

Summary Report of the Bournemouth, Christchurch and Poole Cultural Action Group

31 October 2020

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1 Introduction

The Bournemouth, Christchurch and Poole Cultural Enquiry was instigated in 2019 by Bournemouth Borough Council, Christchurch Borough Council and the Borough of Poole as the first major sector assessment of the opportunities created by the formation of BCP Council. The enquiry took place throughout 2019 and its report and recommendations were widely disseminated and agreed by Cabinet in March 2020. It was also agreed to take forward the development of a multi-sector, inclusive Cultural Compact, with the support of Arts Council England.

The Cultural Action Group worked from May to September 2020 as a task and finish group to take forward the recommendations of the Cultural Enquiry and to make recommendations for the format of the BCP Cultural Compact. This is a summary report of the group's key findings and recommendations.

During the early stages of BCP Council's COVID-19 response previously allocated funding for additional culture staff, working budgets and project initiations in support of the recommendations of the Cultural Enquiry was withheld. However, resources will have to be found to support the work of the Cultural Compact and the recommendations of the Cultural Action Group. It will be for the Council, other cultural stakeholders and the Cultural Compact to identify and access these.

2 Culture in Bournemouth, Christchurch and Poole

For clarity, we define "culture" to embrace all aspects of the sector, including "popular" and "high" arts, the broader creative industries, heritage, arts and health interventions and diverse youth and community culture. It is important to distinguish between local culture and external cultural dynamics. The former can generate character and enhance distinctiveness but may result in a lack of innovation and quality without sufficient financial resources. The latter can introduce creative influences and encourage diversity but may result in the adoption of regionally or national styles and practices. A balance is needed which delivers a vibrant and diverse local culture.

Exceptional access to rivers, harbours and the sea for trade, industry, travel and leisure has shaped the development of Bournemouth, Christchurch and Poole from prehistoric times to the 21st century. The Cultural Action Group's recommendations recognise this and the outstanding opportunities which culture can enable for place-shaping, identity, community engagement and tourism. However, the recommendations also recognise the need to draw on positive external influences.

COVID-19 has had a major impact on cultural delivery and participation in the UK, in Dorset and in Bournemouth, Christchurch and Poole (BCP). The recovery period will be protracted and complex. As cultural venues re-open and re-set, we all inhabit a much-altered cultural landscape. Unfortunately, some organisations and creative practitioners may cease working in the months and years to come, notwithstanding the availability of emergency funding and opportunities to reopen venues and activity.

Despite this, our ambition to transform the cultural life of BCP has not dimmed. In fact, it has increased, because of the need to change our ways of working to continue to meet the needs and demands of the diverse communities within BCP. New priorities and opportunities are emerging, and some previous priorities will have become less urgent. That the fact that we did not have a set idea of what BCP's future overarching cultural model looks like means that we can be agile in developing new structures and ways of working to suit the new emerging reality.

In doing this it is vital we do not lose sight of the strength of our existing cultural sector, particularly our cultural organisations and creative communities and practitioners, and that we support these in recovery and future growth. Also critical is the need to nurture and develop our talent pipeline of people of all backgrounds and ages and provide diverse opportunities for this talent to be made welcome, be retained and to grow within the cultural sector. Our conviction is that culture is a force for driving change for good, socially, environmentally and economically, and that it will be the inclusive glue that makes a place of our towns and our city region.

Culture is central to the identity of a town or city and a key element in the wellbeing of residents and communities. Successful councils and places embrace culture, integrating it broadly within their policies and empowering local cultural stakeholders and communities. The creation of BCP Council has presented an opportunity to change attitudes towards culture, within and outside the Council. The importance of culture and creativity is already recognised within BCP Council and wider Dorset strategies and policies.

The predecessor councils commissioning of the Cultural Enquiry and BCP Council's contribution to the development of the Cultural Compact and its continuing funding of major cultural institutions demonstrates its support for stakeholders. More investment will be needed though beyond the recovery period to deliver a step change in cultural infrastructure. We will need to work with partners across all sectors, and beyond our local authority boundaries. We are aligning our emerging cultural strategy with Arts Council England's 'Let's Create' 10-year strategy.

3 Key findings

3.1 The Cultural Action Group has established three guiding principles:

- 3.1.1 Culture, in the broadest, inclusive sense of the word, should be understood and used by the Council and other stakeholders as a key driver for positive change, socially, environmentally and economically.
- 3.1.2 Culture should serve as the glue that brings our communities and towns together in a way that retains their distinctive characteristics but gives the area the weight, pulling power and vibrancy of a city region.
- 3.1.3 For these objectives to be achieved Bournemouth, Christchurch and Poole need to become more rewarding places for all people to be creative and for creative people to live, work and develop their practices and all communities and individuals must be enabled to engage more actively in cultural life.

3.2 In support of these principles, the Cultural Action Group identified five key priorities

- 3.2.1 Setting up the Cultural Compact and producing a Cultural Strategy with deliverable actions and timescales.
- 3.2.2 Improving communication of cultural events and activities to residents and visitors through a one-stop Digital Hub.
- 3.2.3 Establishing diverse cultural quarters in Bournemouth, Christchurch and Poole.
- 3.2.4 Developing key cultural infrastructure, including an iconic gallery building in central Bournemouth.
- 3.2.5 Developing a co-ordinated and inclusive talent development and retention programme.

4 Summary of recommendations and outline delivery plan

The Cultural Action Group believes that culture should be a key driver for positive change, socially, environmentally and economically. Culture can also serve as the glue that brings our towns together in a way that retains their distinctive characters but gives the area the weight, pulling power and vibrancy of a city region.

This report describes the key recommendations of the Cultural Action Group and its three working groups, which were tasked with developing a recovery plan for cultural venues and practitioners, a shortlist of cultural priorities and a proposed format for the Cultural Compact.

The recommendations are directly in support of and consistent with the priorities identified by the Cultural Enquiry. The Cultural Action Group's recommendations support all the strategies referred to in section 3. In section 5 we have described how they specifically support the BCP Corporate Strategy.

There are several commonalities across the recommendations of the three working groups, reflecting consensus about the priorities for culture. To preserve the integrity of the working group reports they are included in full below. The headline recommendations can be summarised as:

4.1 Create and roll out the BCP Cultural Compact

- 4.1.1 Identify resources to support the Cultural Compact, BCP cultural development and the recommendations of the Cultural Action Group.
- 4.1.2 Consult with and engage underserved groups in the co-development of the Cultural Compact and Cultural Strategy.
- 4.1.3 Set up and launch inclusive Cultural Compact, recruit executive support, Chair and Board/Cultural partners.
- 4.1.4 Review the Cultural Future Conference in agreement with Arts Council England.

4.2 Develop and implement the BCP Cultural Strategy and Plan

- 4.2.1 Develop and agree with all stakeholders and communities a Cultural Strategy and Plan for BCP based on the recommendations of the Cultural Enquiry and Cultural Action Group.
- 4.2.2 Ensure all communities, stakeholders and partners are engaged and signed up to a diverse, inclusive and investable Cultural Strategy and Plan.
- 4.2.3 Develop cultural opportunities nationally and internationally and with neighbouring authorities and stakeholders.

4.3 Develop and implement place-based Cultural priorities and opportunities

- 4.3.1 Ensure culture becomes better connected and stronger, shouting louder about the strong cultural offer that already exists whilst publicising new initiatives.
- 4.3.2 Set out policies and plans for the role of culture that support and inform planning practice, placemaking, development and investment.
- 4.3.3 Create new cultural communications channels, including a one-stop Digital Cultural Hub, BCP Arts Channel and PR function (with alternative access for those experiencing digital exclusion).
- 4.3.4 Establish diverse cultural quarters in Bournemouth, Christchurch and Poole.
- 4.3.5 Develop BCP digital and physical culture and heritage trails and wayfinding, representing and enabling all BCP communities and groups.
- 4.3.6 Develop key cultural infrastructure, including an iconic gallery building.

4.3.7 Develop and support place-shaping activity, including festivals and cultural heritage.

4.4 Create and implement a talent development and retention programme

4.4.1 Work with all sectors to develop a co-ordinated cultural talent development and retention programme that also nurtures those with protected characteristics or from a lower socio-economic background who may need extra help and support.

4.4.2 Support emerging and mid-career as well as internationally successful creatives to develop, work and produce in the region.

4.4.3 Enable development of workspaces and markets for creatives and SMEs and working opportunities for developing talent.

4.4.4 Implement small grants programme.

4.5 Outline delivery plan

No. (above)	Recommendation	Action	Lead	Date	Resource
4.3.1	Ensure culture emerges from COVID-19	Advocate for, promote and support the cultural sector and practitioners	BCP (& CC)	Jan 21-Mar 22	ACE, NLHF & BCP
4.1.1	Identify resources to support the Cultural Compact, etc.	Re-provide the funding withdrawn because of COVID-19 response, Appoint executive support for CC	BCP (& CC)	Jan 21-Mar 22	BCP, ACE, HE, DLEP, NPOs & sector stakeholders
4.1.4	Review the Cultural Future Conference	Agree revised approach and budget with ACE	BCP	Jan-Mar 21	BCP
4.1.2	Engage with underserved groups	Work with organisations representing groups to ensure fully represented	BCP	Jan-May 21	BCP
4.1.3	Set up and launch Cultural Compact and recruit	Set up a CIO based on the proposed structure and diverse recruitment	BCP	Jan 21-Mar 22	ACE, BCP & stakeholder funding & support
4.2.3	Develop cultural opportunities	Explore and implement opportunities for cultural development and events, such as City of Culture	BCP & CC	Apr 21 – Mar 24	BCP & CC
4.3.3	Create new cultural communications channels	Implement website and other plans	BCP, CC and partners	Apr 21 – Mar 24	BCP & funds raised
4.2.1	Develop and agree Cultural Strategy and Plan	Develop and agree a collaborative strategy and plan	CC & BCP	Apr 21 – Mar 22	BCP, CC & funds raised (as above).

4.2.2	Ensure all stakeholders and partners are engaged	Consult and engage widely with the cultural and wider community and stakeholders	CC & BCP	Apr 21 – Mar 22	BCP, CC and partners
4.3.2	Set out role of Culture in placemaking	Work across BCP and with partners to embed cultural planning in key policies and plans	BCP & CC	Apr 21 – Mar 22	BCP, CC, NHS & DLEP
4.3.4	Establish diverse cultural quarters	Agree in principle and adopt in BCP and other policies	BCP & CC	Apr 21 – Mar 24	BCP, DLEP, ACE & CC
4.3.5	Develop culture and heritage trail	With additional support develop options and feasibility, applying for grant	BCP & CC	Apr 21 – Mar 24	NLHF, ACE, CC, DLEP, BCP Smart Places, BU & AUB
4.3.6	Develop key cultural infrastructure	Develop options and feasibility and source funding opportunities	BCP & CC	Apr 21 – Mar 24	Funds raised (as above), BCP, CC, HE, ACE, DLEP & stakeholders
4.4.1	Develop talent development and retention programme	Develop and agree an delivery plan and carry out options and feasibility work	BCP, CC, HE and partners	Apr 21 – Mar 23	BCP, HE, DLEP, schools, B&P College, Skills & Learning & CC
4.4.2	Support emerging and mid-career creatives	Deliver an inclusive and effective plan	BCP, HE, CC and partners	Oct 21 – Mar 24	CC, Schools, FE, HE, BCP, DLEP & ACE
4.4.3	Enable development of workspaces and markets	Continue to develop creative spaces, clusters and cultural market/tourism opportunities	BCP, CC and partners	Oct 21 – Mar 24	BCP, DFEP & ACE
4.3.7	Develop and support place-shaping activity	Increase support and promotion of museums, heritage assets, festivals and other place related culture	BCP & CC	Apr 22 – Mar 24	ACE, BCP, NLHF & stakeholders
4.4.4	Implement small grants	Roll out community and practitioner grants programme, including wellbeing and small grants	BCP & CC	Apr 22 – Mar 24	BCP & CC

CC = Cultural Compact; BCP = BCP Council cultural staff; ACE = Arts Council England; NLHF = National Lottery Heritage Fund

5 Proposed BCP Cultural Compact format

Key information from the Cultural Cities Enquiry Report



Purpose

The Compact will:

- Involve a new level of strategic partnership which champions culture through a 'whole place' approach, engaging all our communities in shaping our collective and diverse culture.
- Play a transformative role for the conurbation and wider region – working to support a joined-up cultural sector that connects culture, communities, education, health and wellbeing providers, business, transport, planning, the environment and tourism.
- Be a catalyst for investment, creating a cohesive vision and delivery plan for culture that will result in much greater impact across the region. To achieve this will require close alignment with the Dorset LEP Local Industrial Strategy, with culture the heart of a wider 'collaborative cluster'.

Vision, values, aims, deliverables

The Compact will develop a clear vision and set of values through a consultation process with its members, so each stakeholder is clear what the Compact is trying to achieve. These are likely to include:

- Culture will be embedded in placemaking projects, expressing the personality of the conurbation and its town centres and neighbourhoods through cultural activity within new developments and enhancement of the heritage.
- Culture will play a lead role in environmental sustainability.
- The Compact values inclusion, diversity, equality and accessibility and will prioritise these values and measurable outcomes in the decision-making and delivery of all projects.
- The Compact will take and build on the three themes of the Cultural Enquiry – talent, infrastructure and quality of place – to mobilise a new era of partnership and co-investment.

Format and Membership

The Compact will bring together local consultative partners with a shared interest in maximising the role of culture in place-making and the identity of communities and individuals. These partners will work together to create and deliver a plan to drive social and economic benefits from a thriving cultural sector. Compact partners will include business, universities, local authorities, the cultural

sector and LEPs, and will pledge to align focus around key goals, in order to unlock new resources for cultural projects*.

In order to ensure diverse and underserved groups and communities are fully engaged and represented at all levels in the Cultural Compact it is important that we reach out to them in our recruitment processes to enable their participation. Initial engagement work will be used as a platform for recruitment to ensure that in addition to specific roles for underrepresented groups and communities on the Board and among the Consultative Partners they are also represented in other roles, in turn encouraging creative participation by these groups.

*From the Cultural Cities Enquiry Report

The Compact is formed of:

1. An Executive Board with diverse representation
2. Consultative partners that represent the diverse needs of local communities
3. Task & Finish Project Groups including members from a Cultural Stakeholder Bank

Cultural Compact Board

Membership is sector-representative. Each member is responsible for reporting from and feeding back to their sector. Some members will attend on a rotating basis (e.g. from each of the BCP NPOs in turn). The Board will openly recruit a Chair and board, widely advertised for to ensure diverse applications. Meetings will take place on a regular basis (monthly or bi-monthly).

In addition to the Chair and support from an executive team it is proposed the **Board** will consist of about 10 members representing a spectrum of organisations, practitioners, diverse and underrepresented communities and groups, proposed to be in the following areas:

1. BCP Council
2. Education
3. Corporate sector
4. Dorset LEP
5. Tourism
6. Health
7. Professional arts and heritage
8. Voluntary, community and popular culture
9. Young people
10. Diverse community groups (EDI rep)

The Board will be assisted by **Consultative Partners** with attendance rights, which could include:

1. Arts Council England
2. Tourism
3. Environmental Sustainability
4. National Portfolio Organisations
5. Cultural heritage
6. Popular culture
7. Further and Higher Education
8. Health services
9. Environmental
10. Schools

11. Diverse community stakeholders

The Board will appoint an **Executive Team** from their own Members. Depending on the skillset required, this team will complete specific tasks (e.g. drafting the Business Plan).

Remit of the Cultural Compact Executive Board

To refine and deliver a business plan which will include detail on vision and values, negotiate with large stakeholders, drive agendas and raise investment. It will set clear objectives and deliverables. It will develop an operating manual of the necessary policies and procedures around voting, reporting and representation. It will ensure diversity and inclusion within its members and that all voices participate in the decision-making process through the members of the Task & Finish Project Groups and the Project Group Community Consultations.

Decision making

Decision making will be by the Executive Board but it should consult the Cultural Stakeholder Bank for major policy changes.

The Compact will need to develop an effective consultation/voting framework and method that:

- maintains as flat a structure as possible
- enables consensus to be reached in the event of a stalemate
- allows for voting on key decisions but is not required for detailed operational decisions
- ensures equal voting from all stakeholders, particularly when some members are representing their sector and a group of individuals.

Initial Actions:

1. Recruitment of a chair and board
2. Board sets up Executive Team (funding dependent)
3. Executive Team writes Business Plan which identifies priorities
4. Board sets up Task & Finish Project Groups which each work on one of the priorities.
5. Executive Board identifies some pilot projects to support/ deliver as quick-win Cultural Compact initiatives (artist-led community conversations/ local commissions).

Task & Finish Project Groups

T&F Project Groups and community consultation around each project ensures engagement of all stakeholders and a flatter structure within the governance and decision making of the Compact as a whole.

- The Task & Finish Project Group structure will ensure priorities are broken down into achievable projects and progress is made.
- Each group will be made up of the most appropriate members from the Cultural Stakeholder Bank, ensuring engagement from all relevant local cultural stakeholders.
- Each group will undertake consultations with the relevant wider community on their topic, ensuring further local engagement before a delivery plan is designed and implemented for each project.
- Projects will be approached using a logical analysis framework (e.g. Theory of Change) and will base delivery on a SMART delivery plan model.
- Each project will incorporate an all-parties zoom to feedback on progress.

Cultural Stakeholder Bank

The Project Groups take members from this group depending on who has an interest in and is appropriate to that project. An emphasis on inclusivity and diversity should be forefront when recruiting the Project Group members and when undertaking the consultation for each Project. The Board will brief the Cultural Stakeholder Bank on a twice-yearly basis. The Cultural Stakeholder Bank will include representatives from:

1. The Independent Cultural Sector and practitioners
2. Freelance practitioners
3. Community organisations
4. Advocacy Groups (e.g. What Next? Dorset)
5. Tourism
6. Hospitality
7. Young people
8. Specialist council departments e.g. Planning and Economic Regeneration
9. Leisure
10. The voluntary sector
11. Dorset Chamber of Commerce
12. Specific professions within the business sector (e.g. independent architectural practices)

The below table gives examples of potential Task & Finish Project Groups based on the Priorities already identified in the Cultural Enquiry and by the CAG*.

*The Cultural Compact Executive Board should cross-reference the work already carried out by the Cultural Enquiry and the CAG when developing their Priorities. They should also work with representatives from various sectors to align with non-cultural agendas when identifying projects and deliverables for the T&F Project Groups.

In addition to longer-term objectives, the T&F Project Groups should identify and prioritise quick-win projects that may include smaller-scale interventions and pilots, in order to start engaging with communities, making progress and familiarise people with the type of Cultural Compact initiatives they can expect.

Task & Finish Project Group	Why? / detail/ priority.	Output/ deliverable	Members
Infrastructure			
Create a central communication hub	<ul style="list-style-type: none"> Provides support for promotion of small-scale interactive events e.g. festivals and pop-ups, enabling grass roots to grow organically through the platform. Provides a centralised voice and personality for the conurbation. Provides a space for peer sharing, promotion of funding opportunities, learning and involvement of young people and communities Provides a central information hub for audience. 	New platform/ website/ App for interacting with and informing of the cultural offer.	Creative practitioners Small cultural organisations Audience Young People BCP Council? Diverse community groups
Create more exhibition space	<ul style="list-style-type: none"> Visual artists and audience both feel this is 	More gallery space	Visual artists Audience Town Centre BIDs

	<p>lacking in the conurbation.</p> <ul style="list-style-type: none"> • Could be a catalyst to revitalise/ reimagine or repurpose our high streets. • Improves opportunities for emerging and early-career artists. 		BCP Council (Planning? Economic Development?)
Create more artists' studios and 'making space' including production capacity and facility	<ul style="list-style-type: none"> • Artists, creative businesses and workshop providers are lacking in affordable space to carry out their work. • Cultural quarters will enhance creative collaboration and audience experience. • Cultural quarters can create/ enhance identity and place-making and revitalise or reimagine our high streets. • In order to become a world-class producing centre, we need a facility for production and capacity within our creative sector. 	<p>More very affordable studio space. A cultural quarter in each of Bournemouth, Christchurch and Poole.</p> <p>A new production facility.</p> <p>NB link up with Development and the Towns Fund work being developed for Boscombe and with BEAF's work to create artist studios in Lansdowne.</p>	Creative practitioners Creative organisations BCP Planners Dorset Chamber/ Town Centre BID Leisure/ tourism?
A new Cultural Centre	<ul style="list-style-type: none"> • BCP needs an architectural gem, an iconic visitor attracting centre, a beacon and a starting point for cultural regeneration (probably in Bournemouth as centre of the region). • Existing facilities need to be redefined for BCP's future (time to regenerate the BIC) - let's reimagine what we want our towns to look like and deliver for us. • A large-scale project can/ should reference smaller scale developments - e.g. artists boats on quay, cultural quarters, new transport links and environmental concerns. 	A large-scale capital project creating an iconic facility with international standing (e.g. Bilbao, Singapore, Margate, Wakefield).	

Talent			
Involve more young people in programming	<ul style="list-style-type: none"> Young people of varying ages have expressed the need for different or additional programming to the current offer. The cultural life of BCP needs to be relevant and driven forwards, attracting the next generation of talent and audience. 	Youth programmed strands of artistic content within festivals, events and cultural organisations.	Young people Creative practitioners Cultural organisations, events and festivals. Diverse community groups
Improve the talent pipeline	<ul style="list-style-type: none"> Inclusive opportunities for young people to engage in culture need improving. Skills development, workplace training and job opportunities need improving. Emerging artists need more opportunities for development and presentation. We need to attract and retain talent to/ from the universities and into the local creative sector. There needs to be provision for life-long learning opportunities. 	A selection of structured opportunities within education and cultural organisations. An accessible digital learning environment. Formal institutional connections. More skills development and CPD opportunities	Young people Creative practitioners Schools HEIs Businesses Wave & Soundstorm Cultural organisations (who could offer work experience for YP). BCP Council (Education?)
Developing our Festivals offer	<ul style="list-style-type: none"> If we develop our current festivals to achieve greater scale, quality and excellence, greater innovation, more diversity and improved production capacity, this creates a breeding ground for talent development and cultural production. Festivals offer different opportunities for R&D, skills exchange and professional development. Festivals can also more effectively converge key emergent strengths in BCP e.g. outdoor arts and digital technology and new immersive approaches to culture. 	<p>Develop a festivals programme and production team</p> <p>Develop a growth plan for ABS and LUP and a converged offer with BFX.</p> <p>Develop BEAF as a key fringe festival.</p>	

	<ul style="list-style-type: none"> Festivals can become part of our brand narrative that delivers a longer tourist season and drives growth and innovation in the creative economy 	Feasibility study for a new festival production centre.	
Quality of Place			
Ambitious vision and strategy. A BCP brand.	<ul style="list-style-type: none"> BCP needs a clear vision of its identity and of its ambition, and of its long-term goals in order to attract investment and so that all Partners and stakeholders can reference back to it. Need to identify BCP's USP - something to hook onto - the natural environment, digital, tech, health & wellbeing. Opportunity for coordination across the BCP region. <p>BRAND-Water: Heritage: Trade: Education: Interaction: Boundaryless: Cool and Modern: Green and Digital.</p> <p>VISION: discovery across BCP (districts focussed), high streets as places to meet and for cultural consumption. Broad horizons, intergenerational, 're-green-eration' using parks and water.</p>	A long-term 20-year cultural vision and strategy for BCP. A BCP brand. A commitment to staffing.	<p>Community representatives including those representing BAME people</p> <p>Artists Creative industries Tourism LEP BCP Council (whoever develops the Local Plan and Tourism Strategy) ACE? HLF?</p>
Interconnection	<ul style="list-style-type: none"> Travel links and transportation need to be reconsidered and revitalised. BCP needs vision around planning of waterfront sites. Anchor institutions need to be better connected with schools, colleges, hospitals, artists etc. 		

Endnotes:

What is the cultural sector?

The cultural sector is made up of creative practitioners, organisations, communities and audiences. It encompasses heritage, tourism and the creative industries as well as the performing, media and visual arts. It must include some form of talent pipeline for young and emerging practitioners and artists, and opportunities for artists to create and exhibit or perform their work. It must include opportunities (venues, events, festivals) for audiences to consume the work. It should also provide opportunities for community co-creation and for communities and individuals to create and participate in cultural activity. It is essential that the interests of diverse and underrepresented/underserved groups and communities are fully represented in the Cultural Compact. We need to use a variety of consultation methods, channels and partners to reach the right people.

Design a structure for the Cultural Compact Board.

The priorities identified by the Cultural Enquiry and by the CAG Priorities group should be turned into Task & Finish Project Groups.

Each group should recruit members from relevant organisations and sectors to run the Project.

Each group should undertake consultation with relevant communities and a wider group of stakeholders to ensure they are engaging everyone who needs a say in the decision.

A representative from each Project Group will report back to the Executive Board.

The Board will include a paid employee who will undertake admin and marketing support for the Project Groups.