housing, Community Development and School Improvement, and a creative industries unit within Environment. This integrated approach has been carried by the cultural strategy, LIFE, into the heart of the community plan, where culture features as a key element in its own right, as well as delivering on community cohesion, health and lifelong learning.*

*In 2002 **Northern Arts** (with IDeA) established a groundbreaking project, working with six local authorities, to create a toolkit for placing the arts at the strategic centre of LSPs. It examined six dimensions of performance: political leadership; external engagement; corporate arrangements; performance management; capacity; service delivery. These were examined through eight comparator authorities and have resulted in a series of suggested approaches to achieving success in integration.*

Key Action 1B

Identify how culture in your area is already (and potentially could be) linked to national, regional, sub-regional and local policies to deliver key community priorities.

In order to secure a clear sense of where culture fits into the wider community context, you need to:

- carry out an audit of relevant plans, policies, and programmes, and look for examples of where cultural activities have already helped with improvements to community well-being
- review the work of your Regional Development Agency and Regional Cultural Consortium as well as other regional bodies including those dealing with tourism
- identify current and potential links between cultural and community development which can provide a firm basis for integration focussing particularly on corporate priorities and on initiatives and resources linked to them
- focus on the Shared Priorities and on any Quality of Life indicators being used by your council, and organise your information to demonstrate what is being achieved
- produce a summary analysis, as a guide for strategic planning, of how culture is already or could be linked to delivery of priorities in your area, for example existing regeneration and other programmes in your area may already illustrate ways in which the wider contribution of culture is already being demonstrated.

Case studies and information sources

*The new £5 million Phoenix community centre (including sports hall, gym, dance studio, library, youth centre with recording studio, ICT suites and community café) is due to open in summer 2004 in the Roundshaw Estate, in **LB Sutton**. Neighbourhood Wardens will be based there to support community safety, and six community police officers will use it as their centre of operations. It will be run by a Trust in partnership with LB Sutton Leisure Management, Community Safety, Youth Service and Library Service, with a community business group to operate the cafe.*

*Private sector developers Argent St George have worked closely with **Camden Council**, to set up a Community Development Forum for the King's Cross area development plans. Consultation through the Forum has already revealed that new cultural and leisure facilities feature right at the top of the list of community priorities (including cinema, skateboarding, dance school, open spaces, sports and cultural centres). The Council and its partners are committed to addressing community needs and culture will form a significant part of this huge regeneration project.*

*The **LGA** document, 'Powering Up' (December 2003) unearthed examples of innovative ways in which councils have responded to the new powers conferred by the Local Government Act to promote local well-being. **LB Greenwich** established an employment agency to supply temporary staff to the council and other employers, and will divert surpluses to benefit arts and culture initiatives. **Norfolk County Council** set up a pilot project to look at*

how mobile libraries could be used to plug the gap in post office provision in some rural areas.

IDEA has produced 60 Case Studies on Cultural Services and the Shared Priorities, 'Something to Shout About', which will be available on its website.

The ALG has undertaken research into culture's role in neighbourhood renewal and has case studies to illustrate this.

Sport England is currently developing a library of DVDs, highlighting case studies relating to the Shared Priorities from evaluation of the Active Community and Sport Action Zone programmes. These will be helpful as advocacy tools with elected members and other agencies, and will provide practical information on how to set up different types of projects as well as how to manage effective partnerships.

Key Action 1C

Find ways to measure what is important to the local community and to provide a basis for including the contribution of culture.

It is crucial that what you measure reflects local needs and aspirations and is based on a realistic appraisal of the information you need to support cultural and community development. You need to:

- make use of existing data, researches and evidence to set your own framework. Much of what exists already can support your work: local intelligence is not always necessary to underpin arguments in favour of greater physical activity, or the health benefits from arts in hospitals, for example
- find links with any Quality of Life PIs in use or development for the Community Strategy, and look at how these can help in setting targets for the involvement of culture in well-being
- be clear on exactly what you want to measure and why and how this will enable you to plan strategically in the mid to longer-term
- keep it as simple and manageable as possible.

Helpful new tools and approaches to measuring the role and contribution of culture are emerging and these will be refined and become more useful over time. They include:

- ✓ the Regional Cultural Data Framework (RCDF)
- ✓ the mapping exercises on the creative industries published by the DCMS (DCMS, 1998, 2001)
- ✓ the Performance Management Profile for Cultural Services (Angela Watson Associates, for the DCMS)
- ✓ MLAC's toolkit for measuring learning outcomes in museums, libraries and archives (Inspiring Learning for All)
- ✓ and the growing adoption of concepts of social and cultural capital.

Performance management is particularly complex in the area of cultural activities which are provided by a number of very diverse organisations across the public, private and not-for-profit sectors. The challenge lies in establishing a robust system

which links community and cultural objectives together with CPA, the LPSA and Best Value PIs.

Case studies and information sources

Essex County Council has adopted an innovative approach to identifying the impact and importance of arts in the county. Through using concepts such as social and human capital and assessing attitudes, they have provided empirical data which identifies a clear association between participation in the arts and a range of positive outcomes.

The Cultural Consortium for the East Midlands, **Culture East Midlands**, has commissioned research to promote the consistent use of cultural indicators in the region and to test the RCDF and the extent to which these can be implemented and linked to assessment of their regional strategy.

LB Croydon's Performance Plan is based on an integrated and iterative process which informs Best Value, service planning and improvements, and derives its targets from both the CPA and the council's LPSA. There is a balanced set of SMART performance targets based on the needs of users, residents, stakeholders and employees, as well as management systems which allow for the capture of relevant data. Regular consultation on the plan with stakeholders and the local community takes place and an annual report details performance, trends and future improvements, in addition to evaluating service delivery.

The Positive Futures Scheme in **LB Sutton** (see also Rugby Borough Council case study in 3C) is open to all young people in the target area, not solely those at risk of offending. Detailed information on all participants is recorded, enabling profiling of attendance to be carried out and the young people are tracked during the course of the scheme and their achievements noted. It is hoped that school attendance and attainment records will improve as will the levels of vandalism, drug and alcohol misuse and anti-social behaviour. The evidence will take time to be gathered, but the monitoring is in place to enable a more effective evaluation and analysis of the impact of Positive Futures.

The **Birmingham Arts Survey** was launched by the **City Council** in 1999, with support from the cultural researcher Francois Matarasso, to begin to map the arts sector, its financial state, employment patterns and range and reach of activity. The Performance Indicators chosen were aimed at assessing the 'health' of the arts in the city. The project now includes 60 organisations, large and small, professional, voluntary and amateur. Its value lies in being able to track year-on-year changes and also to provide a tool for advocacy and promotion. The Survey has begun to reveal useful information about the way in which the sector operates in terms of patterns of employment, its engagement in formal education and the involvement of volunteers.

North Kesteven District Council has three areas of measurement in place to assess the impact of its investment in the arts:

- the reaction of local people (residents surveys, viewpoint panels)
- specific quantifiable output measures linked to strategic priorities (including visitor numbers and growth in employment)
- community capacity-building (the number of community groups established and sustained through arts activity).

*The **Core Cities Group** (comprising eight major cities outside London) has demonstrated the value of joint work in identifying the potential role of culture and in assessing their own performance, both against each other and against European examples. Of particular importance have been the linkages with universities who are making a substantial contribution to developing approaches to understanding and measuring the impact of culture.*

***Sport England** has developed a Value of Sport monitor on its website, which brings together not only its own research, but also draws on country-wide and international impact studies. It is working, too, on key PIs, and is undertaking pilot projects in the Yorkshire region as part of community surveys to devise the best method for collecting and analysing this data, to be rolled out nationally for adoption by local authorities and their partners.*

*The DCMS's own **Research Strategy 2003-2006** cites some powerful pieces of research, which are well worth checking out. These are described in considerable detail and include:*

- *OECD PISA study (2001), which provides clear evidence on how participation in cultural activities raises literacy levels in young people*
- *Studies on the Arts and Sports Specialist schools and how these raise attainment levels across a range of academic subjects (Durham University, 2002)*
- *Youth Justice Board evaluation of the Summer Splash schemes was able to quantify reduction in burglary and youth crime (2001)*
- *A longitudinal study on the impact of Study Support for underachieving children in which cultural/sporting activities support positive outcomes (Macbeth et al, 2001).*

Key Action 1D

What else you can try

These examples do not exhaust ways in which you can establish a strong case for culture's contribution to meeting community priorities in your area. Consider some of the following:

- Arrange study visits by partners, stakeholders, elected members and officers to other areas, to witness successful projects in action, and do not forget to familiarise them with projects in your own locality
- secondments or short-term exchanges between senior officers, LSP members or councillors in neighbouring authorities, bringing effective advocates from outside, who have a strong track record in using culture to address community priorities: peer-to-peer influence can be very powerful
- seminars and workshops for LSPs and other stakeholders with a contribution to make to community strategies on what culture can do (perhaps led by a local arts or sports professional)
- twinning with other high performing council areas to exchange ideas on good practice or setting up joint cultural projects to link communities of interest and pool resources
- forming partnerships or consortia with neighbouring authorities or established benchmarking groups (as for Best Value), to commission joint research, including local impact studies

- set up presentations or circulate information about the results and implications of other research programmes which you feel are relevant to your local aims.

Opportunity 2:

PUT THE COMMUNITY INTO CULTURAL AND COMMUNITY PLANNING

3.9 What are the issues? Why is this important?

Opportunity 1 examines how a strong case for culture and its contribution to community planning can be made, particularly through:

- scoping and defining culture around local concerns and focusing on key local quality of life priorities
- seeking innovative ways in which to assess and measure the positive impact of cultural activity on community priorities.

Closely linked to this is the opportunity presented by cultural and community planning to get communities closely involved in the process. We need to:

- find ways that ensure that **all sections of our communities are given the opportunity to express what is important to them** as individuals and as members of different groups
- ensure that **community views on cultural and quality of life issues are given the weight they deserve** in the planning and implementation process and are not seen as lightweight or of low priority.

Government policy for community development increasingly stresses meeting local needs and the local definition of priorities. The latest proposed revisions for Comprehensive Performance Assessment of local authorities builds on the focus of Best Value and earlier CPA and Local Public Service Agreements, as well as initiatives like Neighbourhood Renewal, to encourage a 'bottom-up' approach to addressing local priorities and tailoring services to meet these.

Support from local people for quality of life issues is a strong starting point for responding to the need for this bottom-up approach and for strengthening community input into planning and development.

3.10 Putting a 'cultural' angle on community consultation

Culture can make a unique contribution to the consultation process:

- cultural issues can **attract and involve those who may otherwise not respond** to opportunities for consultation and engagement
- all groups have their cultural interests and concerns and **an open approach to consultation** can help draw out and articulate this **rich array of needs and aspirations**
- a focus on cultural issues can respond to the pressing need within our increasingly multi-cultural society to **identify positively with cultural diversity**
- culture, sport and leisure activities can themselves **provide attractive and safe routes into engaging with local communities.**

We need to build on the confidence (borne out by many studies and examples of good practice) that culture's contribution to a sense of place, of purpose and of community and individual well-being is substantial and that communities, given the opportunity, will express this freely.

3.11 Key actions to aid integration – Opportunity 2

Key actions you can take to put the community into community into cultural and community planning include:

Key Action 2A:

Develop a wide variety of community consultation and involvement activities that provide openings for all sections of the local community to express what is important to them and their aspirations for their local area

When consulting with people on their quality of life, start with an open mind. This will be more revealing of local priorities than asking them to rank existing services in a competitive way. Building on the locally developed understanding of culture can provide the basis for more 'open' questionnaires, discussions and consultation that seek to identify what is really important to local people. Cultural matters often surface spontaneously as a prime concern.

Case Studies

*In early 1990s Gallup carried out a Quality of Life Survey for the **Isle of Man Government**. This started with a qualitative approach, bringing together focus groups to discuss what they liked or did not like about life on the island. These discussions revealed qualitative information on issues of importance for residents, and formed the basis for subsequent annual household surveys. What it shows is that cultural dimensions score highly in local quality of life, and that communities especially value facilities for leisure and sport, the countryside, entertainment and nightlife, the townscape and street scene. These views have fed directly into the work of the Government and its partners in planning for the community.*

***LB Newham** has expended considerable effort in drawing in the views of local people for both the Cultural and Community Strategies. The cultural consultation programme secured input from over 2,000 people and included: a conference; neighbourhood meetings; a website aimed at young people; a listening day with politicians and officers walking the streets to hear public views; interviewing people in a community advice centre, local hospital waiting area, community college, a fun day in a local park and Stratford central bus station. In 2003, the Newham LSP conducted its biggest ever community consultation, using large-scale public events, in which over 25,000 individuals ensured that Culture and Social Regeneration emerged as one of the six agreed priorities for the Community Strategy.*

*Six neighbourhoods in **North Sheffield** have worked since 2001 on setting their own agenda for improvements to their areas supported by Southey and Owlerton Area Regeneration and the Area Panel. The SRB and Objective 1 funded programme started with informal walkabout sessions in the neighbourhoods, with residents telling Council officers and professional advisers about their concerns and aspirations. Subsequent activities (including artists working with people on developing a vision for improvements) secured local input into the regeneration plans. The consultation process was short listed for an ippr/The Guardian award for public involvement in 2002, commended for its direct engagement of local people in shaping their own environment. The Neighbourhood Strategies identified cultural strands to improvements, including the value of good design in changing the image of the area.*

A MORI public opinion survey for the Audit Commission published in September 2002 showed that 'activities for teenagers' and 'Facilities for young children' were rated ninth and tenth respectively in people's list of priorities on 'what makes somewhere a good place to live' and the same survey showed that 43% of people thought that 'Activities for teenagers' was the top factor in most need of improvement in their local area. The next highest rating was 29% for lower levels of crime.

Key Action 2B:

Use community events and cultural projects to involve harder-to-reach groups or to explore issues of cultural diversity, local distinctiveness and regional characteristics

You can work with cultural organisations or set up special events to bring together groups who might otherwise be difficult to involve, including young people, disabled people or ethnic minorities. Cultural activities, as a non-threatening and inclusive approach, can explore community histories, relationships and raise issues that will not easily be tackled by more traditional methods such as surveys. They can be a prime means of responding to the needs of a culturally diverse community and of celebrating our cultural diversity.

Case Studies

***Southend Borough Council** has taken great pains to align cultural and community priorities, based on what local people see as important issues. In the Community Conference in 2003 residents and organisations pushed hard for the recognition of identity and local pride as key contributors to the wellbeing and prosperity of the area. Local leaders received a clear message that improving Southend's image and identity was the highest priority in improvements to creativity, the economy and the environment. And, as Southend is now home to an increasingly diverse community (including Indian, Bangladeshi, Pakistani and Chinese residents), it is essential that its 21st century identity properly reflects and celebrates a wider cultural heritage.*

***Wigan MBC's** 'Street Scene' project was set up to look at how children were affected by changes to the local environment in the streets where they lived. Professional play workers used video, photography and traditional street games to explore the impact of traffic, litter and road design on how children played and used public spaces, and drew out their concerns over safety, pollution and sense of belonging. A board game was created to illustrate the good and bad points of life on the streets, and this was used successfully in bidding for Home Zone Challenge funding to make real improvements.*

*The 'Connecting Youth Culture' project started in **North Yorkshire** in 1997, as a means of working mainly with young people aged 12-18 who are at risk, have low aspirations or are rurally isolated. CYC engages with young people on the street, in youth centres or youth groups, and is based on an outreach arts service which includes a mobile multi-media van. The main driver for the project is to use the arts to support young people in tackling their own problems or challenge issues which affect them. It also features an online Youth Forum, and Young People's Voices, to provide a channel on important issues, so that their views can be heard, and to celebrate their cultural achievements.*

*Residents of the Bellenden Estate in Peckham have worked with **LB Southwark's** Housing Department to use arts as an integral part of the regeneration strategy for the area. Extensive and continuous consultation has happened at every stage and local people are now highly enthusiastic about the scheme, working with artists to create art which is both functional and decorative. Street bollards by Antony Gormley, street furniture designed by Zandra Rhodes, together with play equipment and murals by Tom Phillips have contributed significantly to local pride in the environment and children from the estate have worked hard to create and maintain their own wildlife garden.*

*'Clear Vision, Bright Future', **Bolton MBC's** Community Plan 2003-2012, has adopted 'Communities in Harmony' as one of its four cross-cutting themes. Culture and multi-cultural festivals have a special role to play in this, providing opportunities to celebrate the richness and diversity of local cultures, faiths and race. The borough's cultural strategy, LIFE, also reflected the issue of identity and local well-being as central to community development and strongly promoted the contribution made by culture to quality of life. It forms a major strand of the Community Plan, and is also positioned as a key element in those sections which cover health, wellbeing, lifelong learning, as well as community cohesion.*

Key Action 2C:

What else you might try

There are numerous examples throughout the country of innovative approaches to community involvement you might:

- talk to local cultural organisations about ways in which their involvement could be facilitated and identify particular sections of the community they could work with
- consider how to encourage involvement (incentives, prizes etc) but also consider how you are going to provide ongoing feedback, recognition and involvement to those who have taken part.
- discuss your approaches with representatives of the local community and ensure that community leaders or members of peer groups are involved in planning or even leading activities. **Portsmouth City Council** trained a team of facilitators from the voluntary sector and university, alongside its own officers, to carry out major public consultation exercises for both its Cultural Strategy and Community Plan. Community groups were encouraged to carry out their own vision exercises on local issues or use a trained facilitator: a deal of valuable information was produced and fed directly into the planning processes
- always be prepared to meet communities on their own ground and terms - this demonstrates an openness and willingness to consider their points of view.

Opportunity 3:

BUILD A STRONG PARTNERSHIP FOR CULTURE AND COMMUNITY

3.12 What are the issues? Why is this important?

Opportunities 1 and 2 focus on making a strong case for culture's contribution to community development and on getting communities to provide a powerful 'bottom up' basis for integration through identifying what is locally important to their quality of life.

Building a strong partnership for culture is a critical factor in securing effective integration with community planning. It addresses **four matters**:

- supporting government policy in **encouraging a wider community leadership function** for local authorities and thereby strengthening the role of Local Strategic Partnerships
- helping **bring together the diverse cultural sector** spread across the public, private, not-for-profit and community sectors
- offering a basis for **drawing in and involving departments and organisations not engaged in cultural activities** and whose work impacts on quality of life and community well-being
- ensuring closer working within and across **two-tier authority areas**.

3.13 Strengthening community leadership

Partnership building is a crucial, central element in the way local councils now work. The ability to plan for the whole community gives validity to a council's role as a democratic and accountable body able to drive and co-ordinate a broad partnership on behalf of local people.

Including cultural issues within partnership work on well-being can:

- strengthen the local authority effort in strategic planning and in providing community access to cultural activities
- help address the planning and communication issues that arise within and outside of local authorities
- secure a common focus for cultural services which may be sub-divided within local authority corporate structures or largely independently provided or outsourced.

3.14 Bringing together the cultural sector

The cultural sector is a disparate one, including individuals, small organisations and large corporate bodies. Most areas benefit from facilities and services provided by a range of public, profit-driven and community organisations.

The private sector has an increasingly large part to play in providing facilities or services for the whole community, from health care to sports and leisure centres. It is frequently the motor for local economies, and will have an interest in initiatives which seek to improve the overall attractiveness and competitiveness of local areas.

Cultural factors are frequently cited as a key component of successful towns, cities and regions, and the active involvement of enlightened, community-aware

businesses is to be strongly encouraged in developing plans to meet the cultural expectations of local people, naturally including their own employees.

3.15 Bringing together local authority services

In addition to this diversity across the wider cultural sector, cultural services within local authorities have often gone through one or more reorganisations within the recent past. They are also likely to be found within a variety of corporate departments with varying names. Cultural services officers sometimes express the fear that, as a mainly non-statutory group of services, new corporate priorities and restructuring can leave them out of the mainstream and 'off the political radar'.

3.16 Making the partnership truly strategic

The functional, operational or philosophical differences between organisations across this varied cultural sector can sometimes make it difficult, therefore, to bring them together to acknowledge and address common or overarching issues. A wide-ranging and strong cultural partnership can:

- encourage all bodies to broaden their role and function in response to wider community needs and aspirations, working alongside the lead council
- help to offset any loss of influence or lack of recognition of cultural services provided by a local authority alone
- deliver a reinvigorated platform from which to further develop relationships with outsourced providers, local trusts, the voluntary and community sectors.

3.17 Key actions to aid integration - Opportunity 3

Building a strong partnership needs to:

- cover work both within and outside the local authority and to include every organisation that contributes significantly to the community's quality of life and cultural well-being
- establish effective links with other council services and departments whose work or responsibilities have a powerful impact on local quality of life. These might include: environmental services, planning, licensing, transport, economic development and tourism, as well as education, health promotion, social inclusion or crime prevention.

There is a stepped approach you might consider in order to build a robust and truly integrated partnership. This should start with 'setting your own house in order' by improving dialogue and active collaboration within your own council, so that it can speak with authority on the need for integration. You should aim to:

Key Action 3A:

Create effective liaison and linkages between cultural and community planning

Key actions that can be taken are:

- to create (if none exists already) a practical and appropriate approach to bringing cultural services and other departments (such as those listed above) together to improve community planning. This might be through a joint services planning group, which supports the LSP and meets regularly, or an

informal 'think-tank' which focuses on short-term, specific strategic tasks. Both will need the endorsement and support of senior officers and members.

- to identify links for this joined-up planning process across two-tier authorities, if your authority is not a unitary council. Working with cultural services and other departments at county council level, a collaborative planning vehicle needs to be established, which draws in representation of the full range of council services.

Case Studies

*In 1999 **Hereford Council** established the Herefordshire Partnership and produced its first Cultural Strategy. As a result of effective working and fortuitous timing, culture was rapidly identified as a key part of community development and led to the formation of a Herefordshire Cultural Consortium, one of the ten 'ambition groups' in the LSP. The Consortium adopted the Cultural Strategy's recommendations as its action plan, bringing culture into the heart of the wider community agenda. There are many opportunities for cross-fertilisation between the ambition groups, and it has been possible to 'sell' the contribution of culture at a high, strategic level. Collaboration is actively stimulated by Hereford's status as a rural area in a region dominated by a largely urban agenda for culture.*

***Manchester City Council** has adopted a strategic structure to support integration of cultural planning and development across the city. The Council's Chief Executive has lead responsibility for regeneration, much of which is based on cultural initiatives. The Head of Cultural Strategy is a member of his senior management team, which represents a wide cultural partnership across council departments. Remarkably, the Council boasts of a cultural strategy team of thirteen officers, all of whom are charged with delivery of the strategy action plan, rather than weighed down with heavy operational workloads. The Cultural Strategy team is backed up by its own research unit, currently working on mapping culture and setting targets and indicators to underpin the implementation of the strategy.*

*The work on **Chelmsford's** Cultural Strategy informed both process and output for the work of its LSP and the Community Plan. The Plan was launched by the LSP in 2003, covering seven priority programme areas. Culture was embedded as one of the priorities and is also included in community safety, learning and personal development and healthy living. The linkages were further strengthened through work undertaken as part of the BV Review of Leisure, Cultural and Parks Services (LCPS) 2003, in which the close integration of community, cultural and corporate planning was a major feature. The LCPS sought to answer two questions: whether they were a key element of high-level local plans and whether they were managed in a way to fit with those plans. The analysis was applied locally, including the Economic Development Strategy and Local Plan, as well as sub-regionally and regionally in the Essex Cultural Strategy and strategies of Living East (the RCC), East of England Development Agency, East of England Tourist Board etc. The resulting 'Strategic Fit' document shows very clearly just how cultural services are integral to achieving a very wide range of strategic aims and objectives.*

Key Action 3B:

Draw in other sectors to share in creating a strategic body for integrating cultural and community priorities

The core integrated council partnership can now look outwards to involve a wide range of other players, having already established a framework for collaboration.

How you might get others involved:

- set out an agenda for partnership which will focus on sharing the development and taking forward of a strong local vision for culture and well-being (see Opportunity 1) to all organisations involved in cultural activity, regeneration or development, and drawing in local leadership (see Opportunity 4)
- consider what is the most effective and attractive means of bringing representatives of the wider cultural sector together to address community needs and aspirations. A seminar or roundtable discussion, led by a council's Chief Executive or Leader, can define and agree priorities and establish a clear role for sectoral strategies and actions to deliver local aims and objectives. It can also establish the terms of reference for partnership working
- discuss and agree with the LSP how a cultural partnership might work productively to integrate the cultural needs of local people into the community plan, whether as a separate sub-partnership, through representation across plan themes, or indeed both
- maintain close links with regional bodies and agencies, as core providers of information, advice, advocacy, funding and resources: invite representation at high-level strategic planning events and keep in touch through networks and regular dialogue.

Case studies

Wigan's Local Strategic Partnership is made up of the Leader's Forum and seven strategic partnerships. From the outset one of those partnerships has been the Cultural Partnership, originally established as the guiding body for Northern Soul - Wigan's Cultural Strategy - and is led by a strong voluntary sector voice. The Cultural Strategy fed the development of Wigan's interim Community Plan, where one of the key objectives is "Improving the Borough's Lifestyle, Play and Culture". As work is currently being undertaken to finalise Wigan's Community Plan, the quality of life agenda and, critically, the role of culture in delivering on this, is emerging as one of the key themes.

In Dorset, the County Council has agreed to create a resource to engage directly with LSPs and the county-wide Strategic Partnership has provided funding to establish a post for six months. The main function of the post is to provide information, guidance, advocacy and support for LSPs in developing local cultural ambitions which deliver against important community priorities. The post-holder will set up a series of events and planning away-days across the county. Another key role will be in supporting LSPs directly, including helping them access funding. This proactive approach is strongly commended by Culture South West, the Government Office of the South West and ACE SW, who are looking to mainstream the successful outcomes across the region.

Key Action 3C:**Establish a partnership for action**

A partnership is only fully effective when it identifies a common purpose and acts upon it, and thus the cultural partnership will show its true worth through creating, encouraging or supporting joint programmes of activity. There must be a tangible outcome to partnership formation, whether in securing or providing funding, sharing facilities or resources, joint planning and delivery of programmes or advocacy on behalf of culture and community well-being.

Case studies

*There is a strong track record of cross-district working in arts development in five councils in **East Kent (Ashford, Canterbury, Dover, Shepway and Thanet)**. This partnership, which was underpinned by a sub-regional cultural strategy, delivered a joint commissioning programme for public art and has been carried through into the basis for work on **Canterbury's** bid to become European Capital of Culture. Although the bid was not successful, its aspirations have been clearly embedded within policy at the City on corporate, community and cultural strategy levels. The partnership aims to consolidate strategic planning at sub-regional level and supports initiatives including the new Turner Centre in Margate, the Marlowe Theatre redevelopment in Canterbury, and the Creative Foundation in Folkestone. The East Kent Cultural Consortium is now looking beyond arts development: Economic Development departments in Thanet and Canterbury are collaborating on setting up a Creative and Cultural Industries Enterprise gateway with support from the South East England Development Agency.*

*Positive Futures is a pioneering project for young people aged 10-19 years, and has been operating in Newbold, Rugby, for two years. It provides and enables sport and recreational activities in the area, encouraging youngsters towards brighter life opportunities. The partnership between **Rugby Borough Council** and Newbold Rugby FC makes use of sports coaches and youth workers, engaging on a one-to-one basis with young people. As well as sport, the project has used photography, street dance and graffiti activities, to tackle not only health and well-being, but also issues such as youth crime and drug misuse. To date it has worked with over 200 young people, male and female, and positive outcomes are tracked, with evidence provided by individual case studies and life stories. The project is jointly funded by the Home Office and the Council, and is supported by Warwickshire Youth Offending Team, as part of a national programme with other partners including Sport England, the Football Foundation and the Youth Justice Board.*

Key Action 3D:**What else you might try:**

- use your consultation process to identify and encourage individuals who may be potential partners
- discuss with those who may play a key role in a cultural partnership what their interests are, and issues like availability of time – this may help you address what form of partnership will be most practical and effective.

Opportunity 4:

PROVIDE EFFECTIVE LEADERSHIP FOR CULTURE**3.18 What are the issues and why do these matter?**

If the impact of culture is to be felt at every level in the community, then it needs to be underpinned by leadership which can really make things happen. Even where culture has won the arguments for a key role in meeting local needs, it still needs visionary leadership to achieve its maximum impact in integrating with wider community development.

Leadership is the key to success: places with an excellent record of cultural development always have strong and effective leaders excited by and committed to culture. Grasping the opportunity to build effective leadership as part of the work of integration requires us to **address two questions**:

- **what kind of leadership** do we require and from where will it come?
- **how can leadership be developed and strengthened?**

3.19 What kind of leader?

There is no single 'recommended' source or model of leadership: local conditions can and do produce very different champions for culture. From the perspective of local councils, of course, elected members with key portfolios or chief executives are critical in carrying out this role. They can be especially effective in pulling together multi-disciplinary departments, as advocates for culture's role, and particularly where key activities and services are outsourced to trusts or other external bodies, for example, including private and voluntary sectors.

Of course, leadership from local government is by no means the whole picture. This is most clearly the case now with the creation of LSPs, where a more pluralistic approach is called for, in line with government thinking. The key here is getting the championing of culture embedded into the LSP. Leadership should reflect the spirit of place and be representative of the wider community: it is most effective for culture when plugged into the wider agenda.

Regional bodies can also be invaluable champions, to provide a strong lead and inspire local development and commitment through strategic planning, advocacy and as funders and gateways into Government. This is especially true for Regional Cultural Consortia and Regional Development Agencies. The NDPBs for culture also have a long and distinguished track record in partnership with local councils to support strategic development.

3.20 Developing leadership

The development of good leadership is a complex matter and will vary from place to place. Recognising this, the ODPM is taking the issue of leadership within the LSPs very seriously, and has commissioned a three-year evaluation programme which considers the effectiveness of these bodies, and the capacity of community leadership.

It is notable that successful places, including some of our major regional cities, accord high status to cultural leadership. Other places may need to ensure higher recognition to cultural leaders, acknowledging and celebrating their contribution as

well as encouraging representation (particularly by elected members) on key regional cultural bodies. Some places, too, have looked to a champion from the private sector, to lead on and act as a focus for cultural ambition.

3.21 Key actions to aid integration – Opportunity 4

Good leadership can secure an effective platform for integration and it should provide:

- positive action on establishing a common vision across cultural and community needs and the ability to set inspirational examples
- clarity in defining standards or setting expectations and focussing on strategic and overarching issues
- the power to open doors and drive things forward
- a voice to speak up for culture in the council, the LSP and the wider community
- success in securing the resources, arguing for the effectiveness of an integrated cultural programme alongside other key priorities like education or community safety
- securing buy-in or commitment from across the council, its partners and stakeholders at local or regional levels.

Actions which aid cultural leadership include:

Key Action 4A:

Create positive conditions for effective cultural leadership to emerge

These can be created by:

- auditing current representation and leadership of culture within the local authority, the LSP (and any sub-groups), to identify obvious strengths, weaknesses and gaps. These need to be addressed to ensure that there are people who can speak authoritatively on behalf of the cultural needs of the locality, joining up with those who may already be networked into local and regional bodies
- raising the profile and status of this leadership role, and boosting local championing of culture by actively seeking leaders from all walks of life. You can cast the net wider than the council or usual suspects: encourage champions to emerge from the private and voluntary sectors, and give them every opportunity to influence, celebrate and promote culture as the pride and glory of the local community.

Case studies and other information

*The Transformational Plan for **South Tyneside** (produced by Comedia) challenges the borough to change itself from Ordinary to Extraordinary. The Local Cultural Strategy, 'Catch the Spirit', is seen as an important tool in making the transformation real and will ensure that leaders and partnerships in the Borough put culture and creativity at the centre of the regeneration process. The Council has secured strong cultural representation in the decision-making forums of the Borough and has set itself ten key tasks, including using cultural assets as a vehicle for dynamic change. The vision has been shared in imaginative ways, including a film premiere of 'The South Tyneside Story' for 250 community*

leaders and starring the key stakeholders of its LSP. The leaders will serve as enthusiastic ambassadors for change on behalf of the communities they represent.

***Manchester's** renaissance has been visible for many years now and the city and surrounding boroughs shone on a global stage during the 2002 Commonwealth Games. This quite simply could not have been achieved without dynamic leadership from a major figure from the private sector, leading a partnership which embraced key players from the public and voluntary domains. Culture is now firmly embedded as one of the City Council's high level objectives. There is both a lead and deputy lead member with the cultural portfolio and the Council's deputy leader sits on the board of the Cultural Consortium England's Northwest. The lead member for culture is active within the Manchester Cultural Partnership, and the deputy leader is a member of Arts Council England North West. Thus the city's influence on and advocacy for culture is spread throughout the region, not just locally.*

*Leadership for culture is not the exclusive preserve of local councils. **North Somerset DC** is currently piloting the creation of a culture and community planning champions group for the South West, drawing together outside bodies to work alongside the Council. A good sectoral mix of organisations is involved, representing arts, sports, play forum, an arts college, youth orchestra, tourism and heritage. The champions group aims to be a major vehicle for galvanising and inspiring stronger support for culture across the district. The timing of setting up such a group is auspicious. The LSP is revising its structure and looking at partnerships, one of which will deliver the Culture, Leisure and Recreation action plan in the Community Strategy, enabling the group to become directly involved in defining local aims and priorities.*

*The **Surrey Sports Partnership** is supporting young people aged 14-19 across the county to become Community Sports Leaders, as part of the curriculum in local schools and colleges. They take part in outdoor adventure challenge activities and will be encouraged to develop volunteering, team and leadership skills through helping out at the Surrey Youth Games later this year.*

***Sport England** is working through the South West Regional Sports Plan to support the funding of 100 community sports champions, to be placed strategically within different settings, in order to provide local advocates for sport and culture.*

Key Action 4B:

Build effective support for leadership so that it can focus on its key tasks

- you must also take action to provide an effective infrastructure for the leader(s) who will need the support of a strategic body for culture linked to, or a part of, the LSP (see also Opportunity 3)
- the leader(s) will need to work within a framework which takes into account high level responsibility for integration of cultural planning as well as being representative of local communities. Such a body needs to be able to focus on setting the vision, deciding the overarching issues and agreeing the main strategic tasks, whether as a sub-partnership for culture, through lateral integration across the LSP as a whole or a combination of both approaches

- developmental activities for emerging and potential leaders can be focussed on their individual needs to improve capacity in the role, through mentoring, networking or peer support, for example.

Case studies

*The approval in June 2002 by **Leeds Initiative Executive** of the first Cultural Strategy for Leeds, marked an important step for the City Council, Leeds Initiative and its partners. The Executive approved the establishment of its seventh and newest strategic partnership - Leeds Cultural Partnership - to drive the strategy forward and the LCP reports directly to the Executive and Board. Its tasks are to: focus on the development of cultural policy in the city; co-ordinate the development of cultural facilities, activities, services and events; make culture central to policy and decision-making; encourage better understanding and stewardship of the city's cultural resources; support those who want to work in the cultural industries. As Leeds Initiative is responsible for implementing the Cultural Strategy and the Community Strategy, Vision II, it has smoothed the process of ensuring that the two documents feed into each other at strategic, operational and delivery levels.*

***Tewkesbury Borough Council** followed the publication of the draft community strategy '2020 Vision' with a major consultation exercise in 2002 to ensure that as many people and organisations as possible had an input into drawing up plans for the future. Culture featured strongly and is one of the Strategy's nine themes. The wide variations in need identified across the borough meant that one plan was unlikely to address the concerns of all residents equally. The Council decided to divide the borough into six geographical areas, to create six area-based Locality Forums. These Forums have been successful in highlighting issues important to their communities, and will work in partnership with other organisations to find solutions to problems. Forums meet quarterly, and specific project groups meet more frequently. The relationship with Tewkesbury LSP is strong: each forum contributes to the Locality Planning Team, which is responsible for delivery of LSP initiatives, thus providing real influence over priorities for the local areas.*

*During work on its successful European Capital of Culture bid in 2003, **Liverpool City Council** set up a new agency to deliver the city's cultural agenda - the Liverpool Culture Company (LCC) - and was determined to make culture central to its whole regeneration process. A new organisational structure was put in place, and the LCC is now responsible for the creative and cultural agenda of the city, integrating arts and tourism services with forward-looking and inclusive programmes across other council departments. Key to this new structure was the appointment of a Creative Director for the city, who works alongside the Chief Executive of LCC and has a senior role supporting the City Council in its central task of regeneration. Working closely with the Council's Chief Executive, the Creative Director also advises the Council's senior management team on how to develop the creativity agenda within each service portfolio, including Education, Supported Living and Regeneration.*

Key Action 4C:

What else you might try

- grooming community leaders as champions for culture, capitalising on their existing status as influential voices already recognised in the locality

- seeking private sector/high profile individuals for specific, short-term campaigns to raise awareness and support in sponsoring culture
- it might also be appropriate to offer training (media or presentation skills), capacity-building and small incentives (defrayal of expenses or study visits, for example) to encourage greater involvement. This is especially important in any inclusive approach to recruiting leaders with disabilities, language or childcare needs.

3.22 INTEGRATING COMMUNITY AND CULTURAL PLANNING – CHECKLIST

This checklist includes questions that those involved in community and cultural planning should ask themselves. There is a short set of introductory questions, followed by a series which relates to the key actions identified in this guidance.

The checklist does not seek to go into detail nor can it anticipate all the particular circumstances you might face in your own area. We intend it as a guide to indicate where the strengths and weaknesses of your particular position might lie, so that you can identify and focus on where improvements could most usefully be made.

Key Action	Checklist Question	Assessment		
		Yes	No	To be considered
	Does your area have a local cultural strategy?			
	Is your cultural strategy based on a thematic approach?			
	If you have no cultural strategy, are your cultural service plans based on a thematic approach?			
	Is there a cultural theme or section in your community strategy?			
	Are cultural actions and priorities featured across other themes of the community strategy?			
	Opportunity 1: Establish a strong case for the contribution of culture			
1A	Are you discussing and agreeing the scope and meaning of culture for your community?			
	Will this discussion involve a wide range of people including those representing non cultural services?			
1B	Are you carrying out an audit of key policies to identify actual and potential links to culture?			
	Are you identifying key local priorities and issues and considering how culture can contribute to these?			
1C	Are you reviewing existing data on quality of life issues for your local community?			
	Are you developing informative and practical performance indicators for culture which can be used for CPA, LPSA and community planning?			
	Are you identifying gaps in this information and developing ways of filling these gaps?			
1D	Are you discussing and agreeing any other ways in which you can establish the case for culture?			
	Opportunity 2: Put the community into cultural and community planning			
2A	Can you draw on a wide range of existing and specially arranged consultation activities to identify community needs and aspirations?			
	Are consultation activities providing information on quality of life issues for your community?			
	Are there ways in which your community can continue to be involved in the planning and implementation of local cultural activities?			
2B	Are you involving cultural groups or activities as part of your effort to reach all sections of your community?			

	Are you addressing issues of cultural diversity, local characteristics, and regional identity as part of your consultation process?			
2C	Are you considering any other ways of involving the community in planning and implementation?			
	Opportunity 3: Build a strong partnership for culture and community			
3A	Do you have joint liaison and planning across services within the council including non cultural services?			
	If you are in a two-tier authority, does this liaison and joint planning extend across the tiers?			
3B	Are representatives of the wider cultural sector able to link with the LSP and local authority work on cultural and community development?			
	Are you involving representatives of regional bodies in key stages of your planning and implementation?			
3C	Are you able to identify tangible projects and outcomes from your partnership which demonstrate an effective partnership between cultural and community planning?			
	Do you have effective performance management systems for delivery of cultural actions?			
3D	Are there other actions you are taking (or could be) to establish and maintain a strong partnership?			
	Opportunity 4: Provide effective leadership for culture			
4A	Are you undertaking an audit of current leadership and networks to identify strengths, weaknesses and gaps?			
	Are you taking steps to raise the profile and prestige of cultural leadership to encourage champions for culture in all sectors?			
4B	Do you have an effective body to work with and support your cultural leadership?			
	Is this body able to focus on overarching and strategic tasks?			
	Are you considering activities to develop, strengthen and extent leadership for culture?			
4C	Are there other actions you are (or could be) taking to provide effective leadership?			

APPENDICES

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LIST OF THOSE CONSULTED

Working group meeting, Birmingham, 31 October 2003

Vincent Paliczka	Bracknell Forest District Council
Paul Rubinstein	Newcastle City Council
Tim Challans	Nottinghamshire County Council
Shweta Otiv	LB Islington
Andrew Donaldson	Bolton MBC
Andrew Ormston	Birmingham City Council
Nick Gibbs	New Forest District Council
Howard Cockcroft	Halton Borough Council
Keith Crawshaw	Sheffield City Council
James Milne	Berwick Borough Council
Andy Wiggans	Rochdale MBC
Andy Ganf	Government Office for London
Julie Hill	Local Government Association
Roger Stratton-Smith	DCMS (Local Government Team)

Also in attendance: Vanessa Bone and Brian Mitchell, Creative Cultures

Regional consultation workshops

London: 26 January 2004

Andy Ganf	Government Office for London
Chenab Mangat	Government Office for London
Nina Bakhri	Association of London Government
Toni Ainge	Bexley
David Ruse	Westminster
Patricia Stead	Hammersmith and Fulham
Hilary Renwick	Lewisham
Emma Wiggins	Croydon
David Bradbury	Corporation of London
Chris Ruse	Wandsworth
Valerie Borne	Ealing
Ron Robinson	Newham
Mark Fisher	Sutton
Trisha Grimshaw	Hillingdon
Ciaran Quigley	Sutton
Roger Stratton-Smith	DCMS

Also in attendance: Vanessa Bone (Creative Cultures)

Manchester: 6 February 2004

Mark Wheelton	Macclesfield
Bruce Bennison	Cumbria
Duncan Richardson	Warrington
John Bryne	Cheshire
Mark Beveridge	Carlisle
Steven Jones	Preston
Phil Barker	West Lancs
Chris Hughes	Ribble Valley
Keith Davies	Bolton
Andrew Donaldson	Bolton

Gay Caul	Knowsley
Paul Bewick	Knowsley
Nick Ford	Oldham
Tom Pridmore	Wyre
Paul Gover	Chester
Andrea Mageean	Chester
Jane Dawson	Cheshire
Ged Lucas	Stockport
Michael Heaslip	West Cumbria
Pete Gascoigne	Wigan
Jane Robertshaw	Warrington
Dereck Fletcher	Warrington
Graham Atkinson	Bury
John Carter	Bury
Alison Wilkins	Bury
Penny Wakefield	Liverpool
Sue Crossley	Liverpool
Jane Beardsworth	Arts Council England North West
Philip Sutton	Copeland
Alison Armstrong	Cheshire
John Glester	Wirral
Fran Toms	Manchester
Mick Cartledge	Burnley
Nicky Griffiths	Crewe and Nantwich
Dorothy Bradley	St Helens
Karen Marcroft	Halton
Sue Davies	Halton
Lisa Driscoll	Halton
John Hatton	Halton
Faith Mann	Salford
Elaine Roberts	Lancashire
John Eley	Tameside
Paul Lawday	Tameside
Andy Divall	Blackpool
Laura Shepherd	Blackpool
Andy Wiggans	Rochdale
John Cole	Rochdale
Dave Hewson	Sport England
Darren Crossley	South Ribble
Graham Simpson	South Ribble
Sam Plum	Pendle
Brian Astin	Pendle
Rajan Paul	Sefton
John Blackledge	Blackpool
David Owen	Lancaster
Bob Hardiker	Congleton
Stephanie Thornton	Rochdale
Rachel Flood	Wirral
John Dyer	South Lakeland
Claire Gould	South Lakeland
Karen May	Heritage Lottery Fund
Boo Stone	Wirral
Chris Dodd	Sport England
Tricia Kilsby	DCMS
Janet Matthewman	GONW

Also in attendance: Brian Mitchell (Creative Cultures)

Dorchester: 10 February 2004

Cllr Doris Ansari OBE	Cornwall County Council
Steve Barriball	Awards for All
Laurie Bell	North Wiltshire District Council
Deborah Bennett	Plymouth City Council
Cllr Dilly Bradley	Taunton Deane Borough Council
Alison Cameron	South Somerset District Council
Mary Carlin	Tewkesbury Borough Council
Karen Christie	Teignbridge District Council
Maria Clarke	Somerset County Council
Jo Cogswell	North Wiltshire District Council
Caroline Corfe	Taunton Deane Borough Council
Mark Cotton	New Opportunities Fund
James Coulton	Plymouth City Council
Karen Dyson	Taunton Deane Borough Council
Sally Edgington	DCMS at Government Office for the South West
Nema El-Nahas	Arts Council England, South West
Hilary Evans	Borough of Poole
Steve Evans	South Gloucestershire Council
Dave Franks	Dorset County Council
Rob Froud	Somerset County Council
Cllr Stephen Friar	West Dorset District Council
Phil Gibby	Arts & Business South West
Jess Gildener	North Dorset District Council
Jocelyn Glanfield	Poole Museum Service
Stephen Godsall	Bournemouth Borough Council
Sarah Gooding	Culture South West
David Hill	South West Museums Libraries & Archives Council
Julie Hill	Local Government Association
Gill Horitz	Bournemouth Borough Council
Mike Hoskin	Dorset County Council
Dr Paul Hudson	Sport England South West
Chris Humphrey	Arts Council England, South West
Sam Hunt	South West Museums Libraries & Archives Council
Jude Hunter	West Dorset District Council
Tony Hurley	North Dorset District Council
Sue Isherwood	NALGAO
David Jenkins	Dorset County Council
Sue Kay	Culture South West
Paul Leivers	Dorset County Council
Andy Lewis	Southend-on-Sea Borough Council
Cllr Bron Littlewood	Bournemouth Borough Council
Professor Peter Lloyd-Jones	Plymouth City Council
Jenefer Lowe	Cornwall County Council
Julie Martin	Wiltshire County Council
Val Millington	Culture Works Consultant

Nichola Moore	Borough of Poole
Jackie Morris	East Dorset Community Partnership
Helen Owen	Gloucestershire County Council
Pat Pryor	Dorset County Council
Jeanette Ratcliffe	Cornwall County Council
Jenny Rintoul	Plymouth College of Art & Design
Andy Sanders	Tewkesbury Borough Council
Trevor Savage	West Wiltshire District Council
Linda Screen	Dorset County Council
Robin Tatam	Plymouth College of Art & Design
Elaine Taylor	Dorset County Council
Karuna Tharmananthar	North Somerset Council
Martin Thomas	South West Museums Libraries & Archives Council
Nick Thornley	West Dorset District Council
Simon Timms	Devon County Council
Karen Toole	Stroud District Council
Lesley Waller	Salisbury District Council
Katrina Waters	Environment Agency
George Whalley	Christchurch Community Partnership
Peter Woodcock	West Wiltshire District Council

Also in attendance: Mark Porter (DCMS), Vanessa Bone and Brian Mitchell (Creative Cultures)

Case study information, comments and responses by email, letter or telephone

Andy Worthington	ILAM
Kevin Douglas	Harrogate Borough Council + Harrogate LSP
Tony Osmani	Suffolk Coastal District Council
Mike Hoskin	Dorset County Council
Dawn Maddrell	Isle of Man
Sue Nixon	Wolverhampton City Council
Elizabeth Roberts	North Somerset District Council
Joanna Hammond	West Midlands Life
Andy Wiggans	Rochdale MBC
Jenefer Lowe	Cornwall County Council
Mark Fisher	LB Sutton
Stuart Dorward	Hampshire County Council
Amanda Smethurst	LB Kensington and Chelsea
Liz Blyth	Leicester City Council
Colin Mercer	Consultant, Cultural Capital
Elizabeth Charlton	Government Office West Midlands
Alan Barber	Consultant
Bernard Mella	Chelmsford Borough Council
Stephen Barker	IDeA
Steven Jones	Preston Borough Council
Cluny McPherson	Arts Council England Yorkshire
Mary Carlin	Tewkesbury Borough Council
Helen Style	ODPM
Robin Osterley	Live Music Forum
Andrew Kelly	Bristol 2008
Caroline Jenkinson	LB Brent

Jane Glaister	Bradford City Council
Adrian Chappell	Arts Learning Partnership (London Metropolitan University)
Nick Thornley	West Dorset District Council
Roger Stanway	Wythenshawe Voices (South Manchester)
Jim Miles	Guildford Borough Council
Chris Jones	North East Lincolnshire LSP
Simon Deakin	LB Enfield
Rosy Greenlees	Greater London Assembly
Bernard Spiegall	Common Knowledge
Pete Gascoigne	Wigan LSP/Wigan Leisure and Culture Trust
Nicola Horsey	Hampshire County Council
Margaret Way	Government Office West Midlands
Simon Timms	Devon County Council
Mick Cartledge	Burnley MBC
Jade Badcock	Countryside Agency
Satish Sachdeva	Sheffield Positive Action Training Consortium
Dan Jones	LB Sutton
Andrew Ormston	Birmingham City Council
Issy Cole-Hamilton	Children's Play Council
Bernard Godding	Educational Centres Association
Vincent Paliczka	Bracknell Forest District Council
Holly Donagh, Lisa Divito	Arts Council England
David Clark	SOLACE (meeting, 3 March)
Brian King	Audit Commission
Julie Martin	Wiltshire County Council
Sukhy Johal	Culture East Midlands
Sue Appleton	Sport England
Debra McGee	Canterbury City Council
Andy O'Hanlon	South Cambridgeshire District Council
Jonathan Cochran	Redditch Borough Council
Fran Toms	Manchester City Council
Jonathan French	ODPM (NRU)
Executive Committee	NALGAO (meeting, 8 March)
Sue Thiedeman	LB Redbridge
Nina Bakhri et al	Association of London Government
Ruth Saunders	Rugby Borough Council
Culture and Tourism Steering Group	Association of London Government (presentation, 4 April)