

# DELIVERING DCMS CULTURAL PRIORITIES IN THE SOUTH WEST

## ACTION PLAN FOR DCMS CULTURAL AGENCIES IN THE SOUTH WEST

(Arts Council England, Sport England, English Heritage and Museums, Libraries and Archives Council)

### Principles behind this joint delivery action plan:

- Build on the strong partnerships that currently exist in the region and take forward what is best in our current delivery mechanisms.
- Seek to ensure a close fit with wider regional cultural agendas and priorities.
- Establish a small Executive Board (four DCMS Cultural Agencies, GOSW Representative and Local Authority Representative) that will develop the strategy, coordinate, monitor and deliver this joint Action Plan.
- The Executive Board will act a focus for culture and through its joint work will provide a common voice to advocate the importance of culture.
- The Executive Board monitors and updates the plan annually and reports progress to DCMS and respective project boards.
- Establish three Programme Boards that will each focus on the objectives. These Boards will involve key stakeholders and help to ensure wider engagement and help to shape future strategy and policy delivery.
- Agree terms of reference, ways of working and project support when action plan agreed for the transitional period from 1 April 2009 to 31 March 2011.
- Engagement with Local Government through the Local Authority Advisory Board to reflect their role as key stakeholders in the development of strategy, delivery and implementation of cultural priorities.
- This Action Plan is focussed on cultural priorities and joint working between four NDPB's where collaboration around actions will add value to at least three individual agencies. At the same time individual agencies and partners will deliver their own distinct work plans, responsibilities and targets. Cultural priorities will inevitably be delivered in specific parts of the region at specific times.

### Overarching aims:

- That delivering '**A better place to be**' (Cultural Strategy for the South West), and '**People, Places and Spaces**' (Cultural Infrastructure Strategy for the SW), remains central to this joint action plan.
- That a core programme of activity must be maintained, but a review of priorities and management is required to reflect the resources and capacity of the four regional agencies.

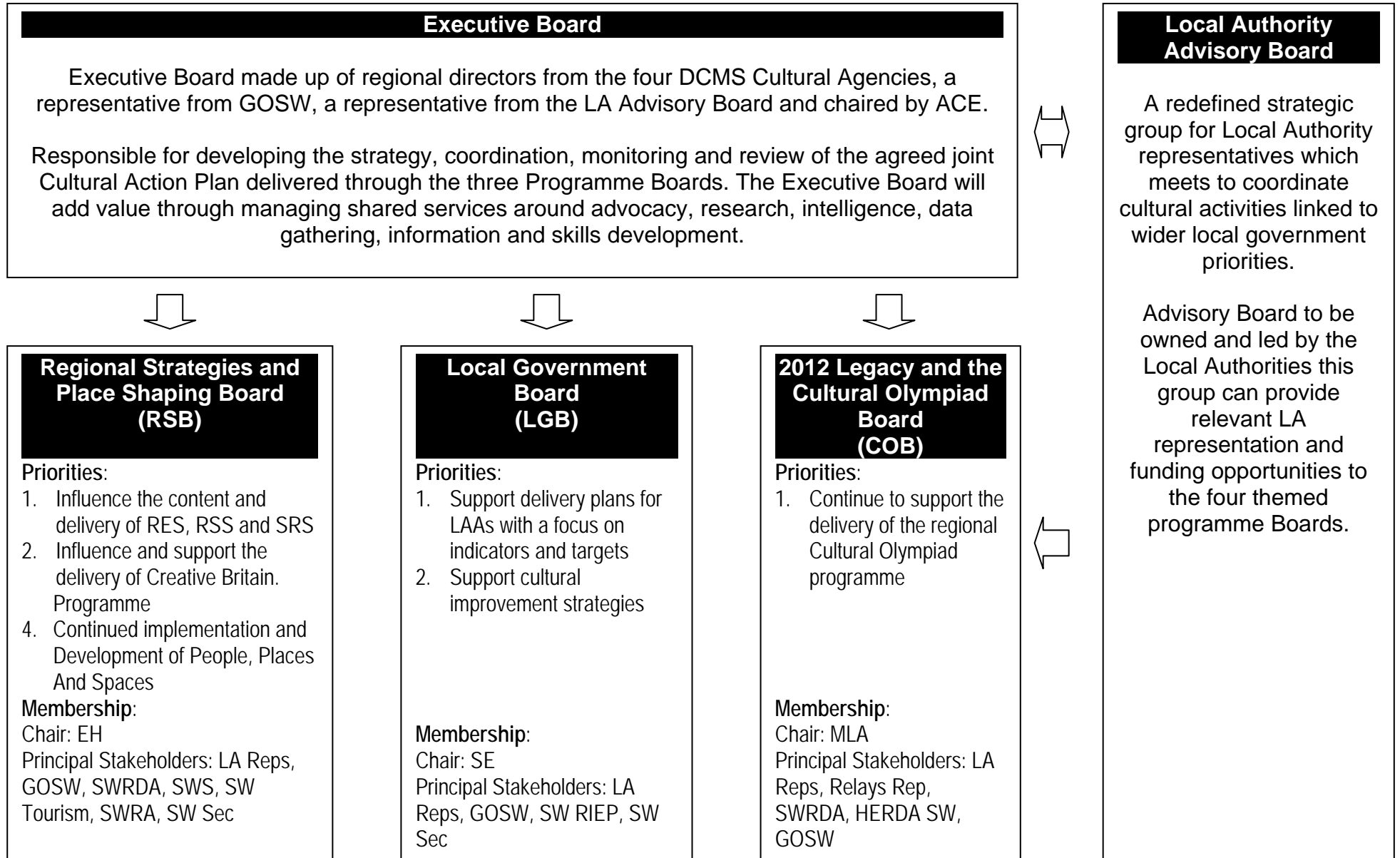
*Document control*

Version 11

Date 10 March 2009

Signed off – Executive Board

# SCHEMATIC OF THE ENGAGEMENT OF CULTURE IN THE SOUTH WEST



NB The new model outlined in this schematic would either replace or align with existing groups.

## DCMS AGENCIES SOUTH WEST CULTURAL DELIVERY ACTION PLAN 2009-10

Objective 1.0 REGIONAL STRATEGIES AND PLACE SHAPING				Status (RAG)	Risk Management		
<b>Outcome:</b> Engagement to influence the content of Regional Economic Strategies, Regional Spatial Strategies, and in time, Integrated Regional Strategies <b>Outcome:</b> The delivery of agreed commitments under Living Places including roll out of cultural planning tools and guidance. Delivery of Sea Change programme.				G	Impact	Likelihood	score
					3 Significant	2 Unlikely	6
Area	Outcomes	Actions	Lead	Coordination	When by	Resources (£) (annual)	
1.1 Influence the content and delivery of RES, RSS and SRS	The SRS has culture and sport embedded in order to secure influence and lever resources. Culture and sport priorities are aligned to NDPB Agencies Regional Priorities.	Evidenced based input to SRS to be developed by NDPB Cultural Agencies and supported by senior officers from each agency.	EH	Exec Board RSB	2010		
	Opportunities to lever resources for sport and culture are maximised	Work with SWRDA to ensure culture is embedded in the RES and on-going economic work in the region.	EH	Exec Board RSB	2010		
	Culture and Sport objectives furthered through strong advocacy and influence as the SNR emerges	Develop advocacy plan to ensure the influencing of key regional decision makers.	EH	Exec Board RSB	May 09		
1.2 Influence and support the delivery of Creative Britain	Avoid duplication and inefficiency through determining when responses can add value	DCMS Cultural Agencies to be first point of contact for other agencies seeking multi-agency collaboration, e.g. Regional Events and Festivals work.	EH	Exec Board RSB	On-going		
	Support the delivery of Creative Britain and its focus on place.	Continue the implementation of the work plan of the Creative Economy Partnership and support the manager post.	EH	Exec Board RSB	On-going		
3.1 Delivery of Living Places programme	Improved network of better and more accessible sustainable facilities for culture and sport.	Continue to deliver and implement Living Places projects in the SW.	EH	Exec Board PSB			
	Secure Investment through identified opportunities e.g. Housing Growth Points	Assess learning from LP pilots, identify opportunities, and agree actions.	EH	Exec Board PSB	June 2009		

	Implementation of the Sea Change programme in the SW	Deliver Sea Change projects and support future priority projects.	EH	Exec Board PSB	On-going	
3.1 Continued implementation and development of People, Places and Space	Regional and sub regional priorities for culture established through PPS. Implementation provides a focus for cultural infrastructure needs.	Support the delivery of identified regional priorities.	EH	Exec Board PSB	On-going	
		Support the delivery and implementation of Planning Areas for Culture (PACs).	EH	Exec Board PSB	On-going	
		Shape, deliver and implement the Sea Change Programme in the SW.	EH	Exec Board PSB	On-going	
		Seek to inform the RFA process to secure strategic cultural and community investment	EH	Exec Board PSB	On-going	
					Resources required	
					Existing resources	
					Resources requested	

Objective 2.0 LOCAL AREA AGREEMENTS/LOCAL GOVERNMENT COMMITMENT TO CULTURE AND SPORT				Status (RAG)	Risk Management		
<b>Outcome:</b> Implementing the commitments set out in <i>A Passion for Excellence, an improvement strategy for culture and sport</i> , engaging with stakeholders to ensure culture and sport maximises contribution to LAA outcomes, undertaking a programme of Culture and Sport Strategic Dialogues.				<b>A</b>	Impact 3 Significant	Likelihood 3 Possible	Score 9
Area	Outcomes	Actions	Lead	Coordination	When by	Resources (£) (annual)	
2.1 Support cultural improvement opportunities through LA's	Specific Local Authorities are more efficient and effective in delivering services to meet culture and sport agency targets.	Deliver Culture and Sport Strategic Dialogues in maximum of 4 LA's. (suggest: Bristol, Plymouth as main population centres, and Cornwall and Wiltshire as emerging UA's).	SE	Exec Board LGB	Mar 2010		
		Follow up on key issues which emerged from the evaluation report on Regional Commentaries and deliver 'duty to cooperate obligations.	SE	Exec Board LGB	Dec 2010		
		Further develop relationship SW RIEP and submit revised funding request.	SE	Exec Board LGB			
	Through advocacy and sharing good practice help to increase Council Members awareness and knowledge of Cultural Sector and impact on local delivery.	Establish a programme of Member training and support with targeted list of 4 LA's.	SE	Exec Board LGB	Dec 2010		
2.2 Support delivery plans for LAAs with a focus on indicators and targets	LAA Culture and Sport targets are delivered. Refreshed agreements are influenced.	Support the delivery plans (provision of advice, data and information) of new LAA's with focus on culture based NI's. Identify opportunities for culture to influence other indicators in the set of 198.	SE	Exec Board LGB	On-going		
		Influence refreshed LAA's to include Culture and Sport targets.	SE	Exec Board LGB	On-going		
						Resources required	
						Existing resources	
						Resources requested	

Objective 3.0 2012 AND THE CULTURAL OLYMPIAD				Status (RAG)	Risk Management		
<b>Outcome:</b> Managing the work of the Creative Programmers that includes making effective links between culture and sport, engaging in Legacy Trust funded programmes and National/Regional working groups.				<b>A</b>	Impact 3 Significant	Likelihood 3 Possible	Score 9
Area	Outcomes	Actions	Lead	Coordination	When by	Resources (£) (annual)	
4.1 Continue to support the delivery of the regional Cultural Olympiad programme	National and Regional Expectations to deliver games related benefits are met	Responsibility for 2012 coordination to transfer to ACE.	MLA	Exec Board COB	On-going		
		Identify any synergies in regional 2012 coordination planning, inc pre-games camps and volunteering.	MLA	Exec Board COB	On-going		
	Objectives of the Cultural Olympiad and Olympic Legacy Trust are met.	Ensure coordination of Olympic Legacy programmes in the SW: <ol style="list-style-type: none"> <li>1. Creative Programmer</li> <li>2. RELAYS (Legacy Trust Programme)</li> <li>3. SW Flames Strategy</li> </ol>	MLA	Exec Board COB	On-going		
						Resources required	
						Existing resources (tbc from SWRDA)	
						Resources requested	

Objective 4.0 EXECUTIVE BOARD FUNCTION				Status (RAG)	Risk Management		
<b>Outcome:</b> Coordination, monitoring and review of the agreed joint Cultural Action Plan delivered through the four programme boards. The Executive Board will add value through managing shared services around advocacy, research, intelligence, data gathering, information and skills development..				<b>A</b>	Impact 3 Significant	Likelihood 3 Possible	Score 9
Area	Outcomes	Actions	Lead	Coordination	When by	Resources (£) (annual)	
5.1 Research	Access to and use of high quality research and data that can 'add value' to key stakeholders and help shape evidence led policy.	Maintain and further develop a Cultural Research programme through potential joint work with the Culture Module of the Regional Observatory (links with SWRDA). This action will be determined by the outcomes of the CASE Options appraisal currently being undertaken.	ACE	Exec Board	On-going		
5.2 Advocacy	A number of high quality advocates for culture established throughout the region.	Consider opportunity to work through regional non-exec roles e.g. Ministers Nominees	SE	Exec Board	May 09		
5.3 Information sharing	To fully utilise current and future information to shape strategic policy development.	Consider the management of the information that currently exists from the closure of Culture SW. Utilise the reports and advocacy material that exists on the CSW Website recognising intellectual property writes.	MLA	Exec Board	May 09		
5.4 Process	Ensure the new arrangements operate effectively.	Consider and decide on the future Charing of the Executive Group. Agree the performance management and reporting programme/cycle.	ACE	Exec Board	April 09		
						Resources required	
						Existing resources	
						Resources requested	

## Glossary of terms:

ACE	Arts Council England SW	COB	Cultural Olympiad Board
MLA	Museums, Libraries and Archives SW	RIEP	Regional Improvement and Efficiency Partnership
SE	Sport England SW	SWRA	South West Regional Assembly
EH	English Heritage SW	GOSW	Govt Office South West
RSPSB	Regional Strategies and Place Shaping Board	SWRDA	SW Regional Development Agency
LGB	Local Government Board	SW Sec	Regional Secretariat
		SWS	South West Screen

**Risk management** is based on scoring the two key aspects:

1. Impact of risk: What is the potential impact of the risk for the specific programme objective?
2. Likelihood of the risk: Under the current and future situation what is the likelihood of the risk taking place?

Risks are scored on the following basis:

Impact	Likelihood
1 Relatively slight	1 Very unlikely
2 Minor	2 Unlikely
3 Significant	3 Possible
4 Serious	4 Quite likely
5 Severe	5 Very likely

Overall score is based on: (Impact x Likelihood=score eg 2 Minor x 3 Possible =6) Score **1-8 (green)** , **9-15 (amber)**, **16-25 (red)**