



Leicester
City Council

**WARDS AFFECTED:
All Wards**

Cabinet

30th July 2001

Cultural Strategy and the Establishment of a Cultural Strategy Partnership Board

Report of the Director of Arts and Leisure

1 Purpose of Report

This report presents the Cultural Strategy and a proposed mechanism for its implementation and management.

2 Summary

Background

In 1999 the Department for Culture Media and Sport (DCMS) issued clear guidelines to all Local Authorities regarding the preparation of Local Cultural Strategies (by 2002) and defined the leading/facilitating role authorities were expected to play in their formulation and implementation. The Cultural Strategy is required to provide a clear direction for the future development of cultural facilities, resources and services in the City across the public, private, community, voluntary and education sectors, including devising an Action Plan for the next 5 years.

Strategy Preparation and Consultation

The Cultural Strategy presented here has been developed through a thorough and inclusive process of consultation. Through this process have emerged the themes and objectives around which the document is structured, and these are summarised in the Supporting Information Report.

During the final stage of consultation, a draft Cultural Strategy was sent out to stakeholders. Comments on the draft were considered and have shaped the final text. The overwhelming majority of responses were extremely positive about the strategy and endorsed the document. The endorsements include, Sport England, East Midlands Arts, East Midlands Museums Service, EMDA, Regional DCMS, EMRLGA, Chamber of Commerce, Learning Skills Council, Leicestershire NHS Trust, Leicestershire Constabulary, De Montfort University, Haymarket Theatre, African Caribbean Forum, Shruti Arts, Age Concern, Centre for the Deaf and the Lord Lieutenant of Leicestershire. The main areas that consultees wanted strengthening were, ICT, education/life long learning and

disability. There were also comments on the general layout and format, which will be addressed in the final printed version.

The development of the Cultural Strategy has been framed by the objectives established within the Community Plan. These have underpinned the key priorities for the Cultural Strategy, ensuring that the themes of Diversity, Education, Safety, Environment, Jobs & Regeneration and Health & Social Care are given full consideration and the links and contribution between cultural activity fully explored

Management Arrangements

To deliver the Strategy, it is recommended that a Cultural Strategy Partnership (CSP) be established. This Partnership, which will be linked to the Local Strategic Partnership, will ensure a holistic approach to the cultural development of the city. Further details are included in the Supporting Information Report.

Key Themes

The strategy sets out a series of key themes designed to promote, develop and sustain cultural activity, so that the cultural sector can fully develop its contribution to:

- The identity of Leicester as a city of cultural diversity
- The renewal of Leicester's neighbourhoods
- The changing role and identity of the city centre
- The personal wellbeing of people of all ages who live, work, play, learn and / or enjoy their leisure time in the city
- The economic regeneration of the city
- The quality, variety and innovation of cultural activity and opportunity in Leicester
- New, and more effectively targeted, investment in the cultural sector.

Each theme is accompanied by an objective and series of challenges which the City Council and partners are urged to sign up to and implement.

Timescale

The following timetable for implementing the Cultural Strategy is proposed:

- | | | |
|---|----------------------------|---|
| - | 30 th July 2001 | Cabinet consider amended Cultural Strategy |
| - | September 2001 | Cultural Strategy published and launched |
| - | September 2001 | Establishment of CSP |
| - | December 2001 | Cross Sectoral Action Plan developed by CSP for implementation. |

Departmental Service Strategies

More detailed service strategies have also been developed and consulted upon. These are now being revised to reflect the objectives and challenges detailed in the Cultural Strategy. The final service strategies (Arts, Media and Broadcasting, Sports, Museums and Heritage, Libraries, Parks and Open Spaces) will be lodged in the Members Area in September.

3 Recommendations

Cabinet are recommended to

- **Approve the Cultural Strategy**
- **Approve the establishment of the Cultural Strategy Partnership, to be set up by September with the following terms of reference**

Terms of reference for the CSP:

- to provide a forum to oversee the coordination, implementation and keep under review the Cultural Strategy for the city of Leicester
- to establish a framework , identify priorities and provide support for bidding for funding to support the cultural development of the city
- to facilitate and encourage the development of local partnerships, able to take a full and active part in the delivery of the strategy
- to support and complement other city wide strategic partnerships and programmes including but not limited to health action zones, education action zones, sports action zone and crime and safety partnerships to further these aims
- to broaden influence in relation to the oversight of cultural development in the city, focussing in the first instance the priorities detailed in the Cultural Strategy Action Plan
- to provide leadership and an advocacy role for cultural development in Leicester and provide a forum for learning and the sharing of good practice
- to monitor and review the progress of the Cultural Strategy Action Plan.

Composition of CSP:

- The City Council (Arts & Leisure to act as lead)
- Key cultural organisations in the city
- Education Sector (Schools, Further/Higher Education)
- Voluntary and Community Sectors
- Commercial Sector
- Public Bodies (e.g. Police, Health Authority, Funders)

4 Financial & Legal Implications

The Cultural Strategy provides the overarching strategic framework for the future cultural development of the city, and therefore will assist in prioritising revenue and capital funding for the Council and its partners.

From the priorities identified in the service strategies it is estimated that the total capital cost of reinvestment in the Council’s Cultural facilities over the next 10-15 years would to be in the order of £109 million. Detailed analysis of the relevant funding streams has indicated that this could be financed as follows:

	£m
National Lottery	39
Other External Sources	43
Leicester City Council	<u>27</u>
	<u>£109</u>

If these improvements to cultural facilities are undertaken, it has been estimated that revenue costs are likely to increase by c£1.5m over this time period. However most of the proposed schemes at this stage have not been evaluated through a feasibility process, therefore the capital and revenue projections could change.

Even over a 10 to 15 year period this programme of reinvestment requires significant annual sums of money to be sourced from various relevant funding agencies/organisations.

There has been only modest investment in the Council's cultural service provision in Leicester in the last 10 years and none of any significance since local government reorganisation in 1997.

The CSP would be set in accordance with the appropriate legislation, with support from Legal Services.

5 Report Authors and Contact Officers

Michael Gallagher, Director of Arts & Leisure
Joy Brindle, Head of Strategy, Performance and Development
Sukhy Johal, Cultural Strategy Project Manager



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Draft Cultural Strategy and Establishing a Cultural Strategy Partnership Board

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SUPPORTING INFORMATION

1. The background to developing a Cultural Strategy

Clear guidelines were issued to all local authorities in 1999 by the Government through the Department of Culture Media and Sport (DCMS) regarding the preparation of cultural strategies. The Government has made it a statutory requirement for local authorities to produce cultural strategies by 2002 and to lead the process, but to do so in conjunction with its partners in the private, voluntary and other public sectors and that the final document should be delivered and implemented in genuine partnership. The cultural strategy will provide a clear direction for the future development of cultural facilities, resources and activities in the City. The DCMS expects Cultural Strategies to be:

- Based on needs, demands and aspirations
- Guided by vision, with the Local Authority taking a lead
- For the area and not just the services of the Council
- Integrated with other strategies
- Based on the principle of fair access
- Responsive to central and regional government's key objectives
- Based on meaningful active consultation
- Promote the cultural well being of the area
- Cross-departmental and inter-agency holistic approach
- Develop action plans for the life span of the strategy

The cultural strategy is one of the key strategies within the Performance Management Framework, and therefore provides a clear direction for the future of the Council's role (across all departments) in the provision of cultural services in the city. In addition, the strategy is already one of a number of culturally related Best Value Performance Indicators the City is expected to meet.

2. Leicester's approach to developing a Cultural Strategy

The Arts and Leisure Department engaged consultants ABL Cultural Consulting and Dr Franco Bianchini, Director of the Cultural Planning Research Unit at De Montfort University, to assist in developing the Strategy.

The development of the Cultural Strategy has been framed by the objectives established within the Community Plan. A Cultural Strategy symposium was organised as part of the consultation process, and was attended by over 60 key organisations. The delegates at the event considered the contribution of cultural activity against the six community plan themes.

The Symposium uncovered a wealth of information and ideas, and placed the cultural wellbeing of the city's residents and visitors, as well as the economic and environmental benefits of cultural service/facilities to be at the core of Leicester's ability to develop and thrive in the future. The key challenges identified within the document have therefore been based on incorporating and taking full account of the Community Plan themes of Diversity, Education, Jobs and Regeneration, Health and Social Care, Environment and Safety.

The Strategy is based on an extensive programme of consultation including a:

- cross-departmental working group
- series of standing conferences with stakeholders, attended by 93 organisations
- series of 38 "life of the city" road shows, which surveyed the views of 838 people in the city by visiting the places where they participate in cultural activity, from nightclubs and shopping to football matches and lunch clubs
- symposium, attended by over 60 key stakeholders which considered the role of culture in relation to the community plan themes
- think tank of cultural experts, academics and leading practitioners
- series of focus groups, each targeted at particular communities of interest
- audit of departmental, corporate, regional and national policies
- series of one to one meetings with key stakeholders (e.g. members, regional /national funding bodies and the education sector)
- meeting with key stakeholders chaired by the leader of the Council
- draft Cultural Strategy being distributed to all stakeholders

The Strategy's vision, and the key themes and objectives which form its underlying structure, were directly shaped by this consultation process. Each theme and objective is accompanied by a series of challenges which the City Council and partners are urged to sign up to and implement. The challenges are many and varied, reflecting the nature of participants' concerns about cultural activity and provision in the city. The document shows some indicative actions to address specific issues, but the overarching challenge for the city through its management of the Cultural Strategy is to produce an action plan which harnesses the energy, interests and expertise of partners across all sectors to meet each of the challenges. The proposed management arrangements to deliver this are detailed below.

3. Key Themes and Objectives

The strategy sets out a series of key themes and objectives which are designed to promote, develop and sustain cultural activity, so that the cultural sector can fully develop its contribution to:

1. Leicester: A Culturally Diverse City.

To celebrate, promote and build on the fact that the city's culture is defined by the diversity of its people's cultures, and to increase respect and understanding for the integrity of each of those cultural traditions.

2. Access to Culture: The Needs and Rights of Individuals.

To invest in the development of cultural activity which contributes to the economic, social and personal well-being of individuals at all stages of their lives, and to increase access to, and participation in cultural activity.

3. Neighbourhood Renewal: Building Communities Through Culture.

To invest in cultural activity and opportunity which contributes to the sustainable development of our neighbourhoods by empowering individuals and communities.

4. The City Centre: The Public Face of Leicester's Culture

To create a city centre which exemplifies the richness of the city's cultural diversity, and which is accessible and welcoming to all.

5. Economic Regeneration: Creating Wealth from Culture

To exploit fully the potential of cultural activity to contribute to the economic regeneration of the city.

6. Developing Cultural Activity: Investing in Cultural Excellence and Growth

To develop the quality and range of cultural activity and opportunity in Leicester in sustainable ways

7. Resource Development: Growing Support for Culture

To sustain and make best use of all existing financial, physical and human resources for the nurture of cultural opportunities, and to attract new investment through which to improve and expand Leicester's cultural

Each theme and objective is accompanied by a series of challenges which the City Council and partners are urged to sign up to and implement. There is a total of 80 challenges, which will need to be prioritised by the CSP.

The proposed management arrangements to deliver this are detailed below

4. Management Arrangements

The challenges in the Cultural Strategy set out concerns and opportunities that go beyond the services of the Council alone. To deliver the Cultural Strategy a Cultural Strategy Partnership requires to be formed, which can ensure a holistic approach to the cultural development of the city through a Cultural Strategy Action Plan. The Action Plan will focus, prioritise and deliver against each of the challenges.

The Cultural Strategy will become a key driver for change and development across the city and therefore the CSP must ensure that it represents a broad range of organisations across the city (and county).

The CSP needs to be incorporated into the wider framework of strategic partnerships which are currently being established across the city. It is therefore proposed that the CSP becomes a Sub-Group of the emerging **Local Strategic Partnership** and has clear links to the new **Urban Regeneration Company**.

Other service specific partnerships, such as the Heritage and Cultural Quarter Partnerships and the partnership management arrangements to be determined for the Braunstone Leisure Centre, will be accountable to the CSP, ensuring that a holistic overview of city-wide cultural development can be maintained.

FINANCIAL, LEGAL AND OTHER IMPLICATIONS

1 Financial and Legal Implications

These are detailed in full in the Summary Report.

2 Other Implications

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING PAPERS
Equal Opportunities	Yes	The entire Cultural Strategy addresses issues of equality of access. The Diverse City and Individual sections are particularly relevant.
Policy	Yes	The Cultural Strategy is a key corporate strategy and will impact upon relevant strategy and policy across the Authority
Sustainable and Environmental	Yes	Cultural Strategy sections on the themes of neighbourhood renewal, development of the City Centre, economic regeneration.
Crime and Disorder	Yes	Cultural Strategy Core Values (p6) and section on the Individual in terms of barriers to participation.
Human Rights Act	Yes	Cultural Strategy addresses Article 27(1) of the UN Declaration of Human Rights, that everyone has the right freely to participate in the cultural life of the community (Individual section p11).

4 Background Papers – Local Government Act 1972

5 Consultations

Detailed in paragraph 2 above.

6 Report Authors and Contact Officers

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