

**the culture
and sport strategy for
lancashire county council**

**2010
2014**

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Foreword by the Leader of Lancashire County Council

Lancashire County Council is a major provider of facilities, services and leadership relating to culture and sport. It has invested heavily in its facilities in recent years, for example creating the new Lancashire Conservation Studios in Preston which preserve the heritage of the County. There is an extensive programme of renewal of libraries which is creating modern and welcoming environments and a major refurbishment of the Museum of Lancashire is underway.

Lancashire County Council's services have also been improved. Get It Loud in Libraries has involved a new generation of young people. The Arts Development Service is leading the development of a major project linked to the London 2012 Olympic and Paralympic Games. New access to the Countryside for people with disabilities has been achieved through new 'Tramper' vehicles and the Museums Service's 'Hidden Histories' has captured the memories of those who worked in the East Lancashire Textile Industry from the 1950's onward – including those who migrated from Asia to support

the industry. Lancashire Record Office's East Links project has successfully taken archives out into Pendle and engaged with new users within their own community to create new finding aids to make the records more accessible to everyone.

The County Council has attracted significant external funding for Culture and Sport in Lancashire. This includes many millions from both the Big Lottery and the Heritage Lottery Fund and cash has also been drawn in from the Regional Development Agency, Legacy Trust UK and national government funds. Existing funding partnerships with agencies such as Arts Council England NW, English Heritage and Natural England have continued to thrive.

The new Culture and Sport Strategy for Lancashire County Council reflects the aspirations of individuals and communities in villages, towns and cities across the County and shows how all this is important in regional and national policy making. We are committed to supporting and developing the rich and diverse cultures of the county so that Lancashire becomes richer in all respects.



County Councillor Geoff Driver
Leader of Lancashire County Council

Introduction by the Cabinet Member for Adult and Community Services

Living life to the full is the essence of what we believe represents culture in Lancashire. It is all the things which make life worth living: personal interests, entertainment, activities, family and social networks, together with things which affect the whole community, such as a pleasant environment, good transport, employment and high quality education.

It is also about the history of the County and the range of traditions, values and shared memories that exist within the population. All these things make Lancashire what it is, and contribute to making it an enjoyable place to live and work.

The County Council has much to offer in terms of services, activities, events and facilities and – through this Culture and Sport Strategy - we want to celebrate all these achievements, build on the success, and help to create a real sense of belonging and pride.



County Councillor Mike Calvert
Cabinet Member for Adult and
Community Services



1. Background

1.1 Why produce a Strategy?

Lancashire County Council has been at the forefront of a significant number of cultural initiatives, primarily working in partnership with a wide variety of agencies and communities. A number of these developments are highlighted later in this document.

Lancashire County Council has been at the forefront of many of those developments primarily working in partnership with a wide variety of agencies and communities. The County Council has also changed as an organisation both structurally and in terms of leadership in the last 18 months.

Another significant recent driver of change has been the use of the Culture Single Improvement Tool by all 15 local authorities in Lancashire, including Blackpool and Blackburn with Darwen together with the Lancashire and Blackpool Tourist Board and Lancashire Sports Partnership. This resulted in a joint action plan which has informed this document.

The climate and landscape for arts and culture has changed locally, regionally and nationally and is continually changing. There is a renewed emphasis on building and consolidating partnerships; providing further and better opportunities for participation and tackling social barriers; enhancing the role of volunteers and sustaining what has been achieved and using culture and sport as a driver for economic and community development.

In the light of these developments, the County Council felt it was now right to produce its own strategy to ensure that culture-related actions provided across all the directorates of the County Council are co-ordinated in order to contribute to achieving positive outcomes for the people of the County.

This Strategy will be used to inform the development of service plans within the County Council over the next four years. By providing a clear public statement of intent for Culture and sport, partner organisations will have a clear understanding of the County Council's ambitions and this understanding will help strengthen future partnerships in culture-related activities.

1.2 What is Culture?

The word **Culture** is open to many interpretations so, for the purposes of this Strategy, the definition from: '*A Passion for Excellence: An improvement strategy for culture and sport*' will be used.

This was first published by the Local Government Association in March 2008 and was endorsed by the major cultural bodies. It states:

"By 'culture and sport' we mean:

- the performing and visual arts, craft, and fashion
- the creative industries
- museums, artefacts, archives and design libraries, literature, writing and publishing
- the built heritage, architecture, landscape and archaeology
- sports events, facilities and development
- parks, open spaces, wildlife habitats, water environment and countryside recreation children's play, playgrounds and play activities tourism and visitor attractions
- festivals and attractions
- informal leisure pursuits."

In addition, the digital industries across Lancashire have a key role to play within economic and cultural development and are

therefore included in this Strategy. The Department for Culture Media and Sport (DCMS) has identified 13 sub-sectors of creative and digital industries which include arts and architecture as well as design and fashion, publishing and media.

However, culture is not just a list of activities. The word culture means different things to different people.

For example, culture is:

- shared experience and values
- imagination and creativity
- shared memories and identity
- historic roots and religion
- things we want to hand on to future generations

Culture and sport are part of the fabric of our everyday lives and have a strong influence on our quality of life and wellbeing. Indeed, the success of British competitors at Olympic and Commonwealth games, the legacy of the Commonwealth Games in Manchester, and the award of the 2012 Olympic Games to London has increased the profile and awareness of the role of sport and physical activity. There is greater concern for the physical health of the population and an increasing awareness of a 'healthy lifestyle'.

The move to prevention by health providers has reinforced the importance of sport and physical activity alongside other activities that combine to contribute to mental and physical wellbeing.

In addition, cultural and sport related activities are crucial in regenerating deprived and isolated communities, helping to build individual self-esteem, community pride and respect, unlocking latent skills, enhancing employment prospects and encouraging involvement, learning and enterprise.



"A Passion for Excellence: An improvement strategy for culture and sport; LGA, March 2008 endorsed by The Department for Culture Media and Sport, Sport England, Arts Council England, Museums Libraries and Archives Council, English Heritage, Improvement and Development Agency, Chief Cultural and Leisure Officers Association and Destination Performance UK.

1.3 Where does this Strategy fit in?

1.3.1 At a national level

This Strategy reflects the policy priorities of central government, principally the DCMS and the Department for Children, Schools and Families, and relevant strategic initiatives of other departments notably those responsible for health, skills, the environment, local government, innovation and business.

The work of these departments is co-ordinated at a regional level through the Government Office North West.

1.3.2 At a regional level

Lancashire has a key role within the North West and is committed to playing its part in the region's development. All regional agencies work closely with Lancashire County Council and recognise the significant role and influence of the County in the area. There are five key national cultural and sport related agencies operating in the region: English Heritage; the Museums, Libraries and Archives Council; the Arts Council; Sport England; and the Commission for Architecture and the Built Environment.

In addition, the Regional Development Agency has acquired new responsibilities for Tourism and Culture. Many of these are carried out through bodies such as the Lancashire and Blackpool Tourism Board.

At a Lancashire level

The County Council is working closely with the other local authorities within Lancashire and with other public sector bodies such as the police, Primary Care Trusts etc.

It is the intention to develop closer partnerships both on the pan-Lancashire footprint and within

the three Multi-Area Agreement footprints (Fylde Coast, Mid-Lancashire and Pennine Lancashire) to deliver improved culture and sport-related services that are relevant to local needs but also on a more efficient basis.

The importance of culture and sport is reflected in Ambition Lancashire - the Sustainable Community Strategy:

“Lancashire’s cultures are rich and diverse and belong to us all. We will work together to enhance, develop and care for culture because it is central to how we live, earn a living and inhabit our environment, and to how we understand each other.”

1.3.4 At a district level

All of the district councils in Lancashire have culture and sport related targets to help meet priorities for safer, healthier and more prosperous communities, as do many of the Local Strategic Partnerships. These are reflected in the Local Area Agreement.

The County Council's Culture and Sport Strategy will be delivered through the County Council's Annual Delivery Plan and Directorate Business Plans. The locality planning process is the mechanism which will bring all these plans together at the local level.

1.3.5 At a community level

Individual communities across the County will have their own cultural and sport related needs and the County Council will seek to give local teams the discretion to respond to and support those needs within the overall context of this Strategy.



2. Profile of Lancashire

2.1 Lancashire is a County rich in natural beauty

The landscape and coastline of Lancashire have long been a source of inspiration for naturalists, environmentalists, artists and writers.

There are areas of outstanding natural beauty; historic cities and market towns, prosperous villages, areas of rural and urban deprivation, areas striving for a new economic role and lively and diverse coastal towns full of challenges and possibility. Cultural and sport related projects are contributing to plans for regeneration, economic development and tourism.

2.2 Economic and demographic profile

Historically, the county of Lancashire covered a large part of the North West of England, including Manchester, Liverpool, and parts of Cumbria and, as a result, many people across the North West still regard themselves as Lancastrians.

The prominent role played by Lancashire in our national story reflects our rich tradition of industry and innovation, creating a strong county identity alongside the fierce local pride of Lancashire's mill, market and seaside towns.

Lancashire is currently administered by 12 district councils, two unitary councils and the county council. We have a population of nearly 1.5 million people and a further 8 million people live within 50 kilometres of the county in one of Europe's most densely populated areas.

Overall, Lancashire boasts a demographically diverse population that mirrors many of the socio-economic trends influencing the nation. While our 'average' performance is in line with U.K. averages, these outcomes mask some

serious challenges and disparities in health, educational attainment and income between east and west, young and old, rich and poor.

However, with a £22 billion annual economy and a workforce of 623,000 we are one of Britain's larger sub-regions and our contribution to the North West economy is second only to that of Greater Manchester. Lancashire has a highly diverse economic base, connected via excellent motorway links, with a strong mix of both international and indigenous companies, including BAE Systems, British Energy and Rolls Royce.

Yet we are a place of relative extremes, with outstanding job growth and enviable skill levels in mid-Lancashire, while 'Pennine Lancashire' in the east continues to restructure. Widespread socio-economic prosperity has proved elusive to policy makers.

Lancashire's economy relies on a network of young small to medium-sized businesses, many of whom operate in niche and often global markets, as traditional economic sectors have given way to a much more productive, knowledge-intensive and technologically-oriented industrial base.

While boasting a higher percentage of manufacturing industries than the national average – we are the most important centre of high tech manufacturing outside the South East – our economy relies more than ever on services and on the tourism, retail and leisure sectors and on public-sector employment in areas like education, health and welfare.

Despite our advantages and opportunities, Lancashire still struggles with entrenched socio-economic problems in many districts. For example, 156 out of the 755 neighbourhoods in Lancashire are in the 20% most deprived in England. Inter-linking issues around income and skills, health and housing, ethnicity, race and age mean that public agencies need to work together to tackle dependency and worklessness and

increase participation in economic activity. Throughout the sector, the increasing complexity of public policy challenges means that councils can no longer act alone. We see our role as a shaper and facilitator of community activity – leading where we can, working with others when that is the best way to get things done, and knowing when to leave it to others.

We want to use our role as a community leader to create a better relationship between the individual and the state and shape our services to support the needs and aspirations of our community – not the other way around.

2.3 Culture and the economy

Lancashire is a place in which creative and active people choose to live and work. There are already encouraging signs that creative companies of all kinds, including internet design, publishing and production companies, are developing here as well as individual creative practitioners.

Lancashire has the natural assets and the people to grow and prosper in these areas. The challenge is to provide the supporting infrastructure.

Because of its natural and cultural assets Lancashire, as a place, should lead the way in providing the natural home for sustainable cultural and sport related tourism; evolving creative companies; professional and voluntary sports and arts events of exceptional quality; workshops, studios and creation centres.

Lancashire County Council can help to provide opportunities for, and encourage everyone who lives works or studies in Lancashire to take an active part in its cultural life. It can champion the role of volunteers in the arts, sport, heritage and conservation and find ways to enhance their experience.





3. The Vision

3.1 What we want to achieve

Lancashire will be a place which values, demonstrates and highlights the key role that culture and sport play within the economy. Culture and sport make a fundamental contribution to the quality of life in the County. This in turn is a factor influencing all kinds of business relocation and start up.

In addition, there are encouraging signs that a wide range of creative companies, including internet design, publishing and production companies, are developing here as well as individual creative practitioners.

Enterprise and innovation are central to culture and creativity. These exert an influence outside the creative sector. Lancashire has the natural assets and the people to grow and prosper in these areas. The challenge is to provide the supporting infrastructure.

Because of its natural and cultural assets Lancashire, as a place, should lead the way in providing the natural home for sustainable cultural and sport related tourism; evolving creative companies; professional and voluntary sports and arts events of exceptional quality; workshops, studios and creation centres.

Culture and sport are also fundamental to personal growth. In previous periods of slow economic growth culture, sport and creativity have assisted people in developing new skills in order to gain employment. Lancashire County Council can help to provide opportunities for, and encourage everyone who lives works or studies in Lancashire to take an active part in its cultural and sport related life. It already champions the role of volunteers in the arts, sport, heritage and conservation and will find ways to enhance their experience.

Lancashire will be a place where increasing numbers of people live happy and fulfilled lives in secure employment with opportunities for active, healthy and enjoyable leisure pursuits.

The goal of this Strategy is to extend that possibility through creative learning in schools, increased opportunities for participation, nurturing the growth of cultural and sport related industries, by providing information and training opportunities and by sustaining and conserving what is valued.

3.2 How we hope to achieve it

Lancashire County Council will work towards ensuring that all its citizens know and understand the part they play in shaping, enjoying and creating its culture and sport related activities. It will also ensure that as many people as possible play an active part in its development. To that end, cultural and sport related objectives will be developed in relevant policies, strategies and plans of the County Council and its directorates. This means that the importance of our culture and those aspects of living in Lancashire that are most valued will be reinforced through the delivery of our core services.

However, the County Council cannot achieve this alone. We will work with our partners to help to ensure that sustainability, excellence and innovation are at the heart of what we strive to do. Working with the district councils and other local partners, we will create a strategic framework for the County as a whole and mesh with those of neighbouring authorities.

3.3 What we will deliver as a result of the Strategy

The goal of this Strategy is to ensure that increasing numbers of people live happy and fulfilled lives in secure employment with opportunities for active, healthy and enjoyable leisure pursuits.

It will extend this possibility by:

- developing increased opportunities for participation
- nurturing the growth of cultural and sport related industries
- promoting creative learning in formal and informal settings
- providing information and training opportunities
- sustaining and conserving what is valued

The Strategy will provide a common purpose for all the teams in the County Council responsible for aspects of culture and sport and allow the Council to develop even stronger partnerships with other local, sub-regional, regional and national bodies.

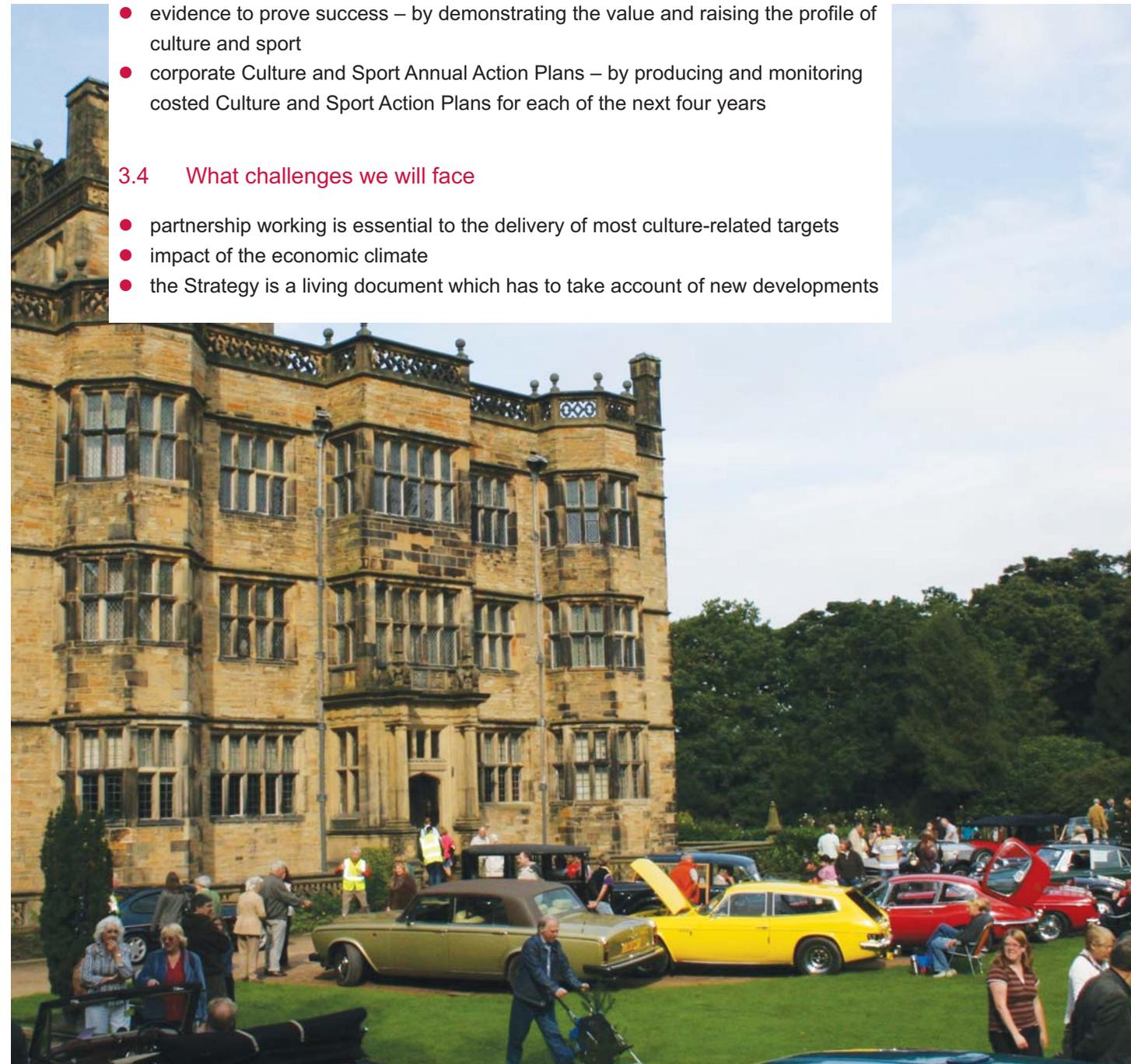
This will result in:

- a higher profile within the County Council for culture and sport and the contribution that they can make – by bringing together a clearer and more coherent picture across all directorates
- greater leadership role – by clarifying the County Council's role in Culture and sport at a local, regional and national level
- a better understanding of what we achieve and contribute as well the impact it has – by sharing information, research and evaluation
- a greater impact for Culture and sport – by integrating with other County Council policies and strategies
- better use of existing resources and access to more – by allowing for economies of scale, joint working and putting together initiatives and bids with more weight

- evidence to prove success – by demonstrating the value and raising the profile of culture and sport
- corporate Culture and Sport Annual Action Plans – by producing and monitoring costed Culture and Sport Action Plans for each of the next four years

3.4 What challenges we will face

- partnership working is essential to the delivery of most culture-related targets
- impact of the economic climate
- the Strategy is a living document which has to take account of new developments



4. The Themes

4.1 Raising the Profile

It is important to point out what is distinctive and special about Lancashire, particularly within the large and diverse North-West region. It is essential that the County is represented nationally, regionally and sub regionally when arts, culture and sport are discussed.

It should be made clear why Lancashire is a good place to live and work in and to visit. Opportunities for building on and expanding the range and quality of what is on offer should be identified and exploited.

Examples of how this can be done are:

- ensuring that Lancashire continues to be heard at regional and national levels in discussions related to cultural and sport related matters
- maximising inward investment into the County and to participate in regional initiatives where it is advantageous to do so
- working with Lancashire organisations to secure sources of funding and to encourage the development of bids
- playing a committed role in supporting the development of culture and sport in the County
- promoting the County Council's cultural and sporting assets
- working with partners to provide support and training to ensure a creative curriculum in schools
- gathering evidence of impact to demonstrate the contribution of culture and sport towards the County Council's priorities

4.2 A place to live and work

Creative people will thrive in Lancashire. The majority of district councils include culture and sport in their plans for regeneration, urban renewal and economic development.

This is fertile soil in which to grow creative and hi-tech industries, to develop cultural and sport related quarters, enterprise hubs and creation centres, to expand the economy and create jobs. Creative people are needed in all hi-tech companies and they wish to live and work where culture and sport are valued. In addition, cultural, sporting and heritage initiatives promote high spend tourism in an effective way.

The County Council can support the economic impact of culture and sport related services by:

- offering a wide range of work experience, training and apprenticeship opportunities in culture and sport related services
- engaging in the development of the 14 – 19 curriculum including vocational opportunities related to the cultural and sporting field
- supporting primary schools by placing professional creative practitioners into schools and other learning environments
- exploring opportunities for high value sector development in Lancashire, including the creative industries sector
- developing education and training opportunities relevant to the needs of business, individuals and the community
- providing a range of formal and informal learning opportunities in a range of settings

4.3 Shared Experience

Shared memories and experiences foster understanding and a sense of identity for groups and communities. Participation in cultural and sport related activities promotes relationships between groups and individuals, bringing a sense of belonging and of self worth. Active participation in sport and the arts by young people raises self-esteem and is shown to reduce levels of youth offending.

Opportunities for actively enjoying cultural and sport related activities should be fostered near to where people live and be made accessible to all, especially those in rural and hard to reach communities by:

- developing opportunities for high quality arts activities to take place in rural and outlying locations
- developing projects, events and activities in partnership with other organisations to encourage participation
- providing opportunities for volunteers to work in culture and sport related activities
- developing opportunities to celebrate success such as an annual Cultural and Sporting Awards
- helping people to understand and shape their localities

4.4 Learning to Grow

Learning is a process of active engagement with experience; it is what helps people to make sense of the world and to enjoy what it has to offer. It may involve an increase in skills, knowledge, understanding, values, feelings, attitudes and capacity to reflect.



Effective learning may lead to new developments and cultural and sporting growth.

This process can be encouraged through:

- increasing opportunities for direct participation in culture and sport related activities
- incorporating culture and sport within the Building Schools for the Future programme
- promoting life-long learning opportunities in a range of venues across the County
- developing a Reading Strategy for the County
- providing support and encouragement for the development of specialist performing arts, visual arts and sports colleges

4.5 Health and well-being

Involvement in culture and sport related activity can directly benefit both physical and mental health. However, there are significant health inequalities across the County and culture and sport should be used to make a contribution towards redressing these where they exist.

We will do that by:

- working with partners to increase participation in physical activity
- encouraging involvement in a wide-range of cultural and sporting activity to contribute towards improved mental health
- improving the quality of life for residents by working with partners to provide access to a wide-range of cultural and sporting events and activities
- ensuring that the physical environment of the County is of the highest quality

4.6 Valuing the Past

By valuing culture in all its forms, this generation can help to pass on what it holds dear to future generations. But there is a need to balance use for recreation and cultural and sporting activities with its conservation and to make it accessible to all.

This can be achieved by:

- encouraging the development of a Heritage Strategy for Lancashire embracing public, private and voluntary sectors
- continuing to ensure that the land, buildings and other heritage assets in County Council ownership are preserved for current and future generations
- supporting organisations
- continuing to provide information, advice and practical assistance to the public, landowners and parish councils about countryside management and access issues, including information about rights of way
- continuing to provide urban design advice on major development proposals

4.7 Building the Future

Infrastructure includes buildings, facilities and networks. The challenge is to help to meet changing expectations and the need to upgrade facilities to meet rising standards for access.

An infrastructure for cultural and sporting development in Lancashire would be aided by:

- creating a Culture and Sport Strategy for Lancashire as a whole through Team Lancashire

- providing strategic direction for sub-regional partnerships on funding opportunities, joint bids and shared service proposals
- seeking opportunities to work in partnership to provide communities with access to cultural and sporting facilities
- supporting and encouraging bids to improve facilities and access
- valuing and encouraging imaginative use of culture in regeneration
- supporting schools and other organisations wishing to improve their sports facilities for use by the wider community



