

Allerdale and Copeland Borough Councils:
Joint Working Arts Strategy

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June 2006

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I. Executive Summary

Following extensive external review of their Arts Services, Allerdale and Copeland Borough Councils have commissioned a Joint Working Arts Strategy in order to improve and extend delivery of arts services to the communities of West Cumbria.

Recognising the unique nature of West Cumbria and the shared objectives emerging from individual service reviews, it was concluded that a strategic approach to joint working through their Arts Services could provide both authorities with a focus for addressing these issues in the short term and also establish the basis for a shared strategic approach to service improvement in the future.

The Strategy that follows proposes a Joint Working Framework through which both Local Authorities can achieve improvements to their individual arts services through joint working initiatives. In addition they will jointly have a more significant impact on strategic developments in West Cumbria through a clearly communicated and jointly managed approach to strategic arts planning and development.

The current working environment for all Local Authorities is one of partnership to address shared priorities. To facilitate a shared agenda for delivery and development, the Joint Working Framework adopts the thematic approach of the West Cumbria Strategic Partnership (WCSP):

- Children and Young People
- Healthy Communities
- Community Safety
- The Living Environment
- Economic Development and Enterprise

These themes relate closely to the emerging agenda for the new Cumbria Local Area Agreement and will ensure that broad based partnerships can be facilitated through the Framework.

Allerdale and Copeland Borough Council share the vision that everyone in West Cumbria should have the opportunity to engage with the Arts of the highest quality, as participant, audience or through professional practice, contributing to the quality of life of both residents and visitors to the area.

The Joint Working Framework identifies four priority areas within which specific actions will ensure that this vision is achieved. These priorities are:

- Communication and Advocacy
- Planning and Development
- Performance Management
- Investment and Capacity Building

The Joint Working Framework proposes ten actions that will be implemented through a 3 year Joint Action Plan to be developed by both Local Authorities and adopted at corporate level.

Key Actions

Priority 1: Communication and Advocacy

1. The development of the Allerdale and Copeland Arts Network will be supported as a cross district communications initiative.
2. A high quality joint 'Annual Report' will be produced to promote the individual and joint programmes of both Local Authorities and their partners
3. Joint presentations will be made to members of both Authorities and to officers from other departments at all levels on the nature and purpose of the Joint Working Framework and the potential and impact of the arts in West Cumbria as a whole.
4. Arts Development Officers will liaise closely with the WCSP and will be represented on the appropriate Task Group.

Priority 2: Performance Management

5. A shared framework for performance management in the arts will be agreed setting targets against individual corporate and shared themes.

Priority 3: Planning and development

6. The forum for strategic planning for the arts will be the WCSP addressing the needs and aspirations of the whole of West Cumbria.
7. Allerdale and Copeland Councils will work with their strategic partners at ACENW, NWDA, WCSP and Creative Cumbria to encourage the development and relocation of Creative Industries within West Cumbria.

Priority 4: Investment and Capacity Building

8. Joint projects will be developed to address priorities within the five strategic themes.
9. Allerdale and Copeland Councils will jointly identify and address the needs of their communities, artists, and arts organisations for access to, and investment in, high quality arts venues.
10. Staffing and resources will be coordinated where appropriate to deliver cross boundary projects and to provide the best service to the arts in West Cumbria as a whole.

Implementation of the Joint Working Framework will enable Allerdale and Copeland Councils to:

- Develop a shared vision for the arts in West Cumbria
- Develop shared priorities for arts development in West Cumbria
- Provide a context for new investment in and through the arts
- Share information and resources for service planning and delivery
- Advocate for the arts as an effective tool in broader regeneration strategies
- Communicate clearly with current and potential partners
- Jointly promote arts services to shared audiences
- Provide a clear framework for managing performance in arts development services

Through adopting a Joint Working Arts Strategy for West Cumbria, Allerdale and Copeland Borough Council's will ensure a clear and effectively communicated process for arts development across West Cumbria, addressing the identified issues of their communities and laying down a firm foundation for service development both individually and with their many partners.

2. Context

2.1. Location

The two Borough Council areas of Allerdale and Copeland make up about a third of the area and population of the County of Cumbria. Together the area is known as West Cumbria which, along with Barrow in the South of the County, is identified as a Regional Regeneration Priority in the Regional Economic Strategy due to its “ravaged economies, remoteness and poverty”¹.

Allerdale and Copeland are essentially rural in character with one third of Allerdale and two thirds of Copeland being within the Lake District National Park. Although bigger than Cheshire, West Cumbria is home to only 160,000 people, more than half (88,000) of whom live in the single urban area formed by Cleator Moor, Maryport, Whitehaven and Workington.

Geographically isolated between the sea and the Lake District Mountains and with poor transport links to major metropolitan centres, West Cumbria is a place of rare beauty with a strong sense of community but facing major social and economic challenges. Cumbria is the only county in the UK still experiencing economic decline.

2.2. Strategic Partnerships

Addressing the particular needs and challenges of West Cumbria involves Local Authorities in joint working arrangements at all levels. The Cumbria Strategic Partnership acts as a sub-regional strategic hub for Cumbria. Other bodies with responsibility for regeneration and development in West Cumbria include Cumbria Vision, the Sub-regional Partnership of the North West Development Agency (NWDA) and West Lakes Renaissance, the Urban Regeneration Company for West Cumbria and Barrow.

The recently refocused Local Strategic Partnership, West Cumbria Strategic Partnership (WCSP), is unique in Cumbria in covering two Local Authority areas. This reflects not only shared concerns and priorities but also the extent to which many key services are delivered across both districts. The WCSP is currently producing a new Masterplan for the economic, social and environmental well-being of West Cumbria as a sustainable community, with particular reference to the threat posed by nuclear decommissioning to the 40% of the economy which is driven by the nuclear industry.²

The recently introduced Local Area Agreements (LAAs) are a new way of working aimed at improving the effectiveness and efficiency of the way government works with local authorities and their partners to improve public services and provide seamless services. LAAs encourage partnership working to deliver outcomes for a specified area. In Cumbria

¹ Sustainable Cumbria 2004-2024: Cumbria Strategic Partnership

² West Cumbria Strategic Partnership: Neighbourhood Renewal Improvement Plan January 2006

this will be the County and the full LAA will be the Cumbrian Agreement. A range of government funding streams will in future be brought within the LAA.

The full Cumbria Agreement goes live in April 2007 and covers 4 areas:

- Safer and Stronger Communities
- Children and Young People
- Healthy Communities and Older People
- Sustainable Communities-Economic Development and Enterprise

Cumbria County Council is responsible for developing the Cumbria Agreement which will be developed with the Cumbria Strategic Partnership.

Both Allerdale and Copeland Borough Councils have adopted Corporate Improvement Plans in response to their Best Value Reviews. Allerdale Borough Council is also engaged in a Fit for Purpose Review. Through their internal planning processes both Councils are aligning their services to deliver within a thematic context at both local and sub-regional levels. Major funding streams, including those to be delivered through the new LAAs flow through these partnerships to meet identified needs of the community.

2.3. Arts Partnerships

Allerdale and Copeland Borough Councils both provide Arts Development Services. The two local authorities work together on a number of arts development projects and programmes and forge partnerships with arts organisations, and the education, community and voluntary sectors to the benefit of both communities. Strategic initiatives such as Youth Music or Dance Development are often undertaken in partnership with Cumbria County Council.

Allerdale and Copeland Borough Councils both have in place two year Partnership Agreements with Arts Council England North West (ACENW). These agreements include contributions by each local authority and ACENW to a Local Arts Strategic Fund (LASF) for each local authority which is channelled through their respective Arts Development Services. The agreements include details of ACE and local authority investment for Regularly Funded Organisations (RFOs) based in West Cumbria and at a strategic level for the arts in the county as a whole.

The Partnership Agreements include a commitment to new investment in the arts within the following national priorities agreed between ACE and the Local Government Association:

- Creative Economy
- Healthy Communities
- Vital Neighbourhoods
- Engaging Young People

Partnership Agreements have recently been reviewed by ACENW and it is understood that they will be issued in revised format in 2007/08.

Local Authorities are also partners with arts organisations in their area. This can take the form of a Service Level Agreement for larger client organisations but also includes advice, other support in kind and joint advocacy for investment by others.

Although there are few large arts organisations located in West Cumbria, those that do choose to base themselves in the area have an important part to play in strategic developments and can make a significant contribution to achieving the strategic objectives for the area. They are often able to respond quickly to changing situations and developments which evolve pragmatically through working process and practice. In a few cases they are already working with the LSP partners, linking to wider strategies for Education and Skills and Safer Communities. However some smaller arts organisations and many individual artists feel disenfranchised from this process and look to the local authority officers for advocacy and support in this broader strategic context. A list of arts organisations based in or working extensively in West Cumbria is included in Section 4 below.

Increasingly Arts Development Services work in partnership, both within their own organisations, and with other providers in the fields of health, education and regeneration to combat disadvantage and provide opportunities in the community. Many external partners in health, education and regeneration cover both Local Authority areas and are signed up to the strategic priorities of the CSP and the WCSP.

Details of both Arts Development Services, including their management structures, are included in Section 4 below.

3. Joint Working Framework

3.1. The need for a framework

In this new environment it is vital that Allerdale and Copeland Councils secure investment and develop services that enable their Arts Development Services to contribute to achieving the corporate objectives of their organisations and to operate effectively within the broader strategic initiatives for West Cumbria delivering real benefits to the communities of Allerdale and Copeland.

Over the past four years the Arts Services of both Local Authorities have been subject to a number of reviews. These include “Arts at the Strategic Centre”, a research process delivered by I&DeA in partnership with Arts Council England, and broader assessment of Cultural Services through Best Value Reviews by the Audit Commission.

On the basis of this thorough review process it is clear that Arts Development Services are required to deliver programme that meets local need, to support artists and arts organisations within their area, to secure investment for their own services and to work strategically at all levels to advocate for the arts and to develop the infrastructure for creative enterprise.

In all reviews Allerdale and Copeland Borough Councils are deemed to be delivering arts services that benefit their communities and secure significant return on local authority investment. However similar issues were identified for both authorities as necessary to further enhance the effectiveness of their arts services including:

- A need to increase capacity of the service and secure new investment
- The importance of basing services on identified needs of communities
- Improved communication with both internal and external partners
- Advocacy to promote the value of the arts in the broader strategic context
- Performance Management

Due to the unique nature of West Cumbria and the shared objectives emerging from service reviews it was concluded that a strategic approach to joint working through their Arts Services could provide both authorities with a focus for addressing these issues in the short term and also establish the basis for a shared strategic approach to services improvement in the future³

³ Arts at the Strategic Centre 2004, Allerdale Borough Council Review, I&DeA
Arts at the Strategic Centre 2004, Copeland Borough Council Review, I&DeA

3.2. The benefits of a Joint Working Framework

Allerdale and Copeland Borough Councils have a history of successful joint working in the arts at an operational and policy level albeit on an ad hoc basis. This includes successful projects such as the West Cumbria Rural Touring Project and a shared Public Art Policy⁴.

In order to further progress this working arrangement Allerdale and Copeland Borough Councils will adopt a Joint Working Framework that clearly identifies the role and the benefits of the arts within the broader strategic context and which sets a framework within which they can engage with a wide range of partners to deliver the shared strategic priorities for West Cumbria.

The Joint Working Framework will enable Allerdale and Copeland Councils to:

- Develop a shared vision for the arts in West Cumbria
- Develop shared priorities for arts development in West Cumbria
- Provide a context for new investment in and through the arts
- Share information and resources for service planning and delivery
- Advocate for the arts as an effective tool in broader regeneration strategies
- Communicate clearly with current and potential partners
- Jointly promote arts services to shared audiences
- Provide a clear framework for managing performance in arts development services

Both Local Authorities in West Cumbria are signed up to a shared agenda for regeneration of the area and are aligning their corporate strategic planning processes with the thematic approach for the emerging WCSP. This in turn reflects the scope of the Cumbria Strategic Partnership. In order to ensure that the contribution and needs of the arts sector will be developed and communicated within this shared planning process the Joint Working Framework will adopt a thematic approach following the five themed groups of the WCSP:

- Children and Young People
- Healthy Communities
- Community Safety
- The Living Environment
- Economic Development and Enterprise

This grouping also reflects the four areas of the new LAA and the current national investment priorities of Arts Council England and the Local Government Association.

⁴ Raising the Bar? Christian Barnes and Lynn Fade October 2005

3.3. A Vision for the Arts in West Cumbria

Allerdale and Copeland Borough Council share the vision that everyone in West Cumbria should have the opportunity to engage with the Arts of the highest quality as participant, audience or through professional practice contributing to the quality of life of both residents and visitors to the area.

3.4. Joint Working Priorities

In order to realise their shared vision for the arts in West Cumbria, Allerdale and Copeland Councils will address the priorities for service improvement identified through recent reviews of both their Arts Services.

The four priority areas for Joint Working are:

- Communication and Advocacy
- Planning and Development
- Performance Management
- Investment and Capacity Building

These priorities will be clearly communicated to current and potential partners both internal and external to both organisations. The planning and development of programmes and projects will be streamlined through establishing a framework within which agreed priorities can be progressed with a range of partners.

Allerdale and Copeland Arts Development Services will subsequently develop their individual Service Plans and a shared Action Plan for Joint Working for the next 3 years. This will identify how they will address their individual and shared priorities and deliver joint projects and programmes of work that contribute to the key strategic themes.

3.4.1. Communication and Advocacy

Communication and advocacy have both been consistently identified as areas for improvement. Both Allerdale and Copeland Borough Council's deliver a wide range of direct arts services and are partners in many more initiatives. However neither Allerdale nor Copeland Borough Council produces a dedicated publication, or has a web presence, promoting the achievements of their Arts Development Services.

Internal reports and documentation of individual projects are produced, but even when high quality, effective documentation of projects is undertaken they are not identified as being part of any over-arching programme of activity or especially effective in communicating the broader strategic context. Presence on the web-sites of both Local Authorities is minimal and is led by the house style of the authority and not tailored to suit the content or potential audiences for the material.

Within the new Joint Working Framework it will be important to communicate clearly with a wide range of organisations and individuals including:

- Current and potential audiences
- Artists
- Arts organisations
- Internal and external partners
- WCSP
- Councillors
- ACENW

Funding for all communication and advocacy initiatives will be sought through the development agencies for West Cumbria recognising that the benefits of promoting the area as a creative place to live, work and visit will impact on economic and community development and tourism.

Action 1	The development of the Allerdale and Copeland Arts Network will be supported as a cross district communications initiative.
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The Allerdale and Copeland Arts Network (ACAN) provides an opportunity to work directly with providers of arts services across both districts. It is hoped that the ACAN will be linked to the WCSP at Task Group level and it is envisaged as a creative initiative that provides a level of scrutiny of the democratic process of arts development in West Cumbria.

The Local Authorities will support the developing network as a key partner in the Joint Working Framework. As ACAN matures it may provide opportunities for information share, joint marketing, project development, peer review, advocacy and lobbying.

Action 2	A high quality joint 'Annual Report' will be produced to promote the individual and joint programmes of both Local Authorities and their partners
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If new investment is to be secured for the arts in West Cumbria it is essential that a clear, well thought out, high quality publication is produced annually to communicate the aspiration, benefits and success of projects, programmes and partnerships and to advocate for future engagement with the arts. This is best realised through print but will also be available on the web and in other formats to address issues of access for a wide audience. The creation of a new, interactive web-site linked to and supporting the aspirations of ACAN will be considered.

Action 3	Joint presentations will be made to members of both Authorities and to officers from other departments at all levels on the nature and purpose of the Joint Working Framework and on the potential and impact of the arts in West Cumbria as a whole.
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Reviews of Allerdale and Copeland Council's Arts Development Services, both directly and within their broader departmental context, identify lack of understanding by members and senior officers within other departments and divisions as being an obstacle to more effective working in the arts⁵. The issue is shared between Allerdale and Copeland Councils.

However there are some excellent examples of cross department working with individual Directors and Elected Members showing clear understanding of the potential of the arts. The Joint Working Framework provides an opportunity for further exploring, identifying and adopting positive cross departmental working practice within both authorities to address the shared priorities.

Arts Development Officers are well aware of the benefits of the arts within the broader regeneration context but if this is not taken up at higher levels within the authority it is difficult for Arts Development Services on their own to achieve impact and provide the best value for their communities.

Joint conferences and presentations, shared visits to venues and projects, and improved communications will enable best practice to be developed and shared. The advantage of addressing this through the Joint Working Framework is that a wide range of diverse projects and programmes can be experienced and appreciated, whereas the programme in either individual district may have a more restricted focus.

Action 4	Arts Development Officers will liaise closely with the WCSP and will be represented on the appropriate Task Group.
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Representation within the WCSP by individuals with knowledge and experience of the arts is essential. The WCSP is still developing its management structure but it is considered that the appropriate level within the draft structure would be within a Task Group for Culture provided that a strong link is maintained between the emerging Task Groups and the Themed Groups. To ensure that representation is shared between the two local authorities it is suggested that a rotating place be allocated for the Local Authority Officers and that representation should be at Arts Development Officer level.

⁵ Arts at the Strategic Centre 2004, Allerdale Borough Council Review, I&DeA
Arts at the Strategic Centre 2004, Copeland Borough Council Review, I&DeA

3.4.2. Performance Management

Action 5	A shared framework for performance management in the arts will be agreed setting targets against individual corporate and shared themes
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Performance Management is an essential element of the Joint Working Framework and will allow both local authorities to measure their performance against shared priorities. The process needs to involve all partners, including ACENW and RFOs, to ensure that a through line of monitoring and evaluation is achieved and that delivery partners understand how their activities contribute to the shared priorities of the Joint Working Framework.

Lack of a clear performance management framework for the arts has been identified as a weakness in both Allerdale and Copeland Councils⁶ and some work has since been done to address this issue at service level. Both local authorities are currently addressing performance management at a corporate level and can provide support for their Arts Services staff to further develop their skills in this area.

Both qualitative and quantitative indicators will be identified to measure the efficiency and effectiveness of all aspects of the arts within the Joint Working Framework. Reports will be made to both Local Authorities and the WCSP through the usual channels. When linked to actions to improve Communications and Advocacy above clear more performance management processes will enable both Arts Services to communicate success more effectively through the production of the Annual Report and other high quality media.

3.4.3. Planning and development

At present each Local Authority produces a Cultural Strategy (Allerdale 2004; Copeland 2002) and Annual Service Plans. Issues identified in Best Value Inspections and the I&DeA Reviews are reflected in service planning processes on an annual basis. However Service Plans do not clearly identify links to Corporate Improvement Plans or arise from the Corporate Planning Process. There is currently no link to the strategic planning processes for West Cumbria as a whole.

Both Local Authorities are considering the commissioning of new plans for arts and cultural services. These are costly and require significant investment of officer time and other resources. The need for arts services to be planned and developed as part of an integrated approach to all cultural services and with clear links to corporate planning processes was identified as an action for improvement in a recent Service Inspection⁷.

Arts organisations and artists do not naturally plan or conceive their work based on district boundaries. Audiences are often shared across districts and in the unique environment of West Cumbria, critical mass for capital investment and art form development is often only

⁶ Arts at the Strategic Centre 2004, Allerdale Borough Council Review, I&DeA
Arts at the Strategic Centre 2004, Copeland Borough Council Review, I&DeA

⁷ Allerdale Cultural Services: Local Government – Service Inspection Report, Audit Commission 2005

achieved through cross district partnerships. This is clearly demonstrated by the success of the West Cumbria Rural Touring Scheme and the planned shared Dance Development Worker.

Action 6:	The forum for strategic planning for the arts will be the WCSP addressing the needs and aspirations of the whole of West Cumbria.
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In the new partnership environment it is considered that the appropriate level for strategic planning for the arts (and potentially other cultural services) will be the WCSP and that future Strategic Arts Plans (or Cultural Strategies) may be jointly commissioned.

It is understood that a task group will be established for culture within the WCSP and this is the appropriate point for coordination of arts strategic planning. Individual Local Authorities will lead on delivery and performance management, clearly reporting outputs and outcomes directly to both their own Councils and the WCSP.

Allerdale and Copeland Councils will continue to prepare separate Arts Service Plans but will move to developing three year plans at the earliest opportunity. Discussion will take place with ACENW to assess the possible benefits of a shared Partnership Agreement for West Cumbria in the future.

A 3 year Action Plan for Joint Working will be developed to address the priorities of the Joint Working Framework. This will result in services that are “investment ready” and already linked into the over-arching strategic planning processes of other providers and partners.

A programme of joint meetings throughout the year will formalize the current ad hoc relationship between the two Local Authorities which functions largely at delivery level.

These will include:

- An annual Framework Review Meeting attended by Arts Development Officers, Departmental and Divisional Managers and key officers from other Divisions and Departments.
- Two Framework Planning Meetings each year for Arts Development Officers which will focus on forward planning and performance management.

Officers will continue to meet throughout the year as at present in relation to project delivery and local and regional partnerships.

Action 7	Joint projects will be developed to address priorities within the five strategic themes.
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Allerdale and Copeland Councils currently deliver a number of projects jointly. These are listed below within the new, agreed Joint Working Priorities and Themes.

Programme	Priority	Theme
West Cumbria Rural Touring Programme	Investment and Capacity Building	Economic Development and Enterprise
Public Art	Planning and Development	The Living Environment
Fusion: an arts in health pilot project with the WCSP	Communication and Advocacy	Healthy Communities
Soundwave: Youth Music Development Programme	Investment and capacity building	Children and Young People
West Cumbria Dance Development Worker	Investment and capacity building	Healthy Communities, Children and Young People

Future joint projects and programmes of work will be developed with clear identification of proven need and potential outcomes against the five strategic themes. For each project or programme a lead Local Authority and lead officer will be identified. They will be responsible for budget management, recruitment, monitoring and evaluation and reporting procedures within the Joint Working Framework.

As other actions within the Joint Working Framework are implemented, project development will link more directly to planning at the strategic level, enabling arts development projects and programmes to secure investment from a broader range of funding sources. The development of a shared framework for performance management will enable successful outcomes to be tracked and communicated within each local authority and at the WCSP level.

3.4.4. Investment and Capacity Building

Action 8	Allerdale and Copeland Councils will work with their strategic partners at ACENW, NWDA, WCSP and Creative Cumbria to encourage the development and relocation of Creative Industries within West Cumbria.
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The Creative Industries are worth £6 billion per year to the North West region's economy. Employment in the sector grew in the region by 29 per cent between 1995 and 2002 and is growing significantly faster than the economy as a whole. For the last two years the sector in the North West has been out performing those in other regions. Five percent of the

North West total workforce is employed in the Creative Industries, second only to London and the South East.⁸

This regional trend is not yet reflected in Cumbria where investment initiatives are now being put into place to support Creative Industries within the county as a whole. The establishment of Creative Cumbria, a sub-regional Creative Industries Development Agency for Cumbria heralds a new momentum for sector development.

The NWDA has identified Digital and Creative Industries as one of its six priority growth sectors for the region in its new Economic Strategy due to be launched shortly. Creative Industries can make a significant contribution in enabling West Cumbria to emerge from its current dependence on declining and vulnerable industries and engage effectively with the new knowledge driven economy.

West Cumbria has much to offer Creative Industries and will benefit from the impact that they bring in terms of social and economic inclusion, skills development, support for innovation and new employment opportunities. The role of Creative Industries in supporting sustainable communities is increasingly understood and valued within the broader economic development agenda.

Allerdale and Copeland have a number of established and emerging Creative Businesses. The two Local Authorities will therefore liaise with Creative Cumbria and other strategic partners including the WCSP to agree and implement a policy for supporting Creative Industries in West Cumbria that recognises the significant benefit they can bring in terms of inward investment, tourism and improved image.

Action 9	Allerdale and Copeland Councils will jointly identify and address the needs of their communities, artists, and arts organisations for access to, and investment in, high quality arts venues.
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Venues in West Cumbria share local audiences and also attract audiences from outside of the area. The development of venues, and the arts organisations, artists and audiences that use them, is therefore an issue for joint consideration by Allerdale and Copeland Councils.

Both Local Authorities invest in venues through their Local Arts Strategic Fund. The Joint Working Framework will ensure that investment is appropriate and targeted to achieve against shared priorities.

Where venues and organisations require significant new investment it is essential that a view is taken that acknowledges the unique nature of West Cumbria and involves a wide range of partners, both economic and cultural. This is only possible if the requirements of the West Cumbrian community as a whole, rather than of each individual district, are assessed.

⁸ Arts Council England North West News Issue 19, Creative Industries: helping the North West to flourish. January 2006

In this way a stronger case can be made to address not only the specific needs of individual communities, understanding that they cannot be met elsewhere, but also for strategic investment in venues and organisations that deliver benefits across the whole of West Cumbria and beyond. The Local Authorities may act as brokers for external investment, providing a support service to venues and arts organisations.

Action 10	Staffing and resources will be coordinated where appropriate to deliver cross boundary projects and to provide the best service to the arts in West Cumbria as a whole.
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Both Allerdale and Copeland Councils Arts Development Services operate extensive services with a small officer team. All officers work continuously at all levels from front line delivery, to project development through to strategic planning. Both Local Authorities are currently recruiting to new posts to address capacity issues.

Once all current recruitment is completed a review will be undertaken to assess the capacity needs of each authority within the context of the Joint Working Framework. Shared posts can offer significant benefits not only for service delivery directly related to the new appointment, but also in releasing currently employed, experienced officers to tackle longer term planning and advocacy issues.

In future, appointments within the Arts Development Services will be considered in the context of the Joint Working Framework prior to recruitment. Where shared posts are agreed to be appropriate staff will be employed by a single Local Authority with clear lines of reporting within that authority and clearly defined responsibilities within the Joint Working Framework.

The Arts Development Officers will develop a protocol for sharing information and resources to support their broad programme of work. The isolated nature of West Cumbria creates particular difficulties for officers travelling to regional and national meetings and events. Where possible, officers will endeavour to cover a broad range of events and share information and resources between the two authorities, and with their partners, through formal and informal networking.

4. Background Information

4.1. Service Descriptions and Management Structures

The two Arts Services are configured differently and work in differing ways to meet the corporate priorities of their respective authorities. Both authorities have partnerships agreements in place with Arts Council England North West which reflect these differences whilst also acknowledging the shared agenda for West Cumbria.

4.1.1. Allerdale Borough Council

The Arts Development Service at Allerdale Borough Council sits within an Arts and Heritage Service under the Community Services Directorate. It is located within the main Council Offices in Workington. The Arts Service aims to promote creativity through offering advice, support and funding to individuals, groups and organisations who are, or aspire to be, actively involved in the arts and work with professional artists. The service actively encourages, develops and funds the development of all art forms including Creative working, dance, visual arts, music, performing arts and new media. The service has traditionally targeted the development of art forms which are under-represented in the borough – recently this has meant that have invested in Dance, Visual Arts in the Public Realm and New Media.

Support and Advice

The Arts Development Officers are available to assist individuals, community groups and organisations to develop arts programmes and activities that involve professional artists. The team can advise on funding opportunities, good practice, creative programming, developing community arts projects and all aspects of running and setting up an arts project.

Funding

The Arts Development Service runs a grant programme called the *Allerdale Art Fund*. This fund is available to individuals, groups and organisations wishing to develop an arts programme or work with professional artists. The fund will also support artists and creative practitioners wishing to develop skills and undertake training. The grant panel meets four times a year and is administered by the Heritage and Arts Administrator. A short application form must be completed. The fund has two tiers:

- a small grants scheme which funds grants up to £300
- a strategic grant scheme which offers larger grants to strategic arts projects which meet key corporate priorities.

In addition the Allerdale Arts Fund supports a number of Council led projects that meet the objectives of the Allerdale Borough Council Corporate Improvement Plan and West

Cumbria Local Strategic Partnership. The Allerdale Arts Fund comprises funding from both Allerdale Borough Council and the Arts Council of England North West.

Project Management

The Arts Development Service delivers a number of projects every year which support the development of arts activity in Allerdale. Currently the key projects that the service is involved in are:

- Public Art Policy Development – developing a public art policy for Allerdale Borough Council in partnership with Copeland Borough Council
- Workington Town Centre Public Art Programme – education and consultation projects in partnership with Workington Regeneration including the Winter Lights Festival.
- Creative Industries Development
- Strengthening the partnership between Copeland and Allerdale Borough Council arts services by commissioning a Joint Working Arts Strategy.

Partnerships

The Arts Service at Allerdale Borough Council is very active in supporting and engaging in partnerships that strengthen arts practice in Allerdale

Key partnerships include:

- Copeland Borough Council Arts Service
- Allerdale and Copeland Arts Network: A strategic partnership of arts organisations and agencies that are delivering high quality work in West Cumbria
- Workington Town Centre: A partnership which delivers the objectives of the town centre public art programme
- Funding partnerships through agreements with key organisations in Allerdale including Theatre by the Lake and key voluntary sector arts groups.

Staffing

The service comprises;

Arts Development Officer: Job Share

Projects Assistant: Two year Contract

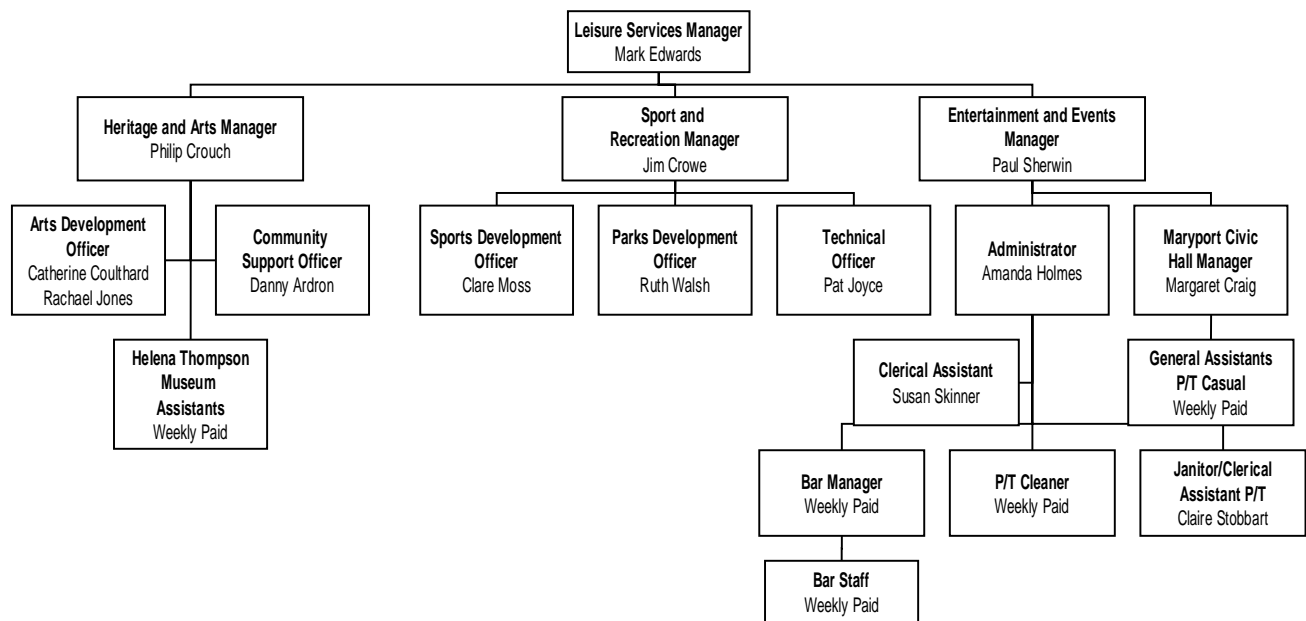
Project Support Officer: One year shared post delivering Winter Lights Festival

Heritage and Arts Administrator: Shared departmental post

A named organisational chart is included below.

Allerdale Borough Council

Leisure Services



June 2004

4.1.2. Copeland Borough Council

The Arts Development Service at Copeland Borough Council sits within a Community Development Unit within Amenity and Environmental Services. It is located at Moresby Parks Industrial Estate just outside Whitehaven. The Arts Service aims:

- to develop the infrastructure, support agencies and professional artists engaged in local arts provision
- to increase access to the arts, particularly for target groups identified in Copeland's Cultural Strategy
- To promote the service and advocate the benefits of the arts in delivering the objectives of the Council and its partners, including health and social objectives
- To support artistic excellence

Services

A range of services are delivered by the Arts Service:

- Strategic Council led initiatives in response to key local, regional and national priorities in partnership with other organisations
- Financial support and advice for artist or partner organisation led activities
- Advice and grant support to the voluntary, amateur and statutory organisations through the Local Arts Initiative Scheme
- Marketing and Advocacy

Current aspirations for service development include raising the profile of the Arts Service and developing the cultural infrastructure of the borough to provide a wider range of cultural activities for local communities.

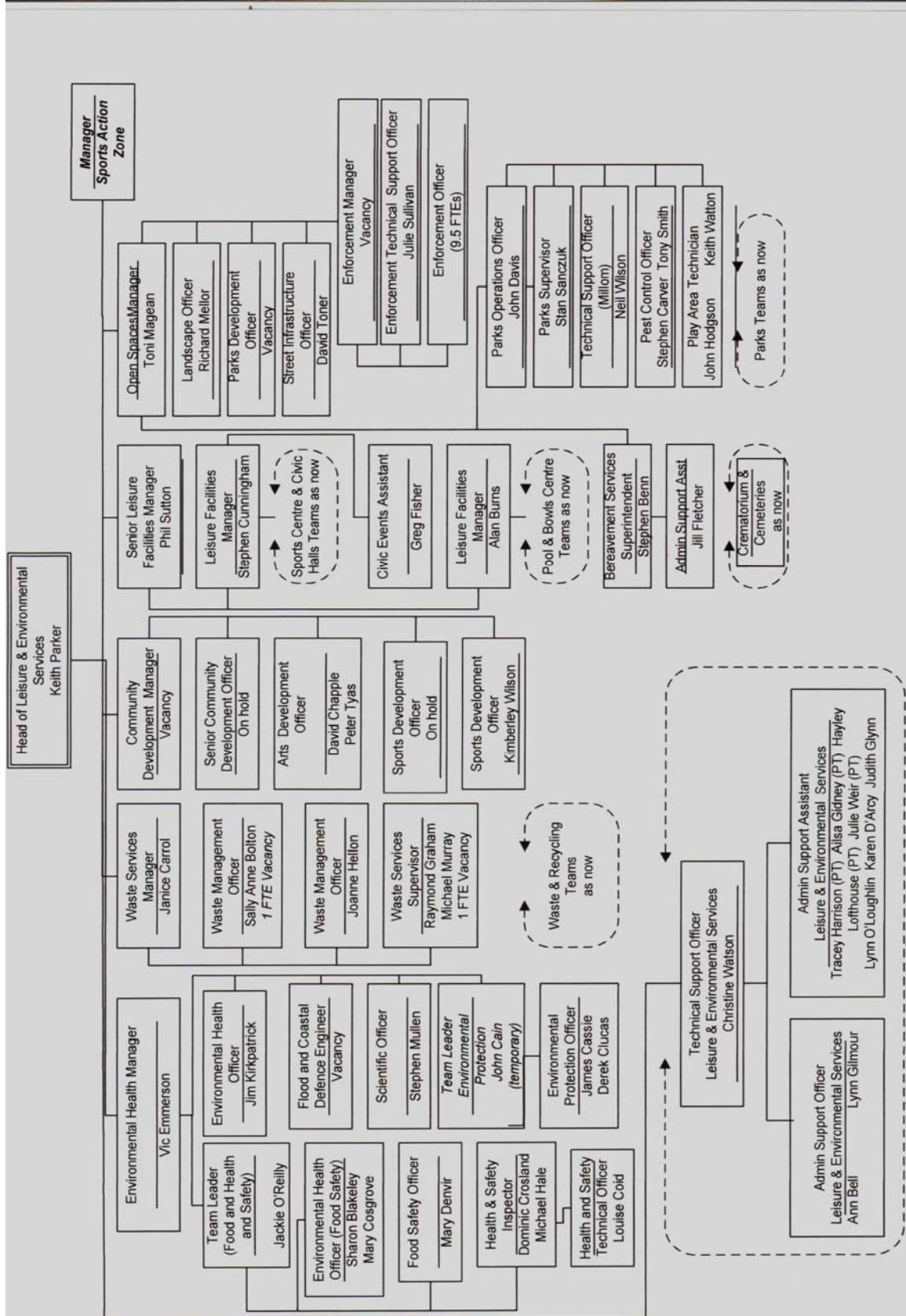
Staffing

The service comprises:

Two full time Arts Development Officers

A named organisational chart as at June 2005 is included below.

Copeland BC Leisure and Environment Services



4.2. Arts Organisations in West Cumbria

The following arts organisations are based in or active in West Cumbria and form the Allerdale and Copeland Arts Network (ACAN).

Alternative Music	Workington
Cumbria Arts in Education	Ambleside, South Lakeland
Cumbria Youth Music Action Zone	Workington
CAI5	Maryport
Cumberland Youth Theatre	Keswick
Creative Partnerships Cumbria	Whitehaven Office
Kirkgate Centre	Cockermouth
Rosehill Theatre	Whitehaven
Soundwave, Youth Music Action Zone	Workington
Theatre by the Lake	Keswick

Representation on ACAN is also made by Arts Council England NW, Allerdale BC, Copeland BC and Cumbria CC.

4.3. Consultation

This document has been prepared by Sue Jenkins for Allerdale and Copeland Borough Councils working with the Arts Development Officers of both Local Authorities. The support and contribution of Catherine Coulthard, Rachel Jones, Peter Tyas and David Chapple has been invaluable in producing this Framework.

A number of people from both Local Authorities and from their partner organisations were consulted during the development of the Framework. The time and consideration given to this process by everyone involved is much appreciated.

The following were interviewed face to face or by telephone.

Allerdale Borough Council:

Yvonne Castle	Director of Community Services
Mark Edwards	Leisure Services Manager
Phillip Crouch	Heritage and Arts Unit Manager
Lynn Parvin	Regeneration Strategy Manager
Catherine Coulthard	Arts Development Officer
Rachel Jones	Arts Development Officer

Copeland Borough Council:

Terry Chilcott	Corporate Director of Quality of Life
Keith Parker	Director of Leisure and Environmental Services
Alan Holliday	Portfolio Holder
Peter Tyas	Arts Development Officer
David Chapple	Arts Development Officer

Partner Organisations

David Gaffney	Local Authority Officer, Arts Council England North West
Patric Gilchrist	Executive Director, Theatre by the Lake
Kate Whitmarsh	Director, Rosehill Theatre

4.4. Documents reviewed and consulted

Document	Date	Source
Fusion: Artist Brief	2005	ABC/CBC Joint Arts Projects
Minutes of Fusion Mtg 28/10/05		
Fusion: Outline Project Plan		
Project Proposal: MMAAPP		
West Cumbria Rural Touring Scheme: Business Plan 2004-2007	2004	ABC/CBC
Raising the Bar? Final Report/Recommendations	October 2005	Christian Barnes, Public Art Consultant Commissioned by ABC and CBC October 2005
Allerdale Borough Council: Arts at the Strategic Centre Review	December 2004	I&DeA (Improvement and Development Agency)
Copeland Borough Council: Arts at the Strategic Centre	December 2004	I&DeA:
Allerdale Borough Council Partnership Agreement	2004-2006	Arts Council England, NW
Copeland Borough Council Partnership Agreement	2004-2006	
Aspects of Allerdale, Appraisal of Allerdale Borough Council Arts Development Service	Spring 2002	da capo
Cultural Strategy for Allerdale	March 2004	Cultural Strategy Working Group 2004
Culture for Change: A Cultural Strategy for Copeland	September 2002	Strategic Leisure Ltd
Allerdale Cultural Services: Service Inspection Report 2005-06	Nov 2005	Audit Commission
Copeland Borough Council: Best Value Review Action Plan	2002	Copeland Borough Council 2002
Annual Service Level Agreement	2005-2006 2006-07	Allerdale Borough Council
Leisure and Environmental Services: Department Plan 2005/06	2005	Copeland Borough Council
Best Value Performance Plan/Corporate Plan	June 2005	Copeland Borough Council
Corporate Improvement Plan 2006-2011	Spring 2006	Allerdale Borough Council
Allerdale 2010, Towards Greater Prosperity Draft Executive Summary	2005	Allerdale Regeneration Group
Neighbourhood Renewal Plan	January 2006	West Cumbria Strategic Partnership
Place, Prosperity and People, Pre-consultation draft Sustainable Communities Strategy	September 2005	Allerdale Borough Council Copeland Borough Council Cumbria County Council
Sustainable Cumbria 2004-2024 Sub-regional Strategy	Oct 2004	Cumbria Strategic Partnership