



Report To:	Inverclyde Alliance Board	Date:	1 October 2018
Report By:	Grant McGovern Head of Inclusive Education, Culture and Communities	Report No:	
Contact Officer:	Alana Ward, Service Manager – Culture	Contact No:	01475 712347
Subject:	Inverclyde Cultural Partnership – Delivery Plan 2018-21		

1.0 PURPOSE

- 1.1 The purpose of this report is to present the Alliance Board with a new Delivery Plan for the Inverclyde Cultural Partnership.

2.0 SUMMARY

- 2.1 The Community Planning element of the Community Empowerment (Scotland) Act 2015 placed responsibility on Inverclyde Alliance to develop a Local Outcome Improvement Plan (LOIP) which replaced the Single Outcome Agreement 2012-17. Inverclyde's LOIP was formally approved by the Alliance Board at its meeting on 11 December 2017.
- 2.2 The LOIP priorities are Population, Reducing Inequalities, and Environment, Culture and Heritage. The Inverclyde Cultural Partnership, established in March 2018 and chaired by Grant McGovern, Head of Inclusive Education, Culture and Communities, is the Delivery Group for the Culture and Heritage priority.
- 2.3 The Cultural Partnership, involving a wide range of partners from the arts, culture and heritage sectors, met in May, July and August 2018 to identify tasks and priorities that the Partnership will take forward, review feedback and finalise the actions that the group will now focus on delivering.
- 2.4 The work of the Cultural Partnership will take account of national and regional developments impacting on Arts, Culture and Heritage. The recently published Glasgow City Region Tourism Strategy and the current national Cultural Strategy Consultation will be discussed at forthcoming meetings of the group.
- 2.5 The Inverclyde Cultural Partnership Delivery Plan is contained within Appendix 1 of this report.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Alliance Board approves the new Delivery Plan for the Inverclyde Cultural Partnership.

Grant McGovern
Head of Inclusive Education, Culture and Communities

4.0 BACKGROUND

- 4.1 The Local Outcome Improvement Plan focusses on the Environment, Culture and Heritage as one of its priorities:

‘Inverclyde’s environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit.’

There are two partnerships which support the delivery of this priority: the Environment Partnership and the Inverclyde Cultural Partnership.

- 4.2 The Inverclyde Cultural Partnership’s first meeting was on 28 March 2018, but prior to this, the Inverclyde Arts and Creativity Strategy was launched on 22 November 2017. The partnership focusses on the arts, culture and heritage element of the priority set out above. Membership of the group is drawn from:

- West College Scotland
- Inverclyde Leisure
- Inverclyde Tourist Group
- Beacon Arts Centre
- RIG Arts
- Riverside Inverclyde
- Inverclyde Community Development Trust
- Inverclyde Health and Social Care Partnership
- Seagull Gallery
- Inverclyde Council
 - Inclusive Education, Culture and Communities
 - Education
 - Corporate Communications

- 4.3 The group met in May, July and August 2018 to identify tasks and priorities that the Partnership will take forward, review feedback and finalise the actions that the group will now focus on delivering.

The key areas of activity agreed for the delivery plan are:

- Implementation of the Cultural Partnership: governance, management & reporting
- ICP Communications Strategy
- Self-evaluation
- Equalities impact
- Community engagement
- Arts and Creativity Strategy Action Plan
- Great Place Scheme (including the development of a Heritage Strategy)
- Festivals and events
- Arts, culture and heritage tourism

- 4.4 A programme of meetings is in place for the partnership until March 2019 and it is planned to have meetings in the three CPP Localities of Inverclyde, meeting where possible in buildings which are part of Inverclyde’s heritage. The partnership will also seek to engage with local community groups in the localities, with an interest in Culture, Arts and Heritage. The partnership will map its work against the ongoing development of locality plans.

- 4.5 It is the intention of the partnership to work with Inverclyde Corporate Communications to further develop a calendar of events which will feed into the action plan. The partnership will also map those organisations and individuals in Inverclyde who are being funded by Creative Scotland and other external bodies with a focus on arts, culture and heritage in order to have a clearer picture of activity around this priority.

- 4.6 Members of the Cultural Partnership will work collaboratively to complete Inverclyde's response to the consultation on the Scottish Government's Cultural Strategy. This is to be completed by 19 September. Also, the recently published Glasgow City Region Tourism Strategy will also inform the ongoing work of the Cultural Partnership – see section 8.0 List of Background Papers.

5.0 PROPOSALS

- 5.1 It is proposed that the Alliance Board approve the new Delivery Plan for the Inverclyde Cultural Partnership.

6.0 IMPLICATIONS

- 6.1 Legal: There are no legal implications from this report.
Finance: There are no finance implications from this report.
Human Resources: There are no human resources implications from this report.
Equality and Diversity: There are no equality and diversity implications from this report.
Repopulation: Culture and heritage are useful ways in which to raise the profile of Inverclyde, and can attract people to visit the area.
Inequalities: The Cultural Partnership will map its activity to the three Community Planning localities, and will engage with groups in these areas.

7.0 CONSULTATIONS

- 7.1 No consultations were undertaken to create the report.

8.0 LIST OF BACKGROUND PAPERS

- 8.1 Inverclyde Cultural Partnership Delivery Plan 2018-21

- 8.2 
Glasgow City
Tourism Strategy 2011

- 8.3 
Cultural Strategy
Consultation July 18.1

Cultural Partnership: Delivery Plan 2018 – 21

Area of activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
<p>Inverclyde Cultural Partnership (ICP): governance, management and reporting.</p>	<p>Inverclyde Cultural Partnership established with representation from broad cross-section of cultural community including local artists and arts organisations, Council representatives from Cultural Services, Education, Corporate Communications & CLD , the HSCP, the Beacon Arts Centre, Inverclyde Leisure, Riverside Inverclyde, West College Scotland, local tourism providers, and the third sector.</p> <p>Agreed Terms of Reference in place & 6 weekly meeting schedule in place.</p>	<p>Reporting clear progress against outcomes identified in this action plan, the Arts and Creativity Strategy, and the Heritage Strategy when it is fully developed and implemented.</p> <p>Clear mechanisms and process for internal communication.</p>	<p>Develop and maintain clear framework for communication both within the membership of the Cultural Partnership and wider Arts/Culture and Heritage Community.</p> <p>Development of Heritage Strategy completed by early 2019.</p> <p>Communication strategy agreed and implemented.</p> <p>Building strong partnerships and collaborations with other LOIP and community planning groups.</p> <p>Strong leadership focused on driving improvement through implementation of cultural change.</p>	<p>Membership of group representative of Inverclyde's diverse, inclusive and multi-cultural community.</p> <p>Profile of the arts, culture and heritage in Inverclyde visibly enhanced.</p> <p>Clear, long-term and sustainable vision for Inverclyde combining AC&H outcomes.</p> <p>ICP recognised as focal point for support and development of arts, culture and heritage across Inverclyde</p>
<p>1. ICP Communications Strategy</p>	<p>Developing links with Inverclyde Corporate Communication team to ensure overview of events</p>	<p>Celebrating success and progress of ICP and AC&H community.</p>	<p>Develop effective and appropriate communication strategy through formation of communications sub-group to</p>	<p>Very good process and procedures in place to support effective communication between LOIP</p>

Area of activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
2. Self-Evaluation: Measuring Success and Data Analysis	<p>calendar 2018 -21.</p> <p>Developing initial links with representative AC&H groups across Inverclyde</p>	<p>Wider Inverclyde community – residents, employers and other commercial partners – are aware of work of ICP and Inverclyde’s AC&H community.</p> <p>Clear direction and positive message for all to share about arts, culture and heritage in Inverclyde.</p>	<p>plan best ways to share AC &H events.</p> <p>Effective use of a range of available media, including on-line resources and existing networks, to promote work of ICP and progress of implementation of Arts and Creativity Strategy and Heritage Strategy.</p>	<p>Partnership Groups particularly Environment, Re-population and Inequalities.</p> <p>Effective communication to wider community and national recognition of AC&H community evident.</p> <p>Increased knowledge of and attendance at AC&H events across Inverclyde.</p>
	<p>Good quantitative baseline completed including strong anecdotal evidence relating to ICP priorities.</p>	<p>Use of <i>How Good Is Our Culture and Sport?</i> model for self-evaluation.</p>	<p>Develop appropriate metrics to baseline and measure success.</p>	<p>Implement ICP self-evaluation sub-group to co-ordinate analysis of data and develop processes and procedures for community feedback</p>
	<p>Initial collation of data of existing AC&H groups working in Inverclyde particularly those supported by local or national funding.</p>	<p>Wide representation of AC&H groups and Inverclyde residents engaged in evaluation and review process.</p>	<p>Develop opportunities for community engagement and participation through existing engagement protocols. Use of social media to maximize opportunities for engagement.</p>	<p>Compilation and analysis of agreed data, benchmark comparisons and community engagement feedback leads to identification of priorities for ICP to support future planning and development.</p>
	<p>Implementation of ICP has ensured widest possible representation of arts, culture and heritage groups in Inverclyde.</p>	<p>Effective process and procedures in place to collate and analyse data</p> <p>Views of wider Inverclyde community, including residents, community groups</p>		

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3. Equalities Impact	Further work required to develop inclusion and diversity in cultural engagement.	<p>and partner organisations contribute to evaluative process.</p> <p>EQIA to be completed and updated annually.</p> <p>Group membership reviewed to ensure breadth, inclusion and diversity of representation.</p>	<p>EQIA completed by March 2019.</p> <p>Inclusion and diversity of representation included in annual self-evaluation and review process.</p>	<p>ICP self-evaluation sub-group to include review of equality and diversity.</p> <p>Range of events across Inverclyde demonstrates inclusion and diversity and representative of a wholly integrated multi-cultural, diverse community.</p>
4. Community Engagement	ICP procedures include meetings taking place in identified community based locations across Inverclyde with direct connection to AC&H development. Local representative groups or individuals will be invited to attend.	<p>ICP outcomes impact positively across whole Inverclyde community.</p> <p>AC&H community engaging regularly with ICP to widen scope of priorities and identified outcomes.</p> <p>Local community groups actively involved in identification of future ICP priorities to ensure that the voice of both local and wider Inverclyde community are included.</p> <p>Communities aware of range and diversity of local AC&H</p>	<p>Continuing engagement with community groups and representatives to ensure dissemination of information and effective communication on ICP priorities and locality issues.</p> <p>ICP Communication strategy</p> <p>ICP self-evaluation and community engagement procedures continue to develop and evolve to enable wider and more diverse representation.</p> <p>ICP communication strategy continues to develop and</p>	<p>Increased community knowledge of AC&H events and groups evident.</p> <p>Community engagement quantifiable and diversity of views evident in future planning.</p>

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		event and festivals.	increase width of representation.	
Arts and Creativity Strategy: Implementation Action Plan	<p>Arts and Creativity sub-group implemented with a range of partner organisations including West College Scotland.</p> <p>Identified actions against Visibility and Value and Regeneration and Employment through the engagement of students in music and TV production.</p>	<p>Delivering the actions of the Heritage and Arts and Creativity Strategies.</p> <p>Shared Creative Space/ Creative Forum/Artist led Creative Community</p> <p>Inspiring and measuring improvement across areas as diverse as education, regeneration, well-being training and employment, tourism and re-population.</p> <p>Working with partners to meet the 6 priorities of the Arts and Creativity Action Plan by developing SMART actions.</p> <p>Implement the post of Arts Development Officer (ADO) funded through Place Partnership (Creative Scotland)</p> <p>Future strategic planning looks to ensure consistency and sustainability.</p>	<p>Maintaining regular meetings of the Arts and Creativity sub-group (6 weekly). Ongoing throughout 2018/19</p> <p>Ensuring representation across Inverclyde CPP.</p> <p>Establishing functioning and effective artists' networks and supporting networking events - Ongoing throughout 2018/19.</p> <p>Implementation of ADO post September 2018 facilitated through CVS with line management by Service Manager - Culture</p>	<p>Meetings take place consistently and attendance by all partners remains high.</p> <p>Regular review of membership of partnership.</p> <p>Number of networks events held. SMART actions established for the Arts and Creativity Action Plan.</p> <p>Increase in the number of organisations delivering high quality work</p> <p>Increase in the investment and financial support of Arts, Culture and Heritage in Inverclyde</p> <p>Support young and emerging artists in Inverclyde through</p>

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				<p>training/employment and commissioning opportunities</p> <p>More external funding for arts, culture and heritage is secured by the organisations who are part of the Cultural Partnership and other local arts organisations.</p> <p>Number of training/employment and commissioning opportunities for young and emerging artists.</p>
<p>Great Place Scheme</p> <p>1. Heritage Outreach Officer</p>	<p>Inverclyde awarded c. £200K under HLF's Great Place Scheme to undertake activities aiming to strengthen networks between heritage, civic, and community organisations, enhancing the role heritage plays in the future of each place participating in the scheme.</p> <p>Officer (Ally Nolan) took up post in May 2018. Post funded for 23 months.</p> <p>2 young apprentices to be</p>	<p>Outreach Officer to project manage all aspects of GPS and associated budget, and link together existing heritage assets in Inverclyde.</p> <p>Two consecutive apprentices</p>	<p>First apprentice to take up</p>	<p>Community engagement and participation in heritage will increase; will be visible through higher levels of cultural participation reported in the SHS.</p> <p>2 Heritage Apprentices will</p>

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2. Heritage Apprentices	hired through Council's Recruit programme.	appointed to work at Heritage Hub/Watt Complex on heritage activities. Opportunity for 2 local young people to obtain SQA qualifications and experience in the heritage sector.	post Sep 2018 for 12 months. Place on Modern Apprentice/ West College Scotland scheme secured.	complete 12 months' work experience; an SQA qualification; seek further opportunities in the cultural/heritage sector.
3. Heritage Strategy	ICP to commission development, publication and promotion of a Heritage Strategy for Inverclyde.	Production of a long-term strategy for the development of heritage in Inverclyde to help the ICP plan effectively for the future and gain greater leverage with external funding bodies. Partnership working to develop, enhance and deliver the strategy building a network and legacy.	Tender for heritage consultant Sep 2018; Contract award Oct/Nov 2018; Anticipated submission. Jan/Feb 2018. Strategy and associated Action Plan are published, promoted and feed into Inverclyde Cultural Partnership's forward planning mechanisms. Spring 2019 onwards.	Action Plan priorities and objectives taken forward with identified outcomes being successfully implemented.
4. Artists' Residencies	Commission 3 artists to animate spaces and places, celebrate 'lost' heritage, and input into proposed public realm improvements.	Public artworks commissioned, produced and celebrated.	Community groups offered a variety of ways of engaging with artists in a series of high quality, exciting sessions. Oct 2018-May 2020.	Artists successfully engage; community groups' expectations are met; public realm improvements are realized.
5. Heritage Events Items 4 & 5 will have the	Engage large numbers of people in heritage activities through a collaboration	Full outreach programme of events will take place: engagement with community	See <i>Stories Frae the Street</i> Activity Plan.	A large variety and number of people will have learned about, and engaged with,

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following themes: 2018 – Galoshans 2019 – James Watt 2020 – Emigration (Year of Coasts & Waters)	between the Heritage Outreach Officer, Council's Watt Complex team, commissioned artists, Heritage Apprentices, and Inverclyde Heritage Network, amongst others.	groups in Inverclyde's localities; links with universities & researchers; formal education programme (including CPD for teachers); informal learning programme; family activity programme; Wikipedia 'editathons'; oral histories; engagement with Inverclyde's New Scots & Clyde Pride group, and <i>Au-some Libraries!</i> project; Doors Open Days' relaunch of refurbished Watt Complex; 'emigration' themed events including celebration of John Galt.		Inverclyde's heritage, old and new. The Watt Complex will be seen as Inverclyde's central heritage asset and will engage with the many other cultural and heritage assets, organisations and projects in the area.
Festivals and Events	<p>Develop calendar of current and emerging AC&H festivals and events including those within individual communities.</p> <p>Planning underway for:</p> <ul style="list-style-type: none"> ➤ First World War Commemorations; ➤ Galoshans 2018/19 and 2020; ➤ James Watt Festival 2019; ➤ Year of Coasts and Waters 2019; ➤ EVOLVE Festival; 	<p>Effective process in place to audit, promote and develop AC&H events across Inverclyde to build capacity and creative development across Inverclyde to feed into the programme.</p> <p>Developed strong partnership working to develop, create, deliver and support cultural events.</p> <p>Delivering cultural events of a high calibre involving</p>	<p>See Communication Strategy</p> <p>Establish Festival & Events Sub-group – September/October 2018</p>	<p>TBC</p> <p>Measure Economic Impact of events</p> <p>Action Plans established and implemented and reviewed</p>

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	<ul style="list-style-type: none"> ➤ June 2019 Inverclyde Comedy Festival ➤ Sept 2019 - Showcase Scotland Folk & Trad Festival <p>Established:</p> <ul style="list-style-type: none"> ➤ COMET Festival ➤ Gourock Highland Games 	<p>the community, for local residents and for visitors outwith the area to participate in and enjoy.</p> <p>Effective use of public spaces and venues to support co-ordination of events:</p> <ul style="list-style-type: none"> ➤ Libraries and Museums; ➤ Parks; ➤ Rural areas; ➤ Rail and Bus; ➤ Built environment; ➤ Hospital and Care facilities ➤ Town Centre ➤ Disused Spaces for pop up events 	<p>Effective communication strategy.</p> <p>Implementation of Cultural & Arts Strategy and Heritage Strategy when developed.</p> <p>Events sub-group overview</p>	<p>Data and feedback from events</p>
AC&H Tourism	<p>Inverclyde Tourist Group and Tourism Inverclyde (previously Discover Inverclyde) represent breadth of tourist interest including local business and AC&H organisations.</p>	<p>Cultural Partnership will feed in to continuing development of Inverclyde tourism groups through both. This will include development of a website promoting AC&H events, and representation on Ocean terminal development to ensure views of AC&H community across Inverclyde are able to contribute to future priorities</p>	<p>Effective collaborative working across all Inverclyde Council Directorates to ensure that all departments play a role in tourism. Development of CP communication strategy particularly the role of Corporate Communications team to ensure effective promotion.</p> <p>2019/20 will see the delivery of the new Watt Institution</p>	<p>A rise in visitor numbers to events & activities by people from neighbouring Authorities, West of Scotland and international tourism.</p> <p>Improved quality and quantity of development of tourism communication strategy tourist information.</p> <p>Increased cultural participation both locally and</p>

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		<p>Have a viable platform for the promotion of AC&H events to an audience wider than Inverclyde, including:</p> <p>Development of cultural and heritage through on-line and social media based applications, e.g. mural trails, QR codes, augmented Reality, etc. This will ensure that as many events over the calendar year will appeal to a wider audience as possible.</p>	<p>(Complex) which can be promoted beyond Inverclyde.</p> <p>Doors Open Days Sept 2018 & Sept 2019 can be used to promote the heritage of the area.</p>	<p>from surrounding areas – West of Scotland/nationally.</p>