

CABINET

Lancaster City Council's Strategic Vision for Creativity and Culture

11th April 2023

Report of Chief Officer Sustainable Growth

PURPOSE OF REPORT				
To seek Cabinet's views on the draft of the Council's Strategic Vision for Creativity, Culture and Heritage.				
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/>	Referral from Cabinet Member
Date of notice of forthcoming key decision				
This report is public				

RECOMMENDATIONS OF Councillor Thornberry

- (1) To seek Cabinet's views on the draft Strategic Vision for Creativity, Culture and Heritage.
- (2) To note that, once adopted the Strategy will be used to inform the Council's Outcome Based Resourcing (OBR) process going forward

1.0 Introduction

- 1.1 Earlier in the year, the Council embarked on the development of a Culture and Heritage Strategy. Counterculture were appointed to develop a robust evidence base and undertake an extensive consultation process was undertaken with stakeholders from across the sector, which contributed to the development of a Strategic Framework for Creativity, Culture and Heritage in the district. The Strategic Framework sets out the importance of culture and heritage to the local economy and communities and provides a clear vision for what the Council would like to achieve in the District.
- 1.2 This report outlines the content and structure of the draft document and the process undertaken to develop it. Cabinet is asked to consider the report and to make any comments on the draft document before it is brought back to a future Cabinet for adoption. Once adopted the strategy will be used to inform the OBR process going forward.

2.0 Development of the Strategic Vision

- 2.1 Counterculture were appointed in July 2022, following a tender process, to develop an up-to-date, robust evidence base that would assist Lancaster City Council in creating its strategic vision for the use and positioning of its resources. This work provided the Council with a better understanding of the scale, scope, importance, and impact that culture and heritage have on people's lives including their wellbeing, on place making and promoting community cohesion, reflecting the district's diversity and promoting equality and inclusion, on contributing to the local economy, developing skills and creating employment, and in raising Lancaster District's profile as a significant cultural destination.
- 2.2 Counterculture designed and managed a consultation and engagement programme that included a significant number of cross sector stakeholder interviews including local arts and cultural organisations, artists, the arts council, business representatives, and some cabinet members. They conducted a SWOT analysis, produced an economic impact assessment, and identified key cultural assets. Counterculture reviewed a range of relevant local, regional, and national policies, strategies and key reports and identified potential funding opportunities. This information has been passed to The Council together with a summary report of Counterculture's key findings.
- 2.3 Over the past few months Officers have been developing the attached draft strategic vision based on the evidence and key findings provided by Counterculture. The direction of travel that the Strategic Vision has taken has changed significantly since the start of the process. Initially it was felt that the document would be a City Council strategy, determining how it would use its assets and resources to support the culture and heritage offer in the district. However, feedback from the consultation suggested that there was a need for the document to provide a clear vision and strategic context to culture and heritage in the district that would also assist organisations to secure external funding. In drafting the strategic vision Officers have had to consider both the Council's financial challenges and approach to outcome-based resourcing.
- 2.4 The attached draft reflects this context and sets out a strategic approach to delivering culture in the district through partnership working, enabling and engagement. It contains a number of outcomes that the Council, with its partners, can work towards delivering over the short (2023-25), medium (2025-2027) and long term (2027 onwards).
- 2.5 The strategic context and Counterculture's data research, plus feedback from its wide stakeholder consultation, has led us towards a suite of proposed outcomes which form a Strategic Vision aligned with the Council's four Strategic Priorities. The proposed outcomes are:
- A significantly raised national and international creative and cultural

profile.

- Strong commitment by the creative and cultural sector to environmental responsibility and net zero carbon pathways.
- Maximised local and inward investment for creativity and culture.
- Sharply focussed investment in local creative and cultural activity and talent.
- A strong innovative heritage offer which reflects the diverse histories of our communities.
- Broad, deep engagement, participation and inclusion in creativity and culture across all our neighbourhood communities.
- High quality professional and skills development of local people, particularly of young people.
- The year round delivery of a compelling creative and cultural offer for local people and visitors.

2.6 To achieve the proposed outcomes, there is a proposal to explore the appetite, within the District, to establish a high level strategic partnership; ‘a strong single voice for creativity and culture’, comprising the creative and cultural sectors including heritage, the private sector, creative digital businesses, tourism, education, health and wellbeing, as well as the wider community and voluntary sectors which will be fully reflective of our diverse communities. The intention is that the partnership will help to promote the district and secure investment.

2.7 Early drafts were shared with The Arts Council and Cabinet Members for comment and direction. The final document, once approved, will be designed to be available digitally, with graphics to bring the document to life for the public.

3.0 Details of Consultation

3.1 A comprehensive consultation and engagement exercise was conducted with a range of cross sector stakeholders. The feedback from these workshops and individual sessions has been incorporated as far as possible into the final document. This report enabled members to comment further on the draft.

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Cabinet has no amendments to the Strategic Vision and would approve of its use to inform the OBR process once adopted	Option 2: Cabinet would like to see some amendments to the Strategic Vision and would approve of its use to inform the OBR process
Advantages	The Strategic Vision can progress to formal adoption and then Officers can work with partners to deliver the outcomes identified and establish the partnership.	The views of Cabinet members are integral to the successful delivery of the Strategic Vision. Any proposed amendments to the document can be integrated into a redrafted vision ahead of formal approval by Cabinet.

Disadvantages	No disadvantages identified.	Delay the final version of the strategic vision which could have an impact on partner organisations trying to secure funding.
Risks	As with any long-term plan, there are uncertainties about the context in which the strategic vision would be delivered. This will include capacity within the service and the Council's ability to contribute financially to delivery. However, a review mechanism has been built into the delivery planning which will allow these risks to be assessed and the vision amended accordingly.	As with any long-term plan, there are uncertainties about the context in which the strategic vision would be delivered. This will include capacity within the service and the Council's ability to contribute financially to delivery. However, a review mechanism has been built into the delivery planning which will allow these risks to be assessed and the vision amended accordingly.

5.0 Officer Preferred Option (and comments)

The officer preferred option is Option 1, given the high level of dialogue that has taken place in reaching the recommendations set out in this report. The degree of flexibility set out within the monitoring and evaluation process contained within the Vision framework must also be considered in reaching a decision on the recommendation.

6.0 Conclusion

6.1 The strategic vision is based on a robust evidence based and includes a set of specific creative and cultural outcomes that The Council would wish to achieve through the positioning of its support and resources.

RELATIONSHIP TO POLICY FRAMEWORK

The proposal is entirely consistent with and supports Lancaster City Council's policy. It contributes to the Plan 2030 Priorities for a smart and forward thinking council and healthy and happy communities.

CONCLUSION OF IMPACT ASSESSMENT

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

No direct implications.

LEGAL IMPLICATIONS

No direct implications.

FINANCIAL IMPLICATIONS

No direct implications

OTHER RESOURCE IMPLICATIONS**Human Resources:**

No direct implications

Information Services:

No direct implications

Property:

No direct implications

Open Spaces:

No direct implications

SECTION 151 OFFICER'S COMMENTS

Whilst only at the draft stage any subsequent proposals requiring a revision to the Council's Budget & Policy Framework will need to go through the appropriate approval process

MONITORING OFFICER'S COMMENTS

The Monitoring Officer understands that this report is only seeking the views of Cabinet on the draft Strategy and any formal adoption will be the subject of a further report to Cabinet

BACKGROUND PAPERS

Lancaster City Council's Draft Strategic Vision for Creativity and Culture

Contact Officer: Richard Hammond

Telephone: 01524 582638

E-mail: rhammond@lancaster.gov.uk

Ref: [Click here and type Ref, if applicable]