



Cultural Improvement Partnership East Midlands

Embedding Culture in the LAA - Conference Event

6th December, Nottingham Arena

Summary Report and Feedback

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1. Introduction and Approach

This event forms part of a proposed regional programme of activity aimed at supporting cultural improvement through capacity building, with the CIPEM partnership in a position to support the interests of local authorities and other partners to help them influence the LAA process. Regeneration East Midlands were approached in relation to assisting with the development of this programme, having already established a successful region-wide programme of support for LAs and LAA delivery partners - though this programme on the whole takes a cross-cutting approach rather than reflect the interests of any one particular stakeholder group. In this regard it was deemed imperative that certain key messages were relayed to the key regional cultural sector figures, notably positioning culture more prominently prior to forthcoming LAA negotiations. A further challenge was to gain an understanding of how to work with the existing indicator set and ensure that cultural and sporting interests are incorporated within the new arrangements.

Following on from a meeting with representatives from the CIPEM (02 November, GOEM Offices) partnership, and using an existing draft programme for the initial LAA event, it was decided to host one regional event as opposed to the three sub-regional sessions originally proposed. Due to issues relating to timescales, and with a view to attracting a significant number of appropriate delegates, the date for this event was confirmed as the 6th December. The initial draft programme was subsequently refined to include facilitated workshop and action planning sessions, with contributions from Russell Coughtrey of GOEM, CIPEM leads, the lead facilitator and cultural agency representatives (appendix A).

Set at the Nottingham Arena, and following on from targeted profile raising the event proved to be well attended, with a significant number of delegates representing all of the sub-regions. In total there were fifty-six delegates registered to attend, with forty-eight signed in on the day - in all likelihood the actual number of delegates presenting exceeded fifty by some considerable margin. Guiding questions were used during the workshop sessions, with delegates seated at sub-regional tables - allowing for the subsequent identification of cross-cutting and sub-regional issues. This feedback was summarised following the workshop sessions and fed back to delegates - though time allowed for only a brief consideration of these issues. The issues raised within the workshops were expanded within the action planning session, where delegates were asked to reflect on the material presented, and begin to consider the practical realities of 'engaging and influencing' - a key theme here was the identified need to move away from being 'advocates' to 'intelligent influencers', with many action plans reflecting this.

2. Evaluation Forms

Each delegate pack contained evaluation forms, which were tailored to the specific requirements of this session, the following summary represents feedback received from 32 complete responses, with subsequent sections of the form discussed separately (see appendix B).

- 32 complete evaluation forms in total
- For question one, 78% of respondents indicated that they had found the event 'good' in terms of usefulness, 10% indicated that the event was 'very good', and 12% found the event 'reasonably' useful
- With question two, which asked about the quality and range of information offered, 78% of respondents considered this to be 'good', 16% of respondents described the quality and range of information as 'excellent' and only 6% of respondents rated the quality and range of information as 'sufficient'
- Question three asked respondents to indicate to what degree they believed the event had served to increase their knowledge of how culture fits within the LAA, 50% of respondents indicated that the event had achieved this 'well', with 9% indicating that the event had done this 'very well', however 41% indicated that the event had only 'reasonably' increased their knowledge of the issues.
- Question four asked respondent to indicate how confident they were with regards to the next steps and what might be done going forward, 37.5% indicated that they felt 'confident', 9% indicated that they felt 'very confident', with 43.5% indicating feeling 'reasonably confident' and just 9% indicating that they were only 'a little' confident.

2.1 Considerations

There are many ways to interpret the above baseline feedback, for example there appears to be a general trend indicating that the event achieved that which it had set out to do, with respondents suggesting that they had found the event to be useful, the quality and range of information was generally well received, and taken as a whole the event did lead to marked, reported, increase in knowledge of the issues. Where there was no significant movement (see question 3) in terms of perceived knowledge of the issues any number of factors could have influenced this, including the existing knowledge of those respondents, confidence and/or level of prior engagement with the LAA. Without baseline information which identifies the existing level of respondent's knowledge, level of engagement and experience with the LAA it is difficult to make truly useful comparisons (see subsequent sections for recommendations).

What is clear from these initial analyses is that the event did deliver the relevant information to delegates, and offered the opportunity to consider the issues in relation to the practical context - however it will be necessary to go beyond this and consider some of the key areas partners expressed a need for further clarity on, as well as some of the identified capacity building and support needs. All of this information again comes from evaluation forms.

2.2 Key Issues for Clarity

- Commissioning
- Evidence base to support cultural role
- Protocols for measuring outcomes/PIs
- Funding arrangements - single pot issues
- Forward planning
- Clarity on LAA structures - at different levels
- Key figures in the process - who to influence
- City/County working - sharing information etc.
- Refresh and update of LAA
- Intelligent influencing - what, how, when etc.
- Two-tier structures - what do they look like etc.
- Districts voice in LAA discussions
- Performance indicators - 198 to 35 - where are we at?
- Case studies/best practice
- Timescales
- CIPEM - supporting capacity building?
- Skills training for officers and members

2.3 Training/Support Needs

- Elected member/CEO development training - across the region
- Networking - thematic, sub-regional etc.
- Partnership development/working - e.g. 3rd Sector etc.
- Communication channels, i.e. web based etc.
- LAA training events
- Sub-regional networks
- Web based material with regional flavour
- Advocate to influencer - training
- Negotiation skills
- Planning and strategic visioning
- Strategic commissioning
- Newsletters and marketing materials - regularly
- Meetings and forums

3. Key themes and workshop feedback

A range of issues were discussed and fed back during the workshop session, these will be summarised by sub-region and developed further here - the starting point for this exercise were a range of questions, where delegates were organised by sub-regional table and asked:

- Question 1: What is your reaction to what you have heard so far?
- Question 2: What level of engagement have you had with the LAA process to date?
- Question 3: What do you see as the challenges in delivering against the LAA process?
- Question 4: What are the key opportunities the discussions have, so far, identified for you?

Responses to these above questions will now be summarised by sub-region, before a cross-regional analysis of the recurring issues/themes are presented. Responses will, where possible, be summarised or displayed in full.

Derbyshire

Q1

- Good opportunity, don't want to lose out
- Timing is crucial - 'now or never', not 'tokenism'
- Funding issue is key to success, lateral thinking will be required
- Secure funds from non-cultural sources
- Importance of CIPEM document - timing is right

Q2

- Regional commentary has been a key tool to raising the game
- Importance of cultural boards with right people and opportunities to learn from the city and other boards with mechanisms of cross-regional sharing of good practice

Q3

- Right indicators for culture within 35 - how to influence beyond the 35
- Ensure senior representation is at the table - build capacity of those senior people
- Recognising local difference

Derbyshire (Cont)

Q4

- Resources from pilot
- Buy-in from DCC Championing Cultural Agenda
- Potential to align targets and realise funding towards culture in Derby and Derbyshire - pump priming
- Derby City engaging with neighbourhood - bottom-up approach to how Arts contribute to LAA - need for alignment
- Visibility of how Arts and Culture contribute to LAA

Leicestershire and Rutland

Q1

- Quite useful, especially GOEM input - interesting to see the direction LAAs are moving in
- Prompted to think 'house needs to be in order' i.e. collaboration in negotiations is important across the County LA's/service areas
- From what was said the Leicestershire care group needs to push on/build on what's been done to date
- Clarity needed about evidence and priorities: how much is locally driven/nationally driven?

Q2

- Have a core group in the County, covers wide range of services

Q3

- Need to consider the political agenda - what councillors might see as priorities, who the key players are
- Need to target key players in the process/negotiations
- Need to be coordinated in positioning culture in community cohesion (opportunity and challenge)
- Identifying and providing the evidence is KEY/critical
- Danger that culture might get lost in the process - dominated by others, e.g. housing
- Need to get into discussions and be tenacious
- Need links to County LSP, who's on LSP groups, who's a friend and who's not!
- What happens after 3 year funding - implications for staffing and exit strategy

- Organisational culture/behaviour change is important, some big issues: this is about Leicestershire not the County, City and District councils, leadership/partnership working/communication/planning/delivery etc.
- Absentee district councils - how can they get to the table/get to the discussion? Do they hear the message?

Q4

- The core group in the county - needs expanding across LAAs/services
- Need coordination across LAs and service in LAA negotiations
- Community cohesion theme is an opportunity for culture

Northamptonshire

Q1

- Inspiring - but how do single-tier districts get involved technically in the process?
- This is ahead of the game but sub-regionally authorities are at different stages - lack of engagement in Northants' due to 2-tier system
- Who is aware of who is LAA lead - it's ambiguous!
- Alan Burns is sports person - most know their key block lead
- LAAs are more vital to cultural leads than their own borough groups!
- Lack of clarity on mechanics of LSPs, community strategies etc and engage and come together
- How do boroughs find the route maps into LAAs
- At a higher level a structure needs defining with key contacts - to avoid mistakes

Q2

- As a partnership Northants' sport is a key agency and have a stretch target - so this is working
- No one seems to know who the key leads are
- Structures need to be transparent -i.e. website for each?
- Some LSP - one in each district
- As small authority all areas are not covered - so what link to top tier?
- Having led on target and achieved success, new partnerships come together
- How do sustainable community strategies fit into the LAAs?
- Are cultural forums fully engaging?



Northamptonshire (Cont.)

Q3

- Clarity on implementation agreements for the LAA
- Taking plans into delivery with respect to cultural themes
- Identifying the right people
- Collecting evidence and making it credible - how to evidence and impact measures, what resources are needed to measure?
- What kind of measurement, needs to be made more sophisticated
- Culture sent o draw other agencies to the table via other routes of influence - i.e. growth agenda
- Lots of evaluation going on locally, needs to feed in nationally
- Must not let the size of the task put us off
- Keep building on 'best practice' and bringing it the attention of 'powers that be' - get politically 'busy' at the top level
- Culture seen as 'discretionary'

Q4

- Role for regional agencies to help move things forward/combine
- Measurement versus indicators CIPEM etc. best practice applied to other aspects
- Strategic approach - cultural forum, agencies, industries
- Issue - cross-fertilisation agency and LAs - speak 'different languages'
- Areas to show good practice - what has worked, how have we delivered
- Intelligent agents crossing sectors/themes - with concrete evidence
- CIPEM - publicise website and key documents - making greater use of CIPEM to take the document to a wider audience - esp. member development and make change sustainable for performance

Nottinghamshire

Q1

- Nottingham and Nottinghamshire are beginning to talk to each other on LAAs
- We know the issues
- Previous rounds engaged on an advocacy basis but with little reward
- Are our cultural services mature enough yet to impact on the cross cutting issues - it is still an issue
- Do not think that there is a broad understanding of LAAs
- Sport has had a good impact due to active people - Arts and MLA not good at this although Taking Part exists
- Need to put detail behind the indicators

Nottinghamshire (Cont.)

Q2

- 2-tier - how do we impact on the LAA, where do we go, who do we talk to?
- Small group of people appear to be running the process, as such there is a difficulty in 'infiltrating'
- We have engaged in the LAA, but not that it is as the right level
- There have been success to get in the 35 but it is nit clear how that was achieved
- One Nottingham and Corporate Plan integrated - SCS
- Need to be present when priorities/indicators are decided

Q3

- It's a political process
- Delivery plan may be barrier
- Getting in to the 35 indicators

Q4

- Why doesn't Government set the targets and then we can talk about delivery?
- Variables will be up for discussion
- CE and Leadership - level to influence - but there are lots of other interests doing this as well - timing is crucial
- Measure of impact is crucial

Lincolnshire

Q1

- Guidance and information is good - CIPEM document helps bring local partners up to speed with the process - before may have been working in isolation?

Q2

- Join Culture Advocacy good to look at priorities in first LAA
- Cultural forum has now seen CYP engage as a priority
- Regional priorities/advice around extended school for example - is recognised as a good.....for Lincolnshire (some text eligible here)
- Forum is an effective group for visioning and prioritising

Lincolnshire (Cont.)

Q3

- Infrastructure and developing cultural opportunities and role within LAA
- Good to understand what the priorities are to construct a campaign
- Need enduring themes - legacy and continuity is important and not stuff from short term political priorities
- Services and organisations not mature enough to achieve outcomes
- Don't chase funding
- Advocacy has impact - 10yr plan, extended schools etc is recognised, but leadership and investment at top level is required

Q4

- Culture is very good/flexible at responding to opportunities - good survival skills - lateral approaches
- Need to understand what key....need to be on agreeing priorities/delivery services
- Skills agenda - new arrivals also throws up possibilities
- Lincs recognised the opportunity through growth in relation to cohesion

3.1 Recurring themes - Cross Regional Analyses

The following recurring themes were identified as priorities across the presenting sub-regions.

Questions 1 & 2

- Issues around the technical process and clarity
- Issues around representation, clarity of key leads and governance
- Complications of 2-tier arrangements
- Structures - communication and processes
- Drivers - national or local?
- Linkage between SCS, LSPs and LAAs
- Maturity - fitness of purpose of existing arrangements
- Indicators - the use and nature of evidence - what is relevant?
- Emerging forums and discussions

3.2 Recurring themes - Cross Regional Analyses (Cont.)

Questions 3 & 4

- Stakeholder engagement
- Intelligent influencing
- Positioning of culture within the organisation/agenda (ensure that culture isn't lost)
- Evidence base to demonstrate the impact of culture on priority outcomes
- Clarity on the LAA process - route map
- Influence on/with the indicator set - short and long term
- Using existing structures to the best advantage
- Developing a common language/vision to be translated across the sector
- Developing a more strategic approach aligned with clear plans
- Masking the most of good practice - raise profile and PR
- Share information more widely through networks
- Resource issues - what's needed, what's available?
- Skills - what's needed, and do we have them (see subsequent sessions for further elaboration on skills)
- Keeping the process visible
- Community cohesion as an opportunity to influence
- Measurement of impact and alignment with outcome indicators (performance management)

These recurring themes can be usefully categorised into five distinct areas where clarification/capacity building efforts should be concentrated.

3.3 Key themes

- 1. Issues around engagement**
 - Who's who, governance, timing, representation
- 2. Communication processes**
 - Who to speak to, progress to date, future developments
- 3. Emerging forums**
 - Routes of dialogue, need to link into/across emerging agendas
- 4. Technical processes**
 - Cross-cutting issues, two-tier arrangements, LSP, SCS, structures, national and local debates, discussion and dialogue, clarity
- 5. Funding and resources**
 - Lateral thinking, evidence base, timing, performance management, clarity and opportunities to influence

3.4 Key Issues

Each sub-regional group was asked to provide one or two responses to the question ‘what is the **key** issue’ for you/your partnership? The following are the responses received:

Northamptonshire

- Lack of understanding of LAA structure - room for County Road Show style event

Nottinghamshire

- Short-term accessing key influencers to make the case for culture
- Cross county exercise to influence future indicators

Leicestershire & Rutland

- Coordinated cross-cultural approach at regional and sub-regional level -workshops to share experiences (action learning sets)

Derbyshire

- Alignment of cultural agenda with all key LAA themes - i.e. cultural board - closer relationship with key figures

Lincolnshire

- How do we move beyond being effective advocates to intelligent influencers?

4. Action Planning

The afternoon action planning session was the opportunity for delegates to build on the presented material and workshop activities, in doing so the intention was to facilitate the development of detailed and informed action plans. The following represents a breakdown of the action plans produced by each sub-regional table, where relevant and necessary City and County views/actions were incorporated within these plans. Subsequent sections will discuss these plans, evaluation forms and workshop material in the context of key observations and recommendations for future action.

Sub-regional tables were guided by four questions, these were as follows:

1. What needs to happen?
2. Who needs to be involved?
3. What assistance is needed?
4. Timelines

Leicestershire & Rutland - Action Plan

- Review/revise - CSCOPS (meeting early Jan 08)
 - Clarify roles/responsibilities
 - Fit for purpose - new agenda = new sense of purpose
 - Lead by CSCOPS - Liz, Simon, Heather, Simon (Fri 7th Dec)
- Share information - City, County & Districts - on Culture and LAAs
 - On priorities
 - Agree information briefing for networks across County (7th Dec)
 - Bring in other sub regional knowledge
 - Liz/Heather circulate priorities for City/County by 20th Dec
 - DITTE Rutland by 7th Dec
 - Liz circulate template by 18th Dec
- Ensure Absent Friends get today's messages
 - At CSCOPS 7th Dec - Liz
- Sub-regional meeting mid January - Liz to organise

Lincolnshire - Action Plan

- Offer a structure approach - Lincolnshire is at an early stage
- Identify cultural indicators
 - How to represent that case?
 - Will different propositions be viewed?
- Sense of place - volunteering - next generation
- How can we deliver more effective services using other service providers
- Fundamental library review - is about gateway point to services/strategy driver regeneration inclusion learning
- Take messages back to Lincolnshire
 - Clear strategy - engagement with broader sector
- GOEM - agencies - together, Chief Officers and Members (Exec Cllrs.)
- Mid January for action

Northamptonshire - Action Plan

- Bring all Northants partners together after today - repeating the messages from today and update
 - Visual representation of structures & Named contacts and narrative to describe key features, e.g. LSP
 - Cultural forum in borough and beyond
 - Investigate LSP Cultural Forum - where is it at?
 - Examples of best practice re. intelligent agent for influence and training
 - Promotion of CIPEM offer
- All Boroughs, Districts, County, Cultural Agency Reps, Agencies, Arts Orgs's, Networks, Officers etc understood in terms of their presence, activities and layers - mapping exercise
- Time to fit it all in - break out of silos
- Help from CIPEM and regional reps from cultural agencies - resource, admin, web updates, organisation - coordinated by CIPEM
- Directory of contacts for assistance - e.g. Arts Ed coordinator in Northants on the ground
- Local event - Cultural Forum half-day extended - 25th Jan
- Training for intelligent agent(s)?

Nottinghamshire - Action Plan

- Work to pull together performance measurement
 - To link to the 198 NI's (and draw together current individual pockets) - developing consistency and 'one voice'
 - Chief and senior officers, Regional agencies
 - Resource - an independent mediator/facilitator
 - Key issue i.e. partners (sector/non-sector)
 - Can this be on the agenda on February 14th?
- Engaging the Voluntary and Community Sector - lower tiers of Government
 - And Ind. Sectors - making the link between strategy and delivery
 - Events to share the emerging local govt. picture/funding/LAAs etc. or developing role of LSP as deliverers
- Live information on CIPEM website to gather current picture of indicators in each of the regional LAAs to strengthen understanding & negotiating
 - CIPEM/GOEM
 - ASAP
- Share information on block leads/management group so we know who to influence quickly
 - Sue/Sarah/Nigel
 - ASAP

Derbyshire - Action Plan

- Advocate for/justify embedding of culture as a portfolio responsibility & at chief executive/strategic management team level (Borough)
- Senior Officer representation (District)
- Agree PI's and Measurement (District)
- Construction of Culture board
- Timeline agreed to provide new LAA by June 2208
- To review the board process and ensure two-way communication and clear direction - buy in! (District)
- Ensure appropriate high level representation from each LA district
- Feed back to specific representative groups - e.g. DLO, Arts, Museums
- Agree core indicators (District)
- ACE - what needs to happen next with LAs on ACE engagement
- Engage fully with CEOs (District)
- Include representation from all groups -e.g. Derby's Leisure Officers,



- Arts and Sports Partnerships
- Cultural influencer - e.g. MLA, Art-form officers, ADO's
- Members at portfolio level - Chief Execs (Borough)
- All regional cultural agencies
- Chief execs, member champions and Leader of council (District)
- Ensure Derby and Derbyshire agree joint working (District)
- Need information and evidence to support each PI - robust and clear
- Agencies to target key influencers to help the cause (District)
- Knowledge and best practice sharing - creative learning techniques to ensure quick creative solutions (ACE)
- Time, resources, feedback
- Support from LAA structure in Derbyshire to align priorities and outcomes (Borough)
- Advocacy from Sport England, Arts Council etc at regional level to influence process
- Nit to fit with LSP and Council's Planning processes (District)
- Actions underway over next three months
- 14th December - Derbyshire Partnership Forum agree new blocks/themes and indicators
- Need to build upon initial momentum - 6-8 weeks for cultural forum meeting
- By April 2008 - to inform business planning/service groups (Borough)

4.1 Action Plans - Reflections

Whilst the allocated time for completion of this activity, representative size and presenting expertise within each sub-regional group was an inevitable factor which will have contributed to the action planning process, it is clear that some plans are far more considered and developed than are some others. The relative level of experience with the LAA itself, as well as specific issues within sub-regions will have also had an impact on the shape of these plans. Generally they are well considered and follow a clear pattern of identifying what needs to happen, who needs to be involved, who could support the process, and possible timelines for actions to occur. It is now the responsibility of the partnership, lead officers and other cultural agency representatives to consider these issues both in relation to the thematic areas within sub-regions, and in terms of embedding culture in the LAA in the widest sense. Following on from the action planning, workshops and evaluation forms a number of key recommendations are provided below - these recommendations extend only so far as to the commissioning agents for this event - CIPEM - it is therefore suggested that in the first instance CIPEM take these recommendations and conclusions on board. Much wider discussions and capacity building programmes are clearly needed both at the sub-regional and regional level, where relevant mechanisms for achieving this are subsequently discussed.

5. Conclusions and Recommendations

It is clear that the partners who attended this session found it to be extremely useful, with many delegates indicating that they would have regretted missing this session. What is also evident is that some delegates did not receive the full range of information regarding the nature and purpose of this event, and whilst a targeted marketing strategy was used it is possibly the case that sub-regional representatives/leads could do more to raise the profile of any future events. Regardless of this latter point there is sufficient evidence here to suggest that the partnership, and delivery partner (REM) 'got it right' in terms of the structure, content and timing for this event - the issue now will be to ensure that the momentum gained from this session is not lost, and that CIPEM begin to review the outcomes of this day, the identified issues for regional partners, and begin to work these into a programme of activity going forward. There are clear opportunities for cultural partners, though the flexibility, creativity and ability to work across the thematic areas that culture offers will only be realised if a more coherent, joined-up approach is developed.

5.1 Clarity and Support Needs

The bullet-point lists on page 5 of this report show those areas that regional partners require clarity and support on, though it is important to note that the LAA is a process, and so learning will naturally occur over the piece. Particular reference is made to senior officer and elected member training, especially those who hold a cultural portfolio, though it should not be forgotten that advocating for more 'cross-cutting' ways to support local priorities is the way forward. Elected members in particular have a key role to play here, and the opportunities presented by community cohesion initiatives are also a potential route-in for culture. All of this will require considerable forward planning, from identifying (and where necessary developing) the key influencers, to developing communication networks, mechanisms/resources for evidencing outcomes, and of course actual delivery - through commissioning or otherwise.

5.2 Sub-Regional/Regional Priorities

There appears to a strong consensus of support needs between sub-regions, though naturally some of these are better developed than others - the action plans outlined above (pg. 14-17) illustrate this in more detail. Among the specific cross-cutting needs are calls for more clarity on the LAA structures, from both a national policy perspective and in terms of developments within sub-regions. The need to identify and engage with key influencers is a recurring theme, as is the perceived need to develop senior figures, such as elected members and CEOs - a view echoed within the recent GOEM LAA road show, both by delegates and the Regional Minister,

Gillian Merron MP. There are clear implications here for the development of sub-regional learning and information sharing networks, a practitioner group or forum could be usefully employed here, as well as mentoring and shadowing opportunities. The development and /or identification of themed best practice case studies would be of particular value, though it is also important to note that these should possess cross-cutting themes. A review of existing cultural success in the LAA, both at a regional and national level would be of use - in essence building the case for culture and moving toward the ‘intelligent influencer’ role espoused as being critical to making the case for culture. Sub-regional distinctiveness is again a key consideration, targeted support programmes that build on the needs and issues for clarity identified here would be of use, though at the same juncture it is apparent that a joined-up, collective response would further strengthen the cultural case - managing the balance between this within the bounds of resources and capacity will be a key challenge.

5.3 Recommendations

It is recommended that in the first instance this summary report is used to communicate with regional partners/delegates and if possible/relevant make note of any CIPEM activity which will support the needs identified here. An event summary would be of use, though this should go beyond simple reflections such as patterns of attendance, key messages etc. and instead begin to explore the way in which CIPEM can, or intend to support the agenda going forward. It would seem that there is a call for focused support within sub-regions, whilst at the same time there is a clear need to develop a ‘regional’ voice for cultural inclusion in the LAA - this would indicate that activity should occur at two levels, though much of this could be achieved through the coordination/development of web-based communication systems or forums.

In essence many of the issues around clarity require the production of ‘LAA route-maps’, which might include sub-regional and regional aspects, such as key agencies, key sub-regional influencers, LAA structures and timelines. The documents introduced by Russell Coughtrey often an exciting insight into the high-level thinking that is developing in this region, and it is worth emphasising that there is additional expertise and knowledge to draw on in developing route-maps, planning activities and delivery. A final point for consideration is that much of the comments and feedback received here indicate the need for further scoping and profile raising within the region, advocacy is not yet ready to be sidelined as there will be considerable challenges in engaging the key figures (i.e. elected members) who are seen as key to the process, and in this regard the work REM conducted with the Cabinet Members at Bolsover District LSP serves as an excellent example of how elected members can be encouraged to explore cross-cutting approaches to tackling local priorities.

6. Appendix A - 6th December Agenda

Culture Improvement Partnership East Midlands (CIPEM) LAA Event

6th December 2007, Platinum B Suite, Nottingham Arena

Agenda

| | | |
|----------------|--|--------------------------|
| 9.45am | Registration & Refreshments | |
| 10.00am | Welcome | Bill Cullen |
| 10.10am | Introduction (purpose of the event, CIPEM, the new LAA and where we are at in the cultural sector) | Liz Blyth |
| 10.30am | Opportunities and challenges in influencing your New Style LAA. | Russell Coughtrey |
| 11.00am | Question & Answers | Facilitator |
| 11.10am | Refreshment Break | |
| 11.20am | Sub-Regional Workshops | LAA/CIPEM Leads |
| | <ul style="list-style-type: none"> - What are your reactions to what you've heard so far? - What are the key opportunities that discussions have so far identified for you? - What level of engagement with the LAA process have you had to date? - What do you see as the challenges in delivering against the LAA process? | |
| 12.00pm | Report back on Key messages from Workshops | Sharon Muldoon |
| 12.30pm | Lunch | |
| 13.15pm | Cultural Agencies <ul style="list-style-type: none"> - How they will respond to challenge linked to their duty to co-operate in their new LAA's. | Jerry Weber, MLA |
| 13.35pm | <ul style="list-style-type: none"> • New CIPEM tools for understanding the LAA process in supporting the alignment of cultural and sporting activity. | Russell Coughtrey |
| 13:45pm | <ul style="list-style-type: none"> • Action Planning Session | Sharon Muldoon |
| 14.25pm | Where to Next? | LAA/CIPEM Leads |
| 14.45pm | Close | |

7. Appendix B - Evaluation Form

Evaluation Form

Embedding Culture in the LAA

We would encourage you to take the time to complete this form in full, providing as much information as possible. Data collected from these forms will help us better understand your needs and shape future programmes of activity to support those needs.

1. How **useful** did you find this session overall?

(Please circle the appropriate number)

| | | | | |
|-------------------|-----------------|-----------|-------------|------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All | A little | OK | Good | Very Good |

2. Regarding the **quality and range** of information presented, was this:

(Please circle the appropriate number)

| | | | | |
|-------------|---------------------|-------------------|-------------|------------------|
| 1 | 2 | 3 | 4 | 5 |
| Poor | Insufficient | Sufficient | Good | Excellent |

3. To what extent has this event informed/increased your understanding of how culture fits within the LAA?

(Please circle the appropriate number)

| | | | | |
|-------------------|-----------------|-------------------|-------------|------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All | A Little | Reasonably | Well | Very Well |

4. Are you confident about what you need to do, or might do going forward?

(Please circle the appropriate number)

| | | | | |
|-------------------|-----------------|-------------------|------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| Not at All | A Little | Reasonably | Confident | Very Confident |

5. What, if any, are the 5 key things that you would require further clarity on? **Use the space below to add any further information**

(Please list themes / topics / aspects)

1. _____
2. _____
3. _____
4. _____
5. _____

Appendix B - Cont.

5. In terms of capacity building and other support mechanisms, what would you value e.g. training programmes, network opportunities, and web-based materials?

1. _____
2. _____
3. _____
4. _____
5. _____

Any other comments? **Please use this space to provide us with further information (continue on a separate sheet if required)**

Your name:

Area:

Your contact details

Tel/mobile:

Email:

Thank you for your time in completing this evaluation, your responses will be treated with the strictest confidence. Please leave your completed form in the envelopes provided; these will be collected at the end of the session.