

CABINET

Cultural Investment Framework

5 November 2019

Report of Director of Economic Growth and Regeneration

PURPOSE OF REPORT				
The report is to request Cabinet's approval of the Cultural Investment Framework, following consultation.				
Key Decision	X	Non-Key Decision		Referral from Cabinet Member
Date of notice of forthcoming key decision	7 th October 2019			
This report is public.				

RECOMMENDATIONS OF Councillor Jean Parr, Portfolio Holder for Leisure, Culture, Tourism and Climate Change

It is recommended that

- (1) **The draft Cultural Investment Framework at Appendix A is approved**

1.0 Introduction

- 1.1 The Council plays an important role supporting arts and culture in a range of ways, including taking a leadership role at times, providing investments to support delivery of cultural activities, and as a cultural deliverer itself. In terms of its investment in arts and culture, the Council has strong relationships with cultural providers and seeks to ensure that appropriate outcomes are achieved and that there is value for money. However, there is no agreed framework in place that fairly and transparently outlines the Council's key requirements and the criteria.
- 1.2 In March 2019, Cabinet approved an Arts and Cultural Policy prior to consultation, (minute 96 refers). Since that time, engagement with arts and cultural partners has taken place and this report is to provide Cabinet with feedback from the consultation and a revised investment framework document for consideration.
- 1.3 The consultation undertaken was with the district's arts and cultural partners as part of a meeting and discussion, also providing the opportunity to feed back individual responses to the Council. Broadly, the draft Arts and Cultural Policy, as it was then being described, was well received but responses from arts and cultural partners indicated some understandable confusion over the purpose of the document. Although this was intended as a framework for Council investment, some partners expected the document to fulfil the role of a cultural strategy that would guide district wide priorities and seek to maximise the impact of culture overall. That was not the intention of the draft document, which was solely to provide a framework for the

Council's own investments. As a result, the draft Arts and Cultural Policy has been re-titled as the Cultural Investment Framework.

- 1.4 The Cultural Investment Framework is intended to be high level, setting out broad guiding principles that the Council will consider when thinking about its investment and support for arts and culture and which will ensure high standards of delivery and strong outcomes. It can be applied when reviewing existing support such as the service level agreements that it has with key arts organisations or its funding for major festivals. It will also provide a clear, transparent and consistent rationale when considering new investment and support for arts and culture. Bearing in mind that all cultural services vary greatly there is no "one size fits all" approach to performance and the framework does not therefore attempt to define the detailed outcomes and success measures expected.
- 1.5 All of the Council's investments in arts and cultural initiatives will be subject to its normal decision making processes and regular monitoring and evaluation as part of overall management arrangements.
- 1.6 The process of developing the council's Cultural Investment Framework highlights the lack of a current and up to date strategic cultural plan for the district that identifies aspirations, important opportunities and challenges and outlines agreed cultural priorities for the future. The 2009 Cultural Heritage Strategy is now very out of date. The Lancaster Arts Partnership Arts Strategy is much more recent but fulfils a different purpose.
- 1.7 The distinctive cultural offer of the district and surrounding area is recognised by Arts Council England and a new Cultural Compact has been awarded. Opportunities to bring in external funding and investment are increasing. Bearing this in mind and understanding the importance of arts, culture and heritage to the local economy and the health and well being of our communities, development of a refreshed Cultural Heritage Strategy is currently being planned.
- 1.8 No other key points were raised in the consultation with arts and cultural partners. However, discussions emphasised the importance of broad and meaningful engagement and consultation for the development of a refreshed Cultural Heritage Strategy as this is developed.

2.0 Proposal Details

- 2.1 Following consultation with arts and cultural partners, the earlier draft Arts and Cultural Policy, presented to Cabinet in March 2019, has been retitled Cultural Investment Framework and fulfils the purpose of providing principles and criteria for the Council's own investment in arts and culture in the district.
- 2.2 Given that some months have passed since consideration of the draft in March, Cabinet should note that some additions have also been made to the earlier draft to reflect emerging priorities including community wealthbuilding, social value and climate change action.
- 2.3 This report now proposes that the final draft of the Cultural Investment Framework at Appendix A is approved.

3.0 Details of Consultation

3.1 The Cultural Investment Framework provides parameters that take account of the Council Plan, which has been widely consulted upon. In addition, direct consultation has been undertaken with arts and cultural partners as part of an event, in discussion and with the opportunity for individual feedback.

4.0 Options and Options Analysis [including risk assessment]

4.1 Continuing without a framework in place offers no identified benefits and risks public funds being used to promote activities that either do not provide value for money or offer no material benefit. Introducing the framework ensures fairness, consistency and transparency in terms of allocation of funds, resources and the Council's expectations, aligning the delivery of outcomes with the Council's priorities.

5.0 Officer Preferred Option (and comments)

5.1 The officer preferred option is to agree the draft Cultural Investment Framework.

6.0 Conclusion

6.1 The City Council invests and uses its resources to support arts and culture in the district. It is important that the Council establishes the arrangements necessary to ensure the best possible results from its contribution in a way that is fair, consistent and transparent.

RELATIONSHIP TO POLICY FRAMEWORK

The proposed investment framework refers directly to the Council Plan

CONCLUSION OF IMPACT ASSESSMENT

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Human Resources, Sustainability and Rural Proofing)

A range of criteria are proposed within the policy framework that address the above as relevant.

LEGAL IMPLICATIONS

There are no direct legal implications from this report. However, the investment framework is designed to inform decision making.

FINANCIAL IMPLICATIONS

There are no direct financial implications arising from this report other than a potential positive impact on value for money.

OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:

No direct implications as a result of this report as officer capacity is required to manage the Council's investment in any event.

SECTION 151 OFFICER'S COMMENTS

The Council has a long history of supporting Culture and the Arts within the City, and this Framework document will assist in developing a mechanism for assessing requests for new and continuing financial support.

Once established the final assessment criteria should include both financial and non-financial considerations in line with the Council outcomes and ensure that the correct governance and decision making authority is established.

DEPUTY MONITORING OFFICER'S COMMENTS

The Deputy Monitoring Officer has been consulted and has no further comments.

BACKGROUND PAPERS

Not applicable

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