

A Cultural Strategy for Shropshire

Consultants brief

Summary

Shropshire Council, acting for the Cultural Strategy for Shropshire Working Group, is seeking to appoint a consultant to develop a new Cultural Strategy for Shropshire.

We are specifically seeking help with collating the existing evidence base, consultation with a broad range of stakeholders and development of a new draft strategy for public consultation.

We anticipate that the consultant's support will be broken down in to three phases:

Phase 1: Collation of existing evidence base, working with Shropshire Council's Insights and Intelligence team

Phase 2: Consultation with a broad range of stakeholders, working with the Cultural Strategy Working Group

Phase 3: The creation of a draft strategy for public consultation

Background

The Cultural Strategy Working Group (CSWG) wants to develop a new Cultural Strategy that reflects an ambition for culture to be a major driver in support of five broad objectives:

1. Driving economic prosperity
2. Strengthening local communities
3. Promoting health and well being
4. Supporting lifelong learning
5. Supporting climate and environmental change mitigation

More background, which should be read as part of this opportunity, is provided in appendix 1.

The Working Group is made up of organisations and individuals who collectively have a strategic cultural overview, are from different cultural sectors and provide a good geographical spread. The Terms of Reference, including membership of the Cultural Strategy Working Group is available in appendix 2.

Detailed brief

Phase 1- A review of evidence for the cultural strategy was conducted in 2017 and will be provided along with a recent review of the evidence for the impact of culture on health and wellbeing and the evidence base for the Shropshire's Great Outdoors Strategy. A SWOT analysis was also undertaken in 2017, which should be refreshed, working with the CSWG.

Shropshire Council is currently collating evidence for a new county-wide Community Strategy, the evidence for which will be available from the end of August.

Using these as the basis, consultants are asked to check any more recent strategies and publications that may be relevant and create a summary document outlining the evidence base for the new Cultural Strategy.

This should include:

- Policy context, local, regional and national
- Links to current and emerging Shropshire Strategies, including:
 - Local Plan refresh- in development
 - Economic Growth Strategy- <https://www.shropshire.gov.uk/business-support/economic-growth-strategy-2017-2021/>
 - Shropshire's Great Outdoors Strategy- <https://www.shropshire.gov.uk/media/10853/go-strategy-oct18-final2.pdf>
 - Shropshire Museums Strategy- <https://shropshire.gov.uk/committee-services/documents/s19964/APPENDIX%201%20Shropshire%20Museums%20Strategy.pdf>
 - Indoor Leisure Strategy- due Sept 2019
 - Playing Pitch Strategy- in development
 - Health and Wellbeing Strategy- <http://www.shropshiretogether.org.uk/wp-content/uploads/2016/05/FINAL-HWBB-Strategy-2016.pdf>
 - Shropshire Council Corporate Plan- <https://shropshire.gov.uk/committee-services/documents/s20642/Shropshire%20Council%20Corporate%20Plan%202019%20to%202021%2022.pdf>
 - Local Transport Plan 4- in development
 - Active Travel Plan- in development
- Funding situation, local, regional and national
- Trends, past and future, in cultural provision and participation
- Analysis of the “external environment” (SWOT & PESTLE analyses)
- Analysis of relevant existing public consultation, local and national
- Analysis of existing cultural “assets” in Shropshire
- Analysis of opportunities for Shropshire

Phase 2

Develop and deliver a framework for stakeholder consultation that

- Confirms current cultural provision including its strengths and weaknesses
- Confirms current collaborative working across the cultural sector
- Confirms current participation in cultural activity
- Establishes the contribution – social, economic and environmental -that culture makes to community and individual well being
- Identifies what cultural activities organisations and individuals would like to see being delivered / engage with in the future
- Tests and confirms the strategy vision and objectives

Stakeholder analysis by CSWG is available in appendix 3.

Phase 3

The development of a draft Cultural Strategy that:

- Reviews the outcomes of the stakeholder and public engagement
- Unlocks the potential of the cultural sector to contribute to:
 - The development of Shropshire as a “destination” for visits and spend
 - Inward Investment
 - The community and individual resilience and well being
 - Lifelong learning
 - Climate and environmental change mitigation
- Supports an across sector collaborative approach to the development, implementation and review of cultural sector priorities

- Increases and broadens participation in cultural activity
- Makes the case for culture
- Supports investment within Shropshire’s cultural sector

Draft Consultancy Timeframe

Activity	Required by
Consultants brief advertised	16 th August 2019
Applications received by	9.00am on 9 th September 2019
Assess bids and notify successful consultant team	16 th September 2019
Start of commission	Week beginning 23 rd September 2019
Inception meeting with Cultural Strategy Working Group	3 rd October at 2pm in Shrewsbury.
Completion of Phase 1	End October 2019
Completion of Phase 2	End December 2019
Completion of draft Cultural Strategy	End February 2020

Deliverables

- Electronic Word version of the evidence base report, which should reference the Phase 1 points listed within the consultant brief
- Delivery of an on-line survey and consultation workshops, as agreed for Phase 2, with a summary report
- Completion of a draft Cultural Strategy for circulation to CSWG
- Attendance at CSWG meeting to present each phase and plan the next and presentation of the draft strategy

There is a requirement for the funding to be spent in the 2019/20 financial year, so any follow on work that might be required after public consultation will be negotiated separately.

Management

This consultancy opportunity has been developed by the Cultural Working Group, and is being administered by Shropshire Council, who will act as the accountable body. The Working Group meets monthly and is overseeing all aspects of the successful development of the Cultural Strategy.

Shropshire Council is funding this consultancy.

The consultant’s first points of contact for all aspects of both their recruitment and subsequent management are:

- Clare Fildes, Interim Head of Culture and Heritage, Shropshire Council
- Alexa Pugh, Arts Development Officer, Shropshire Council

Submission of applications

Those interested in submitting an application for this work should submit one electronic copy to clare.fildes@shropshire.gov.uk and alexa.pugh@shropshire.gov.uk by 9.00am on Monday 9th September 2019. Clare Fildes is on leave until 2nd September, so please contact Alexa in the short-term. Alexa works Tuesday to Thursday.

The application should provide:

- A summary of the consultants understanding of the brief and any insights that they can provide from their own knowledge
- The composition of the project team and their relevant experience. This should identify the specific inputs and roles of each team member quantifying hours and cost.
- The consultants proposed methodology and approach to the delivery of the contract including the time frame and any key milestones
- A relevant reference who the Council can contact if necessary

Interested applicants should note that there is an overall budget of £15,000 to £20,000 inclusive of all expenses, but exclusive of VAT.

Award of contract

Applications will be assessed equally on:

- Financial competitiveness
- Their ability to complete the work within the specified time frame, with the identification of any key milestones
- Their relevant experience and track record of delivering similar projects
- Their planned approach and reaction to the project brief

Shropshire Council's General Terms and Conditions for the supply of goods services and works will apply to the award of this contract. For details visit:

<http://new.shropshire.gov.uk/media/5850/general-terms-and-conditions-august-2015.pdf>

Appendices

Appendix 1 - Background to the development of a Cultural Strategy for Shropshire – Scope, 17th August 2017

What do we mean by Culture?

At one level, 'culture', is about places to go and things to do. It includes arts, sports, libraries, reading, museums, heritage, archaeology, archives, architecture, crafts, children's play, parks, open spaces and green networks, countryside recreation, leisure, tourism and the cultural and creative industries.

However, culture is about much more than this. It is also:

- Our sense of identity – as individuals and as a society – the connections we feel with where we live and the people we live among
- Our spiritual, intellectual and emotional characteristics
- Our traditions, beliefs and values

In short, it is about what makes us distinctive and how we choose to express this at community or individual level.

A reminder from Arts Council England why art and culture matter

- Because art and culture open our minds and stir our hearts
- Because art and culture inspire our children so they can flourish
- Because art and culture help us understand our part, and show us how we can shape the future
- Because art and culture help us build better places to live and work, and improve our health and well-being

Why having a vibrant cultural offer matters to Shropshire

- It is a key reason why Shropshire is a great place to live, work and visit
- It's fun and contributes to the physical and mental health and well-being of Shropshire residents
- It contributes to our levels of educational attainment and work based skills
- It attracts new businesses, retains existing businesses, generates employment and draws in new investment
- It contributes towards the strength and resilience of our local communities

Why have a Cultural Strategy for Shropshire?

Our Cultural Strategy for Shropshire will:

- Provide an "evidence base" that supports strategic investment in our cultural assets – places, people and activities
- Set out an agreed strategic direction supported by a detailed action plan that supports future cultural activity delivered collectively within Shropshire
- Underpin and direct opportunities for everyone to be able to participate in cultural activities
- Provide a framework that demonstrates and proves the value of culture – social, economic and environmental - to people's lives
- Show partners' collective commitment to work collaboratively to develop Shropshire's cultural assets
- Promote and celebrate Shropshire's cultural assets
- Support the development and retention of local cultural talent and organisations

Our Cultural Strategy will show how our cultural capital and activities generate social, economic and environmental capital.

Who is our Cultural Strategy for?

Our Cultural Strategy will be for:

- Everyone who lives in or visits Shropshire – We want our strategy to be for everyone, but to also focus on (a) both ends of the age spectrum i.e. young and older people, and (b) disadvantaged communities and people who do not usually engage in cultural activities.
- Cultural sector partners, statutory, voluntary and private
- Cultural businesses, existing and emerging
- Established and emerging cultural talent
- Organisations and individuals who want to invest in Shropshire's cultural organisations, activities and infrastructure

Developing a vision and objectives for our Cultural Strategy

As a starting point, we set out below the vision from the 2009 Cultural Strategy for Shropshire and Telford & Wrekin and suggest four broad aims for our new Cultural Strategy for Shropshire.

"We want culture to inspire us all, to shape how we live, learn, work and play. We want culture to enrich the life of every resident in and visitor to Shropshire."

The broad aims that we want to achieve through the development and delivery of cultural activity are:

- Strengthening local communities
- Driving economic prosperity
- Promoting health and well being
- Supporting lifelong learning
- Supporting climate and environmental change mitigation

A National, Regional and Sub-Regional context for our Cultural Strategy

Our Cultural Strategy will focus on the Shropshire local authority area but it will be referenced in the many and varied relationships across our borders, which collectively help to influence Shropshire, its places, people and customs.

Our Cultural Strategy will set out an ambition for Shropshire to be a part of a wider “cultural offer” across:

- England, the United Kingdom and beyond, for example, in the context of the development of a new Industrial Strategy
- The West Midlands, capitalising on Shropshire links to, for example, the “Midlands Engine”, the West Midlands Combined Authority and to Stoke on Trent’s City of Culture bid.
- Neighbouring authorities and the Welsh border including, for example, The Marches Local Enterprise Partnership.

Telford and Wrekin Council are currently reviewing the need for a Cultural Strategy and may opt into this work with additional funding as it progresses.

Appendix 2- Cultural Strategy for Shropshire Working Group

Culture in Shropshire

The use of culture to refresh neighbourhoods, improve the physical environment, offer places to go and things to do, increase local pride and a desire to stay in that place, and build stronger communities is well established. Cultural assets contribute economic and environmental benefits as well as encouraging better physical and mental health, reducing loneliness and isolation and contribute to regeneration; attracting new and increased investment and creating jobs and opportunities for local people. Culture and Heritage also offer fantastic opportunities to educate, inspire and encourage people of all ages to aspire for a better tomorrow.

A Cultural Strategy for Shropshire will build on the exceptional culture and heritage of county to collaboratively set a new five-year strategic direction that puts culture at the heart of future development.

The Strategy will cover:

- Cultural assets, including theatres, museums, archives, libraries, country parks, heritage sites, canals, cultural attractions, Rights of Way and leisure centres

- Cultural activities, including performing arts, creative arts, conservation, walks and talks, events and festivals
- Cultural landscapes, including the Shropshire Hills AONB, Our Picturesque Landscape and links to the two World Heritage Sites

The Cultural Strategy will:

- Promote and celebrate Shropshire's cultural assets.
- Set out an agreed strategic direction, that supports future cultural activity.
- Agree strategic priorities for the investment of financial and social resources.
- Help create a strong sense of place, community and identity in the county.
- Connect the priorities and activity within existing strategies.
- Bring external funding into Shropshire.
- Support partnership working that will achieve agreed priorities.
- Create an up to date evidence base that can be used to inform the design of activities, funding applications and future investment.

Terms of Reference

The Working Group will be a task and finish group, working towards the publication of this new Cultural Strategy.

Aims

The aim of the Strategy is to raise the profile and quality of culture, heritage and leisure across Shropshire so that it is:

- More financially independent and resilient
- More strategically important across a range of sectors
- More innovative and action driven

Roles and Responsibilities

The primary purpose of the Working Group is to provide advice on:

- The key priorities for culture, heritage and leisure in Shropshire
- Good practice learning from activity elsewhere
- Engaging new audiences
- The contribution from Shropshire to national and regional strategies
- Diversifying income sources- Business planning, fundraising and income generation
- Promotion and marketing

- Increasing awareness of the benefits of culture for health, the local economy and the environment
- Improving stakeholder engagement and volunteering
- Increasing relevant skills and education opportunities

The group will lead on the planning the development of the strategy, with external consultants brought in as necessary to deliver the strategy.

The advice from the Working Group will be independent, constructive, relative, inclusive, incisive and informed. The advice will take account of a broad range of balanced local interests and of social, economic and environmental concerns.

The Working Group will:

- Adopt a constructive and inclusive approach to the improvement to culture, heritage and leisure which reflects local circumstances and the needs of all sections of society.
- Operate within the requirements of the law and the locally-set conditions of appointment within this Terms of Reference.
- Provide advice on issues of principle and good practice which is consistent with national guidance.
- Liaise with neighbouring authorities where appropriate.

Membership of the Working Group

Membership will include representatives from key organisations and networks who have a wide range of experience and knowledge on a cross section of Cultural interests.

Organisation	Key interests	Representative
Arts Council	Creative and Performing Arts, Museums, Libraries	Alison Vermees
Caring for God's Acre	Museums, industrial archaeology, built heritage, conservation, designed landscapes and regeneration	Harriet Devlin
Cultural Consortium	Cultural activities for young people and schools	Alexa Pugh
Energize	Sports and leisure	Chris Child
Health and Wellbeing Board	Health and wellbeing	Susan Lloyd
Historic England	Historic buildings, Scheduled Ancient Monuments	Bill Klemperer
Local Enterprise Partnership	Economic growth	Sonia Roberts

Ironbridge Gorge Museum Trust	All aspects of culture and heritage- focus on people	Marion Blockley
National Trust	Historic buildings, special landscapes, outdoor activities	Marcus Halliwell
Natural England	Natural heritage	Mike Robinson
Rural Services Network	Rural communities	Cecilia Motley
Shropshire Council	Culture, Heritage, Leisure, Libraries, Outdoor Activities, Shropshire Hills AONB	Clr Lezley Picton
Shropshire Council	Communities	Clr Gwilym Butler
Shropshire Council	Libraries	Michael Lewis
Shropshire Council	Research and insights	Tom Dodds
Shropshire Council	Economic Growth	Sarah Hughes
Shropshire's Great Outdoors Strategy Board	Outdoor activities, country parks, Rights of Way	Alex Carson-Taylor
Shropshire Hills AONB Partnership	Cultural and natural heritage	Phil Holden
Shropshire Wildlife Trust	Natural heritage and outdoor activities	John Hughes
University of Chester	Culture and Humanities	Prof. Tim Jenkins

Members are required to disclose any personal interest they may have in a matter to be discussed by the group. Members with a personal interest should not necessarily be excluded from discussion because such members may have a useful contribution to make as long as the nature of the interest is made known and recorded as such in the minutes.

Timescales

It is envisaged that the draft Cultural Strategy will be published for public consultation in September 2019, with the final document published in December 2019.

Appendix 3- Stakeholder Analysis

<p><i>High Power/ High Interest</i></p> <p>Shropshire Council- different departments are important</p> <p>Telford and Wrekin Council</p> <p>Arts Councils</p> <p>National Lottery Heritage Fund</p> <p>English Heritage</p> <p>National Trust</p> <p>Historic England (internal structural issues as national body)</p> <p>Natural England</p> <p>Landowners with an interest in culture</p> <p>Grant making trusts</p> <p>Churches</p> <p>UNESCO- World Heritage Sites status. WHS</p> <p>Steering Groups</p> <p>Ironbridge Gorge Museums Trust</p> <p>AONB Partnership</p> <p>Wildlife Trust</p> <p>Severn Gorge Countryside Trust</p> <p>Universities- Harper Adams, Chester/ UCS, Wolverhampton (Cultural disciplines)</p> <p>DDCMS (Nicky Morgan)</p> <p>Other funders e.g. Jerwood, Gorfield Weston, Esmee Fairburn</p> <p>Schools with leisure/culture facilities/ theatres e.g William Brooks, SpARC</p> <p>MANAGE CAREFULLY</p>	<p><i>High Power/ Low interest</i></p> <p>LEP</p> <p>Leader of Council(s)</p> <p>Business Improvement Districts</p> <p>Town and Parish Councils</p> <p>Cabinet members not interested in culture</p> <p>British Museum- perception issues</p> <p>Environment Agency</p> <p>Dept. of Transport</p> <p>Landowners</p> <p>Not for profit e.g. Food shows/ Flower show/RAF Airshow</p> <p>Those working in the area but living elsewhere and wealthy retirees/ second home owners- money but no buy-in and absorbing social care budget</p> <p>Universities- Harper Adams, Chester/ UCS, Wolverhampton (non-cultural disciplines)</p> <p>KEEP SATISFIED</p>
<p><i>Low Power/ High Interest</i></p> <p>Customers/ 'consumers' of culture- including individuals</p> <p>Smaller community groups</p> <p>Minority groups</p> <p>Musicians/ artists/ performers- Deliverers of Culture</p> <p>Schools</p> <p>Parish Councils</p> <p>Businesses that rely on secondary spend e.g. pubs and restaurants</p> <p>World Heritage Site residents</p> <p>VCSA and 3rd sector</p> <p>KEEP INFORMED</p>	<p><i>Low Power/ Low Interest</i></p> <p>Young people, unemployed, BAME</p> <p>Health sector and businesses who may not see culture as relevant to their remit</p> <p>Wealthy</p> <p>'Arts and culture not for me'- change perception</p> <p>Low income</p> <p>'Left behind', disenfranchised</p> <p>Rural isolation- importance of rural touring model. Crucial when infrastructure is underdeveloped. Invest more- quick gains!</p> <p>MONITOR</p>