

PEOPLE, PLACES AND SPACES

A Cultural Infrastructure Strategy for the South West

CULTURE SOUTH WEST

In partnership with:

Arts Council England, South West

Big Lottery Fund

Chief Cultural and Leisure Officers' Association – South West

English Heritage South West

Government Office for the South West

Heritage Lottery Fund

Museums, Libraries and Archives South West

South West Regional Assembly

South West of England Regional Development Agency

South West Screen

South West Tourism

Sport England (South West)

Consultation Draft

April 2007

Foreword

As incoming Chair of Culture South West, I am delighted that one of my first actions should be to commend to you **People, Places and Spaces**, and to urge you to comment on it. It is no mean feat to have brought together regional agencies in a process which has identified 13 joint regional priorities and a commitment to working together in 10 sub-regional 'Planning Areas for Culture'.

The purpose of **People, Places and Spaces** is to transform our cultural landscape over the next 20 years. Already it is being welcomed for:

- Bringing together all the regional cultural agencies, the lottery distributors, the South West RDA, the Government Office for the South West, the South West Regional Assembly and the Chief Cultural and Leisure Officers Association for the South West.
- Encouraging and facilitating Local Authorities and partner agencies to work across boundaries – both geographic and sectoral.
- Setting out priorities for joint investment and seeking to secure appropriate contributions from developers in line with spatial planning.

People, Places and Spaces complements rather than replaces existing sector and agency specific strategies. While the importance of local accessibility to culture in all its forms is fully recognised, this strategy concentrates on the regional and sub-regional infrastructure. Cultural infrastructure at a local level is not within its scope.

At its heart is a set of collective regional priorities. We believe these to be central to the cultural life of the region and to reflect its distinctiveness and uniqueness in the eyes of residents and visitors alike. These are beyond the remit of a single agency and require collaboration to bring to fruition.

As a group of regional agencies we have also started scoping our priorities for sub regional cultural infrastructure and devised 10 'Planning Areas for Culture' based on groupings of the Strategically Significant Cities and Towns. We recognise the need for detailed discussions with local authorities and sub-regional partners within these areas before priorities can be finalised.

This document is being sent out to a range of organisations in the region to gather views on its content, ambition and delivery. Responses will inform the approach to implementation. We look forward to receiving your comments and to working with you in turning strategic aspirations into achieved solutions.

Peter Boyden
Chair, Culture South West
April 2007

Preface

People, Places and Spaces comprises the following:

- **People, Places and Spaces** - our main strategy document
- **Major Events Policy Statement**
- **Supporting Documents** (all available separately):
 - Pilot Sports Events Strategy
 - Key facts about the South West
 - Strategic documents review
 - Early consultation outcomes

Copies of all documents are available from Culture South West at www.culturesouthwest.org.uk and:

Culture South West
Sterling House
Dix's Field
Exeter EX1 1QA

01392 229 587

Contents

The South West: the best place to be	4
People, Places and Spaces: a strategy for the region	6
Our process	8
Our vision	9
Our scope	11
Our focus: what's in, what's out	13
More than bricks and mortar: the importance of major events	15
Supporting infrastructure	17
Investment opportunities and principles	18
Our regional priorities	20
Our sub regional priorities	22
Making it happen: from ambition to reality	26
Measuring our success	32
Annex – list of consultees	33

The South West: The best place to be...

1. The South West of England is at a moment of unprecedented change. Renewed confidence in regional planning and policy making has created, for the first time, a more coherent view of a new future for the South West: a future built on economic competitiveness, social justice and quality of life.
2. The South West of England Regional Development Agency and the South West Regional Assembly are providing a framework for sustainable regional development that will guide planning and investment for decades to come through the Regional Economic Strategy (RES) and Regional Spatial Strategy (RSS). The draft Regional Spatial Strategy anticipates the housing and infrastructure needs of an increase in population of over 600,000 by 2026. An essential part of planning for and managing change will be recognising, as the draft RSS does, the importance of cultural infrastructure to the needs of this expanding population and the communities we live in.
3. We believe sustainable development depends on an enlightened and creative approach to understanding how individuals and communities live and work. Sustainable development is about **people**; it is about enabling people to learn to live their lives in a positive, active and dynamic way, within environmental limits – and understanding that we don't yet know what those limits will be. The **places** and communities that we help shape in the future need to provide the basis for this.
4. Housing, education, health and social care, crime prevention and transport – all are fundamental issues. But so too is culture. Culture can make all the difference to how we feel, and the quality of our lives – often improving physical health and mental well-being too. Culture contributes to our personal identity and sense of belonging and is a powerful tool for creating community cohesion and ownership. We need to ensure that new and enlarged developments possess the cultural facilities they need to become thriving communities – places where people want to live.
5. Culture can help stimulate growth. The imagination of the creative individual can be the spark that sets off an employment production chain. The skills that culture nurtures are important to economic growth and prosperity in design, manufacturing, retail and leisure services. Culture also offers young people unique opportunities to explore and learn, to express themselves, helping them to become engaged and responsible members of society.

6. Culture has a big impact on people's sense of place. Along with factors such as the availability of a skilled workforce and good transport links, the quality of an area's cultural infrastructure can also have a powerful influence on investors when considering where to base their businesses. Through an improved landscape or streetscape, or by getting people together to take part in sporting or creative activity, culture builds a sense of pride and confidence and with it safer, more tolerant and vibrant communities. Culture matters.

7. The region has many cultural assets. It also has some significant gaps. If we're to promote seriously the South West's reputation as the region of choice in which to live, work and visit, we must invest in its cultural infrastructure as a key part of our economic development and quality of life. Deciding where to invest, and how, is the territory that **People, Places and Spaces** aims to cover.

People, Places and Spaces: a strategy for the region...

8. **People, Places and Spaces** is the cultural infrastructure strategy for the South West. It has been produced by all the regional cultural agencies in partnership with the Lottery distributors, the South West RDA, the Government Office for the South West, the South West Regional Assembly and the Chief Cultural and Leisure Officers' Association in the South West. Culture South West has led its development.
9. **People, Places and Spaces** is about a 'joined up' approach to cultural infrastructure. It concentrates on those cultural initiatives that are of such scale and ambition that they lie beyond the reach of any single agency or provide exciting opportunities for inter-agency collaboration. It is about 'collective' identification of cultural infrastructure needs and investment at a regional and sub regional level over the next 20 years which will improve the physical environment – the buildings, facilities and places – where culture happens. By working together now to establish the process for cultural infrastructure development, cultural life in the region can be transformed up to and beyond 2026.
10. Our definition of culture is based on it having both a material and a value dimension. The **material dimension** could encompass, for example:
 - the performing and visual arts, craft and fashion
 - media, film, television, video and language
 - museums, artefacts, archives and design
 - libraries, literature, writing and publishing
 - the built heritage, architecture, landscape and archaeology
 - cathedrals, churches and places of worship
 - sports events, facilities and development
 - parks, open spaces, wildlife habitats, water environment and countryside recreation
 - children's play, playgrounds and play activities
 - tourism, festivals and attractions
 - informal leisure pursuits
11. The **value dimension** could be seen to include:
 - relationships - between individuals and groups
 - shared memories, experience and identity
 - diverse cultural, faith and historic backgrounds
 - social standards, values and norms
 - what we consider valuable to pass on to future generations.

12. People use their cultural infrastructure to enable and facilitate their participation in cultural activities. They do this at three principle levels: at the local level they would expect to have access to, for example, a swimming pool, a library, a well equipped village hall and perhaps a small museum. In their nearest big town, or sub-regional centre, they would expect a theatre, major sports facilities, a multi-screen cinema and an arts centre. Within the South West as a whole, they would expect to see venues for international arts, media and sport, as well as some iconic and highly distinctive unique institutions.
13. A key question we have looked to address therefore is how to define, or quantify, the range and type of cultural infrastructure that a region, or sub-region, 'needs'. While acknowledging the importance of local provision, this study has not attempted to define this, on the basis that it can best be dealt with at a local authority level.
14. In producing **People, Places and Spaces**, the partners took the view that at a regional and sub-regional level, there is an appropriate baseline level of cultural infrastructure that residents are entitled to expect in order to ensure their area has what it needs to function as a modern community. That baseline level will be subtly different in each sub-region, so that in the region as a whole there is wide availability of access to all cultural activities.
15. Such an approach does however mean that we will need to balance public expectation with a recognition that our overall goal will best be served by working collaboratively with partners on shared objectives. So for our purposes, we will talk about a set of ambitions and principles – which may vary from activity to activity – but which define the levels of accessibility to cultural infrastructure that we 'aspire' to at a regional and sub-regional level.
16. The detailed proposals outlined in this strategy are based on the application of these ambitions and principles to all the relevant components of culture within the region. We are not just concerned with new provision: redeveloping or extending existing provision is equally important, as is improving quality, design, management, sustainability and access, and ensuring that developments are both distinctive and customer driven.

Our process...

17. Consultation with key stakeholders was seen as central to the development of **People, Places and Spaces** to ensure it was both relevant and useful to the widest range of organisations. The strategy has therefore been informed by widespread consultation with all the organisations directly involved, with local authority representatives and through a series of five public meetings throughout the region including one specifically targeted at young people.
18. It has been an iterative process with inputs from a broad range of interested parties. The list provided in the annex identifies those organisations consulted or represented at public meetings.
19. Given the critical importance of Local Authorities to the implementation of **People, Places and Spaces**, meetings were also held with members of the Chief Cultural and Leisure Officers' Association (CCLOA); the first at the early stages of the process and the second when the outline structure and approach of the strategy were identified.
20. The formal 12 week consultation process for **People, Places and Spaces** commenced on 27 April 2007 with the strategy being sent to a range of organisations in the region in order to gather views on its content, ambition and delivery. This will inform the approach we take to rolling the strategy out and the way it is implemented.
21. **Comments on the strategy should be submitted to Culture South West by 31 July 2007: culturesw@southwestrda.org.uk 01392 229 587.**

Our vision...

22. All of the partners involved in **People, Places and Spaces** are committed to working towards a common goal: ensuring that the South West is the region of choice for cultural vibrancy and activity, where culture is seen as a key component of all regional development and a vital contributor to the quality of life of everyone in the region.
23. Through working together to establish a process for cultural infrastructure development, our goals are to see a region where:
 - Cultural sector partners work together to deliver an integrated approach to cultural infrastructure improvement and development;
 - Priority is given to projects involving more than one cultural domain so that integrated cultural development is the 'norm';
 - Planning Areas for Culture are established as a framework for sub-regional cultural development;
 - Cultural infrastructure addresses the needs of diverse communities within the region, with particular reference to social inclusion, age, ethnicity, access, disability and gender;
 - Cultural sector partners address the gaps in the region's cultural provision – bringing cultural activity within reach of more people in the region;
 - Culture is recognised as a key component of all development planning in the region;
 - Cultural infrastructure is developed with clear and quantifiable impact assessments (economic, social, environmental and accessibility);
 - Creative individuals of quality, imagination and enterprise choose to live and work in the region;
 - Cultural organisations of distinction, ambition and excitement enhance the reputation of the South West;
 - Cultural participation and activity increase.

24. We will also ‘champion’ the importance of high quality and distinctive design. The Creating: Excellence document, *Designing our environment – towards a better built environment* – talks of the importance of ensuring that future development in the South West is of unique quality. We endorse this ambition: encouraging good design is part of promoting regional culture and an investment in a new heritage for future generations.

25. The **People, Places and Spaces** partners recognise the challenges of sustainable development and the contribution of the cultural sector in developing integrated solutions to meet them.

Our scope...

26. **People, Places and Spaces** links directly to the draft Regional Spatial Strategy (RSS), the Regional Economic Strategy (RES), the Regional Sustainable Development Framework and the Regional Cultural Strategy. In common with these, it seeks to deliver the region's 5 agreed strategic aims set out in the Integrated Regional Strategy (*Just Connect!*). These documents set the fundamental regional policy context against which our strategy has been prepared.
27. The draft RSS provides a long-term spatial strategy for the South West for the period to 2026 and identifies **People, Places and Spaces** as a key component in identifying regional and sub-regional cultural infrastructure. The draft RSS seeks to manage growth and change to meet the needs of all communities and to realise their potential within environmental limits. To deliver more sustainable communities and a more sustainable region there will be significant change at 21 Strategically Significant Cities and Towns (SSCTs) and smaller scale change outside of these places to achieve more self-contained, balanced communities and a better local environment. The draft RSS does not identify a hierarchy of important settlements based on population size, but it does map the towns that have been identified as significant at a regional and sub regional level for their role in a range of areas of activity. This includes culture.
28. The draft RSS policies on culture and the environment are about increasing cultural participation, enhancing the region's distinctive environments, and the quality and diversity of our cultural life. They also contribute to the principles of a sustainable region, one that is 'healthy, productive, socially just and living within environmental limits' (Regional Sustainable Development Framework 2006).
29. The draft RSS identifies that the primary focus for development in the South West will be those places which offer the greatest opportunities for employment and the greatest levels of accessibility by means other than car to cultural, transport, health, education and other services.
30. The RES aims to encourage and deliver economic development in the region on a sustainable basis. It recognises the role of culture in helping to grow the region's economy and the contribution it makes to quality of life. The RES also identifies the importance of maintaining and enhancing our cultural assets, and using them to raise the profile and image of the South West. It calls for a genuine commitment to working closely together to ensure that we plan for and respond positively and creatively as a region to these challenges.

31. The Regional Sustainable Development Framework (RSDF) states: *'The South West must remain a region with a beautiful and diverse environment. By working together and applying the principles of sustainability we can achieve lasting economic prosperity and social justice, whilst protecting that environment. This approach will secure a higher quality of life now and for the future.'*

This is the territory that **People, Places and Spaces** aims to cover.

Our focus: what's in, what's out...

32. **People, Places and Spaces** is about 'collective' identification of cultural infrastructure needs and investment at a regional and sub regional level over the next 20 years. It recognises the important role of local cultural infrastructure in delivering much of the access to culture across the region. Whether it is swimming in a local pool, going to a local library or enjoying a concert in a local school, the majority of an individual's cultural engagement happens at a local level, with the minimum amount of travel involved. The importance of local accessibility of cultural infrastructure is fully recognised. However, **People, Places and Spaces** concentrates on the more significant regional and sub-regional infrastructure needed to meet the cultural needs of larger catchments.
33. At the sub-regional level, as a starting point, we have devised 10 Planning Areas for Culture (PAC). These are based on groupings of the Strategically Significant Cities and Towns (SSCTs) and their functional areas or hinterland identified in the draft RSS. The SSCTs are to be the main focus for major growth and development within the region and it is the needs of these areas and their hinterland that **People, Places and Spaces** attempts to address.
34. In developing our 10 PACs, we have 'aggregated' the SSCTs into the groupings that we believe will provide the most relevant framework for analysing and developing cultural infrastructure. The table below shows the relationship between the SSCTs and the PACs:

Planning Area for Culture	SSCTs included
1	Cheltenham and Gloucester
2	Swindon, Chippenham and Trowbridge
3	Bristol, Bath and Weston super Mare
4	Taunton, Bridgwater and Yeovil
5	Bournemouth and Poole, Dorchester, Weymouth, Salisbury
6	Exeter
7	Torbay
8	Plymouth and South East Cornwall
9	Truro, Camborne/Pool/Redruth, Falmouth/Penryn
10	Barnstaple

35. Using our definition of culture (see page 6), we have assessed the levels of current provision, and gaps in provision at regional and sub-regional level, to propose priorities for future investment.

36. In sport, the arts, media and to an extent, museums, libraries and archives, it is possible to consider the sub-regional needs on a PAC by PAC basis. This is what the strategy does. For countryside and heritage, a more subtle approach is required. From Stonehenge to the Jurassic Coast, the National Parks to Tintagel Castle, infrastructure in this area can be of national and international significance. Often defined by its geographic and/or historic location, the priority for development is to conserve and, where appropriate, to enhance access, interpretation and other services. This priority exists regardless of the relationship to any specific PAC. Where a connection is apparent, we have tried to make this clear.
37. The same issues apply to a small handful of 'iconic' projects, such as Eden or Tate St Ives, that do not sit neatly within a PAC. It is inconceivable that a credible regional strategy could ignore the important cultural contribution that projects such as these make to the region. **People, Places and Spaces** reflects that fact and recognises the importance of creating the environment where iconic projects can flourish.
38. As regional agencies, we are not saying that we have no interest beyond major cultural infrastructure at regional and sub-regional level. In limiting the scope of this strategy to the SSCTs and their hinterland and the countryside and heritage facilities of significance, we are not seeking to exclude the wider rural areas. Instead we are recognising that much of the need in the rural areas is local in nature or met as part of the wider catchments of the identified PACs.
39. While local provision is not the focus of this particular strategy, the cultural agencies have individual strategies and plans that detail their individual goals and ambitions at that level. **People, Places and Spaces** occupies the territory at the strategic level. It concentrates on those initiatives that are of such scale and ambition that they lie beyond the reach of any single agency or provide exciting opportunities for inter-agency collaboration. **People, Places, and Spaces**, is, above all else, about a 'joined up' approach to ensuring that by working together we can create the projects and initiatives that will transform cultural life in the region.

More than bricks and mortar: the importance of major events...

40. The cultural vibrancy of a region is determined as much by the types of events it hosts as by the places where these events happen. Cultural events come in all shapes and sizes. All have an important value – from Glastonbury to the Bristol Half Marathon, the Celtic Film Festival to the Cheltenham Gold Cup, major events bring a sense of spectacle and excitement to the region. Around the world, major cultural events have become recognised as significant drivers of economic, physical, social and cultural re-generation.
41. With the triumph of attracting the London 2012 Olympic Games and Paralympic Games, the whole issue of major events has been given far greater profile throughout the UK. The South West will play an important part with the staging of the sailing events at Weymouth and Portland. There are major opportunities for the region represented by hosting the 2012 Games. This does not diminish the further challenge of ensuring that all the region's cultural assets contribute optimally to deliver quality events.
42. Major plans are being developed for the Cultural Olympiad from 2008 to 2012 in the South West. While this is a hugely important initiative, so too is growing the major events capability and capacity in the region that goes well beyond 2012.
43. The present process of attracting events to the South West region – and developing new events – is *ad hoc* and opportunistic. Many agencies, organisations and individuals are involved, with local authorities (and particularly those of the cities) with the potential to play an increasingly important role. The overall collective impact of the current levels of event activity in the South West falls far short of that achieved in other countries and regions.
44. Major cultural events might consist of:
 - Major sports events
 - Significant arts events
 - National and international festivals across the cultural spectrum
 - Countryside activities including agricultural shows
 - Themed years focusing on elements of heritage and history
 - Themed tourism activities
 - Major conferences and conventions linked with cultural activities

45. Any strategy for major events will only succeed if it provides both a 'top down' lead and supports the environment within which ideas emerge from individual promoters, practitioners and communities. It is not our intention to discourage local or individual initiative. However, we feel that the South West often fails to make the most of its potential in attracting or growing major events.
46. In part, this is because the South West – unlike other regions and cities around the world – has no central agency or partnership taking a lead in bringing events to the region or developing those within the region. There are persuasive arguments to suggest that the creation of an events agency or partnership should be a priority if the region is to attract more of the events that are available in the national and international marketplaces. This needs further careful consideration in particular to address concerns about the cost and desirability of adding another agency to a landscape that is already quite congested with regional bodies.
47. We will firstly consider, with the relevant partners, whether existing structures and organisations can work more effectively to achieve a coordinated approach to sourcing, creating and supporting major events. Our Major Events Policy Statement is set out in a *Supporting Document* and is available separately.

Supporting infrastructure...

48. Buildings and other forms of physical provision for culture are only part of the story. The goals of this strategy will only be achieved if there is parallel consideration of the supporting infrastructure necessary to develop and encourage the use of the physical infrastructure.
49. At present, the various cultural agencies have a wide variety of initiatives in these areas. In terms of their specific sectoral interests, targets and priorities, there is no suggestion that this need change. However, there are a number of key areas in which there could be considerable value in the regional agencies working much more closely together. These include:
- Learning and skills development
 - Research and intelligence to underpin the case for provision and to facilitate joint analysis (where applicable), policy development and evaluation of impact
 - Continued advocacy for the development of the required cultural infrastructure
 - Audience development and participation
 - Shared networks

Culture South West will take the lead, in collaboration with its partners, in developing programmes and activities in these areas.

50. The main focus of this activity will be around our regional and sub-regional priorities. Our aim will be to support, where it is needed, those cultural organisations that are either seeking to develop new cultural infrastructure, or seeking to expand existing provision and access within the PACs.

Investment opportunities and principles...

51. We envisage that the main sources of investment will be linked to the major regional strategies, the Regional Cultural Strategy and the individual strategies of the cultural agencies. We will also be working to help ensure that commercial developers use **People, Places and Spaces** in their consideration of future regeneration plans.
52. The commitments made by the Local Authorities of the region will be critical to the success of the strategy. However, it is intended that **People, Places and Spaces** should provide a strategic focus for all forms of investment in cultural infrastructure. Whilst Lottery distributors and other grant giving agencies cannot 'pre-endorse' individual projects, it is anticipated that **People, Places and Spaces** will be considered as an element in their assessment processes.
53. As well as placing this strategy within its regional policy context, we have also sought to build bridges to the main funding and investment agencies and programmes. For example, the *Living Landmarks* programme of the Big Lottery Fund has created considerable interest in the South West. This type of community focused funding would be especially relevant for the types of integrated cultural infrastructure seen as central to meeting the cultural needs of the region.
54. The *London 2012 Olympic Games and Paralympic Games* also represents one of the most significant opportunities in our lifetime to revitalise communities in the South West, to build on the strengths of the region; to develop our cultural infrastructure, involve our communities and drive up participation.
55. **People, Places and Spaces** has an important role to play in delivering the growth agenda; encouraging developers to consider the cultural infrastructure needs of new and growing communities at an early stage. Similarly, the increasing focus on 'place-making' within national and regional policy, particularly in relation to areas of housing growth and regeneration, provides a real opportunity for cultural needs to be identified at the earliest stages of development.

56. Other major capital development programmes like the government's schools modernisation programme *Building Schools for the Future*, or capital developments led by Higher Education Institutions can also contribute to the enhancement of cultural infrastructure. This will only be possible if the cultural sector is clear about its priorities and can therefore make the case to link cultural developments into other programmes. That again is a vital role for **People, Places and Spaces**.

Our regional priorities...

57. We set out to identify key regional projects that were of such scale and ambition that they could only be achieved through the collective endeavours of the **People, Places and Spaces** partnership. Our goal has been to reach agreement over those regional projects that collectively we would most like to see achieved over the next 20 years.
58. The regional agencies have collectively identified 12 regional projects which they see as cultural infrastructure priorities for the region. Each is described under a theme:
- **Theme 1: Icons of the South West** – these are instantly recognisable projects of world class quality, design and distinctiveness. They put the region ‘on the map’ and make a statement about ambition and impact.
 - **Theme 2: Our history and heritage** – these are projects that tell the stories of the South West: its places and events; how people lived, worked and celebrated.
 - **Theme 3: 2012 and beyond** – these are projects that seek to ensure a legacy from the Olympic and Paralympic Games, changing forever the quality of opportunity in these areas.
 - **Theme 4: Image and reputation** – these are projects that show the spirit of imagination, creativity and entrepreneurship that we believe is needed for the South West to operate confidently on a world stage.

Theme 1: Icons of the South West	
Existing	Eden Project: enhancing Eden’s capacity to develop as a major visitor attraction, and centre for creativity, education, science and sustainability.
	Tate St Ives: increasing exhibition space and facilities, building on the potential of links with the Leach Pottery and Porthmeor Studios.
New	Iconic Public art: an iconic piece of public art in a ‘gateway’ location for the region that captures the spirit and image of the South West.
Theme 2: Our history and heritage	
Existing	South West Coast Path National Trail and The Jurassic Coast: managing the conservation, interpretation and enjoyment of our coastline (particularly our World Heritage Jurassic Coast).
	Stonehenge: reuniting the stones with their landscape, achieving a sympathetic and sustainable approach to protection and access.
New	Digital Memories of the South West: a digitally accessible film and media centre capable of holding, and sharing, the images and stories of the region and its people with everyone.
Theme 3: 2012 and beyond	
Existing	Weymouth and Portland: maximising the Olympic legacy of the Sailing Academy and wider cultural provision in Weymouth and Portland.
New	Major Events Approach and Cultural Olympiad: a coordinated approach to sourcing, creating and supporting major events and a vibrant Cultural Olympiad for the region.
Theme 4: Image and reputation	
Existing	Indoor Arena: a major large-scale multi use performance and exhibition arena. Flexible and modular in design, but capable of accommodating an audience of up to 12,000 (<i>pending decision on Bristol Arena – this would move to ‘new’ if Bristol Arena does not go ahead as planned</i>).
	Colston Hall: completion of phases two and three to create an internationally significant concert hall for symphonic and other musical performance.
New	International Conference Centre: a major ‘landmark’ building, an international meeting place integrated with highest quality transport and accommodation infrastructure.
	Major Stadium: a major outdoor facility that is sufficiently flexible to be able to promote sporting and cultural opportunities at a local, regional and national level.

Our sub regional priorities...

59. We have also taken an active look at the opportunities for strategically driven sub-regional cultural infrastructure. Our research into existing and planned provision, drawing on data from the regional cultural agencies, and Local Authorities, has provided a framework for sub regional development within each of the 10 Planning Areas for Culture (PACs).
60. We wish to work collectively with partners from each of the PACs to help identify and shape developments. In particular, discussion will need to take place with Local Authorities and sub regional partners before the priorities in these areas can be agreed and finalised. At this current time we have resisted determining the precise form and nature of the infrastructure which is appropriate to each of the sub regions. We are keen to work with existing cultural partnerships and similar agencies, in order to build on existing cultural planning agendas. This will enable us to make more rapid progress in implementation and in maintaining the integrity of locally arrived at solutions. We have identified some of these agencies and partnerships in the following table (some are well established whilst others are set to emerge) and will be working with them on implementing a phased approach to planning and development.
61. As a group of regional agencies, we have begun the process of scoping our joint sub regional priorities. In summary, these are as follows:

Planning Areas for Culture (PACs)	
1	<p>Cheltenham and Gloucester</p> <p>Gloucester is the priority here, representing the best opportunity for significant early development. The focus will be on working with the Gloucester Heritage Urban Regeneration Company (URC) and its list of 'magnificent seven' projects.</p>
2	<p>Swindon, Chippenham and Trowbridge</p> <p>The focus here will be on widening the remit of the Swindon Cultural Partnership and working with them on the regeneration of Swindon and in particular the proposals for the new cultural quarter as featured in the New Swindon Company master plan.</p>
3	<p>Bristol, Bath and Weston super Mare</p> <p>Bristol is the priority area, as it offers the greatest potential for a joint cultural hub/zone with significant impact on the sub region. We will look to work with the Bristol Cultural Development Partnership as well as the West of England cultural planning agenda.</p>
4	<p>Taunton, Bridgwater and Yeovil</p> <p>The focus here will be on Taunton, in particular taking forward cultural aspects of the <i>Taunton Vision</i> initiative and its ambitions to achieve an impact on the sub region.</p>
5	<p>Bournemouth and Poole, Dorchester, Weymouth and Salisbury</p> <p>The two priority areas are Bournemouth/Poole and Weymouth/Portland. In Weymouth/Portland the focus will be in relation to opportunities arising from the 2012 Games. In Bournemouth/Poole the focus will be on the creation of a cultural hub/zone for the sub region involving outdoor facilities which could include a multi sport community stadium and indoor facilities which could include screen provision, art space etc.</p>

<p>6</p>	<p>Exeter</p> <p>Within Exeter the focus will be on the plans already underway for the development of a cultural quarter in the city. It will also be important to consider implications in relation to the major new housing development on the eastern fringe of the city.</p>
<p>7</p>	<p>Torbay</p> <p>Potential opportunities for joint cultural infrastructure development in Torbay require further investigation particularly in relation to staging events and festivals that make use of the natural environment and coastal areas. We recognise that development needs to be looked at in the context of the wider issue of historic resort town regeneration in South West England.</p>
<p>8</p>	<p>Plymouth and South East Cornwall</p> <p>Plymouth is the priority area as it offers the greatest potential for a joint cultural hub/zone for the sub region working in partnership with the Creative Plymouth Initiative and the new City Development Company.</p>
<p>9</p>	<p>Truro, Camborne/Pool/Redruth, Falmouth/Penryn</p> <p>Priority areas include Redruth and Falmouth.</p> <p>In Redruth, the focus will be on working with the Urban Regeneration Company (CPR Regeneration) on projects such as Spyrys, and the development of the Old Grammar School , exploring the potential for a cultural hub/zone for the sub region</p> <p>In Falmouth, the focus will include looking at the next stage of development at the nearby Combined Universities of Cornwall and the potential relocation of Dartington College of Arts. Significant partners for this PAC are The Creative Kernow Partnership and the Heartlands Project.</p>
<p>10</p>	<p>Barnstaple</p> <p>There is potential opportunity for work around a proposed new town centre cultural quarter and its potential impact on the sub region.</p>

62. The concept of developing cultural hubs, quarters, zones or parks (variously referred to above) is already taking shape in a range of national, regional and sub regional plans, for example the priorities of Sport England. There is no 'one size fits all' and this kind of integrated provision could and should vary in size and scope depending on location, catchments and the existence of other adjacent provision. The idea is to bring together two or more partners from the cultural sector to widen the opportunities on offer at a single location and to create a range of indoor and outdoor activities. This is an innovative model for sub regional cultural provision and one which we are interested in exploring in the South West. In some of the PACs, planning and development for these kinds of integrated facilities is already happening.
63. It is important to note that we attach equal importance to 'supporting' infrastructure (capacity building, research and evidence, joint planning and support, networking) as we do physical infrastructure. We have taken as read that quality of design, built environment and public open spaces are important sub-regionally as well as regionally and need to be a key aspect of sub regional plans.
64. As part of the implementation of **People, Places and Spaces**, we will develop a process and timetable for developing detailed implementation plans for each of the PACs in partnership with the relevant Local Authorities and other partners (see page 26, Making it Happen...)

Making it happen: from ambition to reality...

65. Culture South West will play the lead role in co-ordinating the implementation of **People, Places and Spaces**. It will also lead a parallel review and monitoring process to ensure that processes are refined and new priorities identified during the strategy's proposed 20 year span.
66. **People, Places and Spaces** is built on the concept of encouraging far greater levels of partnership amongst the regional and cultural agencies (and their funding and investment partners) than has traditionally been the case. The critical role of Local Authorities in implementation is fully recognised and specific proposals are made about how **People, Places and Spaces** can be developed across the 10 Planning Areas for Culture (PACs).
67. On the following pages, we propose a number of specific actions to ensure that the strategy is fully, and effectively, implemented. These fall into the following categories:
 - leadership
 - research and intelligence
 - partnership and prioritisation
 - major events
 - development and investment
 - review and assessment

Leadership

68. The key to effective implementation will be the quality of strategic leadership. Culture South West has played a critical role in bringing together all the main regional agencies in the production of **People, Places and Spaces**. The unique framework of cultural agencies, the Lottery distributors, governmental agencies, local authorities, the Regional Assembly and SWRDA has been vital to the development of this strategy. It will be critical to its implementation.

Leadership actions:

- | | |
|-----------------|--|
| Action 1 | Culture South West to play the lead role in co-ordinating the implementation of the strategy and establishing a Joint Implementation Group (JIG) including all the key agencies in the South West. |
| Action 2 | The JIG to review staffing and other resources to ensure sufficient capacity for the implementation work required. |
| Action 3 | Culture South West to update the Regional Cultural Strategy to ensure that it reflects the priorities and principles within People Places and Spaces . |

Research and intelligence

69. Any strategy that seeks to be relevant over a 20-year period will need to be reviewed regularly and detailed implementation will require careful analysis of trends. Wherever possible, it will be vital for the partners to continue to support and develop the cultural agencies joint research strategy. Joint research activities are currently provided through the research programme led by Culture South West on behalf of the sector. It brings the most up-to-date information and intelligence on culture to policy makers and practitioners across South West England.

Research and Intelligence actions:

- Action 4** Culture South West will take the lead in ensuring that **People, Places and Spaces** related research is incorporated into the existing joint regional cultural agencies research strategy, This will include an analysis of the information and intelligence required regionally for effective implementation, monitoring and evaluation of the Strategy.
- Action 5** JIG to oversee the development of measurable outcomes in relation to the goals and actions of **People, Places and Spaces**.

Partnership and Prioritisation

70. Culture South West has helped encourage the greater integration of activity amongst the major cultural and supporting agencies in the South West through **People, Places and Spaces**. The challenge is to take this on to its next level. This will be reflected in a number of ways. It will be seen in the coalescing of applicable policies, in joint assessment of projects wherever relevant or possible, in shared opportunities and in joint working with, and across, the governmental agencies.
71. A critical aspect of partnership working will be the relationships between the cultural agencies centrally and Local Authorities. It will often be the Local Authorities who will make the main capital provision required and sustain the revenue consequences of any developments. This will be especially important in the 10 Planning Areas for Culture where detailed discussion will need to take place with Local Authorities before the priorities in these areas can be agreed and finalised.

Partnership and Prioritisation actions:

- | | |
|-----------------|---|
| Action 6 | JIG to establish a process for the ongoing identification and assessment of regional cultural infrastructure priorities. |
| Action 7 | JIG to establish a task team to support the development of the major regional cultural infrastructure required and, where necessary, identify specific locations. |
| Action 8 | JIG to agree a process and timetable for developing detailed implementation plans for each of the PACs in partnership with the relevant local authorities and other partners. |

Major events

72. Our Major Events Policy Statement (see Supporting Documents) sets the context for the development of major events within the region. Our aim will be to source, create and support major events and festival activity across the region.

Major events actions:

- Action 9** The major events policy statement to be accepted and implemented by all relevant agencies and organisations.
- Action 10** Relevant regional agencies to examine the most appropriate method of developing a coordinated approach to the sourcing, creating and supporting of major events in the South West.

Development and Investment

73. To achieve **People, Places and Spaces** will require significant investment over the 20 year period. The initial objective of this strategy, however, is to encourage the better use and co-ordination of existing resources. **People, Places and Spaces** also aims to ensure that developer contributions from the vast increase in house building in the South West over the next 20 years should make a significant contribution to the costs of the cultural infrastructure.

Development and Investment actions:

- Action 11** JIG to work with the SW Regional Assembly, South West RDA and CLOA to (i) promote **People, Places and Spaces** to planners and developers, and (ii) establish the most effective way of securing appropriate contributions from developers for cultural infrastructure.
- Action 12** Regional agencies should consider coalescing policies, where relevant, which guide their investment in cultural infrastructure to help ensure implementation of the priorities identified in **People, Places and Spaces**.

Review and Assessment

74. The challenge with a 20-year strategy is that external factors often change more quickly than the strategy itself. Without major readjustment, the strategy can quickly become obsolete. There needs therefore to be a degree of “future-proofing” built into the implementation processes if this strategy is to remain relevant for its projected period.

Review and assessment action:

Action 13 Culture South West to conduct an annual review on the implementation of **People, Places and Spaces**, and a major review every 5 years.

Measuring our success...

75. **People, Places and Spaces** is about significantly raising the profile and contribution of culture in planning, development and investment activity in the region. The following table outlines how the actions we are proposing (see previous page) relate to our overall goals (see page 9):

Key goals	Actions
Cultural sector partners working together to deliver an integrated approach to cultural infrastructure improvement and development.	All Actions
Priority given to projects involving more than one cultural domain so that integrated cultural development is the norm.	Actions 5, 6 & 11
Planning Areas for Culture established as a framework for sub-regional cultural development.	Action 7
Cultural infrastructure addresses the needs of diverse communities within the region, with specific reference to age, social inclusion, ethnicity, access, disability and gender.	Action 4 & 5
Cultural sector partners addressing the gaps in the region's cultural provision – bringing cultural activity within reach of more people in the region.	Action 4, 5, 6, 8 & 9
Culture recognised as a core component of all development planning in the region.	Action 10
Cultural infrastructure developed with clear and quantifiable impact assessments (economic, social, environmental and accessibility).	Action 5
Creative individuals of quality, imagination and enterprise choose to live and work in the region.	All Actions
Cultural organisations of distinction, ambition and excitement enhance the reputation of the South West.	All Actions
Cultural participation and activity increased.	Action 12

76. Producing measurable outcomes in relation to these goals and actions will also be central to the implementation. These will be developed as part of the consultation process and refined by the Joint Implementation Group (JIG).

Annex...list of consultees

Organisations consulted or represented at public meetings:

Arts Council England, South West
Attik Dance
Bath and North East Somerset Council
Bath Film Festival & Bath City of Festivals
Big Lottery Fund
Bournemouth Borough Council
Bristol City Council
British Association of Friends of Museums
Central Gloucester Initiative
Chief Cultural and Leisure Officers' Association (CLOA)
Christchurch Community Partnership
Community Council of Devon
Countryside Agency
Creating: Excellence
Creative Kernow
Creative Partnerships Cornwall and Plymouth
Dartington College of Arts
DCMS
Devon County Council
Dorset County Council
East Devon District Council
English Heritage
Equality South West
Exeter City Council
Filton College
Flameworks
Gloucestershire County Council
Government Office for the South West
HERDA - SW
Heritage Lottery Fund
Innovate
Institute of Digital Art & Technology
Lipson Performing Arts College
Local Heritage Initiative
Market and Coastal Towns Initiative
Mid Devon District Council
Museums, Libraries and Archives South West
North Devon District Council
North Somerset Council
Plymouth Arts Centre
Plymouth City Council
Plymouth City Museum and Art Gallery
Plymouth College of Art and Design
Plymouth Cultural Diversity and the Arts Consortium
Rural Community Council

Ruth L Jones Ltd Creative Consultancy
Salisbury Arts Centre
Somerset County Council
South Gloucestershire Council
South Gloucestershire Library, Arts and Information Service
South Hams District Council
South Somerset District Council
South West Coast Path Team
South West Forum
South West Regional Assembly
South West Regional Development Agency
South West Screen
South West Tourism
Space for Sport and Arts
Sport England South West
Sustainability South West
Swindon Borough Council
Taunton Deane Borough Council
Teignbridge District Council
The National Trust
Theatre Royal (Plymouth) Ltd
Torbay Council
University of Plymouth
West Dorset District Council

An additional meeting was held to canvass views of young people. A summary of responses from these meetings is available as a separate document.