

Local Government Association

a place at the table?

culture and leisure in modern local government

May 2002

Acknowledgements

This paper has been written by David Appleton, Head of Culture and Youth Services, West Berkshire Council, in collaboration with the LGA.

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contents

	page
executive summary	5
introduction	7
what are cultural services and what do they have to offer?	9
tracking the changes: highlighting the opportunities	10
conclusion	15
what next?	16
checklist of questions	17
appendix A - exhibit two: benefits of developing a local authority strategy	18
appendix B - exhibit five: linkages between strategies and plans	19

executive summary

Culture is playing its part in the wider corporate agenda. This paper highlights the role that local cultural services are already playing within the agenda for modernising public services. It reviews the present opportunities for the sector to get involved in the modernising process and looks to the future. It draws attention to how cultural services are placed to take advantage of the new vision for public services and the opportunities for local councils within the proposed changes outlined in the local government white paper.

Throughout this document the opportunities for culture to contribute to the wider agenda are highlighted. There are sections covering community strategies; local strategic partnerships; public service agreements, local cultural strategies, and the regional agenda as well as other partnerships and initiatives at present in place. Additional information can be obtained by using the references within the paper.

Cultural diversity is one of the keys to improving social, environmental and economic well-being. The lack of statutory prescription for cultural services has already enabled our services to respond to the needs of the individual, neighbourhood, community and area. It enables culture to grasp the cross cutting agenda and contribute in innovative ways to meeting new objectives.

We want to ensure local cultural services continue to play an important role and take advantage of the opportunities that will arise as the modernisation agenda develops. In the environment in which local government operates, there will always be competing demands for resources. Cultural services need to seize the opportunities that arise. By developing a strategic approach to culture, through local cultural strategies, we open up a wealth of opportunities to tap into the finance streams from a range of organisations, including the lottery boards and Department for Culture, Media and Sport (DCMS) non-departmental bodies. It also enables culture to

seek funding from outside the DCMS remit by contributing to the priorities of other government departments and the cross cutting agenda.

Members and officers making the case for culture in a modernised council have written this document. It is intended to be read by the local government community at large, not just those members and officers with responsibility for cultural services. In such a short paper, it has proved impossible to include the full wealth of initiatives that demonstrate the way in which culture can contribute to social cohesion. Many projects use cultural activity as a means of preventing social dislocation thus avoiding the necessity of a more intensive intervention at a later stage. Examples are contained within the documents referred to in this paper and in the Improvement & Development Agency's (IDeA) website 'IDeA Knowledge' (www.idea.gov.uk/knowledge/). The Local Government Association's (LGA) own web site (www.lga.gov.uk) also contains some examples within the cultural services sector.

Culture services are at the forefront of contributing to the cross cutting agendas of social inclusion, health, crime, education, regeneration and quality of life. We believe that the next five years continue to be challenging and culture is well equipped to meet the challenge and significantly contribute to improving the quality of life of our local communities.

If culture is to continue to play an important part in future initiatives at national and local level, members and officer need to ensure that the structures are in place to enable them to "make the case for leisure and culture".

Susie Kemp, Vice Chair, LGA Cultural Services

This document is designed:

- **as a checklist for members and officers involved in culture, leisure and tourism;**
- **to highlight to cabinet members and members of scrutiny committees, how culture can meet the broader objectives of the local authority;**
- **to direct readers to new and evolving government initiatives to which culture can contribute.**

introduction

Local government has embarked upon an ambitious modernisation agenda. At the heart of this agenda is a desire to deliver improvements in the quality of public services by making them more relevant to local needs and recognising that other organisations and agencies have a complimentary role to play in addressing those needs. The local government white paper, published on 11 December 2001, sets out the relationship between central and local government for the next decade. It recognises that local councils are central to the drive to deliver tangible improvements to public services. Through a partnership between central and local government there is an opportunity for local councils to demonstrate community leadership and show that they can develop innovative local solutions to meet local needs and local priorities.

Since July 2001, the Local Government Association has been promoting a programme of work under the heading of 'the six commitments'. The six commitments are based around topics where local councils are committed to making a difference for local communities and where a dialogue with central government has developed to enable authorities to pursue these areas of work more effectively.

The six commitments are based around:

- **supporting children and their families** by piloting new ways of joining up key services like social care, leisure, education community safety and health, to provide effective support for 8-13 year olds and their families, to prevent family breakdown and promote well being;
- **developing schools in the community** by promoting schools which play a full role in their local communities, by working with partners in providing services, expanding learning opportunities and promoting citizenship;
- **helping the 'hardest to reach' into work** by giving councils the freedom to develop flexible and effective local employment and training schemes,

which are individually tailored to help those facing the greatest barriers in finding work, for example using welfare budgets for transitional employment projects;

- **helping older people to live independent lives** by forging new partnerships which will prevent unnecessary hospital stays, promote quality of life and provide better support to help older people stay in their own homes;
- **delivering higher quality, more reliable bus services** by working with the bus industry to make the best use of local transport plans and ensuring that integrated bus services are not undermined by competition legislation;
- **transforming the local environment wherever people live** by developing and promoting a more integrated approach to planning and maintaining a high quality environment in local neighbourhoods.

Under each of these headings, the LGA has invited member authorities to act as 'pathfinders' by developing new approaches and initiatives within their chosen area, and identifying new ways of working through discussion with government and national partners.

In December 2001, the LGA published a portfolio of the work of the pathfinders so far and will publish further details in Spring 2002. Another key element of the work programme of the six commitments pathfinders has been to share their experience and good practice with other authorities, and the LGA has been working with the IDeA to enable this.

The six commitments programme fed into the LGA's submission to government in the run up to the local government white paper. This submission, entitled *Partnership for ambition*, was published in December 2001.

Partnership for ambition focused on two key strands:

- establishing a concordat between central and local government at a national level;
- using more ambitious local public service agreements to develop the relationship between central government and individual councils.

The publication of the white paper confirmed that much of what the LGA had been calling for in *Partnership for ambition* had been taken on board by the government. One of the LGA's key proposals was that central and local government should agree a set of shared priorities for local government, to be agreed through the Central Local Partnership (explanation of this in a footnote?). These shared priorities will inform a national public service agreement for local government as part of the current spending review.

In the early part of 2002, the LGA continued talks with government around the following issues:

- the extent to which freedoms and flexibilities associated with local public service agreements (PSAs) might also be linked to the outcomes of performance assessment;
- developing 'joint ownership' of the priorities for local government and a list of agreed priorities for the national PSA (including linkage with the six commitments). The LGA stressed the need for a joint mechanism for monitoring progress on the priorities;
- discussions with the Audit Commission on the development of the comprehensive assessment framework;
- promoting the case for deregulation and a reduction in ring-fencing.

Further details of the six commitments project, *Partnership for ambition*, and other related aspects of the LGA's work can be found at www.lga.gov.uk.

This paper highlights the need for the cultural services to play their part in delivering these commitments. Innovative approaches abound within culture and leisure services. These services have shown how they can imaginatively contribute to meeting the needs of the individual, and the small community as well as at an area, sub-regional and regional level. Their ability to reach and consult with a range of consumers, community groups and partners through the wide range of activities undertaken - many at a local neighbourhood/community level - and the fact that usage relies on individual choice, makes cultural services very different to others. Cultural services are well placed to foster and contribute to a range of issues of key importance to local communities and despite the fact that the majority of these services are discretionary functions the public perception of them is very high.

If cultural services are to continue to play a part in the broader policy objectives that address the needs of local communities and individuals, then those working in the cultural sector need to be a central part of the corporate partnership approach that is characterised by public service agreements, local strategic partnerships, cabinet and scrutiny structures etc. That means keeping up to date with the changing environment in which local government operates and being ready to seize the opportunity to highlight the role of culture and leisure in delivering real change and benefits to improve the quality of life for us all.

what are cultural services and what do they have to offer?

There are many definitions but the current DCMS guidelines for the development of local cultural strategies *Creating Opportunities* suggests that culture has a material dimension that includes:

- the performing and visual arts, craft and fashion;
- media, film, television, video and language;
- museums, artefacts, archives and design;
- libraries, literature, writing and publishing;
- the built heritage, architecture, landscape and archaeology;
- sport events, facilities and development;
- parks, open spaces, wildlife habitats, water environment & countryside recreation;
- children's play, playgrounds and play activities;
- tourism festivals and attractions;
- information leisure pursuits.

The LGA has produced a series of documents, listed below, advocating the contribution of cultural services to other objectives of the local authority and government. These contain examples and statistics to illustrate the contribution to the wider agenda and demonstrate the relevance of local government's leisure, tourism and cultural services to the broader policy priority areas for both central and local government. These include sustainable regeneration, promotion of racial equalities, the value of parks and open spaces, social inclusion, lifelong learning, health, safer communities, social exclusion, quality of life and community participation.

- *Enriching people's lives;*
- *The road to regeneration;*
- *Culture and tourism in the learning age;*
- *Tackling poverty and social inclusion through cultural services;*

- *The value of parks and open spaces;*
- *Promoting racial equality through sport;*
- *Realising the potential series.*

Most of these papers are available from the LGA website, www.lga.gov.uk, either as free downloads or as priced publications - if you are unable to locate what you require, please contact LGA information centre on 020 7664 3131.

tracking the changes: highlighting the opportunities

Local government white paper March 1999 - Local Leadership, Local Choice

(www.local-regions.dtlr.gov.uk/llc/index.htm)

Following on from the 1998 white paper, *Modern Local Government: In Touch with the People*, this document placed reform and modernisation of local government in England at the heart of the government's plans to modernise the country. It was intended to stimulate local debate and discussion about new forms of local governance and invited comments prior to the publication of a bill. It presented a challenge to the whole public sector to join-up service delivery, ensure better strategic policy decisions and make services more citizen-centred - focused on outcomes rather than inputs. The white paper contained over 100 action points that presented some real opportunities to identify a contribution from the cultural sector.

"My vision is a government that focuses on the outcomes it wants to achieve devolves responsibility to those who can achieve those outcomes and then intervenes in inverse proportion to success"

Tony Blair. October 1998

Governance

The member and officer structures are decisions for individual local councils and a variety of models have been developed within the guidance provided by central government, LGA and IDeA. The important issue for leisure and culture is ensuring that the role of these services and particularly their wider contribution to the cross cutting priorities is recognised within these evolving structures.

Cabinet structures

In some areas the cabinet member may well have a wide and challenging brief encompassing a range of key local services - in some councils they are supported in this work by other non cabinet members, who lead on particular services, including culture. In others there is a cabinet member for culture regardless of what model is

adopted at officer and member level it is important that leisure and culture 'make the case'. The services need to highlight within their own documents, importantly in the local cultural strategy, library plans and policy papers, this wider contribution. The services need to contribute to the development of corporate policy documents and other services plans and strategies. Culture needs to make the links and sell its contribution to the agenda of others.

Scrutiny Committees

These have an important role to play. Encouraging scrutiny to look at the contribution of all services to the improvement of health, lifelong learning, crime, and regeneration rather than single services would enable leisure and culture to highlight its innovative and partnership approach to this work. Cross cutting reviews of how the council contributes to improving the lives of older people; its support of children and families or young people would give an opportunity to the services to highlight its role. Encouraging scrutiny to review the way the council's local cultural strategy has achieved its objectives and contributed to the wider agenda.

Local Government Act 2000

(An LGA 'Rough guide' to the act is available at www.lga.gov.uk)

In addition to providing the legislative framework for reforming the structures of local authorities, for the first time, the Local Government Act 2000 gave local authorities a statutory duty to promote economic, social or environmental well being of their areas. There was a clear recognition of local authorities as community leaders with a duty to produce a comprehensive and overarching community strategy 'a vision for the area'. The act gives authorities broad new powers to improve and promote local well-being as a means of helping them to implement those strategies. Culture has an enormous part to play in improving the quality of life experiences of individuals and

communities and at the same time contributes to the regeneration of the area.

It is clear that the principles, components and developmental process for the development of community strategies are broadly similar to those set out in the DCMS guidance for local cultural strategies. An LGA guide to the (then) DETR's *Preparing Community Strategies* is available on the LGA website.

Linking community strategies and local cultural strategies

Local cultural strategies enable local authorities to highlight the role of culture in promoting the well-being of the area. This strategy will integrate, implement and monitor the major cultural goals, policies and actions of the authority and its partners. Although not a statutory duty it is one of the best value performance indicators (BVPI 114).

There is a target for all authorities to produce a strategy by December 2002.

The DCMS guidance highlights some of the benefits of developing a local cultural strategy. In the context of the modernisation agenda, attention is drawn to some specific benefits identified below.

Exhibit Two - Benefits of developing a Local Cultural Strategy

(The table below is an extract, adapted and reproduced with permission from the DCMS publication *Creating Opportunities: Guidance for Local Authorities in England on Local Cultural Strategies*. The full table can be found at Appendix A).

Some strategies will be thematic and be designed around the key objectives of the local authority.

- Brings cultural activity centre stage in the business of the local authority
- Sets out both the intrinsic value of cultural activities as well as their instrumental benefits – the positive contribution cultural activities make towards the economic, social and environmental well being of the local population
- Informs the individual detailed service plans and the work of individual officers, departments and other agencies
- Acts as a framework for performance review
- Provides links with other plans and strategies of the authority and its partners and promotes partnerships
- Acts as a lever and rationale for gaining funding from external agencies – RDAs, Europe, lottery funding; private sponsorship; funding from sponsored agencies
- Links with central government agendas across government departments and regional agencies

Others may contain separate sections for each sector. To ensure clear linkages and recognition of the value, regardless of the framework for the strategy, it needs to clearly indicate and demonstrate how culture will meet the key objectives and aims of the local authority eg social inclusion, crime, regeneration, lifelong learning, health. These should prove ideal building blocks and advocates for the role of cultural services and its contribution to the wider corporate and central government priorities.

Local Cultural Strategies will need to link with, and be informed by the community strategy. Local authorities will need to consider partnership arrangements for developing and implementing the local cultural strategy and the linkages between the local strategic partnership (LSP) that will prepare the community strategy and such partnerships.

'Creating Opportunities', DCMS guidance, December 2000

Increasingly the lottery funding bodies and culture non-departmental public bodies covering arts, sport, heritage; re:source: covering libraries, museums, archives; and bodies such as RDAs and European funding streams, are seeking to ensure that the projects relate to the local strategies produced by local authorities and the regional cultural strategies produced by the Regional Cultural Consortiums. These strategies should also highlight the contribution of culture and leisure to the cross-cutting themes and wide corporate objectives. See Appendix B - Exhibit Five from the DCMS publication *Creating Opportunities: Guidance for Local Authorities in England on Local Cultural Strategies*.

Who prepares the community strategy and how does culture get involved?

Government guidance on local strategic partnerships suggests that they are expected to bring together the public, private, voluntary and community sectors to provide a single overarching local co-ordination framework to:

- prepare and implement a community strategy for the area;
- bring together local plans, partnerships and initiatives;
- work with local authorities that are developing a local public service agreement;
- develop and deliver a Local Neighbourhood Renewal Strategy.

Whilst the local cultural strategy will give a platform for promoting the role of cultural services, there is a need to ensure that this role is recognised.

Is there a voice for culture? If not how do we ensure the cultural voice is heard?

- Consider whether public sector members of LSPs could include cultural agencies;

- ensure that the importance of the voluntary sector in relation to culture and sport is not lost.

How is the input into the development of the strategy being co-ordinated within the local authority? This is important, as a document such as a local cultural strategy can only be influential if people are aware of the content and read it.

- Highlight the promotion of well-being through local cultural strategies;
- recognise that there is scope for initiatives at regional, cross-regional and sub regional level. Use networks to encourage others to make the case for culture in delivering the key objectives.

Local government white paper 2001 - Strong Local Leadership, Quality Public Services

(www.local-regions.dtlr.gov.uk/sll/index.htm)

The proposals contained within this white paper include a package of measures that:

- confirm the LGA's proposal for central and local government to agree joint delivery priorities;
- recognise that local councils are critical to the drive to improve public services;
- rationalise the number of statutory plans that have to be prepared and the overall number of multi-agency partnerships;
- offer greater freedom and flexibilities to high performing local authorities by extending the public service agreement process;
- makes a commitment to review existing funding regimes;
- streamline best value reviews and plans.

Comprehensive Performance Assessment

Although Best Value Inspection will continue, the local government white paper proposes the promotion of a greater 'challenge' element than the current regime. It will require the involvement of a third party, (service users and other stakeholders) in all reviews. This can be welcomed by the cultural sector. Individuals and community groups choose to access leisure and cultural services - as such the sector already gathers views and consults with a wide cross section of the local community. There is an opportunity to make use of some of the innovative approaches pioneered by this sector to support the consultation needs of other local authority services. The cultural services sector also has a long track record of working in partnership with both the private and voluntary sectors, as well as between local authorities and within the public sector, in order to identify new models of partnership working that deliver real improvements on the ground.

However, in relation to inspection, the main impact on local authorities will be the introduction of Comprehensive Performance Assessments (CPA). This is a measure of the performance of the council as a whole. Ironically, the Audit Commission's Inspection Unit will concentrate on the Environment, Housing and Cultural Service Block on the basis that others are already inspected by other regulatory bodies.

The proposed methodology for CPA is strikingly similar to the current Best Value Inspection process. It involves finding answers to four key questions.

What is the council trying to achieve?

How has the council set about delivering its priorities?

What has the council achieved/not achieved to date?

What has the council learnt, what does it plan to do next?

At the heart of the issues for the cultural sector will be the way in which each council expresses its aims and objectives. What is the council trying to achieve? At this point the links to local strategic partnerships and community strategies become far more explicit. The intention is that LSPs will determine priorities and community plans will identify the ways in which those priorities will be addressed. The Comprehensive Performance Assessment will look at the validity of these priorities and then seek evidence that council's have taken action to play their part. Have budgets in non-priority been reduced so that additional support can be driven into priority actions? Do the council's actions match its rhetoric?

Unless a clear role has been identified for cultural services in the community strategy, its value will always be questioned. The CPA is not just a judgement on how well the services are delivered; it is a judgement on how well they contribute to the wider priorities of the area. If we fail to clearly demonstrate this link then we should not be surprised if our resources are re-allocated.

Statutory plans and multi-agency working

Attention is clearly focused within government on the number of initiatives, strategies and plans. Questions are being asked about duplication, overlap and partnership overload. Cultural services have never suffered an overload of plans and strategies in fact the reverse has been the case. Although it has been the case that local authorities produce plans/strategies for individual services, these have never been endorsed by central government. The need to bring a coherent and co-ordinated approach to this planning process was recognised by DCMS and the LGA through the publication of 'Creating Opportunities' reinforcing the benefits of developing local cultural strategies. This was reinforced by DCMS with the responsibility for the production of regional cultural strategies being a key task for the newly formed Regional Cultural Consortia (RCCs).

There are presently two plans:

- Annual Library Plans (statutory requirement);
- Local Cultural Strategies (this guidance although not statutory gives strong encouragement to produce).

Local public service agreements (PSAs)

This initiative began with some 20 local authorities in England piloting local PSAs. It has since been announced that all top tier authorities will be able to adopt local PSAs and the process of negotiations is now underway. A booklet, *Local PSAs: New Challenges*, is available at www.dtlr.gov.uk and sets out how councils can apply for the government's new scheme that works in partnership with local authorities to deliver the best possible services.

There are 23 national targets under the headings of education and employment; social services and health; work, housing, planning and transport; crime reduction and fire prevention and council-wide -overall cost efficiency and capability in electronic service delivery. The targets reflect a mix of local and national priorities:

- the national targets can vary locally;
- local partners can cover any service and can include the same services as national ones;
- in most cases, Best Value targets are stretched over three years.

This is clearly an initiative that government believes can deliver the required step change in the quality of public services. Details of the initial pilots and the roll out can be found on the DTLR website. (www.local-regions.dtlr.gov.uk/lpsa/index.htm).

The LGA is working with a group of district councils to develop local PSAs. Blackburn with Darwen, for example, is seeking to increase the involvement of communities in schools and schools in communities by increasing the use of schools as

Neighbourhood Learning Centres. There may be scope for cultural services playing a part in this work.

What does this mean? What does it entail?

Councils sign up to a package of performance targets linked to local and national priority areas that have a direct impact on communities. Participating councils are offered a reduction in red tape to enable them to better reach their targets, and financial incentives to help them deliver real improvements in services over the next three years.

PSAs are formal signed agreements between the council and the government. A local authority agrees to meet about 12 stretching targets/objectives. PSAs include targets on educational attainment, social care, transport and overall cost-effectiveness

Financial rewards:

- a performance reward grant based on the percentage of the targets met by the authority;
- a pump-priming grant up to £750,000 plus £1 per head of population;
- unsupported credit approvals.

Flexibilities:

The powers of the secretary of state under the 1999 and 2000 Acts have not yet been exercised and are still under consideration as are proposals for deregulation and the reduction of consent regimes. The concessions displayed in the first pilots are presented as changes to statutory and administrative requirements.

conclusion

There are many reasons why we should argue for the importance of the cultural sector and the need for continued public investment in the infrastructure and development needed to support it. Many of those reasons lie in the intrinsic value of the activities themselves. People enjoy visiting the theatre; they like to exercise and play competitive sports; they appreciate weekend breaks in areas of outstanding natural beauty that are well served by visitor attractions. They want a good read. However, in a rapidly changing legislative and political landscape it is important to keep abreast of the broader agendas within which local government operates. This will ensure that culture maximises the contribution it can make and firmly cements itself as a forward looking service sector that has both a corporate role and can meet its own objectives at the local, regional and national levels.

what next?

The LGA was one of the commissioning bodies for the research project 'Realising the potential of cultural services'. The project was initiated to consider the perceived lack of robust evidence highlighting the contribution that cultural services can make to the agendas of policy developers and decision makers in sectors such as education, health, and sustainable development. It sought evidence to underpin the development of policy and to influence and raise awareness of the importance of the whole range of cultural activities. The outcomes of the project were seven individual service reports, plus an overview report (these can be accessed at www.lga.gov.uk). The project identified what evidence currently exists but more importantly it identifies where research is lacking.

Over the next year the LGA and other commissioning bodies will be seeking to use this to argue for cultural services to be included as part of the contribution to their objectives and to support the case for further research to 'make the case with supportive evidence'.

Local authority providers of cultural services can play their part in providing examples of initiatives that contribute to the wider agenda. Please evaluate your projects and collect clear evidence of the outcomes that are achieved. The more evidence available to DCMS and the LGA the easier it will be to argue the case.

If you have examples of good practice that you wish to share, please contact Chris Butcher at the LGA in the first instance (chris.butcher@lga.gov.uk)

checklist of questions

Members of local authorities are encouraged to conduct a health check of the potential for culture to contribute to the priorities of their own areas.

Please use the following checklist of questions to assist you in deciding how well your council is positioned to '**realise the potential of cultural services**'.

Is your council involved in a local strategic partnership?	
Does this partnership cover the whole council area or is it wider?	
What is the structure of your LSP? Does it have any sub partnership?	
Who leads for your authority at member and officer level?	
Can you identify a voice for culture and leisure within the LSP or its sub structures?	
How can the role of culture and leisure be feed into the development of the community strategy by the LSP?	
Has your authority produced a local cultural strategy?	
If not, is it in progress and what have you already available to feed into the deliberations of the LSP	
Does this cultural strategy clearly identify the role of leisure and culture services in the broad cross cutting themes?	
Is it clear from your cultural strategy how new projects/initiatives are to be funded and where and by whom are bids for external funding are being developed	
Do you have a cabinet member with responsibility for culture and leisure?	
Does your cabinet member have a wide range of responsibilities including culture and leisure and if so how can this member be briefed to ensure that these services play a role in the corporate priorities of the council?	
Are the leading opposition parties aware of the contribution of culture and leisure in improving the quality of life and communities through innovative projects	
How is your council tackling the cross cutting themes? How can culture and leisure members and officers contribute?	
Do you have a Connexion Partnership for you area and does it have local management committee? If not is this in the process of being developed?	
How can culture and leisure contribute to the partnerships work?	
Who is leading the partnership at member and officer level?	

appendix A

This table is adapted and reproduced with permission from the DCMS publication *Creating Opportunities: Guidance for Local Authorities in England on Local Cultural Strategies*.

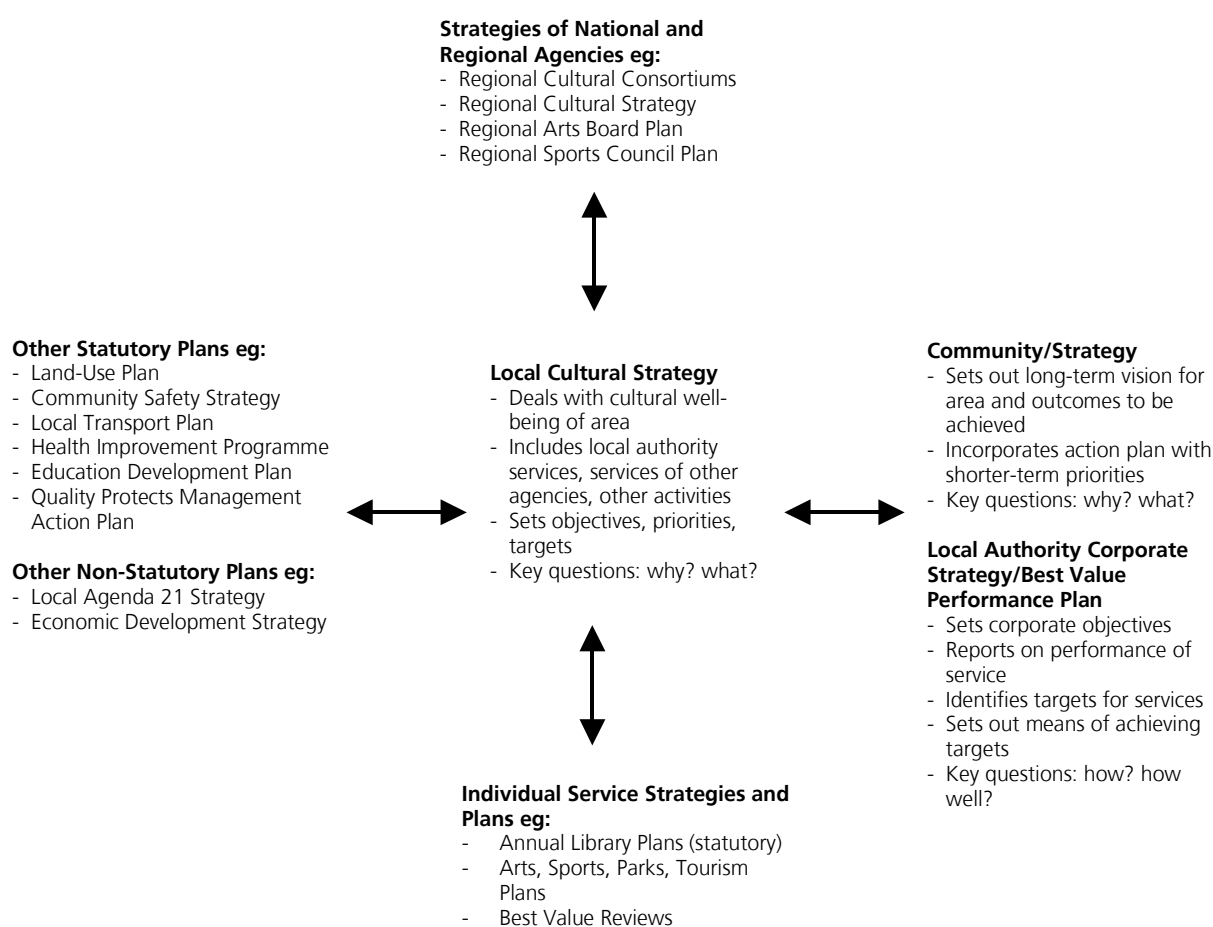
Exhibit Two: Benefits of Developing a Local Cultural Strategy

- Focuses on the cultural needs, demands and aspirations of the communities covered and encapsulates the vision of the local authority.
- Brings cultural activities centre stage in the business of the local authority.
- Demonstrates that the cultural needs of the area are being met in an efficient, equitable and efficient way.
- Helps to ensure equity and access for everyone to cultural activities.
- Sets out both the intrinsic value of cultural activities as well as their instrumental benefits - the positive contribution cultural activities make towards the economic, social and environmental well-being of the local population.
- Inspires local people and communities and promotes volunteering in cultural activities.
- Creates pathways for people to participate in different cultural activities throughout their lives, and encourages lifelong learning.
- Defines priorities within and between services and reconciles competing demands.
- Informs the individual detailed service plans and the work of individual officers, departments and other agencies.
- Acts as a framework for performance review.
- Encourages innovation and partnership solutions to providing cultural services and identifies opportunities designed to meet local needs.
- Sets a direction and priorities for the local authority and other agencies and organisations.
- Provides links with other plans and strategies of the authority and its partners and promotes partnerships.
- Helps create a clear vision shared by other funding agencies.
- Acts as a lever and rationale for gaining funding from external agencies including:
 - regional funding
 - funding from sponsored agencies
 - lottery funding
 - European Union funding
 - private sponsorship.
- Links with central government agendas (including those of the DCMS, DETR and DfEE) and with the strategies of national and regional agencies thus bringing synergy to the work of all the agencies involved and informs and influences the Regional Cultural Strategies to be produced by the Regional Cultural Consortiums.

appendix B

This diagram is adapted and reproduced with permission from the DCMS publication *Creating Opportunities Guidance for Local Authorities in England on Local Cultural Strategies*.

Exhibit five: linkages between strategies and plans



For further information, please contact
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