

Summary Sheet

Council Report

Improving Places Select Commission – 19th July 2017

Title

Process for the development of a Cultural Strategy.

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

This report is a Key Decision and is included in the Forward Plan.

Strategic Director Approving Submission of the Report

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Ward(s) Affected

All

Executive Summary

This report seeks approval of the process to develop a Cultural Strategy for Rotherham.

This is the main overarching document that will set the direction for culture, sport and tourism (including libraries, arts, heritage, parks, green spaces, leisure, sport, events, creative industries and the visitor economy) to 2025, in line with the Rotherham Plan. The strategy will enable Rotherham to set out its priorities for culture, sport and tourism, to embed culture within other plans, to get more out of its existing assets, and to position itself more favourably for future investment. This will enable the Council and its partners to draw in the resources needed to support the development of the offer and to reach new markets. This will contribute to the economic development of the borough, build civic pride and help to transform perceptions of Rotherham.

As well as commissioning external support to work with the Council on the project, the report recommends the establishment of a member-led working group and a new external partnership to oversee the strategy's development and implementation.

Recommendations

It is recommended that the Improving Places Select Commission approve:

1. The commissioning of a Cultural Strategy for Rotherham.
2. The establishment of a Select Commission Review to develop the Council's expectations.
3. The establishment of a new external partnership to oversee the development of the strategy.

List of Appendices Included

Background Papers

- Rotherham Economic Growth Plan 2015-25
- The Rotherham Plan – A New Perspective 2025
- Children and Young People's Plan – 2016-19
- Rotherham Health and Wellbeing Strategy 2015-18
- Safer Rotherham Partnership Plan 2016-19

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

No

Title: PROCESS FOR THE DEVELOPMENT OF A CULTURAL STRATEGY

1. Recommendations

It is recommended that Improving Places Select Commission approve:

1. The commissioning of a Cultural Strategy for Rotherham.
2. The establishment of a new external partnership to oversee the development of the strategy.
3. The establishment of a Select Commission Review to develop the Council's expectations.

2. Background

2.1 National Context

In March 2016, the Department for Culture, Media and Sport published **The Culture White Paper**, the first white paper for culture in more than 50 years. The paper has four areas of focus:

1. Everyone should enjoy the opportunities culture offers no matter where they start in life
2. The riches of our culture should benefit communities across the country
3. The power of culture can increase our national standing
4. Cultural investment, resilience and reform

The White Paper set out the value of culture in terms of:

- The **intrinsic** value: the enriching value of culture in and of itself.
- The **social** value: improving educational attainment and helping people to be healthier.
- The **economic** value; the contribution culture makes to economic growth and job creation.

The White Paper set out Government's commitment to ensuring that culture is an essential part of every child's education, both in and out of school. It also set out that culture is integral to the identity of local areas and has the potential to transform place. Furthermore, the Government is keen that more partnerships are formed between national and local levels to put culture at the heart of place-making.

The benefits of cultural investment in localities can be seen right across the country, not only in the physical manifestation of new capital infrastructure but in the regeneration of communities, particularly those affected by the decimation of traditional industries. Culture is seen as a key mechanism for rebuilding civic pride and confidence, as well as strengthening community cohesion.

These commitments have been translated into action in Rotherham through:

- the £7 million investment made by the Chancellor of the Exchequer towards the purchase and restoration of Wentworth Woodhouse
- the £1.2 million investment through the Great Place Scheme to support culture and place-making activity in Barnsley and Rotherham
- the support for the creation of the Rotherham Cultural Education Partnership which is being set up to support new opportunities for children and young people to engage in the arts.

2.2 Regional Context

The Sheffield City Region is located at the strategic heart of the country. It is comprised of the nine local authority areas of Barnsley, Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, Doncaster, North East Derbyshire, Rotherham and Sheffield. There are currently nine sector groups, including two which relate to culture:

- Creative and Digital Industries
- Sport, Leisure and Tourism

The development of Rotherham's Cultural Strategy will enable the Council and its partners to contribute to these sector groups, build partnerships with other authorities and organisations on projects and issues of shared interest, strengthen Rotherham's role within the City Region and make the case for investment.

2.3 Local Context

Rotherham's first Cultural Strategy was produced in 1998 and a second in 2003. In 2010, the services were split up across different directorates and in 2014 financial constraints resulted in the removal of the Arts and Tourism Services.

In 2016, following the recommendation of the Commissioners, the Culture Sport and Tourism service was re-established by the Council. This recognises the value and importance of culture, leisure and greens spaces to local people. For example, in the Views of Rotherham consultation:

82% saw well-looked after parks and public spaces as a priority.

75% felt that having local places to go, such as museums and parks, is important.

72% valued a good range of things to do for teenagers.

67% thought that a bigger range of low cost leisure activities is important.

The re-establishment of the service for Culture, Sport and Tourism recognises the strategic importance of these sectors to:

- The economy of the Borough, supporting regeneration, better neighbourhoods and place-making, building talent and skills and driving the development of the creative industries and the visitor economy.
- Restoring civic pride, transforming perceptions of the Borough and rebuilding Rotherham's reputation.
- Social outcomes: strengthening community cohesion, building empathy, reducing isolation, improving quality of life and enabling personal growth.
- Enhancing health and wellbeing: encouraging physical activity, strengthening emotional resilience and positive mental health.

Rotherham has a compelling and unique story to tell about the importance of culture, leisure and tourism to helping the borough come to terms with its recent history. Equally, an ambitious vision will strengthen the role that culture, sport and tourism can play in shaping Rotherham's future – inspiring others and encouraging prospective funders to invest.

3. Key Issues

3.1 The development of a Cultural Strategy is an important next step in shaping Rotherham's future and delivering the vision set out in the Rotherham Plan, particularly supporting the game-changing activities relating to:

- A place to be proud of
- Town centre
- Building stronger communities

As well as supporting approaches to:

- Skills and employment
- Improving people's health and wellbeing

3.2 The scope of the strategy will include the arts, libraries, events, attractions, play, sport, leisure, parks, green spaces, archives, museums, heritage sites, film and digital media. The strategy will seek to build on the work of the Rotherham Story, working with the Ambition Rotherham Place Board, with a view to considering how this can be shaped, strengthened and developed through the cultural, sport and tourism offer.

3.3 The strategy will include an overarching vision for how culture and sport can best be developed in Rotherham. It will include a set of principles with which to build a collective understanding of how to embed quality, excellence and innovation – both in terms of engagement and in terms of the development of a great offer which

strengthens Rotherham's unique identity, builds its distinctiveness and vitality and encourages regular participation from residents and visitors alike.

3.4 Finally, the strategy will work with the Rotherham Together Partnership and associated boards to develop cross-cutting approaches to:

- Place-making, tourism and economic growth (linking to the Economic Growth Plan 2015-25)
- Building confident and cohesive communities (linking to the Safer Rotherham Partnership and the Building Stronger Communities Plans)
- Children and Young People (linking to the Children and Young People's Plan and the Child-Centred Borough Strategy)
- Wellbeing, resilience and quality of life (linking to the Health and Wellbeing Strategy)

3.5 The brief for the consultants will include:

- A mapping and audit of existing provision, assets and engagement across the public, private and voluntary sectors.
- Partnership and stakeholder mapping
- Identification of key strengths and development opportunities
- Extensive consultation, building on what has already been done, identifying and filling gaps.
- Development and testing of the vision, key principles and priorities
- New action plans, both sectoral and cross-cutting.
- An evaluation framework and new performance measures
- A budget strategy and investment plan
- Publication of a strategy and summary document, in both written and digital formats.

4. Options considered and recommended proposal

A number of options have been considered as follows:

4.1 Do not develop a Cultural Strategy.

The advantage of this approach is that the Council only focuses on the development of its own operations through its Service Plan. It would not take on wider strategic responsibility for culture, sport and tourism which would mean limited scope for partnership and a diminished case for investment from national and regional sources.

4.2 Develop a Cultural Strategy without commissioning external support

The main advantage of this approach is the saving of up to £40k. This would require greater input from Council officers and it would mean that specialist work, such as the detailed analysis of participation and how this compares to other areas would not be possible. The process would take longer, given the workloads of existing staff. It would potentially limit the ability to utilise the strategy in bids for external funding and short-term opportunities may be lost due to the longer process.

4.3 Develop a Cultural Strategy with external support

This offers the optimum solution for delivering the strategy within a reasonable time-frame, making use of existing resources through the officer working group, and ensuring the Council gets the specialist expertise where needed. External consultants will also provide an independent and neutral eye, optimising the potential for engagement across all sectors in the consultation process. Involvement of experienced consultants will also ensure the development of a strategy which has the credibility with external funder stakeholders, such as Sport England, Arts Council of England, Heritage Lottery Fund and others. A good consultancy will also act as advocates for Rotherham, long after the work is complete, helping to build Rotherham's reputation across the country.

4.4 The recommended proposal is for the development of a Cultural Strategy with external support.

5. Proposed Project Governance

At present, the following proposals are under consideration:-

5.1 A new external partnership – the Cultural Partnership Board

This would create a new thematic board to lead the strategy and to strengthen linkages with the Rotherham Together Partnership and related boards. This partnership will have an advocacy role both within the borough and at a regional and national level. The proposed Terms of Reference are similar to those of other partnerships and are outlined in Appendix A.

5.2 Reporting of the new Cultural Partnership Board

It is proposed that the reporting mechanism for the Cultural Partnership Board should be considered within the organisational framework for the Rotherham Together Partnership and formal lines of communication will be established as part of the next stage of work. The strategy will include cross-cutting plans which link to most of the boards within the Rotherham Together Partnership. The Cultural Partnership Board would seek to ensure champions for cross-cutting themes - such as Economic Growth, Building Stronger Communities, Health and

Wellbeing, and Children and Young People - on the partnership board or within the related working groups.

5.3 Role of the Improving Places Select Commission

It is proposed that the Improving Places Select Commission oversee the development of the Cultural Strategy and ensure that it contributes to the delivery of the Council's strategic priorities.

6. Consultation

5.1 The Commissioner and the Cabinet Member for Culture and Neighbourhoods, Cabinet Member for Jobs and the Economy and Cabinet Member for Waste, Roads and Community Safety have all been briefed, and further consultation is ongoing.

5.2 Officers have consulted with colleagues in Finance and Customer Services, Human Resources, Public Health, Policy and Partnerships and the wider Regeneration and Environment Directorate. Consultation is also underway with Children and Young People's Services, Adult Social Care and Housing. An officer working group will be established to ensure that the Cultural Strategy takes account of, and is embedded in, the wider work of the Council.

5.3 As part of the strategy development process, the external consultants will be tasked with developing a robust consultation plan for local residents, the business community and regional and national stakeholders, ensuring that the final plan is co-created and 'owned' by those needed to deliver it.

5.4 In addition, a series of Member seminars will be offered to provide multiple opportunities to engage in different aspects of the strategy, from the development of overarching themes and principles, to the creation of detailed action plans.

6. Timetable and Accountability for Implementing this Decision

6.1 Following Cabinet approval, officers will procure an external consultant through a competitive tender process and they will be tasked with developing a detailed timetable to deliver the strategy by March 2018.

6.2 The Select Commission Review Group and the Cultural Partnership will both be established by September 2017.

7. Finance and Procurement Implications

7.1 The cost of the development of the strategy is likely to be in the region of £40,000. This will be resourced through existing budgets in Culture, Sport and Tourism which will only be available in 2017/18. However, negotiations are in progress with external funders to offset up to 50% of this cost. External funding is important not simply to reduce costs to the Council but also to strengthen buy-in from external stakeholders.

7.2 The procurement project will require an open competition tender process to be conducted in line with Standing Order 46 (Contracts values at £25,000 or more)

8. Legal Implications

None arising directly from this report.

9. Human Resource Implications

None

10. Implications for Children and Young People and Vulnerable Adults

The development of the Cultural Strategy will support the development of improved services and activities for children, young people and vulnerable adults.

11. Equalities and Human Rights Implications

The development of the Cultural Strategy will include consideration of how services, assets and activities can better support the needs and aspirations of those with protected characteristics.

12. Implications for Partners and Other Directorates

12.1 The development of the Cultural Strategy will contribute to the development and delivery of the Rotherham Plan and a range of other borough plans and initiatives including:

- Rotherham Economic Growth Plan and emerging town centre masterplan.
- The Health and Wellbeing Strategy and the Aging Well plan.

- The Safer Rotherham partnership Plan 2016-19, strengthening the contribution of culture and sport to building confident and cohesive communities.
- The Children and Young People's Plan 2016-19, and working to deliver Rotherham's vision for a child-centred borough.

12.2 It will also support the delivery of the Council's Budget Strategy by:

- Identifying ways in which culture, sport and tourism can better embed Future Council principles and Service Design criteria, creating efficiency savings both directly and within other services.
- Supporting the Council's Digital Strategy, supporting 'channel shift', strengthening digital literacy and enabling communities and businesses to be better connected.

12.3 Officers from other Directorates will be invited to join an Officer Working Group to ensure that the Council has a joined-up approach to the development and delivery of the strategy.

13. Risks and Mitigation

A more detailed risk register will be developed as part of the project. In the meantime, the key risks are as follows:-

13.1 Time slippage

The appointment of external consultants will help to address internal capacity issues which may prevent the project moving quickly. The consultants and officer working group will develop a detailed timetable at project inception stage and will work to ensure that each stage is properly resourced from the outset. The project manager will focus on ensuring delivery of the project outputs and milestones in line with the timetable.

13.2 No buy-in from partners and stakeholders

This will be mitigated by the consultation arrangements, the creation of a new Cultural Partnership, the Select Commission review process, member-led seminars, and officer working group. The brief for the consultants will include a focus on co-creation, ensuring that those involved in the delivery of the strategy have been fully involved in its creation.

13.2 Over-ambitious strategy with insufficient resources for delivery

The consultants will be tasked with working with the partnership to manage expectations and the brief will include the development of an investment plan to ensure that resources can be found to deliver key projects. Finance will be invited to join the officer-working group.

13.3 Under-ambitious strategy

An under-ambitious strategy will neither inspire the public and key partners nor will it serve to attract the resources needed to deliver it. Consultation with partners and stakeholders will be critical throughout the strategy development process to ensure that the vision is distinctive and imaginative and that key projects balance ambition with sustainability and financial resilience.

14. Accountable Officer(s)

Polly Hamilton, Assistant Director, Culture, Sport and Tourism, Regeneration and Environment Directorate