

A COMMITMENT TO CULTURE

Adur & Worthing Cultural Strategy

1. Introduction

Adur & Worthing is a place of surprises. The commitment to culture across the area is clear; more unusually, the cultural players also possess a clear understanding of what culture can bring to an area, not only in terms of 'offer' but also in terms of the nuances involved with developing social capital, identity and innovation.

There is tangible passion to harness culture and utilise it to bring about a step change in the ongoing revitalisation of the area. A cultural partnership has been established supported by the Adur & Worthing Trust and Adur & Worthing Councils. Despite enviable forward momentum, the pace of progress has been inconsistent. What was needed was clarity – not in the form of a static master plan, but more a sense of shared purpose, of unity. There needs to be a galvanising force to capture the hearts and minds of the people involved, tap into their drive and energy and enable them to propel Adur & Worthing to the place they know it deserves to be: thriving, vital, and elegantly eccentric.

This document sets out the pathways to achieve this vision.

2. Methodology

Around 11 existing documents were reviewed at the outset of the work. This was followed by a focused 'path finder' workshop with up to 20 key cultural players in the area and a variety of one to one interviews with stakeholders; including cultural players, funders and Council representatives.

Following these consultations, it was clear that Adur & Worthing have made strong progress in developing cultural capital. The focus of the strategy should therefore be to galvanise and build upon the foundations that are already in place. A subsequent workshop was held with cultural players to feedback and refine interim findings, and map key points of focus for culture in the area.

The work was supported by Black Radley Culture.

3. Culture is Key

3.1. The Good Life

The culture of Adur & Worthing is extraordinarily vibrant, layered and boisterous. We have an unusually high level of insight and commitment. The key cultural players are passionate, argumentative and visionary about what culture can and should be as a contributor to human quality of life. Culture is widely understood to be much more than a "visitor offer"; it is about connections, self-expression, relationships and world-view.

Adur & Worthing has the potential to be an exemplary place to live a worthwhile, fulfilling life. It has the ingredients needed to be the place that demonstrates "what the good life looks like"; a place where distinct characters can coalesce harmoniously, and individuality is applauded; a community in which well-being is valued more than wealth.

We have extraordinary cultural assets, including a prime location on the South Coast, in close proximity to Brighton and the South Downs, and direct links to London. We are not short of talent; with committed and energised people who share a strong affection for the area. We have a solid cultural infrastructure, including the Assembly Hall, the Connaught and Pavilion Theatres, Ropetackle Arts Centre, several artist /maker studios, Worthing Museum & Art Galleries, a variety of festivals (including the music festival, the literature festival), a growing programme of outside events that help the area's brand, and a growing creative industry including film and digital.

Combined in the right way, we can achieve something unique and special. This can be a place with high levels of social capital (mutual support and connectedness), where people are able to express themselves, where inequalities are low, and where – as a consequence – well-being is at a very high level.

In short, Adur & Worthing's strapline might be:

Energetic, elegant, eccentric: what the Good Life looks like

3.2. Commit to Culture: The Culture Partnership

The Culture Partnership is energetic and ambitious. Its aims are as follows.

- We want arts, culture and heritage activities to thrive and to be excellent;
- We will strive to make the conditions right for a resilient cultural offer;
- We want as many people in Adur & Worthing to engage with and be stimulated by arts and culture;
- We want children and young people to be exposed to culture either as audience or participants.

3.3. Strategic Approach

The area's complex cultural energy has a downside. The narrow "visitor offer" aspect of culture is hampered by the absence of a clear and coherent packaging. Discussion concerning cultural priorities leads to too little concerted action. People appear to be pulling in conflicting directions. This is in part an inevitable consequence of the key cultural figures' powerful and combative nature. It can lead to frustration amongst those same crucial people.

Adur & Worthing's cultural energy can be turned into significant and sustained progress. This can be done by focussing on a small number of priorities, and by recognising that these priorities each need progressing in quite different ways.

A variety of different ways of working are needed because there are big tensions at play. For instance:

- Enlightened v Commercial
A participative approach to cultural development sits uneasily alongside a strategy aimed at improving the commercial performance of the cultural economy;
- Social capital v Competition
The building of community connectedness (local relationships and inter-personal linkages) seems contrary to the encouragement of local competitiveness;
- Support v Independence
Providing funding and other support for cultural activities can undermine the self-sufficiency and focus of those same activities;
- Inclusion v Quality
Top quality cultural products are not normally what emerge from highly participative cultural activity.

3.4. Adur & Worthing Profile

The Adur & Worthing area has a combined population of 166,000. The population density is much higher than it is for both England and for the South East region. Ethnicity is predominantly "White British", with some areas, particularly in Worthing, having significant numbers classified as "White: other".

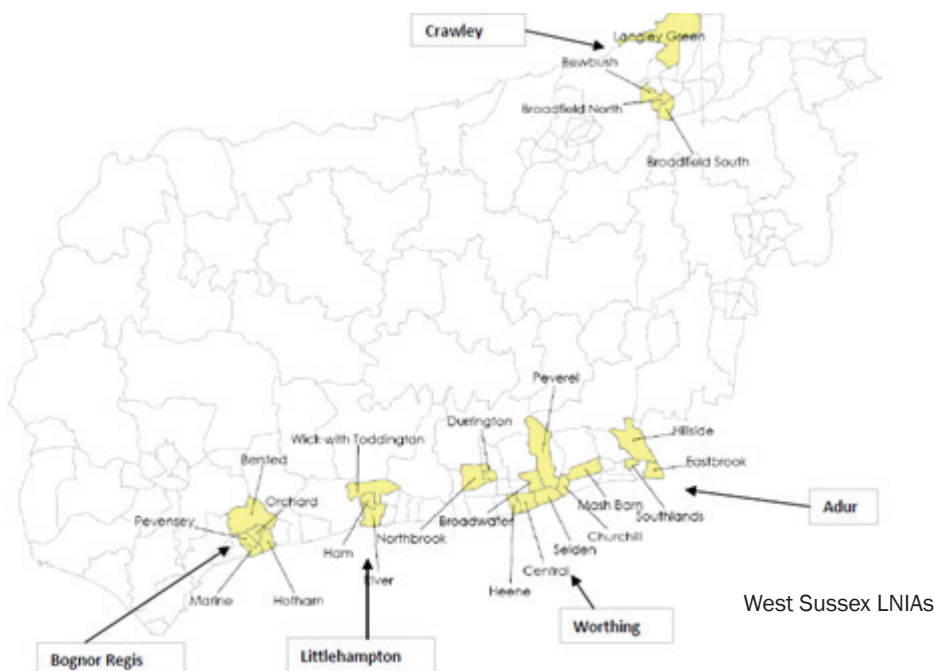
Adur is the most deprived local authority area in West Sussex, Worthing the third most deprived.

Life expectancy is not greatly different from the regional or national average, with Adur's slightly higher than Worthing's. The skills levels are mixed, though just over a quarter of the Adur adult population have no qualifications, the highest level for any local authority area in West Sussex. Adur has the second highest unemployment rate in West Sussex.

Crime levels have been reducing. Anti-social behaviour, particularly in Worthing, is the most common crime.

Key health issues include obesity, alcohol, smoking, excess winter deaths, limiting long term illness, cancer, low physical activity levels, and self-harm key issues.

In 2006, a number of the most disadvantaged areas in West Sussex were identified for targeted action to improve the quality of life (Local Neighbourhood Improvement Areas – see map below).



Half of these wards were in Adur & Worthing. These areas were identified with the intention of providing sustained action over a number of years so that more equitable services, experiences and opportunities could be provided in the long term. The priorities needing attention were identified as being: parenting, education, health inequalities, financial inclusion, anti-social behaviour, community cohesion, and local environments.

This Cultural Strategy directly addresses the themes set out above. In particular it recognises that there is a connection between strong social capital (also known as “community cohesion”, “neighbourliness”, “community”) and positive progress in health, crime, education and other factors. Culture has a unique ability to help people to connect and to feel good about themselves – to grow social capital.

3.5. Summary Cultural Profile

A considerable proportion of our population attend the arts, however this is slightly below average for the South East. The population profile of Adur & Worthing has a lower representation of people who are likely to be highly-engaged in arts and culture.

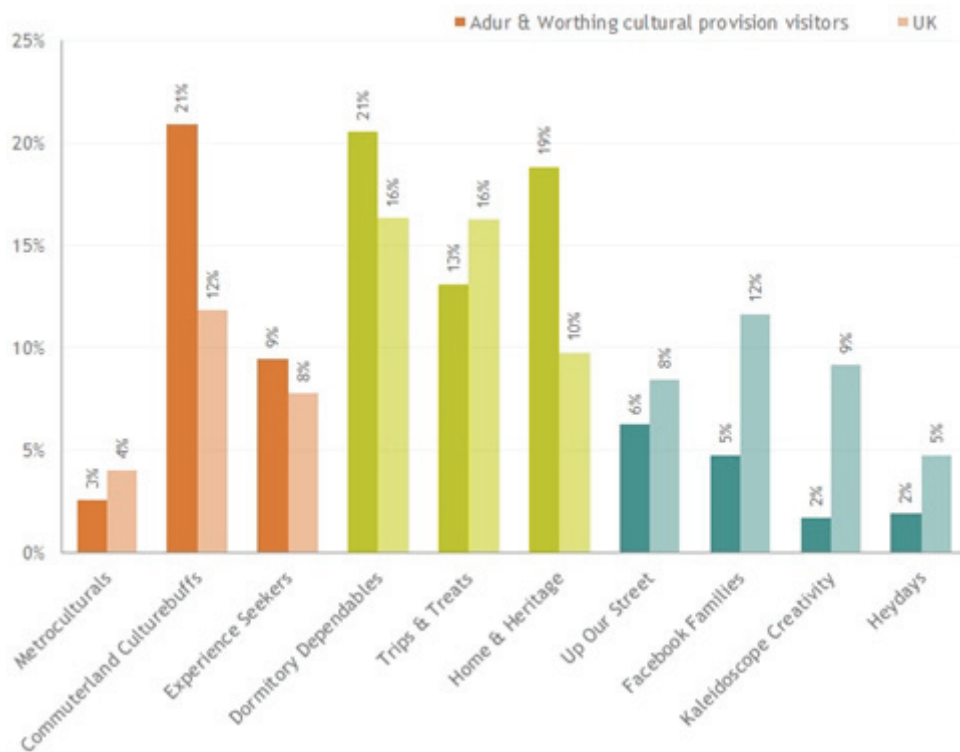
12% of the local population belong to the Commuterland Culturebuff profile, which is low relative to the South East (23%): Nonetheless, the high percentage of Trips and Treats (20%), Dormitory Dependables (18%) and Home and Heritage (18%) offer over 80,000 people with a potential to attend and participate if the offer is right for them. Work suitable for family groups will be particularly successful in attracting sub-sections of these groups.



The demographics reveal a population that is generally slightly lower in all age ranges until people reach the mid-50s, when there is a significant increase from the South East norm for ages 55-85 plus, 10% higher than the South East as a whole. Retired people in the ‘economically inactive’ category are 14% more prevalent than in the South East region, and there are slight increases on the South East as a whole for people who are limited a little or a lot by disability or long term illness. There is also a higher proportion of households with no children.

This may be an advantage for some cultural activity and for support from volunteers, in that it presents a picture of an older population who may have more time available. This is, however, balanced by a slightly higher proportion of people in the C2 and DE social grades, and an employment profile low in management grades and high in skilled trades. The disposable income of the service occupations and blue collar workers may be stretched. Economic activity rates are near the South East norm, but within it there are more people in part-time working.

Cultural attendance data (see chart below) shows that the area attracts a profile of visitors with stronger cultural habits than live locally. This demonstrates that there is a market for the consumption of cultural activity, albeit not necessarily very local.



4. Priorities

There are three priority themes for Adur & Worthing’s cultural strategy. Each responds directly to the profile of the area set out above, addresses a different aspect of local cultural development, and needs a distinct approach. In this way, the tensions noted in Section 3.2 are resolved.

In addition there are two enabling themes which cut across the three priorities.

4.1. Key Themes

The priority themes are:

- Feed the soil – helping Adur & Worthing residents connect with the life and culture of the area in which they live;
- Celebrate the underplayed – raise the profile of the wide range of activity, assets and talent that already exists in the area, encourage more such “flowers to bloom”;
- Drive excellence– nurture a small number of cultural assets and activities, selected on the basis of their ability to raise the external profile and local self-esteem of the cultural sector as a whole.

4.2. Cross cutting actions

For these three themes to be progressed, two enabling themes must also be pursued.

These are:

- Identity – a process that explores the collective personality of Adur & Worthing and the perception of the “brand”

The spirit of Adur & Worthing is not a single fixed “thing”, an image that is immutable across time. There is a strong local collective spirit. It is a spirit that can be strengthened and enriched. To do this is to strengthen social capital and socio-economic performance; it is also to enhance the area’s appeal to visitors.

- How we make it happen – the fundamental support actions, the “hygiene factors”, that will help underpin cultural success

Adur & Worthing’s cultural vibrancy needs a number of support mechanisms to be developed by the Cultural Partnership. These mechanisms would be responsible for supporting the priority themes and are set out in the following three sections.

In addition, the following are needed:

- Communications coordination - ambassadors to advocate the new identity beyond the area, facilitators to enable peer-to-peer networking, event alignment, and cross-fertilisation within the area;
- Stakeholder influencing – working with key intermediaries whose support will be necessary: social entrepreneurs, activists, ambassadors, investors;
- Resource investigation – the on-going identifying and securing of support, backing and finance to make this strategy work;
- Strategic alignment – ensuring the spirit of this strategy influences and informs the other key socio-economic plans and frameworks of the area.

5. Feed the Soil

Helping Adur & Worthing residents connect with the life and culture of the area in which they live.

5.1. What Success Looks Like

We see a future in which the levels of volunteering, cultural participation, and civil engagement are higher than anywhere else in the UK. The levels of loneliness amongst old people, disaffection amongst young people, and stress-related illness amongst the population as a whole are the lowest in the country. {Note that these factors should correlate with lower crime, greater life expectancy, and reduced morbidity.}

5.2. Change Points

Local community and civic leaders must recognise that “culture = participation” as much as “culture = consumption”. An individual’s sense of agency (i.e. their ability to make decisions about their lives) is as important as the services they receive. Top down cultural interventions (such as “I love Worthing” signage) should be replaced by a programme of bottom-up identity building.

5.3. Key Points of Focus

This means a growth in: (i) social enterprise; (ii) collaboration between community groups; and (iii) wider networking opportunities across voluntary and community groups. Cultural activities and assets, or creative individuals, are strong potential catalyst points for this work.

5.4. Identity

A powerful way to achieve a strengthening of local spirit and connections is to launch a series of “identity dialogues”, discussions amongst and between different groups of people (old and young, neighbourhoods, cultural groups) about what Adur & Worthing is and could be. The point of this is not to reach conclusions, though the outcomes will potentially be interesting and powerful, but to have an on-going process of connection and debate about something that has meaning to all players.

Under this Feed the Soil theme, young people are key to the identity aspect. A catalyst is needed, helping to establish a bottom-up process of identity exploration and debate, working with young people in groups and places that are meaningful to them. This catalyst should, over time, grow into a young person “Think Tank”.

5.5. How We Make it Happen

A mechanism is needed to support the identity and think tank processes above. Adur & Worthing has an effective Youth Council, with the energy and insight to make this happen. The Youth Council will need the help of a cultural mechanism, capable of capturing, distilling and playing back the emerging identity themes on an on-going basis. This should be undertaken by a project group of the Cultural Partnership. This mechanism, and the way it should work with other players in the area, is further examined in Section 9.

A mechanism is needed to help grow the other key points of focus in this theme:

- Social enterprise;
- Collaboration between community groups;
- Wider voluntary/community networking;

Voluntary Action Worthing has the networks and channels through which this can be achieved. They will need to the support of an additional mechanism, helping to strengthen the cultural dimension (activities, assets and/or individuals) of their work. This should also be undertaken by the Coordination Team.

6. Celebrate the Underplayed

Raise the profile of the wide range of activity, assets and talent that already exists in the area.

6.1. What Success Looks Like

A new cultural phenomenon will emerge – an Adur & Worthing Movement – which shows off the positive interplay between great culture, participation and well-being. High quality cultural products and producers are drawn to the area, to its audience and its creative community. The civic infrastructure, the streetscape and architectural environment, reflects the vibrancy and values of the Movement.

6.2. Change Points

Poor external perceptions of the area have to be corrected. Poor local branding has to be improved.

6.3. Key Points of Focus

This means we need to create the conditions in which: (i) the Adur & Worthing Movement can coalesce; including (ii) incubation, audience development, and growth support for cultural businesses.

6.4. Identity

For this theme, the identity enabling activity must: (i) develop a rebranding of the area based on elegance/eccentricity values, and accommodating the emerging themes from the bottom-up identity process; (ii) develop simple communication tools to underpin and reinforce the new brand; (iii) identify and enlist key ambassadors to spread the word locally and beyond.

6.5. How We Make it Happen

The Cultural Partnership will act as a catalyst for the Adur & Worthing Movement with this passionate driving force underpinned by the work of the Cultural Partnership Advisory Board and the Project Teams. The Partnership will investigate and secure cultural business incubator, audience development, and growth resource.

A mechanism is needed to develop the brand identity and perception. This should be led by the Culture Partnership, working closely with the Council's branding team that includes Communications, Place and Tourism.

These mechanisms, and the way they should work with other players in the area, are further examined in Section 9.

7. Drive excellence

Nurture a small number of cultural assets and activities, selected on the basis of their ability to raise the external profile and local self-esteem of the cultural sector as a whole.

7.1. What Success Looks Like

Key local venues (e.g. Pavillion Theatre) are sites for major cultural events of regional and national profile. Local creative players of high potential are given the support and challenge needed to hone their craft and raise their profile regionally nationally and internationally.

7.2. Change Points

To make this happen, we must focus and prioritise. This is therefore a radically different activity than the participation-oriented theme, "Feed the Soil". It is about large scale ambition. It will require political bravery and cultural sector leadership.

7.3. Key Points of Focus

This means we need to establish a robust political/cultural process which will, on an on-going basis, lead to the identification of, and focused support for, Adur & Worthing's leading cultural assets, people and products. This might, for example, be done on a competitive basis – inviting leading cultural players to demonstrate why they should be given elevated status, profile and support.

7.4. Identity

The high quality players emerging from this process will commit to being ambassadors for the area, identifying themselves with Adur & Worthing.

7.5. How We Make it Happen

The Cultural Partnership will need to design and oversee the process described above. This mechanism, and the way it should work with other players in the area, is further examined in Section 9.

The Cultural Partnership Advisory Board will need to approve the (potentially contentious) process on behalf of the people of the area.

8. Mechanisms

A number of separate entities are needed, each with a clear role. Taken overall, the arrangement will ensure clear responsibility and accountability, and allow for the right balance to be achieved between competing priorities.

8.1. Cultural Partnership

The Partnership will comprise existing and new creative organisations and networks, working groups and project groups. It might, in time, become a membership body. There will be a coordinating group of approximately 25 to 30 members who have a place as individuals, representative of an arts or cultural organisations, national or regional bodies or as political appointments. There will be four elected member seats (two for Adur DC and two for Worthing BC).

The Partnership will have a small Executive Group that advises and acts as a steering group on strategy, advocacy, membership, governance and procedure.

The Partnership's vision is to:

- Support the delivery of a high quality, diverse cultural offer across Adur & Worthing for residents and visitors;
- Encourage creativity throughout all our communities;
- Raise the profile and reputation of Adur & Worthing for cultural excellence and innovation;
- Generate a wide range of opportunities for creative expression and active participation, promoting the sustainability of communities and the health and wellbeing of residents;
- Maximise the contribution which culture makes to our economy through employment, regeneration and infrastructure.

To make this happen, the Partnership's function will be to:

- Bring together the key cultural players, building and maintaining the support of a widespread set of stakeholders to the approach taken in this strategy;
- catalyse and lead the Adur & Worthing Movement;
- Drive the ambitious repositioning of Adur & Worthing to change perception and develop a cultural brand;
- design and oversee an objective process for promoting excellence;
- nominate a board member to the Adur & Worthing Cultural Trust.

8.2. Cultural Partnership Advisory Board

The Advisory Board's function will be to:

- help steer the Adur and Worthing Movement;
- to work with local opinion leaders to change perceptions of the role of culture;
- ensure the excellence theme is supported by a robust process that results in a genuinely high quality partner;
- help the Cultural Partnership take account of wider opportunities and linkages;
- act as an enabler between the Cultural Partnership, the Council and other key strategic players;
- To influence and take into account other local strategic/socio-economic plans.

It will be made up of people with a strong interest in Adur and Worthing and who have a deep experience of serving its cultural life.

8.3. Cultural Partnership Project Teams

The Partnership will be supported by Project Teams with the following functions:

- Focus on developing the role and voice of young people in the Cultural journey working with the Youth Council, including the establishment of a young people "Think Tank";
- work with Voluntary Action Worthing, enabling local cultural players to help drive up sense of local community and identity (i.e. "social capital");
- Further develop and support cultural networking groups to help local cultural players energise each other connect locally and to raise the profile externally;
- Support the development of the cultural reputation and external perception working with partners on the brand.

8.4. Adur & Worthing Cultural Trust

The Trust's function will be to:

- invest in cultural business incubator/audience development/growth;
- identify and secure resources to support the approach;
- contribute to, and help oversee, the culture Coordination Team.

Its board will be (in part) determined by the Cultural Partnership.

8.5. Culture Coordination Team

The Culture Coordination Team's function will be to provide administrative support to the Adur and Worthing Trust and the Cultural Partnership. We are considering options for Adur & Worthing Trust employing staff.

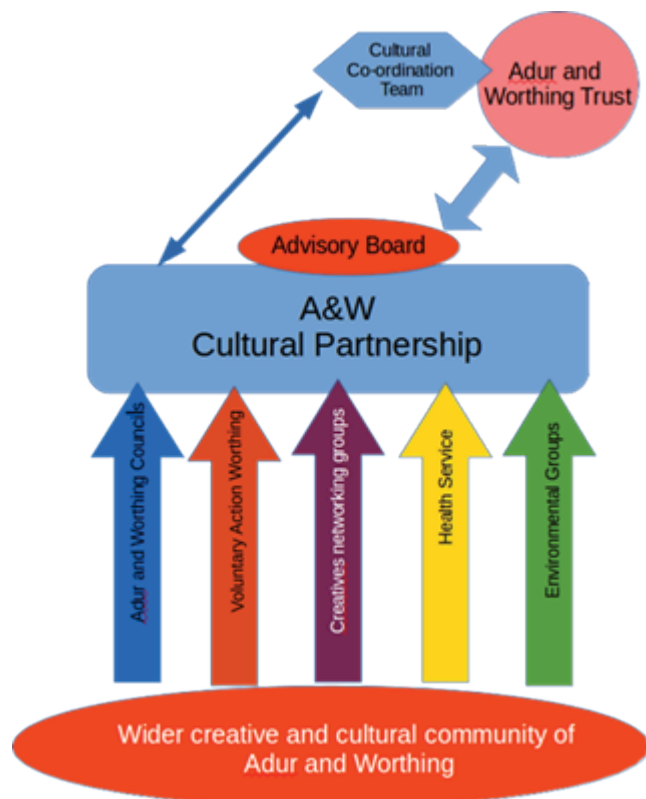
8.6. Relationships Between Parties

Good, sustainable governance requires checks and balances: it needs widespread involvement plus focused prioritisation; it needs the right balance of creativity and of holding to account. In practice, this means ensuring that a wide variety of people are able to bring their individual strengths to bear in different ways.

The mechanisms listed in this section should work together as set out in the diagram above.

The Cultural Partnership comprises people drawn from the area's cultural community. Its Advisory Board, in addition to the other functions set out above, should help determine the composition of the Adur & Worthing Trust board.

The Adur & Worthing Trust is the key resource engine of the model. It should help determine the work plan for the Culture Coordination team and, over time, aim to be in a position to invest in its work.



9. Action Examples

This section gives specific examples of the key actions set out in Sections 5 to 7 and summarised in Section 8.

Change perceptions re role of culture (To work with local opinion leaders)

Decision makers and politicians often value direct contact with the issue at hand, and progress made in comparable areas. Business in the Community run successful Seeing is Believing visits, which focus on wider issues of deprivation (see <http://www.bitc.org.uk/programmes/princes-seeing-believing/about-programme/past-visits>). A formal programme such as this is not necessarily required: for Arun & Worthing, the point might simply be to help decision makers see the value that cultural activity can bring to creating a sense of purpose and self-worth, particularly amongst young people. The Lozells area of Birmingham, with a highly diverse population, may be an interesting case study (see for example <http://www.planningforreal.org.uk/projects/lozells-recreation-group/>).

Young people identity dialogue process (To work with Youth Council, bringing together young people and charismatic cultural players)

Cheshire West and Chester have spent the last 2 years implementing a strategic approach to the role of artists in the placemaking of the towns and cities of the area, embedding lead artists in regeneration programmes, supported by a Grants for the Arts award from ACE. Lead artists have been working in Neston, Chester and Ellesmere Port. They are now reaching the end of their research stage and have provided proposals and frameworks to deliver an innovative approach to commissioning in these areas. This approach could straightforwardly be amended to focus on embedding Adur & Worthing artists in settings that focus on groups of local young people. (see for example http://www.yourwestcheshire.co.uk/pages/2469/1/Public_art.html).

The Lozells example cited above is also relevant here.

Social enterprise growth (To work with Voluntary Action Worthing, enabling local cultural players to help drive up social capital)

Much public money has been invested in business support to limited effect. Emerging best practice, not limited to cultural business, emphasises the need (1) not to prop up failing businesses and (2) to create the conditions in which energetic teams of people, with complementary skills, can connect and thrive. There are few examples in the UK of this approach being adopted, giving Adur & Worthing an opportunity to show the way.

This approach is simply described in Sirolli's book, Ripples from the Zambezi (<http://www.amazon.co.uk/Ripples-Zambezi-Passion-Entrepreneurship-Economies/dp/0865713979>).

Senscot is an effective social enterprise focal point in Scotland (see <http://www.senscot.net/>).

Community group collaboration (Growth in wider voluntary/community collaboration)

Cultural activities, particularly those with an emphasis on participation, are highly effective ways of building connections between communities and community groups.

The Mayfair Centre, in Church Stretton Shropshire, is a centre for a wide range of community group activity (see <http://www.mayfaircentre.org.uk/>). It uses arts activities to open up new relationships. Its work has expanded into a wide range of other activities, with demonstrably positive effects on local health and other socio-economic outcomes (see e.g. <http://www.locallyhealthy.co.uk/story/features/compassionate-community-boss-talks-about-scheme>).

Catalyst for Adur and Worthing Movement (To help local cultural players energise each other)

There are a large number of instances of cultural players coming together and creating momentum:

(see e.g. the Newlyn School https://en.wikipedia.org/wiki/Newlyn_School, impressionism <https://en.wikipedia.org/wiki/Impressionism>, Mersey Beat https://en.wikipedia.org/wiki/Beat_music).

Typically, these movements have emerged organically. Deliberate interventions, such as the Capital of Culture project, can help initiate similar energy (see e.g. Liverpool, Glasgow) if they are implemented with the right levels of inclusivity.

Run a competitive process by which the best talent emerges (To design and oversee an objective process for promoting a hot house of high quality competition)

The Japanese car industry expanded rapidly in the 1960s and 1970s as a consequence of the robust domestic competition which preceded that expansion. This earlier phase ensured that the best businesses were very good indeed (see https://en.wikipedia.org/wiki/Automotive_industry_in_Japan).

In cultural settings, the mechanism has been employed to popular and powerful effect, from BBC Young Musician of the Year to X Factor.

10. Strategic Links

10.1. Adur & Worthing Councils

The Councils' "Surf's Up" document is an agenda for growth and improvement across the Adur and Worthing areas. It encompasses topics as diverse as the communities which choose to live, work and spend time here. Surf's Up can be seen as an approach for a new era of local governance, evolving from the strategic agenda set early in 2014 by Catching The Wave.

Surf's Up is split into four sections, three of which are externally facing. These are:

1. Supporting Wealth Generators

Culture is explicitly recognised as central to this theme:

"Our newly created directorate for Economy was formed with the clear purpose of leading and driving forward our economic growth ambitions; securing investment; and providing a vibrant cultural offer that supports the local economy. We will work with our business partners and stakeholders to secure government and private sector investment in the design and delivery of our major infrastructure and regeneration projects. Our cultural offer is improving and we need to demonstrate and articulate the economic and social value that a strong and vibrant cultural and events programme provide for local residents and the economy. The directorate is outward facing, business and visitor friendly and hugely ambitious."

2. Cultivating Enterprising Communities

The importance of building social capital is fundamental to this theme, with creativity and inclusivity at its heart:

"We are moving away from a traditional model of Council controlling power, decisions and resources to one of far stronger engagement with our communities that will see us 'letting go' and in some cases getting out of the way completely. For example... we will remove bureaucracies that stifle community innovation and creativity facilitating resident led initiatives such as Play Streets; we are transferring our Worthing Council's leisure facilities to a newly created local Trust - South Downs Leisure - that will be run by a Board of local residents. In the context of austerity, the Councils recognise the importance of genuine partnerships that cut across and engage

statutory partners, the voluntary sector, community groups, neighbourhood, and residents. We will continue to support the principle of early intervention that can prevent a host of social and health problems later down the line for families, saving valuable and costly resources when compared with intervention at crisis stage... We are committed to ensuring that our communities are housed in good quality and affordable accommodation - a real challenge in areas where demand outstrips supply and the opportunities for development are limited. Through initiatives such as Think Family Neighbourhoods resources will continue to be targeted in deprived areas to build resilience in those neighbourhoods. Critically this work will increasingly involve the Councils designing services with residents; so that they reflect what our communities know is needed.

3. Becoming Adaptive Councils and Systems

The Councils explicitly recognise that innovative partnership approaches, as set out in this Cultural Strategy, are key to the way it progresses its work going forward:

“...we will all need to think about our current mind-sets and cultures, our expectations of partners and partnering, how we apply our resources and to what? Resources in this context means more than just money. It includes how we use our people, the value in our relationships, data and information, intellectual property, land and a variety of other assets ... including our personal energies and assets over which we may have no ‘formal’ authority. If we are to genuinely move forward the agendas in our three key Wave Catchers then we will need to ensure that all parts of our business look carefully at any maladaptive, static, solid or ‘stuck’ systems and design them out. If not, then our aspirations around economic and social vibrancy will not be brought fully to realisation.”

The Councils’ Culture Service Plan 2016/17, entitled Sea Change, states:

“Culture has had to take a bold approach to its development which initially has had a financial impact. These bold changes have proven our determination to develop a cultural offer of national significance and we are now in conversation with key arts and heritage funders who we hope will support our next steps, making our aspirations reality. As well as our drive for external funding we are also identifying key partners to work with to develop projects and events.”

This Cultural Strategy is powerfully in line with the Council’s desire to support socio-economic progress through innovation, creativity and culture – and through progressive and energetic partnerships.

10.2. Local Enterprise Partnership

The Adur & Worthing area is covered by the Coast to Capital Local Enterprise Partnership (LEP). This cultural strategy has very close alignment with the LEP’s priorities.

This LEP has a robust focus on enterprise and entrepreneurship. It is concerned with the medium and long term entrepreneurial health of the area, and with growing levels of business internationalisation. In support of this, the LEP’s approach, as set out in its strategy document of 2012, is as follows:

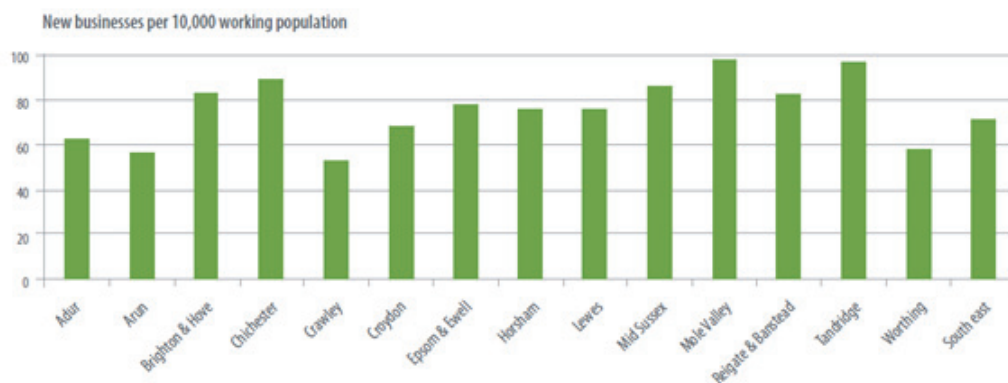
1. To create and maintain the right conditions for enterprise and high growth entrepreneurship to flourish;
2. To make Coast to Capital an attractive business location for starting and growing a business;
3. To ensure there is healthy and dynamic enterprise and entrepreneurship in all parts of our area;
4. To ensure all young people emerging from each phase of education are equipped with enterprise and entrepreneurship skills;
5. To promote social enterprises as an effective form of business for a wider group of potential entrepreneurs than has normally been considered;
6. To add extra momentum to our economy by supporting those sectors and businesses which are capable of growing most quickly.

The Cultural Strategy’s “Feed the Soil” theme directly supports these objectives.

The LEP gives particular attention to young people, and sets out the following objectives.

- All young people are exposed to the skills, attributes and behaviours that underpin entrepreneurship;
- Enterprise and entrepreneurship is given equal billing with employment options for young people as they consider their futures;
- They should be given information and exposed to role models;
- Young people understand the full range of entrepreneurship and business models, including social enterprise.

Within the “Feed the Soil” theme, the Cultural Strategy’s focus on young people, pride and identity should be seen as directly aligning with the LEP’s interest in enterprising skills, attributes and behaviours.



The LEP also looks at enterprise performance across the area and notes that “the poorly performing areas are a drag on the competitiveness of the economy of the Coast to Capital area and to achieve our enterprise goals we must tackle some of the underlying reasons for the relatively low rates of new business formation.”

The LEP’s figures (see above chart) demonstrate that Adur & Worthing are in the bottom three areas for enterprise performance.

The Culture Strategy’s emphasis on social capital, local identity and collaboration should be positioned as directly addressing these enterprise-inhibiting “underlying reasons”.

The LEP’s aim is also to foster a highly competitive, dynamic economy with high rates of private sector employment creation. They note that it is important to encourage those entrepreneurs and businesses with capacity for high growth, and list the creative sector amongst their targets for support. They also recognise the need to make the area attractive to inward investment.

This aim directly overlaps with the Cultural Strategy’s Honing the Best theme.

10.3. Arts Council England
The Arts Council has five goals:

1. Excellence is thriving and celebrated in the arts, museums and libraries;
2. Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries;
3. The arts, museums and libraries are resilient and environmentally sustainable;
4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled;
5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries.

This Cultural Strategy matches well with these themes as follows:

Arts Council goal	Adur & Worthing Cultural Strategy
Excellence	Excellence is the main focus of the Hone the Best theme. It also underpins the approach taken in Celebrate the Underplayed
For Everyone	This is the fundamental ethos of Adur & Worthing strategy, recognising the power that culture has to achieve wider socio-economic benefits. More specifically, the Feed the Soil theme is principally concerned with significantly driving up participation levels.
Resilience & Sustainability	The Cultural Strategy’s emphasis on social enterprise, sector-led structures, resource investigation and strengthening competition all play directly into this Arts Council goal.
Diversity & Skills	Under the Celebrate the Underplayed theme, the Cultural Strategy places particular emphasis on skills associated with incubation, audience development, and growth. The emphasis on identity and young people, in the Feed the Soil theme, takes the opportunities and challenges of diversity head on.
Children & Young People	Under the Feed the Soil theme, the Cultural Strategy places particular emphasis on young people, participation and identity

The Arts Council also states that “Our core mission can be distilled into two goals: we want excellent arts and culture to thrive, and we want as many people as possible to engage with it.”

This Cultural Strategy shares exactly this focus. The two themes, Feed the Soil and Celebrate the Underplayed, are about cultural participation. The Hone the Best theme, along with Celebrate the Underplayed, concerns the development of cultural excellence.

10.4. Coastal West Sussex and Greater Brighton

The Coastal West Sussex and Greater Brighton (CWS&GB) Strategic Planning Board comprises lead councillors from each of the local planning authorities across Coastal West Sussex (Adur, Arun, Chichester, Worthing) with West Sussex County Council, Brighton and Hove City Council, Lewes, Mid Sussex and the South Downs National Park. The Board is an advisory body whose remit is to:

- identify and manage spatial planning issues that impact on more than one local planning area across the Coastal West Sussex and Greater Brighton area; and
- support better integration and alignment of strategic spatial and investment priorities in the Coastal West Sussex and Greater Brighton area.

The Strategic Planning Board's vision for a sustainable future is that, by 2031 Coastal West Sussex & Greater Brighton will be a place:

- where businesses will want to locate and grow, with a thriving economy supporting a wide range of employment opportunities, high quality, commercially viable sites and a high level of skill and education attainment;
- which offers a choice of housing to meet the changing needs of the population, with access to a decent home for everyone;
- which is easy to travel around, with excellent transport links both around CWS&GB and to major destinations in the wider South East;
- where high quality digital communication plays a key role in supporting the way we live and do business;
- where residents, businesses and visitors continue to benefit from CWS&GB's high quality natural environment; and
- where each town continues to play a different role with its distinctive character, opportunities and 'sense of place'.

If this list, particularly the last item, is to be achieved, the Strategic Planning Board will depend on the themes explicit in this Cultural Strategy.

10.5. European Priorities and Funds

European funding for cultural activity is complex. The emphasis is chiefly focused on cooperation activities across Europe. This may well provide Adur & Worthing with specific opportunities. These would require the Culture Coordination team to identify specific players and cross-EU connections.

A summary is included in Appendix.

10.6. Heritage Lottery Fund

HLF's goal is to make a lasting difference for heritage and people. In assessing projects they take account of the broad range of benefits that projects may deliver, and give extra weight to the outcomes that they value most, such as learning.

The project outcomes they emphasise are:

Heritage outcomes

With HLF investment, heritage will be:

- better managed (weighted for grants over £100,000);
- in better condition (weighted for grants over £100,000);
- better interpreted and explained;
- identified/recorded.

Outcomes for individuals

With HLF investment, people will have:

- learnt about heritage (weighted for all grants);
- developed skills (weighted for grants over £100,000);
- changed their attitudes and/or behaviour;
- had an enjoyable experience;
- volunteered time.

Outcomes for communities/society

With HLF investment:

- environmental impacts will be reduced (weighted for grants over £100,000);
- more people and a wider range of people will have engaged with heritage (weighted for grants over £100,000);
- organisations will be more resilient;
- local economies will be boosted;
- local areas/communities will be a better place to live, work or visit.

HLF have had fewer applications for funding from some places and communities in the UK. These areas have been designated as priority development areas. Local organisations don't receive automatic funding, but HLF development officers work with groups in these areas to help them plan good projects and apply.

Coastal West Sussex, comprising Arun, Adur & Worthing, is listed as one of HLF's Priority Development Areas. This Cultural Strategy plays into all three HLF outcome themes, and in particular the third (outcomes for communities/society).

11. Next Steps

This Cultural Strategy provides a framework for action. The headline actions are summarised below.

Theme	Action	Objective
Feed the Soil	Change perceptions re role of culture	To help local opinion leaders understand how culture can drive progress
	Young people identity dialogue and think tank processes	To work with Youth Council, bringing together young people and charismatic cultural players
	Social enterprise growth	To work with Voluntary Action Worthing, enabling local cultural players to help drive up social capital
	Community group collaboration	
	Growth in wider voluntary/community collaboration	
Celebrate the Underplayed	Catalyst for Adur and Worthing Movement	To help local cultural players energise each other
	Investigate and secure resource	To invest in cultural business incubator, audience development, and growth
	Develop the brand	To agree a compelling Adur and Worthing positioning and treatment
Hone the Best	Run a competitive process by which the best talent emerges	To design and oversee an objective process for promoting a hot house of high quality competition
	Sense-test and approve the Hone the Best process	To ensure a robust process of selection is put in place, leading to sustained excellence
Cross-cutting themes	Communications coordination	To connect locally and to raise the profile externally
	Stakeholder influencing	To enlist key player support for the approach
	Resource investigation	To identify and secure resources to support the approach.
	Strategic alignment	To influence and take into account other local strategic/socio-economic plans

The Culture Partnership should:

1. identify which of these actions require external/additional resources;
2. establish an action planning group for those headings not requiring additional resources, with a view to swiftly mapping out and progressing these items;
3. establish a separate group for those actions that do require additional support, and commission the group to build a prioritised plan for how those resources can be obtained.

Appendix 1: Stakeholders Consulted

Stefan Sykes	Cultural Partnership Chair
Nadia Chalk	Creative Waves
Mark Ede	Music Promoter / Worthing Live Music Festival
Rosalind Turner	Adur & Worthing Trust / Litfest
Dulcie Alexander	ACE Audience Development Officer
Michael Cooke	ACE Relationship Manager
Alex Bailey	Chief Executive, Adur & Worthing Councils
Amanda O'Reilly	Head of Culture, Adur & Worthing Councils
Heather Mercer	CIr with cultural portfolio, Adur & Worthing Councils
David Freud	Cultural Partnership
Sue Dare	Principal Northbrook College
Martin Randall	Director of Economy, Adur & Worthing Councils
Daniel Humphreys	Leader of the Council, Worthing Borough Council
Ann Feloy	History People UK
Gerry Connolly	Senior Curator, Worthing Museum
Gemma Nethersole	PR & Fundraising Co-Ordinator, Worthing Culture
Pamela Kent	Marketing Manager, Worthing Theatres
Melody Bridges	WOW Festival and writer
John Gibbons	Conductor, Worthing Symphony Orchestra
John Gander	Treasurer, Worthing Symphony Orchestra
Anne Hodgson	Ropetackle (management and programming)
Mark Phillips	Ropetackle (marketing and exhibitions)
Sadie Anderson	Pop-up Theatre, Northbrook College
Mark Gordon	Friends and Assistant Marketing Officer, Worthing Theatres
Garry Robson	Illustrator, Jumpstart Initiative
Vanessa Breen	CreativeWaves
Pamela Driscoll	Cultural Freelancer

Appendix 2: Documents Assessed

Adur & Worthing Cultural Action Plan
 Adur & Worthing Cultural Strategy (Culture Everyone)
 CCF Year 3 Stage two application
 Commit to Culture Events Guide
 Commit to Culture Strategy Document
 Adur & Worthing Events Calendar
 Theatre Impact Study Final_Oct 2014
 Underground Sussex
 Area Profile Report Plus - Adur and Worthing

