

Gosport Place Board – Becoming the Focal Point of a Cultural Compact

1. The Arts Council England (ACE) and the Department for Digital, Culture, Media and Sport believe that “Cultural City Compacts” – partnerships across the city’s cultural sector and extending out to sectors and stakeholders beyond culture to provide leadership and strategic capacity - can help urban areas make a step change in their strategic governance of culture, helping more people and more places benefit from engaging with cultural opportunity.
2. DCMS and the Arts Council would encourage any place to consider setting up a Cultural Compact. **Although initially aimed at cities, towns should consider whether adopting a compact approach would benefit their place as well.** All places are encouraged to consider the potential of a compact approach.
3. A compact is not a one-size-fits-all model - what defines a compact is ambition: not only the ambition of the cultural sector, but also where that intersects with the ambitions of health agencies, business, universities and other sectors. It is about finding a way for the cultural sector in a place to work together and with partners to deliver a step change in the sustainability and impact of culture in that locality. It is about setting the culture sector of a place on a trajectory which means more people feel the positive impact of culture in their lives and where they live.
4. Arts Council England and DCMS have allocated funding to support the roll out of a small number of compacts in 2019/20.
5. ACE has identified Gosport as one of a number of potential early adopters with the capacity to set up a compact and strong local ambition for culture. These early adopters will provide a vital test bed for the compact idea and will capture and share the learning that emerges to both help other places and to inform national policy making by government and its partners.
6. Following one of its Regional Managers attending the recent launch of Gosport’s Story, ACE contacted GBC in order to discuss the Place Board becoming the Cultural Compact for Gosport in the initial stages to act as a catalyst for the creation of a Cultural Development Strategy in order to develop and implement a long term plan for the sector locally
7. The Arts Council has indicated that up to £20,000 of funding is potentially available, on a matched basis, in order for Gosport to develop a Cultural Development Strategy – a long term development plan for the sector, setting out a vision for the sector and prioritising actions that will influence collective endeavours

8. The Regional Management team for ACE is due to meet on 23rd November to consider the proposed allocation of funding for Gosport and hopefully confirm funding for this financial year
9. More information regarding the functions of a Cultural Compact are attached below for Place Board members consideration.

What are the hallmarks of a compact?

10. **Purpose** Compacts exist to co-create and co-deliver a holistic vision for culture in a place. That vision must be one where the compact is part of a step change in the sustainability and contribution of culture to the life of that place. It must link the cultural sector to broader aspirations and priorities for that place, and secure the partnerships between the cultural sector, and with other sectors necessary to realise that.

- A compact will set out its vision for culture's role in a place and ensure that it aligns with broader priorities and ambitions – these might be cultural, social or economic¹
- A compact will work to ensure that this connection is reflected in strategies and plans that relate to the place

11. **Place** A compact will relate to a real place, and be able to have impact within that place, and to strengthen its relationships to other places and with national government.

- A compact will relate to a real place, which will be defined by the partners in the place in question. This could be a political, administrative or strategic boundary (e.g. a combined or local authority, LEP area, CCG area, or destination management area) which relates to the priorities or ambitions of the compact; or to a defined area (e.g. a clear urban area)
- A compact will think about its relationship to other places (e.g. a broader city region, a rural hinterland)
- Partners within the place will enable the compact to engage with national partners, including government and its agencies, in the furtherance of local ambitions, and also internationally where appropriate

¹ E.g. promoting health and wellbeing, building stronger and integrated communities, increasing cultural opportunity, develop the tourist economy, develop the creative industries, town centre and high street renewal, supporting creativity, innovation and productivity, promoting inclusive growth, etc.

12. **Membership** A compact is about step change, and is not just a restating of the long standing idea of a local cultural partnership. **Its membership must reflect the ambition of its vision**, the commitment of the cultural sector to that vision, and the necessary connection to other sectors through the inclusion of those sectors in compact membership. The views of citizens and communities must be at the heart of the compact, either through membership of the compact or meaningful engagement. Principles of equality and diversity are fundamental. Membership may evolve over time.

- At the core of compact must be a membership that reflects the breadth and potential of the cultural sector in that place, but membership must not be limited to the cultural sector:
 - i. There must be connection to local leadership, primarily through the full support and effective engagement of the local authority
 - ii. There must be connection to those organisations and sectors beyond the cultural that have a direct interest in the ambition of the compact, e.g. public agencies, chambers of commerce, Business Improvement Districts (BIDs), destination organisations
 - iii. There must be connection to the full range of public, private and voluntary sectors whose resources the compact seeks to mobilise in that place to deliver the change it wishes to see

13. **Leadership** There will likely be two stages to leadership. The first is in the formation of the compact, the second will be as it enters more detailed planning and the delivery of activity.

- As they set themselves up, compacts should appoint an independent chair who can effectively work with and bring together the cultural sector and also the local authority. At this stage the local authority may have to be very closely engaged.
- As they move forward, compacts may determine a new leadership requirements and seek a chair or equivalent with the necessary attributes – this may involve the appointment of an independent chair with no direct role in the cultural sector or local authority
- Compacts should draw up terms of reference or job descriptions for any such appointments, and undertake recruitment in a transparent way
- Compacts must consider diversity of leadership and membership

14. **Form** This will follow function, and this needs to be locally determined, but it must be a conscious decision based on a clear rationale relating to the ambitions of the compact and the partnerships it seeks to foment.

- An informal partnership may suffice to draw up a vision and agree purpose, outline business plans, membership and partnerships

- Depending on what is appropriate, and to the functions that the compact will take on (e.g. if it seeks to apply for funding, employ staff or delivery activity directly) the compact may choose to become a properly constituted body

15. **Business plan** Compacts are about change, and as such will seek to enable, encourage or deliver change in ways that are appropriate to the place and to their ambitions.

- As a first step, compacts should consult upon, and then publish high level ambitions or visions for the step change in culture's sustainability and impact that will be at the heart of their plans in the place.
- Develop, consult upon and then publish an appropriate business plan to realise these ambitions.
- The business plan should include locally appropriate targets for the diversity of the local cultural sector's leadership and workforce and for local cultural engagement

16. **Compact activity** The business plan will deliver activity that is appropriate to the place. However, it must be focused on ambition and step change. All compacts must lead on diversity, however, they could cover some of the following.

- Engagement with national government and its agencies over strategic development of key initiatives, e.g. Local Industrial Strategies
- Engagement with NHS and other local partners where there are specific opportunities for cultural to make a major contribution to the place
- Delivery of programmes funded by government, e.g. UK Shared Prosperity Fund, Cultural Development Fund
- Exploring and delivering innovations such as those set out in the UK Cultural Cities Enquiry, e.g. city cultural trusts and other asset based models, corporate social venturing for culture, exploring BID+ models, etc.²
- Taking action to improve the talent pipeline and the local skills base in line with the Creative Industries Sector Deal
- Providing strategic leadership in the long term
- Supporting local innovation
- Building relationships with other places
- Tackling spatial and other inequalities
- Building longer term relationships with sectors that are key to culture, but which are too rarely engaged, e.g. transport providers and public transport authorities
- Working with other compacts to share learning and good practice

² <https://www.corecities.com/cultural-cities-enquiry/read-report>

Early adopters

17. The Core Cities and the Key Cities have identified a number of early adopters, and the Arts Council will invite some towns to join this group. The early adopters will be able to apply for some financial support to cover the start up costs of a compact. To be an early adopter, a place will need to identify:
 - An accountable body to receive and be responsible for funding, which will be paid as grant
 - The initial membership of the compact
 - The support of the local authority

18. Alongside this, potential early adopters will be required to submit a short application form in response to the hallmarks of a compact as set out in this prospectus (purpose, place, membership, leadership, form), an outline of activity for a maximum of one year, and a commitment to work with the Arts Council, DCMS and the other early adopters to capture and share learning.

19. Potential early adopters will be able to apply for a share of £220,000. It is expected that individual grants will be between £10,000 and £30,000 for one year's activity, with an expectation that there will be further project funding from local partners that will cover at least 30% of project costs. There will clearly be variation in scale of compacts and this will be reflected in the different sized grants. There is no expectation that funding from the Arts Council and DCMS will be ongoing. This is a one off investment to support innovation and to incentivise local partners to provide their own support.

20. If a place sets up a compact, whether as an early adopter, or a place that subsequently joins these early adopters and receives financial support to do, or sets up a compact from its own local resources, what is important is its ambitions, its partnerships, and that it has developed a new way of working. Government will acknowledge the value of compacts to place working and to national/local engagement.

21. Compacts are being developed across the UK, and Arts Council England will engage with Arts Council Wales, Arts Council Northern Ireland and Creative Scotland, as well as through the Key and Core Cities members.

Government's ambitions

22. DCMS believes that compacts can help sustain culture in places across England, and ensure that cultural opportunity benefits people from all backgrounds. Government will make the following commitments to realise this.

- Actively engage with the Core and Key Cities, the Arts Council and the devolved administrations to capture and share learning to inform national policy making
- To make support for and engagement with Cultural Compacts a key part of the strategic, policy and delivery arrangements through which DCMS will work with places
- To explore how the hallmarks of a compact could inform investment decisions
- To recognise the potential for Culture Compacts to help realise government's ambitions for the whole country, especially through the Industrial Strategy (Creative Sector Deal and Tourism Sector Deal), the Integrated Communities Strategy and promoting health and wellbeing
- To encourage other government departments to see the value of the compact approach and to engage directly with them as they engage with places