



Association of North East Councils
Cultural Development Task & Finish Group Report

Culture
Commitment Action
Collaboration
Leadership Development
Advocacy
Partnership Linkages
Unity Priorities Sharing
Transition Focus
Ambition
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Engagement Vision

Association of North East Councils Cultural Development Task & Finish Group Report

Executive Summary

1. The Cultural Development Task and Finish Group was commissioned by Association members following a successful cultural event in February 2011. It aimed to consider the context and future for cultural development in North East England through engaging elected members and inviting contributions from key stakeholders, focusing on maintaining and growing profile and leadership in the cultural sector, to arrive at a set of recommendations and targeted actions.
2. There is clear agreement on the **importance of culture** including its contribution to the economy of North East England; employing over 50,000 people and contributing approximately £1 billion to the North East's GVA. Historically there has been an important sense of the 'region' with regard to culture but now the North East is being promoted less frequently as a whole and changes in regional infrastructure and diminished resources mean that there is no longer any organisation through which partner agencies have resources on which others, including local authorities, can depend.
3. However, there remain **significant opportunities** including clear regional political commitment and leadership and a well-received existing offer. The North East has a shared, exceedingly rich and distinctive cultural inheritance and identity that elected representatives have a unique stewardship responsibility to preserve, renew, nurture and promote. There is good and continuing cooperation between local authorities with good linkages to the private sector and philanthropy with an appetite to further develop partnerships between cultural organisations. However, there are gaps in provision, levels of participation in cultural activity are low and there are marked disparities in national investment. To succeed in the cultural field, the North East, being the smallest and most peripheral of the English regions will need to use its capacity to unite, to innovate and to astonish if it is to prosper.
4. Within this context, the Group built its recommendations on the three themes identified at the February 2011 cultural event: leadership and advocacy, sharing resources and improving linkages. **Leadership and advocacy are the key** to unlocking the other two themes and the Group recommend the following **priorities**.
 5. Local government has a key role in bringing together the cultural sector. To do this would be unique to the North East and would draw on the region's history of collaboration, provide a **voice for North East culture** and develop a vision for the next 15 years.
 6. Light touch arrangements or processes, rooted in local government and engaging other partners across the cultural sector to provide leadership, advocacy, lobbying and research and support drawn from across the political spectrum would aim at securing the resources needed to realise a shared vision. It would create a focus for sharing resources and collaboration, and improving linkages for the sector internally within the region, nationally and internationally. In principle this should make best use of what is already in existence and be based on the principle of twelve equal local authority partners together with major cultural organisations, business interests, civil society, sponsors and philanthropists, tangential/related sectors and national cultural agencies to develop a **collaborative partnership model to provide regional coordination and leadership**.
 7. The report suggests a potential remit for such a partnership and a number of tasks are listed that it could consider. **Priorities recommended by the Group include:**
 - bringing **co-ordination** in the creation and delivery of events and festivals;
 - developing clear information about the **economic benefits** of culture;
 - developing a shared **15 year vision** for culture in North East England;
 - rising to the challenge of **maintaining local identity and accountability** whilst looking above to a regional statement;
 - developing clear information about the **social benefits of culture**;
 - undertaking a comprehensive audit of cultural facilities, promoting them and facilitating linkages; and
 - developing and re-visiting the **Passionate People, Passionate Places** brand and considering using the new model to promote cultural activity in the North East.

8. Despite being light touch and drawing on existing mechanisms a partnership would need a **modest level of resourcing** to achieve its aims, specifically the Group felt that a co-ordinator post and further research would be required and so recommended that:

- the **role of the Association** be considered in supporting the cultural offer and sufficient resource to support the partnership be secured; and
- a more comprehensive '**cultural audit**' could be developed to underpin the vision with evidence to inform future resource requirements and priorities. This would build on the preliminary research into cultural facilities undertaken by the Group.

9. Work is already well advanced across the North East between local authorities in addressing budget reduction and service improvement agendas through **shared and collaborative working** and North East England is recognised as leading in some areas of innovative thinking. The Group wished to encourage councils together with partners and stakeholders to develop these relationships and new ways of working to secure alternative funding, service delivery models and integrated strategic approaches to culture within local authorities where appropriate. Existing informal officer networks are currently sharing good practice and expertise and this could be consolidated and built upon.

10. North East England has been a leading innovator in the development of linkages between the core cultural sector and other areas of economic and social activity. These linkages have now become more important in the search for additional resources as all try to achieve more with less. The group identified potential options for bringing clarity and coordination, building on connections with sport, connecting with health, linking culture and the environment, film and media, developing links with neighbouring areas including Yorkshire, the North West and Scotland and collaborating internationally.

11. The report contains a summary of recommendations which are grouped as opportunities at a North East level and opportunities that could be undertaken at a local level which would collectively enhance the North East's capacity on culture.

Introduction

12. The Cultural Development Task and Finish Group was commissioned by Association members early in 2011, leading on from a successful cultural event held on 3 February 2011 which brought together all sectors to consider protecting and enhancing the cultural offer in the North East. The task and finish approach is a means of engaging with the experience and expertise of elected members, in order to examine potential actions and to shape thinking through a time limited, focused and efficient methodology. Specifically, the Task and Finish Group agreed to:

- assess the national and local challenges with regard to culture;
- focus on maintaining and growing profile and leadership in the cultural sector;
- consider potential future funding and strategic management arrangements;
- invite key stakeholders to contribute to discussion and debate, bringing external perspectives to support and enable local government to 'drill down' into priority actions; and
- develop a set of actions targeted at local authorities, partner organisations and the Government.

Background information

13. There is clear agreement on the importance of culture. Culture is key to economic growth in the North East, employing over 50,000 people and contributing approximately £1 billion to the North East's GVA. Significantly though, it has altered perceptions of the area; with Newcastle/Gateshead becoming a top ten UK city break destination, and attractions such as Beamish, MIMA and the recent Tall Ships event at Hartlepool significantly promoting the visitor economy.
14. Historically, there has been an important sense of 'the region' with regard to culture, which has been crucial in establishing policies including 'Case for Capital' led by regional agencies in the early 1990s, with the Gateshead Millennium Bridge signalling lottery success in 2001.
15. There are of course significant challenges. Notably, against a backdrop of diminishing resources, both financial and structural and local authorities in the North East face extremely challenging budget cuts. A significant amount of regional infrastructure has disappeared, with the loss of the Regional Development Agency, Government Office North East, Cultural Consortium, etc. There is no longer an organisational infrastructure, through which partner agencies have resources on which other organisations including local authorities can depend. The North East faces a loss of upwards of 40% of its organisations previously regularly funded by the Arts Council next year (twice the national average). Furthermore, national Government funding of the major museums and arts organisations in London equated to £70.36 per head of population for London this year against an average in the rest of England of £4.31 per head of population (6.1% of London levels). The distance between North East England and London and its relative size are additional issues.
16. With the changes at ITV Tyne Tees Television and the BBC, more production moving out of the region and changes in the way the media is operating reflecting the move away from regionalism, there is less of a sense that the North East is being promoted as a whole and fewer stories about cultural initiatives of regional character appear.
17. Amongst the challenges, which are significant, there remain opportunities and it is on this basis that the Task and Finish Group have set about their analysis. Despite facing significant structural changes and diminishing resources, there is clear regional political commitment and leadership in the region with a well-received existing offer.
18. There is good and continuing co-operation between local authorities, with good linkages to the private sector and philanthropy, through for example the Sponsors Club. Additionally, there is an appetite to further develop partnerships both within the North East, the UK and internationally, and there are good levels of cooperation between cultural organisations with secure funding (albeit reduced) to 2015. The Arts Council, English Heritage, Museums, Libraries and Archives and Sport England are collaborating together as the North East Cultural Agencies Partnership. The Task and Finish Group acknowledged that the North East has a shared, exceedingly rich and distinctive cultural inheritance and identity and that elected representatives in the region have a unique stewardship responsibility to preserve, renew, nurture and promote.
19. The Group recognised that the North East's institutional infrastructure for culture had been created circa 50 years ago with the initial impetus coming from civil society and local government – for example Beamish and the creation of the North East Association for the Arts. In the mid eighties the partnership between regional cultural agencies and local government was renewed and had substantially achieved its vision for capital and institutional development by 2010. The project transformed the scale and quality of the independent cultural organisations that now serve North East England and connect its cultural life locally, nationally and internationally. However, there remain gaps in terms of provision in the North East, and levels of participation in cultural activity are still low, with disparities in national investment in culture between London and the regions. Members recognised that despite enormous good will and potential, more of a sense of a shared agenda for the sector in the North East was required, supported by a vision for the next 15 years, shared by the cultural organisations, local government and other partners in the business community, higher education and beyond. To succeed in the cultural field, the North East, being the smallest and most peripheral of English regions will need to use its capacity to unite, to innovate and to astonish if it is to prosper.

Our approach

20. The membership of the group included representation from across the North East councils on a cross-party basis, working closely with cultural organisations throughout their deliberations. The Group agreed to address the issues raised by convening a 'select committee' type approach, with a selection of key partners/stakeholders invited to attend consecutive meetings and consider member questions related to the issues raised. Partners gave their time freely to attend and in addition written submissions were received from a range of individuals and organisations (contributors are listed at Appendix A).
21. In considering how best to protect and maximise the cultural offer in the North East, members acknowledged the outcomes from the cultural event that was held in February and agreed that the three key themes resulting from that event, namely leadership and advocacy, sharing resources and improving linkages could usefully shape the output from their analysis. Conclusions under these three headings are highlighted below.

Theme One: Leadership and advocacy

22. The Task and Finish Group concluded that there is strength in unity and that fragmentation carries risks. North East England has, once again, the opportunity to take a national lead. Local government has a key role in bringing together the sector to forge understanding across its elements and to work together for the economic benefits of the North East. Coming together in this way would be unique to North East England and would draw on the region's history of collaboration.
23. Members noted that there is an organisational gap in relation to culture and considered whether a new structure was needed to keep the North East working together and drive the sector forward in an holistic way. The approach of making best use of what is already in existence should be an underlying principle.
24. Members also noted that it is a challenge to develop the programme, the people and the art together and that this requires a long term, perhaps 15 - 20 year plan with a shared and uniting vision. The next three years of certainty of funds (albeit often reduced) for many major cultural

organisations provides an opportunity for local government to plan with them for the opportunities that will open up in a better future and build the partnerships, resources and supporters that will be needed to begin to realise a shared 15 year vision.

Options

Providing a North East voice for culture

25. The Task and Finish Group expressed a clear conclusion that there is a need for a new set of arrangements or processes to serve the North East's cultural sector in the future. The nature, scale and precise remit of which requires further consideration but it is suggested that it could:
 - be designed for the cultural sector and regional economy and society of the 21st century whilst acknowledging its roots in the 'deep culture' of the North East (reference 'Deep Culture: Culture and Identity in the North East of England' Pauline Beaumont, May 2005);
 - focus on the primary task of developing a new '15 year' vision for the sector and then to support its implementation;
 - be light touch, drawing wherever possible on resources that already exist within the North East; to co-ordinate, but not control, and encourage and facilitate co-operation between authorities and between authorities collectively and others;
 - seek to secure more funding for culture in the North East in a way that demonstrates that the region is proactive, innovative and that it delivers, given that resources for culture are heavily weighted towards London;
 - be rooted in local government as 12 equal local authority partners working together, drawing on high profile ambassadors to raise the profile of culture in North East England as appropriate and also working in a collaborative partnership model with:
 - major cultural organisations;
 - the business community in general and the creative industries in particular;
 - civil society, sponsors and philanthropists;
 - tangential sectors (sport, tourism, higher education, further education media etc); and

- representatives of the national cultural agencies servicing North East England.

26. Its ethos could include aspiring to:

- preserve, renew, nurture and promote the cultural inheritance of North East England;
- ensure that the richness of the world's cultures is available to all in the North East;
- support the region as an international centre for cultural production by excellent practice and example or by demonstrating national consciousness or concern through the provision of a significant prize, for example, for a play or literature which would also attract publicity;
- develop North East England as a national leader in collaboration and integration across the sector and with local communities in the delivery of challenging and inspiring ambitions;
- ensure that the region's population is the best informed in the country about opportunities to participate fully in cultural activity; and
- promote innovation and best practice/new ideas.

27. Leadership and advocacy are the key to unlocking the other two themes of:

- a focus for sharing resources and collaboration within the region; and
- improving linkages for the sector internally within the region, nationally and internationally.

Laying the foundations for the next 15 year 'vision'

28. The Task and Finish Group concluded that the North East cultural offer needs to be cohesive and to develop its understanding it undertook preliminary research into the cultural facilities in the North East. A far more comprehensive exercise could be developed to underpin the new vision and ensure the widest possible support for its achievement.

It would need to keep abreast of changes as they happen to give up to date and relevant information for example in the form of a web-based map/database. Such a fuller 'cultural audit' could include auditing current, past and future initiatives:

- **inheritance** - giving a historical overview of the region's cultural history designed as a reference for education and a 'spine' around which other initiatives could locate themselves;
- **infrastructure** - this work has begun through the Association's DCMS Officer Group in support of the Task and Finish Group and could be developed to include capital assets, institutions/organisations and resources provided in the region and from national sources; and
- **ambition** - to include what is already planned for the future, policy frameworks and innovative practice/sharing resources.

29. The audit exercise could involve:

- **counting**, for example, organisations, buildings (and heritage buildings/assets) and audiences and participants;
- **listening** to include stakeholder consultation (local, regional and national) using local authorities' own consultative mechanisms to reach to community level and linking with the collective and individual plans of major cultural organisations; and
- **independently evaluating:**
 - quality – is what we have good enough?
 - gaps on the maps, for example in the arts, a world class performing arts space and company for Tees Valley, international convention centre on the Tyne, professional performing arts training and completing the network of facilities for towns in Northumberland and Durham; and
 - availability of resources against priorities. It will take time to balance ambition against resources and to broker additional support through DCMS Officer's Group and potential external sources.

Resources

30. Currently, the Association plays a coordinating role and supports the existing mechanism of the DCMS Officer Group which brings together local authority officer leads and partner organisations as observers.
31. Whilst the suggested cultural partnership would be light touch, drawing wherever possible on resources that already exist within the North East, resources additional to those currently available would be required to support it and undertake an audit. It would be fundamental that all the North East's local authorities enjoyed equality of influence and equality of benefit from the partnership and it is proposed that the Association could potentially act as the host for any additional resource.

Clear messages, communication and links with tourism

32. A strong and vibrant cultural sector can make significant contributions to the North East's economy and to economic recovery. It is also important to recognise culture as a business in itself and its contributions locally to the purchase of goods and services, and also the physical and people resources it holds. There is a need to build the perception and understanding that culture is a basis on which to invest. There are real opportunities through, for example, the Cultural Olympiad and a return of the Tall Ships.
33. There have been structural changes in the way that tourism is managed and the North East's brand 'Passionate People, Passionate Places' is no longer being proactively promoted. Members also noted that the media has a critical role to play but often gave little coverage to ground breaking and excellent cultural initiatives coming out of the region.
34. Members wished to encourage councils, partners and stakeholders to:
 - develop and re-visit the 'Passionate People, Passionate Places' brand and use the revised brand to promote cultural activity in the North East;
 - build stronger relationships with the media to encourage greater coverage of cultural initiatives that encourage presentation to regional audiences and not simply local ones;
- explore the effective use of digital communications for its potential to reach large audiences and givers. The possibility of reaching upwards of 1.5m email addresses from cultural venues across the North East requires investigation;
- develop clear information about the economic benefits of culture that can help inform decision making within councils, by partners including the business community and demonstrate to the public the value of culture;
- develop clear information about the social benefits of culture to give a full picture of its value to communities and its role in health and wellbeing;
- consider how the region could demonstrate a critical mass of different cultural opportunities; and
- rise to the challenge of maintaining local identity and accountability whilst looking above to a regional statement.

Theme Two: A focus for sharing resources and collaboration

35. Work is already well advanced across the North East between local authorities in addressing budget reduction and service improvement agendas through shared and collaborative working in many areas of the cultural sector. For example the role of the Northumberland and Durham Library Services in the recent DCMS pilot projects on increased inter-library co-operation.
36. In some areas – such as the museums services in part of the region – these arrangements have been formalised for many years and have proved their worth in the attraction of new national resources and nationally recognised service quality.
37. In other areas the exploration of sharing resources and new collaborations are more recent, such as the creation of the NewcastleGateshead Venues Group or the 'Turning Point' initiative within the visual arts or the work of Northern Film and Media to develop a new partnership with core cultural producers in the North East.

38. In addition there are areas of earlier co-operation where funding has now been withdrawn such as audience development or the operation of support mechanisms for incoming media production. There are also areas where new national arrangements may pose a threat to innovations for example the public access to archives that has been pioneered in Northumberland's Woodhorn Museum. How valued services and innovative practices can be supported in the future co-operatively is uncertain.

39. The challenge of reducing funding from traditional sources is sharpening minds everywhere and North East England is recognised as leading some of these areas of thinking, for example, the pioneering work of Live Theatre on ways of capitalising the cultural sector to maximise its earned income potential from ancillary activities or the thinking within the Turning Point group about the ways in which the region's public art collection might have its asset value deployed positively to support new work.

Options

Sharing resources and improving services

40. From evidence gathered to date by the Task and Finish Group, local government, working together and with others has the capacity to share resources and improve service in the field of culture in areas such as, information to the public, marketing, administration and management, training, trading, research and development, international connections and creation of events. This raised the question of how to share delivery whilst maintaining local identity.

41. Members wished to encourage councils, together with partners and stakeholders where appropriate to:

- understand that whilst private will not replace public funding for the arts and culture, philanthropic and business investment have a greater role to play but this depends on having the right projects;
- consider how local authorities will continue to make the case for resourcing culture in the face of cuts and structural changes;
- explore funding streams for example for museums, the Olympics and from Europe;

- continue to recognise the contribution culture makes and embed it across strategies in many service delivery areas e.g. employment, education, economic development, social care, health and wellbeing and rise to the challenge of articulating culture, mapping it and measuring it across all local authority service areas;
- investigate the potential for links between the cultural agenda and employment strategies;
- develop links within local authorities between departments to make the most of the potential to secure giving from residents and businesses by providing a single point of contact that enables giving through the services they already provide. Consider how to develop this and contact between the Sponsors Club and local authorities;
- explore innovative approaches to use of arts and cultural institutions in personalised budgets that will benefit both users and providers including offering choice, for example adults with disabilities using ARC, Stockton Arts Centre, rather than a day centre;
- recognise the role local authorities can play as facilitators through spatial planning mechanisms to create the right environments for cultural venues to generate earned income from trading and commercial enterprises and through considering the needs of cultural venues when developing digital infrastructure; and
- collaborate in their approach to philanthropic giving working with the Arts Council which has funding to help support the skills required by organisations to help access philanthropic giving.

Sharing good practice and new ways of working

42. Existing informal officer networks are currently sharing good practice and expertise for example, building on the success of the Green Museums Steering Group an initiative resulted in a third of museums in the North East going through a sustainable audit and a conference was held to share good practice.

43. It is important to learn from experience and time and care would be needed to understand where current, sometimes piecemeal, initiatives were under way and to allow space for them to run their course and be evaluated.

44. The areas described above could well provide a focus for a regional seminar with papers commissioned in advance and the outcome feeding into an annual conference.
45. Members wished to encourage councils, partners and stakeholders to:
- show support for existing initiatives that encourage and enable sharing of good practice and expertise and consider how museums could work together to share good practice and support each other to avoid competition;
 - build on the successes of the Renaissance Programme to continue to share skills and learning including bringing national collections to the North East which had had an impact on developing workforce skills; and
 - consider how to nurture talent and keep it in the North East.

Theme Three: Improving linkages (beyond the core cultural sector)

46. North East England has been a leading innovator in the development of linkages between the core cultural sector and other areas of economic and social activity. These linkages will now become more important in the search for additional resources and as all parts of the sector try to achieve more with less. The growth of regionally autonomous arrangements is likely to play an important role alongside the maintenance of national connections.
47. The North East's Business Sponsors' Club has now emphasised its independence from Arts and Business (the national agency from which Arts Council funding has been withdrawn). Its location within the North East's own Community Foundation gives it an excellent base from which to explore new initiatives targeting philanthropic giving with a particular focus on micro-giving. The opportunity exists to innovate and lead nationally in the area of community giving as North East England has the highest rate of charitable giving in relation to income in the country.

48. North East England provides the headquarters for Creativity, Culture, Education, the national agency connecting the arts to education (and much more). With its national funding withdrawn it is developing a new model for the future which may be of relevance to the region.
49. The NewcastleGateshead Initiative has pioneered the development of sophisticated links between cultural events programming, city marketing and long term tourism strategy.

Options

Bringing clarity and co-ordination

50. The Culture 10 funds are no longer available but the principle of co-operation in the creation of festivals/events which add value to all who participate has been established as a regional specialism. The risk of dilution and breakdown in this area is high as a result of reduction in regional infrastructure which has left it in limbo and may well be an area for early co-ordinating action.

Building on connections with sport

51. Major sporting events such as the Great North Run have grown associated cultural programmes and will continue to do so. Given the importance of sport in the North East further collaborations around major future events (after the Olympics) can be planned far in advance.

Connecting with health

52. The North East was a pioneer in the field of the arts in health (covering a range of sub-specialisms). National structures have been dismantled but regional coherence could be maintained and strengthened.

Linking culture and the environment

53. North East England's work in the arts in the environment is internationally known (principally through its public art programme). The loss of Commissions North is widely regretted and consideration could be given to whether specific elements of its role could be delivered under the new arrangements.

Film and media

54. Members noted the initiative of Northern Film and Media (itself challenged by lost funding) to safeguard – with the Association – services to incoming media production and to work more closely with cultural producers in the region. The opportunities offered by the award of two Pioneer Locations for local television to the Newcastle and Middlesbrough areas will also offer new opportunities.

Neighbouring spatial areas

55. North East England's immediate neighbours in Yorkshire, the North West and Scotland offer possibilities for collaboration and co-operation (perhaps particularly the most specialist areas) but the importance of London will continue to demand very special attention if the major companies and collections located there are to be encouraged to play their full national role in the region.

International collaboration

56. International partnerships will grow in importance and – where it is right culturally – the case for areas of agreed regional international focus can be compelling in terms of cost and impact.

57. Members wished to encourage councils, partners and stakeholders to:

- consider how the Association could help to take the benefits of working together into the future and support the cultural offer;
- explore whether there are sufficient opportunities for the different parts of the sector such as visual arts, music, drama and heritage to come together; and
- maximise cultural associations with activities that enjoy a high media and commercial profile such as football.

Summary of recommendations

58. Certain recommendations contained in the report are concerned with opportunities at a North East level and others recommendations listed could be undertaken at a local level, which would collectively enhance the North East's capacity on culture.

Priority recommendations

59. Members agreed the priority recommendations at the North East level are to:

- provide a **voice for North East culture** by establishing arrangements or processes which are light touch, rooted in local government and engage other partners across the cultural sector to provide leadership, advocacy and research to secure resources that would be needed to realise a shared vision; a focus for sharing resources and collaboration within the North East; and improved linkages for the sector internally within the region, nationally and internationally as elaborated in paragraphs 24 and 25 above:
 - bring **co-ordination in the creation of events and festivals**;
 - develop and re-visit the **Passionate People, Passionate Places brand** and use it to promote cultural activity in the North East;
 - develop clear information about the **economic benefits of culture**;
 - develop a **shared 15 year vision for culture in North East England**;
 - rise to the challenge of **maintaining local identity and accountability** whilst looking above to a regional statement; and
 - develop clear information about the **social benefits of culture**.

60. In order to achieve this the partnership would need to:

- consider the **role of the Association** in supporting the cultural offer and secure sufficient resource to support the partnership; and
- undertake a '**cultural audit**' to underpin the vision with evidence to inform future resource requirements and priorities.

Partnership tasks

61. Once established, suggested tasks that a partnership could consider include:

- considering how to **nurture, retain and attract world class talent** and keep it in the North East;
- **campaign** to achieve a small number of carefully selected objectives such as the return of the Lindisfarne Gospels;
- building stronger relationships with **the media** to encourage greater regional coverage of cultural initiatives;
- exploring the effective use of **digital communications** for its potential to reach large audiences and givers;
- considering how the North East could demonstrate a **critical mass** of different cultural opportunities;
- supporting the **sharing of good practice** and disseminate through an annual conference;
- continuing to share skills and learning by bringing **national collections** to North East England;
- building **connections** between culture and sport, health, environment, film and media;
- developing **national and international** collaboration and cooperation;
- exploring whether there are sufficient opportunities for the different parts of the sector to **come together**; and
- maximising cultural associations with activities that enjoy high media and commercial profile such as **football**.

Local delivery

62. A number of recommendations were made by the Task and Finish Group that could be taken forward by local authorities at a local level:

- work together and with others to **share resources and improve services** in the field of culture in a number of delivery areas;
- have the right projects to **attract philanthropic and business investment**;
- consider how local authorities will continue to **make the case for resourcing culture** in the face of cuts and structural changes;
- explore alternative **funding streams**;
- rise to the challenge of articulating culture, mapping it and measuring it across all local authority service areas and continue **embedding it in strategies**;

- investigate the potential for schools to be involved with **workforce development** and the links with employment strategies;
- make contact between the **Sponsors Club and local authorities** easier;
- explore innovative approaches to use of arts and cultural institutions in **personalised budgets**;
- facilitate the right environments for cultural venues through local authority **spatial planning powers**; and
- work with the Arts Council to develop **philanthropic giving**.

Quick wins

63. Securing the resources to take forward the recommendations would enable some immediate and 'quick wins' to be achieved that would benefit all North East local authorities. These would comprise:

- creating an **events programme** of key events that are happening in the North East over the next two years highlighting signature events such as the Olympics, the Queen's Jubilee, Lindisfarne Gospels;
- developing and agreeing **key messages** on the economic and social benefits of culture;
- take forward the development of the **Passionate People, Passionate Places brand** for use in promoting cultural activity in the North East;
- provide a locus for **collaboration and co-ordination** across the 12 local authorities and cultural stakeholders; and
- undertake a more detailed mapping/auditing exercise that would provide useful information relating to need, demand, participation and gaps in cultural provision.

Next steps

64. Members agreed that a meeting with the wider cultural community to coincide with the anniversary of the cultural conference held in February 2011 would enable the progress that has been made in developing this report to be shared. It would demonstrate the proactive and positive approach being taken by local government and it would provide an opportunity for a wider group of stakeholders to engage, challenge and move the agenda forward. The outcome of this could go on to be shared at the Local Government Summit in March 2012.

Appendix A

Membership of ANEC Cultural Development Task & Finish Group

Members:

Middlesbrough Borough Council	Councillor David Budd (Chair)
Darlington Borough Council	Councillor Nick Wallis
Durham County Council	Councillor Eddie Tomlinson
Gateshead Council	Councillor Linda Green
Hartlepool Borough Council	Councillor Hilary Thompson
Newcastle City Council	Councillor Ged Bell
North Tyneside Council	Councillor Glynis Barrie
Northumberland County Council	Councillor Neil Bradbury
Redcar and Cleveland Borough Council	Councillor Sheelagh Clarke
South Tyneside Council	Councillor Allan West
Stockton-on-Tees Borough Council	Councillor Ken Dixon
Sunderland City Council	Councillor Michael Mordey

Advisors:

Gateshead Council	Roger Kelly
Stockton-on-Tees Borough Council	Reuben Kench
Association of North East Councils	Andy Robinson
Association of North East Councils	Lucy Jowett / Keith Lamb

Expert contributions received from: Speakers at meetings

Arts Council North East	Alison Clark-Jenkins
Durham University	Prof Roy Boyne
Live Theatre	Jim Beirne
Newcastle City Council	Tony Durcan
Sponsors Club	Adam Lopardo
Theatre Sans Frontieres	Sarah Kemp
The ARC, Stockton	Annabel Turpin
Tyne and Wear Archives & Museums Service	Bill Griffiths

Written contributions:

Joint response from speakers to the meeting on 20 June 2011	
Joint submission from North East Cultural Agencies Partnership	
Creative Scotland	Andrew Dixon, Chief Executive
Newcastle University	Professor Eric Cross
Swallows Partnership	Peter Stark

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