

Committee Name and Date of Committee Meeting

Cabinet – 20 May 2019

Report Title

Cultural Strategy 2019-2025

Is this a Key Decision and has it been included on the Forward Plan?

No

Strategic Director Approving Submission of the Report

Paul Woodcock, Strategic Director of Regeneration and Environment

Report Author

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Ward(s) Affected

Borough-wide

Report Summary

Rotherham's new Cultural Strategy has been produced in collaboration with members of the public and partners from across the cultural, leisure, green spaces and tourism sectors. This is the first Strategy produced by the local Cultural Partnership Board since it was established in 2018.

This report requests consideration and endorsement of the new Cultural Strategy 2019 – 2026.

Recommendations

1. That the new Cultural Strategy 2019 – 2026 be considered and endorsed.

List of Appendices Included

Appendix 1 Like Rotherham – Things to Do, Places to Go
Let's Transform Rotherham's future through culture, leisure and green spaces 2019 - 2026

Background Papers

None

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Improving Places Select Commission

Council Approval Required

No

Exempt from the Press and Public

No

Cultural Strategy 2019-2025

1. Background

- 1.1 The Culture, Sport and Tourism Service was re-established by the Council in 2016, following the Services' external health check and the recommendation of the Commissioners.
- 1.2 This recognised the value and importance of culture, leisure and green spaces to local people, as evidenced in the responses to the Views of Rotherham consultation, as well as the strategic importance of these sectors to:
 - the economy of the Borough, supporting regeneration, developing talent and skills and growing business
 - building pride and celebrating our unique identity, transforming perceptions of the Borough and rebuilding Rotherham's reputation
 - building stronger communities, improving quality of life and reducing isolation
 - enhancing health and wellbeing, encouraging physical activity and improving positive mental health.
- 1.3 In July 2017, the Improving Places Select Commission and the Business Growth Board endorsed a report on the process for the development of Rotherham's Cultural Strategy. This is the main overarching document which sets the direction for the sector across the Borough and which demonstrates the role that culture, sport and tourism can play in shaping Rotherham's future.
- 1.4 Within the Strategy, the definition of culture includes the natural environment, parks, woodland and countryside, sport, the arts (including performing arts, music, theatre, dance, visual art, craft, literature, circus, film and digital media), tourism attractions, libraries, heritage, museums and archives, events and play.
- 1.5 The purpose of the Strategy is to:
 - Shape Rotherham's vision for culture, leisure and green spaces
 - Strengthen the distinctive identity of the Borough
 - Grow engagement and participation, enabling and encouraging more people to get active, get creative and get outdoors, more often
 - Develop shared principles with which to embed quality, excellence and innovation
 - Make best use of existing resources and build consensus about priorities for development and investment
 - Optimise the impact of the sector on cross-cutting themes and priorities, including health and well-being, place making and child-friendly borough.

- 1.6 The development of the Strategy is being led by Like Rotherham - the Cultural Partnership Board, which is chaired by the Cabinet Member for Cleaner, Greener Communities. The Board includes representation from external partners and stakeholders, including local businesses, voluntary organisations, regional agencies, artists and athletes.
- 1.7 The Board has an advocacy role both within the Borough and at a regional and national level. It is ensuring that links are made with Rotherham Together Partnership and its related boards and action plans, including the Business Growth Board, the Health and Wellbeing Board, the Youth Cabinet, the Different But Equal Board and the Building Stronger Communities Board.
- 1.8 Like Rotherham oversees the work of three other partnerships:
- Rotherham’s Local Cultural Education Partnership – which builds partnerships between cultural organisations, schools and the children and young people’s sector.
 - Rotherham Activity Partnership – which aims to get more people in Rotherham healthy and physically active
 - Visit Rotherham – a network for all organisations interested in growing tourism.
- 1.9 Within Rotherham Council, an Officer Working Group has been formed to:
- Develop and co-ordinate the Council’s contribution to the Cultural Strategy, oversee its implementation and monitor its effectiveness
 - Ensure that the Strategy enables the inclusion of all sectors of the community including families, older people and people with protected characteristics
 - Ensure that there are embedded links between the Cultural Strategy and other relevant Council strategies
 - Identify and agree key performance measures which demonstrate impact
 - Act as advocates for the Cultural Strategy within their respective Service, influencing policy and practice as appropriate.
- 1.10 The Improving Places Select Commission scrutinises the development and impact of the Strategy.

2. Key Issues

- 2.1 The Strategy has been updated following the consultation period and has been presented to Like Rotherham for consideration and feedback. The latest version is attached at Appendix A. This is presented as a draft on the grounds that some small changes to wording (not content or message) may be made prior to final design and print.
- 2.2 The Strategy sets out the overarching goal which is to **‘get more people active, creative and outdoors, more often’**, in order to address under-performance compared to other areas and because of the benefits to improving social, health and economic outcomes. There are also **7 ‘game-changers’** which are the main activities by which the strategy will be delivered.

- 2.3 Monitoring and evaluation will be overseen by Like Rotherham - the Cultural Partnership Board, which will continue to meet bi-monthly. An action plan with KPIs is in development which will be updated on an annual basis but the preference is that this will be a working document, separate from the main strategy. The reporting mechanisms with working groups and the relevant boards in the Rotherham Together Partnership will also be formalised: there are already actions embedded in the plans of other partnerships such as the Health and Wellbeing Board and the Building Stronger Communities Board.
- 2.4 Delivery of the strategy is dependent on strong local partnership-working to embed the opportunities presented by an ambitious approach to culture and tourism within the wider strategic priorities of the borough. This will enable local partners to make best use of existing resources and also draw in external investment which will bring the 'added value'.

3. Options considered and recommended proposal

- 3.1 Like Rotherham considered a range of options, including:

Option 1 - Not having a Strategy. The need for a strategy was endorsed by Improving Places Select Commission in July 2017 on the grounds that it would enable partners in Rotherham to come together and set priorities. It also demonstrates to external partners and funders that key decision makers in Rotherham are committed to culture and understand its contribution to Rotherham.

Option 2 - A detailed document with comprehensive KPIs and action plan. Partners felt that beyond the Council and regional agencies that this would not be of interest to the widest range of stakeholders.: the board were keen to have a document which would be jointly 'owned' by partners and that was accessible to the general public.

Option 3 - A brief, well-designed and highly visual document which is easy to read and memorable. A separate action plan would be produced with KPIs collectively agreed with partners to monitor progress. This will both inspire partners, stakeholders and the general public and at the same time, provide the rigour, through the action planning process, to evidence impact and demonstrate progress.

The preferred choice was Option 3.

4 Consultation on proposal

- 4.1 The strategy has been co-created with the involvement of a wide range of people, the general public and organisations. It began with the children and young people through a creative project – the Embassy for Reimagining Rotherham - linked to the Child-friendly Borough Board. This was followed up with a ‘world-café’ event with a wide range of partners to create the initial draft, which was launched at Rotherham Show. The Strategy was summarised in the form of ‘postcards’ which were used as the basis of discussions with the public. A longer version was available online. Presentations were made to a wide range of partnerships and organisations including the Older People’s Forum, Children, Young People and Families Consortium, Business Growth Board, BME communities at Black History month celebrations at the Unity Centre, members of the public at leisure centres, libraries and Rotherham Show and a range of other community events.
- 4.2 In the region of 2240 responses have been received and the strategy updated in accordance with the main themes of the feedback.

5 Timetable and Accountability for Implementing this Decision

- 5.1 The Cultural Strategy is intended to be delivered over the next seven years, however a number of milestones are identified, including the 40th Anniversary of Rotherham Show in 2019, the delivery of a festival to celebrate Yorkshire Day in 2020 and the hosting of the Women’s UEFA Football Championships in 2021.
- 5.2 Other projects, such as the delivery of the redevelopment of Wentworth Woodhouse (led by Wentworth Woodhouse Preservation Trust), will be delivered over a longer timeframe due to the nature of the work involved.
- 5.3 Should the Council agree to endorse the Strategy, then it will go forward to the Rotherham Together Partnership for endorsement in June 2019.
- 5.4 The Like Rotherham board will continue to meet bi-monthly and update the action plan on an annual basis.
- 5.5 The Improving Places Select Commission will continue to scrutinise the delivery and impact of the strategy, particularly in relation to the Council’s role in its success.
- 5.6 The Culture Sport and Tourism department, led by the Assistant Director, will continue to act as the lead for the Council on the cultural partnership board. Furthermore, actions arising from the strategy have been included in the Culture Sport and Tourism Service Plan for 2019/20 and beyond.

6 Financial and Procurement Advice and Implications

- 6.1 There are no direct financial implications arising from the adoption of this Cultural Strategy. The Strategy will be used as supporting evidence in external funding bids, to demonstrate the Council's strategic commitment to culture. The governance arrangements, in respect of any external funding bids, will follow the processes outlined in the Council's Constitution and Financial Regulations.
- 6.2 Funding for the development of the Strategy is budgeted from within existing approved allocated resources from within Culture, Sport and Tourism. Additional funding from the Arts Council England of £15,000 supported activities in the production of and subsequent consultation on the final document.
- 6.3 Partners are contributing financially to the delivery of some of the game-changers: for example:
- Game-changer 2 – Adventures in Rother Valley: Gulliver's are investing the £37m in the development of the new resort and theme park.
 - Game-changer 3 - Wentworth Woodhouse Preservation Trust are fundraising independently for the delivery of their £130m master-plan. The National Lottery Heritage Fund, Arts Council of England and Historic England have all supported the Wentworth and Elsecar Great Place programme with collective investment of £1.4m.
 - Game-changer 6 - Rotherham United Football Club is investing in the upgrade of their facilities in preparation for the Women's European Championships in 2021.
- 6.4 As / when any procurement related activity is identified the Council's Standing Orders prevailing at the time will be complied with.

7 Legal Advice and Implications

- 7.1 There are no direct legal implications arising from the recommendations within this report.

8 Human Resources Advice and Implications

- 8.1 There are no direct human resource implications arising from this report.
- 8.2 However, the workforce within the Culture, Sport and Tourism service will be critical to the successful delivery of the strategy; therefore, the strategy will be underpinned through effective workforce planning and development to support the achievement of strategic objectives.

9 Implications for Children and Young People and Vulnerable Adults

- 9.1 Delivery of the strategy is intended to widen participation for children and young people and vulnerable adults.

- 9.2 Children and Young People have been involved throughout the process, initially through creative workshops and then leading and supporting the consultation process with other children, young people and adults. This has resulted in one of the 7 game-changers – the development and delivery of the Children’s Capital of Culture.
- 9.3 Consultation with vulnerable adults has taken place throughout the public consultation process, at Rotherham Show, in libraries and in conjunction with Adult Social Care, Neighbourhoods, Voluntary Action Rotherham and Rotherham Ethnic Minority Alliance. This has resulted in the acknowledgement within the strategy of the importance of creating accessible and affordable activities, preferably in neighbourhoods. It also recognises the value of participation in creative, heritage, sports and outdoor activities to reducing isolation, building community cohesion, improving physical health and mental wellbeing.

10. Equalities and Human Rights Advice and Implications

- 10.1 The key mission of the Cultural Strategy, is to “get more people, more active, creative and outdoors, more often”, and this is central to the commitment to human rights and equalities.
- 10.2 The delivery of the Cultural Strategy will support the delivery of the Universal Declaration of Human Rights, supporting the delivery of Article 27 which states that, “everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.” The Cultural Strategy also supports the delivery of the 1978 International Charter of Physical Education, Physical Activity and Sport which is a rights-based reference that orients and supports policy- and decision-making in sport.
- 10.3 An Equalities Analysis has been completed and there is much good practice locally on the ways in which people with protected characteristics are enabled to participate, and also to have voice and influence in the development of Rotherham’s cultural and leisure offer.
- 10.4 However, as the strategy sets out, more needs to be done and to achieve this, the strategy has adopted co-production as a key methodology, which enables communities to design, shape and influence cultural and leisure provision, based on the principle of ‘nothing about us, without us’. The action plan will specifically monitor participation and engagement and this will be reviewed on a quarterly basis by the Like Rotherham board.

11. Implications for Partners

11.1 Like Rotherham is currently made up of a wide range of partners including: Sheffield and Rotherham Wildlife Trust, Yorkshire Sport, Arts Council England, ROAR (Rotherham Open Arts Renaissance), Wentworth Woodhouse Preservation Trust, Gulliver's, Rotherham United, Grimm and Co, Rotherham Ethnic Minority Alliance and RNN Group. There are a number of individuals contributing knowledge in relation to: artists (Mark Fell), sport/older people's participation (Ray Mathews) and BME representation/voluntary arts (Sithule Moyo). Partners have committed to support delivery of the strategy and other partners are currently being recruited to lend their support.

11.2 Like Rotherham is also working with other boards within the Rotherham Together Partnership. There are actions within other plans including:

- Health and Wellbeing Strategy – joint work to address social isolation, encourage physical activity and adopting the '5 ways to wellbeing'.
- Business Growth Board – joint targets to increase the number of jobs and apprenticeships in the leisure, cultural, tourism, creative and digital industries and strengthen the delivery of arts, sport and outdoor learning within the schools' curriculum as a means of developing talent and building skills and confidence to improve job-readiness.
- Building Stronger Communities Board – utilising libraries, cultural and leisure facilities and events to bring people from diverse backgrounds together.
- Child-friendly Borough Board – delivery of the Children's Capital of Culture as a way of increasing the quality and range of things to do and places to go for children and young people. This also enables young people to lead the development of a future cultural and leisure offer which supports engagement from people of all ages.

12. Risks and Mitigation

12.1 The key risks related to the delivery of the strategy are as follows:

12.2 Ambition v Resources: the feedback from the consultation suggested that there is an appetite for ambition but that this needs to be balanced with the resources which are available and/or might be secured through fundraising. Competition for resources from external funders is high, and Rotherham will need to demonstrate imagination and distinctiveness to secure the resources needed to deliver. Keeping the game-changers to a manageable seven enables partners to prioritise resources and focus on shared goals. Feedback from funders on the strategy has been positive – and the delivery of some projects is already underway, such as the recent opening of Waleswood camping and caravan park and the construction of Gulliver's Valley Resort. The Culture Sport and Tourism team has restructured and is in the process of appointing new staff who will support delivery of the strategy.

12.3 Buy-in from the public and partners: the strategy has been co-created with wide involvement from communities and partners. Like Rotherham - the Cultural Partnership Board is continuing to recruit new members and joint actions are embedded in the plans for several boards within the Rotherham Together Partnership. The Like Rotherham board will continue to monitor progress and report on the impact of its work. Building the evidence base to show how the delivery of the strategy is impacting on social, health and economic outcomes will enable the board to demonstrate the value and contribution of culture, leisure and green spaces to Rotherham's future.

13. Accountable Officer(s)

Polly Hamilton, Assistant Director – Culture Sport and Tourism

Approvals obtained on behalf of:-

	Named Officer	Date
Chief Executive	Sharon Kemp	03/05/2019
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	26/04/2019
Head of Legal Services (Deputy Monitoring Officer)	Bal Nahal	26/04/2019
Assistant Director of Human Resources (if appropriate)	N/A	N/A
Head of Human Resources (if appropriate)	N/A	N/A

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