Under the Equality Act 2010 Protected characteristics are Age, Disability, Sex, Gender Reassignment, Race, Religion or Belief, Sexual Orientation, Civil Partnerships and Marriage, Pregnancy and Maternity. See guidance appendix 1			
Name of policy, service or Things to Do, Places to Go			
function. If a policy, list any	Let's Transform Rotherham through Culture, Leisure		
associated policies:	and Green Spaces		
	(Cultural Strategy)		
Name of service and			
Directorate	Culture Sport and Tourism		
200101010	Regeneration and Environment		
	Tregeneration and Environment		
	Obica Ocidati Ocidati Ocida di Caratta di Tancia di Daglia da Calcia		
Lead manager	Chris Siddall, Culture Sport and Tourism Partnerships		
	Manager		
Date of Equality Analysis (EA)	Jan – May 2019		
Names of those involved in	Elenore Fisher, Cultural Services Manager		
the EA (Should include at	Chris Siddall, Culture Sport and Tourism Partnerships		
least two other people)	Manager		
least two other people)			
	Polly Hamilton, Assistant Director, Culture Sport and		
	Tourism		
	Emma Sharp, Rotherham Ethnic Minority Alliance		
	Mark Rawdings, Places Leisure		
	Catherine Mitchell, Arts Council England		
	Also discussed by the Like Rotherham Board on		
	Tuesday 21st May 2019		

Aim/Scope (who the Policy /Service affects and intended outcomes if known)

The strategy affects everyone who lives, works and visits the borough. 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.

What equality information is available? Include any engagement undertaken and identify any information gaps you are aware of. What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics?

Quality and availability of Information

There is a range of information available about Equalities across the sector but there is a need to bring it together in order to better understand who is participating and where there are gaps.

Rotherham's population was estimated at 263,400 in 2017 and is projected to grow by 2.5% to reach 270,000 in 2026. The population is becoming more ethnically diverse with the Black and Minority Ethnic (BME) population doubling in size between the 2001 and 2011 Censuses, and growing. This is most evident in the central area of Rotherham where new migrant communities have settled alongside established ethnic minority groups. Agencies need to take account of differing needs that can limit access to services, such as language barriers and religious and culture need. The greatest levels of diversity are seen in the borough's children and young people, illustrated by the fact that 16% of the school population are from BME backgrounds- with this figure at 40% in some of our schools. Some schools in Rotherham demonstrate the BME community as the majority.

Rotherham is one of the 20% most deprived districts in England which the Indices of Deprivation 2015 shows is driven mainly by high worklessness, low qualification and skill levels and poor health. The inequality gap between the most deprived neighbourhoods and the rest of the borough has grown as deprivation has increased since 2007. High deprivation is reflected in high levels of financial exclusion, debt problems and fuel poverty. The health of the Rotherham population is generally poorer than the English average. This leads to growing pressures on health services, social care, informal care, supported housing and other services. Life expectancy, although lower than average, has been increasing. Rotherham is one of the worst-performing places for digital inclusion in England.

Rotherham demonstrates lower levels of participation in physical activity than the national average for women and girls and for people with a disability.

Cultural Engagement in Rotherham

The national Active Lives Survey carried out by Sport England enables us to understand how Rotherham compares to other places in terms of our physical activity and sport engagement. Engagement is currently significantly lower than the national average, placing Rotherham in the bottom quartile. In summary, we know that our participation levels in Rotherham are roughly 10% lower than the national average for England.

Engagement in Rotherham breaks down as follows:

- 27.43% have spent time doing a creative, artistic, theatrical or music activity or craft, compared to a national average of 34.67%
- 41.44% have attended an event, performance or festival involving creative, artistic,

dance, theatrical or music activity compared to a national average of 52.22%

- 27.49% have used a public library service compared to 35.01% national average.
- 34.83% have attended a museum or gallery compared to 46.5% national average.
- 51.3% are considered active (undertaking physical activity for more than 150 minutes a week), compared to a national average of 61.8%.
- 37% are considered inactive, compared to a national average of 25.7%.
- Rates are better for those who are considered fairly active, with 11.7% of the population undertaking 30 – 149 minutes of exercise every week, compared to a national average of 12.5%.

We also sought to understand more about current levels of engagement based on data and intelligence available through local partners.

- All partners actively engage in targeted activities to address inequalities in levels of participation.
- The Council's Quarterly Performance data includes information on customer demographics. The Council also gathers equalities monitoring data about its workforce.
- The National Benchmarking service highlights those accessing our local leisure centres
- The bi- annual Parks survey (Clifton, Rother Valley and Thrybergh) includes equalities monitoring but this needs to be updated (for example to include gender identity)
- The Heritage, Theatres, Music and Library sectors gather detailed information on customers in terms of geographic spread: a significant amount of equalities data is also gathered but this is voluntary so the sample size is lower.
- Wentworth Woodhouse Preservation Trust, Sheffield and Rotherham Wildlife Trust and the WE Great Place programme gather information in respect of their Heritage Lottery Funded activities. Targeted work is ongoing particularly with young people, and in the case of the Wildlife Trust, work with the Roma community and refugees.
- Grimm and Co and ROAR also produce information about equalities, reporting to Arts Council England (The Creative Case for Diversity).
- Rotherham United Community Sports Trust gathers intelligence related to equalities and engage in targeted activities to address inequalities.

What Engagement Has Been Undertaken

We have utilised existing information and in addition where there was a need to do further research this has taken place. For example, meetings with representative groups such as REMA, the Rotherham Older People's forum, the Children, Young People and Families Consortium, Voluntary Action Rotherham, the Faith and Community Leader's Forum took place between September and January. Consultation has taken place at The Unity Centre during Black History Month celebrations (October). Creative consultation activities have taken place at a range of events, including Rotherham Show, the Man Engine and at a conference for young people at Rotherham College. This included representation from the Different But Equal Board. Additional consultation activities took place in libraries across

the borough. A website, twitter account and email portal were set up to enable people to provide feedback via digital means. A total of 2240 conversations took place.

What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics? Equalities is a standing agenda item at The Cultural Partnership Board (Like Rotherham Board) and there has been considerable time spent discussing how best to ensure representation on the board and ensure that the voices of people with protected characteristics are empowered to shape and influence decision-making.

The Draft Equalities Analysis and Action Plan was discussed by the Like Rotherham Board on 21st May: this final plan will be monitored on a quarterly basis. Where additional actions are needed, the plan will be updated accordingly.

The Council's Improving Places Select Commission provides an additional scrutiny function, which includes progress relating to equalities.

Engagement undertaken with customers. (date and group(s) consulted and key findings)

The strategy has been co-created with the involvement of a wide range of people including the general public and organisations. It began in August 2017 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 further engagement with a wide range of partners to create the initial draft, which was launched at Rotherham Show in September 2018. 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:

- Rotherham Older People's Forum
- Children, Young People and Families Consortium
- Business Growth Board,
- REMA event supporting Black History month,
- Members of the public at leisure centres.
- · Rotherham Activity Partnership,
- libraries.
- Rotherham Show
- A range of other community events.

In the region of 2,240 responses have been received and the strategy updated in accordance with the main themes of the feedback.

The key findings related to Equalities are set out in the strategy itself:

"Talent is everywhere but opportunity is not" – there is a need to:

- Break down barriers- address affordability, accessibility, cultural understanding, safety, (bullet point), welcoming, and localised childcare issues.
- Create more variety in order to give people more choice about what, how and where they participate.
- Improve the quality of welcome, better information about what is available and ensure affordability.
- Ensure more localised provision and/or good public transport/parking to improve access.
- Childcare and more choice about when to take part would also enable better access.
- Accessibility; for example people with a disability
- Hate incidents or fear of abuse were mentioned as barriers to participation, particularly for BME communities, women and girls.

A better understanding of how communities would like to be engaged is required. Communities felt they have limited opportunity to present how they should be communicated to and are able to feed into priorities and strategies.

Engagement undertaken with staff about the implications on service users (date and group(s)consulted and key findings) An Officers Working Group met 3 times between March and November 2018 to discuss the development of the Strategy and its implications for service users. This was backed up with a range of separate meetings which included services for Adults with a Learning Disability, Older People, Public Health, Culture Sport and Tourism, the Regeneration and Environment Directorate (M2/M3 forum), Children and Young People's Services. Further work has been done by the Board to recruit more people from BME communities on the Cultural Partnership Board

Kev findings:

- Generally everyone consulted endorsed the mission and the main aims of the strategy. Services identified areas of overlap, such as opportunities for adults with learning disabilities as participants, volunteers and as employees within the sector.
- CYPS particularly supportive of the Children's Capital of Culture and how young people were being involved in its development, with their support and that of partners.
- The Assistant Chief Executive's team recognise opportunities relating to the Thriving Neighbourhoods agenda, Stronger Communities and Safer Rotherham Partnership.

(CDDPPSSF)

- We know that Rotherham as a borough is "disadvantaged" compared to many areas of the UK and we know that, in general, as household income declines, so does participation. Certain sectors of the community, particularly those with protected characteristics, are then doubly disadvantaged by this and their socio-economic status.
- Recognition that the commitment was there and that work was on-going to continue to address inequalities.

The Analysis

How do you think the Policy/Service meets the needs of different communities and groups?

Protected characteristics of Age, Disability, Sex, Gender Reassignment, Race, Religion or Belief, Sexual Orientation, Civil Partnerships and Marriage, Pregnancy and Maternity. Rotherham also includes Carers as a specific group. Other areas to note are Financial Inclusion, Fuel Poverty, and other social economic factors. This list is not exhaustive - see guidance appendix 1

The Strategy is intended to provide the framework by which everyone in Rotherham can 'get active, get creative and get outdoors, more often'. This includes working to address barriers to participation which may be experienced by people with protected characteristics. The principle of access is embedded throughout the strategy and the key goal is inherently inclusive, in that it aims to enable those who aren't currently taking part to do so.

Our Cultural Strategy process sought to understand why participation is so low, the barriers to engagement and how we can encourage more people to get involved, more often.

The Cultural Partnership Board also recognises that there is much good practice already taking place, which suggests that there are local solutions which can be extended, adapted or developed to extend and deepen access. The organisations which make up the Cultural Partnership Board all celebrate diversity and aim to enable communities to learn from and enjoy each other's heritage, leading to improved community cohesion, a shared sense of identity and local pride. Examples include:

- Gulliver's Valley resort is proactive in its work to ensure that disabled people will be enabled to enjoy the facilities, with a focus on making accommodation accessible, and a commitment to working with children with special needs and those who are
- The Civic Theatre delivers physically and financially accessible performances, including "relaxed" performances targeted at those who may find the theatre environment challenging.
- Clifton Park Museum is an example of a "Dementia friendly" facility with staff undertaking training to help them gain a greater awareness of dementia.
- Rotherham and Sheffield Wildlife Trust, through its Natural Neighbours project, is

working with refugees and Roma young people to utilise green space and the natural environment as a way to build language skills, confidence and a sense of belonging.

- The Heritage Service and the Children and Young People's Consortium (CYPC) are working jointly on the 'Young Roots' project to enable the service to strengthen its work with children and young people, particularly those of BME heritage, in order to make the service more 'child-friendly' and representative of the communities it serves.
- Places Leisure include targets for user representation at each of the four leisure centres, driving participation amongst all user groups to become physically active.
 Targets are set and reviewed annually, and monitored on a two yearly basis as part of the National benchmarking Survey.
- Library stock policy in place to enable the creation of a broad based collection of library material in different formats according to the needs of sections of the community. The revised Libraries and Neighbourhood Hubs structure includes specific roles with responsibility for service delivery to adults and children and young people. Book Link Service delivered to those residents who find visiting static service points difficult. The New York Stadium is one of only 9 locations in England to have been selected to host the UEFA Women's Football Championships in 2021. This places the borough and club at the vanguard of developments in women's football and the club is now working with the FA to extend its work with women and girls.
- REMA leads on an initiative called "Love is Louder". In turn, "Love is Louder"
 deliver the Festival of Angels, a social movement to bring people together who
 have not met in everyday life and to celebrate diverse communities in the run-up to
 Christmas.
- Active Rotherham, Rotherham United Community Sports Trust and Places Leisure work in partnership with others to develop and deliver targeted sport and physical activity opportunities for priority groups. Current work includes:
 - Gentle Exercise Classes To support patients who are living and managing an array of medical conditions. Specialist Rehabilitation and Maintenance classes for cardiac and heart failure patients and a specific pain management.
 - Walking Groups (Walking for Health) Walk Rotherham project, which supports communities, schools and businesses to use walking as an aid of travelling. The project promotes adults and children to walk as part of their daily routine as appose to choosing to travel by car or public transport. All in aid of reducing congestion, co2 emissions and helping the environment to be cleaner and greener
 - Active Workplace helping workplaces run activities either onsite or close by for employees to get fit and healthy.
 - The Active Dearne Project focuses on increasing physical activity a community of high deprivation. The project partners neighbouring boroughs- highlighting the importance of cross boundary working

BME Women's Sport and physical activity project led by Rotherham United CST in central Rotherham.

Despite the excellent work taking place across the borough, the reality is that participation levels are significantly lower than the average for England and more work needs to be done. The Strategy should support delivery of increased access in that it:

- Enables partners to share information about current trends and usage levels and in pooling collective knowledge it creates the potential for better understanding.
 Beyond project activities, this will be achieved through the inclusion of Equalities as a standing item on the the agenda for the Cultural Partnership Board.
- Creates a forum via the Cultural Partnership Board for developing joint initiatives to tackle inequalities collectively and to encourage best practice. Please refer to the action plan.
- Supports opportunities for joint investment, including attracting external funding, in order to resource activities to tackle disadvantage. (A good example of this would be the bid for £2m to Arts Council England to support engagement in arts and culture.)
- Identifies co-production as a key mechanism for encouraging better access (based on the principle of 'nothing about us, without us': as partners adopt this as the norm, more people will have the opportunity to design services which are intended to involve them.
- Creates the potential for both systemic and behavioural changes needed to sustain and embed new practice and habits.

Analysis of the actual or likely effect of the Policy or Service:

Does your Policy/Service present any problems or barriers to communities or Group? Identify by protected characteristics

Does the Service/Policy provide any improvements/remove barriers? Identify by protected characteristics

It is of particular importance to note here that within each protected characteristic there are sub sections. All individuals have their own experiences and journeys within their particular characteristic. Some people present more than on protected characteristic.

In general more work needs to be done in the following areas in order to facilitate access:

- Update and improve equalities policies and practice in the sector, identifying ways to remove 'systemic' barriers.
- Map workforce diversity and governance as well as participation, based on the principle 'if you can see it, you can be it'.
- Work to harmonise equalities mapping and monitoring in order to enable better analysis of data and benchmarking (taking account of GDPR).
- Work jointly to tackle inequality, through shared approaches, campaigns and projects designed to encourage greater participation.
- Adopt co-production as a principle, and work with staff to improve engagement activities across all sectors.

Specific issues and opportunities are set out below:

Age:

One of the 7 'game-changers' – Children's Capital of Culture - specifically focuses on children and young people, recognising that there is a need to foster engagement with this

age-group as a way to build participation as a habit. There is also a commitment to work with older people to facilitate better access, recognising that participation in cultural and physical activities have significant benefits, such as improved health and wellbeing, reduced isolation and improved mobility and cognitive skills.

Disability:

The consultation process identified that more needs to be done to ensure that disabled people are enabled to fully engage, including those who are neuro-diverse and/or have invisible disabilities. There are many targeted activities which enable participation by disabled people, such as Life Act – a theatre company and Artworks in Thorpe Hesley – each supporting adults with learning disabilities to engage in the arts. Better publication of accessible facilities enables people to engage more easily (please refer to Action Plan). GP referral, Active Minds and social prescribing are also examples.

Sex/Gender Identity/Sexual Orientation:

Lesbian, gay, bisexual, transgender and queer (or questioning) LGBTQ+ people were consulted as part of the public engagement process. We know that more needs to be done to facilitate participation in sport and physical activity. The feeling of being "safe" is a barrier to participation, particularly for transgender people. Publicising the availability of gender neutral toilet facilities and changing areas enables people to access services more safely.

Women's participation levels are consistently low across all sectors and face multi-faceted and complex barriers. It is important people are seen as individuals with an individual set of circumstances.

Race, Religion or Belief:

The Cultural Partnership Board has representation from REMA. This is to ensure that the board's work and priorities addresses issues relating to all (and further) protected characteristics. The Community Asset based approach and focus on areas of low income will also result in a further focus on the borough's communities with a high BME population. Care needs taken to ensure voices are heard and considered and this is not merely a tokenistic exercise.

The Home Office define only four of the protected characteristics by law (LGBT, Faith, Race, and Disability). However, can be experienced by all protected characteristic communities.

Financial Inclusion/Socio-economic background:

The Like Rotherham Board Partners aim to increase participation in cultural activities in its broadest sense, with a focus on the borough's most deprived communities. A community asset based approach is already common in several areas of work with attempts to adopt the "whole systems" approach to delivering change. More work is needed to ensure that financial barriers are removed whilst ensuring the financial sustainability of activities. Schemes such as 'Tickets for Good' are being explored as an opportunity.

Carers:

The Council and other Cultural Partnership Rotherham Board Members have engaged with the "Children's Commissioners Takeover Challenge" where a review of offers/ opportunities for young carers in particularly, has taken place. An action plan is being

developed. In addition the adoption of the Rother Card entitles careers to attend a variety of facilities at a discounted rate or for free.

What affect will the Policy/Service have on community relations? Identify by protected characteristics

The Strategy intends to have a positive impact on community relations and this is identified as an important outcome. Careful consideration has taken place to ensure equality is prioritised work with Board partners in all aspects of their work/ organisation. In addition the board seek to influence the wider cultural sector to adopt and demonstrate this approach. It is acknowledged that this is a journey and challenges will be faced. However, learning, education and development are at the forefront of the Board's agenda.

Culture and leisure events, activities and facilities can help to reduce isolation, build empathy and encourage diverse sectors of the community to come together in shared celebration or to promote a message. In providing a platform for cultural expression, arts, music, heritage and other activities can enable people to raise awareness about issues affecting people with protected characteristics.

Events can foster civic pride, be a tool for education, build community confidence, optimism and work to change perceptions – both within Rotherham and externally.

A number of existing members of the Cultural Partnership Board also sit on a wide range of other strategic partnerships and subgroups including; the Building Stronger Communities Board, the Safer Rotherham Partnership subgroup and the Thriving Neighbourhoods working group. They will advocate for cultural board and therefore enable culture and leisure approaches to be considered within other plans and activities.

Within the cultural strategy, a number of the 7 game-changers have a particularly important role to play in fostering cohesion:

Vital Neighbourhoods: Specifically address socio-economic inclusion by enabling affordable activities within neighbourhoods, utilising existing assets such as; parks, green and blue space, community buildings and libraries.

Children's Capital of Culture (CCC): Is a bold ambition for 2023 to achieve for children and young people. CCC aims to take a holistic approach to engaging families to ensure wider inclusion with children and young people at the heart of its programme.

Amazing Events: Beyond the weekly programmed activities available on a consistent basis, there will be community events that can foster a sense of belonging and strong sense of community spirit. For example; Ferham and Wath Festivals. An example of a "Special event" would be the Rotherham Show. It is the largest free show of its kind in the North of England and attracts tens of thousands of people over 2 days from both the Rotherham borough and further afield. It is a significant example of an opportunity for community celebration in bringing people together positively:

Events such as;

- Rotherham 10k (annually)
- Women's Championships (2021)

- WE Wonder (2019)
- Rotherham Pride (annually)
- Mela (currently in planning)

The above are cultural catalysts for participation, celebration and embedding civic pride, opportunity for experience and enable informed choice derived from previous lack of opportunity and experience.

These events can be particularly valuable if different sectors of the community are encouraged to work together, building positive community relations and strengthening social networks.

Please list any **actions and targets** by Protected Characteristic that need to be taken as a consequence of this assessment and ensure that they are added into your service plan.

Website Key Findings Summary: To meet legislative requirements a summary of the Equality Analysis needs to be completed and published.

Equality Analysis Action Plan

Time PeriodMay 2019 – May 2020

Title of Equality Analysis:

If the analysis is done at the right time, i.e. early before decisions are made, changes should be built in before the policy or change is signed off. This will remove the need for remedial actions. Where this is achieved, the only action required will be to monitor the impact of the policy/service/change on communities or groups according to their protected characteristic.

List all the Actions and Equality Targets identified

Action/Target	State Protected Characteristics as listed below	Target date (MM/YY)
 The Cultural Partnership Board will actively work with communities/ organisations to identify key representatives from protected characteristic groups to sit on the board. 	All groups	Ongoing throughout Strategy life span
 Work jointly to tackle inequality and disadvantage, through shared approaches, campaigns and projects designed to encourage greater participation. Developing a model of co- production for design, delivery and development Agree shared targets and link to "7 Game Changers" within the Cultural Strategy. Identify joint actions Delivery and evaluation (including a range of creative models) 	Faith, race, disability, gender, sexual orientation	Shared targets agreed – June 2019 Joint actions agreed Sept 2019
Work closely with the Independent Hate Crime Scrutiny Panel, Safer Rotherham Partnership and the Police to make a "Stand against Hate" and to understand how to report it.	All groups	June 2019
 Develop a communications plan that is fully accessible to people from protected characteristics Communication to and from the board 	All groups	November 2019

Delivery/ promotion of program	nes		
 Link with the Safer Rotherham F 	Partnership and work with the Building identify mechanisms for evaluating the	Faith, race, disability, gender, sexual orientation	September 2019
Map workforce diversity and government the principle 'if you can see it,	vernance as well as participation, based on ou can be it'.	Faith, race, disability, gender, sexual orientation	By April 2020
 Work to develop access to opportunities for people from protective characteristic groups including supporting aspirational goals and representation in positions of leadership. 		Faith, race, disability, gender, sexual orientation	By April 2020
 Work to collate equalities information and monitoring in order to map and enable better analysis of data (taking account of GDPR). In order to address Cultural inequalities and disadvantage. Create a baseline indicator of information in order to benchmark against. 		Faith, race, disability, gender, sexual orientation	By September 2019
Further research financial barrie	rs to participation and develop to improve access. Examples such as	Financial/socio- economic status	By January 2020
 Identify shared training opportunities, in order to improve practice in working with people/ communities from all protected characteristics. 		Faith, race, disability, gender, sexual orientation	Sept 2019
			00414 00:5
Name Of Director who approved Plan	Polly Hamilton, Assistant Director – Culture Sport and Tourism	Date	23 rd May 2019

^{*}A = Age, D= Disability, S = Sex, GR Gender Reassignment, RE= Race/ Ethnicity, RoB= Religion or Belief, SO= Sexual Orientation, PM= Pregnancy/Maternity, CPM = Civil Partnership or Marriage. C= Carers, O= other groups

Website Summary – Please complete for publishing on our website and append to any reports to Elected Members SLT or Directorate Management Teams

Completed	Key findings	Future actions
equality analysis	Rey illuligs	Future actions

RMBC - Equality Analysis Form for Commissioning, Decommissioning, Decision making, Projects, Policies, Services, Strategies or Functions (CDDPPSSF)

Completed equality analysis	Key findings	Future actions
Directorate: Regeneration and Environment Function, policy or proposal name:	Levels of participation in culture, sport and physical activity are generally 10% lower for Rotherham than the average for England: increasing engagement is a key goal of the strategy. Tackling barriers to participation is critical, particularly for those with protected characteristics. The creation of the Cultural Strategy and the Cultural Partnership Board create opportunities to do this jointly. There is significant good practice and learning can be shared across the sector. More work can be done to promote access for people with protected characteristics, particularly as part of wider approaches to marketing, quality customer experience and audience development. Monitoring of the impact of the strategy on civic pride and community cohesion will enable us to understand more about what works well.	Detailed action plan in place, monitored quarterly by the Like Rotherham Board. A comprehensive range of actions have been developed, including: • The Cultural Partnership Board will actively work with communities/ organisations to identify key representatives from protected characteristic groups to sit on the board. • Work jointly to tackle inequality and disadvantage, through shared approaches, campaigns and projects designed to encourage greater participation. • Developing a model of coproduction for design, delivery and development • Agree shared targets and link to "7 Game Changers" within the Cultural Strategy. • Delivery and evaluation (including a range of creative models)