



The **living places** partnership

This document explains the purpose of the **living places** partnership, our activities to date, and what we expect to achieve.

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What we are and what we do

New communities are being established in a number of places in England as our society grows and changes. We believe that building successful communities is not just a matter of bricks and mortar. We believe that access to culture and sport is an important part of the quality of life, and that planning for new communities needs to take this into account.

With that in mind, the following bodies are co-operating in a variety of ways to make this a reality:



- The five leading national cultural agencies: Arts Council England, CABE (Commission for Architecture and the Built Environment), English Heritage, the Museums, Libraries and Archives Council (MLA), and Sport England.
- DCMS, the Department for Culture, Media and Sport.
- CLG, the Department for Communities and Local Government.





The areas in which we believe joint action is most helpful are:

- **Supporting infrastructure development:** supporting the development of culture and sport infrastructure through the dissemination of the Culture and Sport Planning Toolkit to the built environment and cultural sectors.
- **Priority places:** focussing on five specific priority places to demonstrate and develop delivery models and disseminate best practice for embedding culture and sport in housing led growth and regeneration.
- **Shaping policy:** influencing national, regional and local policy to ensure that culture and sport are built into housing led growth and regeneration.
- **Building the case:** identifying and profiling the contribution that culture and sport to place shaping.

We work on three spatial levels: through our priority place partnerships, our regional partnerships, and our national partnership (please see Appendix one for a fuller explanation of the relationships between these three).

This report sets out what we have done so far, and our actions at each of these levels, for the 2009/10 year and beyond.

Working at national level

As a partnership of national organisations based in central government, we do not directly do the work of planning and delivering cultural and sporting infrastructure and services. That is why at each level our core member organisations work with appropriate partners to realise the promise of improved planning and delivery in building more sustainable communities.

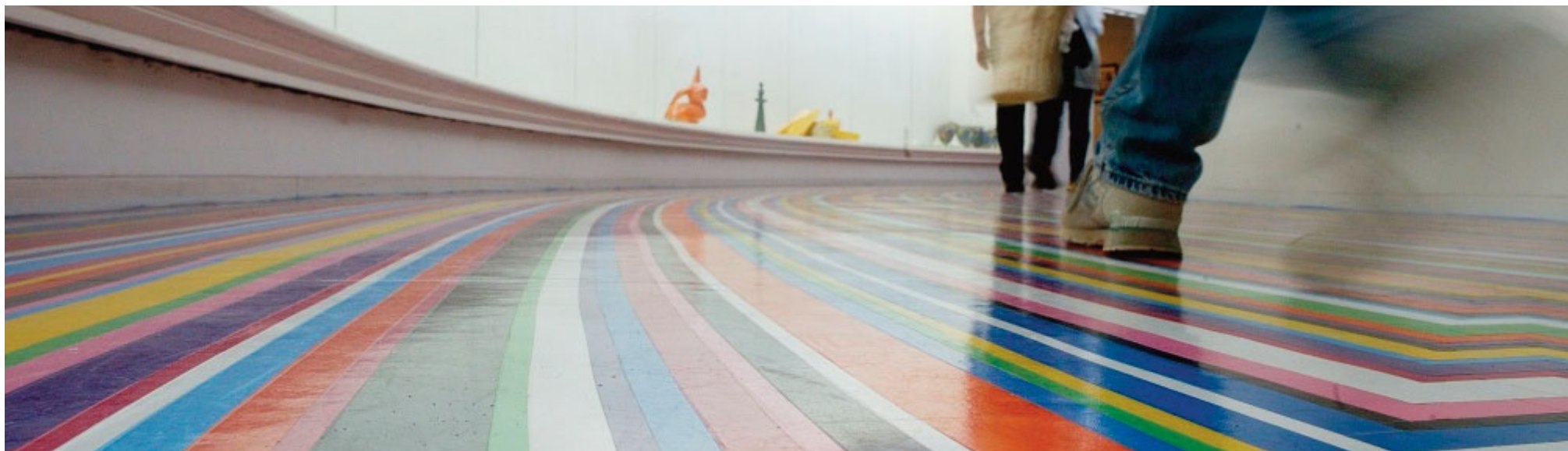
For instance, regional partnerships work closely with Regional Development Agencies, whereas priority places work with partners appropriate to their varying spatial scales, including local authorities, regional government, and communities themselves. The national partnership, in turn, works with stakeholders across government to influence policymaking at the centre, and to provide support to the regional and priority place partnerships.

We recognise that, to make our case with these partners at all three levels, we need to show the importance of the contribution that culture and sport can make to communities, and provide guidance and support to the practitioners who are part of building those communities.

The national partnership does this in a variety of ways:

1. We maintain and disseminate the **Culture and Sport Planning Toolkit**.
2. We focus on learning from our five **priority places**.
3. We **compile new evidence**, from case studies to 'think-pieces'.
4. We **inform thinking across Government** through joint responses to consultations and provide other advocacy as appropriate.





1. The Culture and Sport Planning Toolkit (CSPT)

In April 2009 we launched the CSPT, a comprehensive toolkit of advice, guidance and case studies on embedding culture and sport in development, for a variety of practitioners to use. The CSPT was produced through close work with the Town and Country Planning Association (TCPA). The toolkit is available online on the **living places** website at www.living-places.co.uk.

The toolkit sets out a simple five stage process to build culture and sport into places. Users can learn from the experience of others and base their own development plans on the processes and principles that have succeeded elsewhere. The toolkit will help built environment professionals find new ways to deliver sustainable communities

through culture. It will help them gather the evidence they need to recommend culture-led plans for regeneration. And the toolkit will help local government cultural officers navigate the planning system, so that they can make the case for museums, libraries, theatres and sports facilities in the right way and at the right time.

At a national partnership level we see the toolkit as a central tool to engage with and help to guide planning and development nationwide. We thus work to spread awareness of the toolkit and the benefits of using it, and to ensure its ongoing usefulness and accessibility for planners, developers and local authorities.



2. The priority places

The priority places were established to test and evaluate ways of integrating thinking about culture and sport into areas experiencing regeneration and growth. There are five priority places, representing a range of spatial scales, from a single local authority to an entire region. 'living places' work in each priority place is led by a partnership formed of the cultural agencies, local authorities, local development and planning organisations, and other relevant stakeholders as appropriate. (For further information on the strategic importance of priority places, and the past and future work of each priority place, please see the chapter 'Our work in five particular priority places').

At a national partnership level we seek to get the most from the priority places, in terms of using joint working to deliver better planning for culture and sport in those places, and developing and sharing lessons learned in how best to achieve this.

To this end we provide strategic direction to the priority place initiative as a whole; we commission evaluation of joint working across the priority places, and share learning from this and other experiences between priority places. We seek to draw in partners from a national level to aid the work of priority places, and we promote the work of the priority places from a national platform, through communications and ministerial visits. Each priority place has a permanent representative on the national partnership, and we aim to bring all the priority place partners together at least once a year at a **living places** network event.



3. Compiling the evidence base

In addition to the prima facie case for the importance of culture and sport in building sustainable communities, there is a body of emerging evidence to underpin this. Through **living places**' work in regions and priority places, we have begun to contribute to this ourselves, both through publishing case studies and think-pieces, and commissioning original research, such as mapping out the provision of cultural and sporting assets in certain priority places.

At a national level, we collate and disseminate this evidence from regional and priority place partnerships, as well as commissioning our own research and evaluation work, and maintaining the website which is our core information portal. Our aim throughout is to show the added value of thinking about the cultural and sporting dimensions for new communities.

4. Informing Government thinking

Using the knowledge and intelligence compiled as above, we contribute to policy-formation and decision-making across Government and within certain key professional bodies such as the Local Government Association, for example by responding to consultation opportunities or via other appropriate forms of advocacy, to argue the case for integrated thinking about culture and sport in planning and development.

Actions

During 2009/10, national partners will:

1. Build on the successes of the Culture and Sport Planning Toolkit:

- a. Deliver a series of regional events targeted at the planning and cultural sector to introduce the toolkit and support the development of closer partnership working between the sectors.
- b. Establish a CSPT Steering Group, to keep the toolkit fresh and updated, by reviewing its contents every 6 months and ensuring stakeholder buy-in and support.
- c. Undertake a full evaluation of the CSPT's impact and stakeholder responses to the toolkit.
- d. Meet key professional bodies to explain and promote the value of the toolkit at a national level.
- e. Create a network of **living places** Champions – who can develop the profile of the CSPT across relevant sectors and geographic areas.

2. Support our priority place and regional partnerships:

- a. Commission and disseminate a full evaluation of **living places'** performance to date, at national, regional, and priority place levels.

- b. Provide support for regional partnership working with the RDAs and the sub-national review, to promote the inclusion of culture and sport in the new integrated regional strategies.
- c. Hold a Network Event in November, to convene **living places** representatives and stakeholders at all levels, to improve join-up across the programme, hear the latest thinking from across the programme, and feed in to national decision making.
- d. Visit each of the priority places as a group, to improve understanding and strengthen two-way conversation between national and priority place partnerships.

3. Strengthen our partnerships across Government:

- a. Develop our partnership working with the Homes and Communities Agency.
- b. Work in partnership with CLG to support the development of the Eco Towns.
- c. Develop our joint working with the Building Schools for the Future programme.
- d. Identify and pursue potential linkages with World Class Places.

4. Strategically develop the **living places** programme

- a. Commission evaluation of programme's work to date, and use this to inform the delivery of culture and sport contributions to place shaping, and the way that the **living places** partners support this.
- b. Produce a sustainable legacy plan for the **living places** programme.

Working at regional level

The **living places** partnership is represented in the new regional arrangements for delivery of priorities relating to culture and sport. These are fairly new arrangements and have been finding their feet in 2008/09. However, there are clearer plans for 2009/10, and these show how each region will:

- Offer strategic advice and guidance around 'place-making'. For example, recent and forthcoming changes to the planning regime in England emphasise the importance of the regional dimension when planning for growth. All regions are expected to prepare integrated plans for their areas, and of course for growth points that span regions, such as the Thames Gateway. Regional partnerships will consider how the **living places** partnership might help and influence those regional plans.

- Make best use of the Culture and Sport Planning Toolkit.
- Engage with regional and sub regional partners in other appropriate ways.
- Offer case studies or other evaluation material that throws light on the added value of culture and sport in communities, and that can be used elsewhere to showcase interesting developments and best practice.

Additionally to the regional specific plans, all regions have signed up to participate in the national **living places** evaluation and advocacy work.



Actions

Summary of activity in each region

West Midlands

Provide cross-cultural agency, strategic guidance and advice to places experiencing growth

- Work with Advantage West Midlands and Government Office West Midlands to assess regional investment and geographic priorities in light of the recession and use that to target agency advice, guidance and investment.
- Provision of strategic guidance to local authorities and other stakeholders via the Culture and Sport Planning Toolkit and associated workshops.
- Work to secure investment in cultural infrastructure in line with policy SR2 in phase two of the RSS revision.



North East

Culture embedded effectively in regional development planning (IRS, SCS, Growth Point Plans and LDF)

- Develop and implement regional advocacy and communications plan to engage stakeholders and embed cultural planning in wider regional decision-making.
- Source and collate case studies to illustrate the benefit of embedding culture in regeneration and development for use (alongside national evidence base) in regional advocacy and national campaigns.
- Support ONE cultural infrastructure mapping project, coordinating with national cultural research plans.
- Coordinate LSP working with local government strand of this plan.

Dissemination of the Culture and Sport Planning Toolkit

- Hold regional **living places** event with Town and Country Planning Association to develop better working relationships between culture and the built environment sector.
- Embed ongoing awareness-raising of toolkit into established communication and network infrastructure, informed by the event evaluation report.

Seek alignment and investment across organisational boundaries to create better outcomes for people and places

- Build effective relationships with the HCA and maximise cultural opportunities in growth point programmes.
- Scope potential to develop a project with HCA which embeds joint working and cultural consideration in to HCA programmes.
- Work with Tees Valley city region to take forward on strategic positioning of culture and joint development planning opportunities.
- Support the Sea Change programme in the North East.

Yorkshire

At the beginning of 2009/10 the regional **living places** group reconfirmed that the primary consideration for regional work is to support Yorkshire's ambitions as a vibrant place to live, work and visit. In particular by:

- Identifying and profiling the contribution that culture and sport make to placemaking.
- Influencing national, regional and local policy to ensure that culture and sport are built into regeneration, housing led growth and planning for sustainable communities.
- Supporting the development of culture and sport infrastructure through the dissemination of the Culture and Sport Planning Toolkit (CSPT).

Influencing regional strategies

The **living places** group are clear that cultural spatial planning needs to work in alliance with the strategic plan determined by the Yorkshire Cultural Agencies Partnership (YCAP is the vehicle for implementing the Hodge review.) The place shaping strand of work for 2009-2011 reflects this thinking, whilst maintaining a profile on culture at the centre of place shaping focused activity.

The regional programme will contribute to the national **living places** objectives, focusing particularly on two key areas:

1. To influence cultural planning through engagement with strategic programmes of work:

- Consolidate 2009-11 action plans to influence and support locality-based cultural engagement, to include relevance to LAA indicators, developing a coherent evidence base and addressing workforce development needs.
- Integrate activity with Local Government strand of YCAP to influence place shaping activity within LSPs.
- Liaise with relevant partners to support active promotion of Culture and Sport Planning Toolkit.
- Integrate activity with Regional Strategies strand of YCAP plan to influence spatial planning aspects of IRS.

2. To liaise with relevant partners to ensure cultural input and influence into place-making programmes such as Sea Change

- Maintain active involvement on specific regional advisory groups to maximise benefits of cultural interventions.



East of England

The East of England region has one priority place – Thames Gateway South Essex and the **living places** regional work is articulated in the Cultural Regeneration and Transformation East (CREATE) regional action plan. Overall the ambition is to embed culture in the development of sustainable communities and to achieve a great quality of life for communities who live, work and play in the growth areas.

■ **living places** priority place – Thames Gateway

Partners will work to embed culture in growth plans, lever investment and provide high quality cultural engagement opportunities, through engaging with the **living places** TGW steering group, preparing briefings and sharing intelligence.

■ **living places** Regional Action Plan – Perception Peterborough

Through the Perception Peterborough project, to embed culture in growth plans, lever investment, and provide high quality cultural engagement opportunities for communities.

■ **Sea Change**

Support the Sea Change programme in the East of England; help secure other investment through the open access programme; with other RDAs, support CAGE's plans for programme evaluation and continuation.

■ **Cultural and Sport Planning Toolkit**

Partners have agreed to support an improved approach to planning in relation to cultural provision. A regional event to disseminate the toolkit is planned for November 09.



East Midlands

The East Midlands has the priority place of Corby, more information to be found on the plans for Corby in the priority place section. For the regional overview of **living places** the **living places** partners intend to develop a series of contextual 'policy shift' papers to ensure we are well positioned and attuned to regional dynamics around key issues/areas which have the potential to effect the positioning of our shared culture and sport agendas in the future. We will scope this work further but themes may include:

- Responding to the commissioning agenda in the region.
- Utilising economic drivers around housing growth to secure improved provision for culture and sport in the East Midlands.
- Responding to localism agenda in EM: how can culture and sport galvanise stronger local leadership?
- How can sport and culture support local partnerships to exercise well-being powers in the region?

Culture and Sport Planning Toolkit:

- Working with the national **living places** team, the **living places** regional group and partners will develop an engagement and advocacy plan for the CSPT in their region to ensure that opportunities to support the cultural sector to develop closer working relationships with local authority and regional planners are maximised.
- There will be regional opportunities to disseminate the CSPT to both planners and cultural professionals. The **living places** partners will support and promote these, suggest appropriate regional case studies and local authority speakers to provide examples of how sport and culture have been engaged in the planning process to ensure a wide uptake and usage of the toolkit.
- Sea Change: The Sea Change programme aims to drive cultural and creative regeneration and economic growth in seaside resorts by funding inspiring, creative and innovative projects. Bids for projects on the Lincolnshire Coast have been submitted and where successful the **living places** Regional Group and partners would look to support activity and add value where appropriate.

South East

The South East has two priority places, the Thames Gateway and PUSH. For more information on the specific offer to these places – see the priority place section.

The regional overview for **living places** South East, which aligns with the South East Cultural Partnership action plan for Place Shaping, is as follows:

Secure investment through identified opportunities

- Review structures and joint-funded post in Thames Gateway North Kent to appropriately deliver the **living places** South East offer.

Encourage a co-ordinated approach

- Review future of co-funded post in MKSM.

Embed national **living places** objectives

- Support co-funded post in PUSH to appropriately deliver **living places** offer.

South West

The South West region is also a priority place – plans for the region are placed in the priority place section.

London

London **living places** Partnership focuses much of their work on the Thames Gateway priority place (more information on that work in the priority places section).

Their regional overview for London includes:

Advocacy

- Work with national and partners to influence key strategies and policies, particularly with DCMS, DCLG and HCA and Regional Development Agencies.
- Support development of the Mayor's new cultural strategy and the revision of the London Plan.

Research and data – an emerging virtual cultural observatory

- As part of the London Cultural Improvement Programme Data Quality and Access Review project, we are commissioning consultants to identify the best platform to make a number of data sets available, in partnership with the GLA.

Local Government improvement

- The cultural agencies with London Councils and Capital Ambition work in partnership to deliver the London Cultural Services Improvement Programme. As part of this work programme, the London **living places** Partnership is hosting a Culture and Sport Planning Toolkit event.



North West

The North West **living places** Partnership is taking forward their work in Pennine Lancashire which is the priority place for the region – as a pilot for placeshaping across the region. They aim to do this by:

- Promoting and disseminating best practice from Pennine Lancashire at the CSPT regional event.
- Establishing a region-wide **living places**/Places Shaping Partnership with the Pennine Lancashire Development Corporation.
- Including the Cultural Mapping Research that was carried out by the **living places** partners within the Integrated Regional Strategy evidence papers.



Our work in five particular priority places

In addition to the work in all regions, the **living places** partners have chosen five places for a special coordination of effort.

In these places, we aim to pool our efforts and local intelligence in order to:

- Gain a greater understanding of the barriers that prevent culture and sport being built into planning for communities.
- Devise practical solutions that can be developed to break down those barriers and secure properly integrated planning.
- Experiment with different approaches, to see what works best, with a view to adding to our store of knowledge and case studies about what works well and what works less well.



Five priority places

The Thames Gateway touches a huge swathe of South East England and three regions.

The South West embraces an entire and very diverse Government Office region.

Corby, while linked to a sub-regional growth area, is nevertheless much more contained, covering the area of a single district council.

The Partnership for Urban South Hampshire (PUSH) covers 11 local authorities in South Hampshire running along the Solent Coast. In 2007 PUSH was awarded growth point status by CLG and in 2008 agreed a Multi Area Agreement with Government.

Pennine East Lancashire covers a sub-regional Housing Market Renewal Area.

The following pages review achievements to date in each of these five areas, and set out outline plans for 2009/10 and beyond.¹

¹Further detailed information on the priority place plans to be found in the appendices

Pan-Thames Gateway

- The lead agency for the **living places** work to support the Thames Gateway is Sport England.
- The Pan Thames Gateway network brings together representatives from each of the three regions that make up the Thames Gateway (London, East and South East).

Pan-Thames Gateway

In 2008/09, the partnership set out to achieve the following:

Understanding and research

- To further develop research on the cultural mapping of the Thames Gateway (action for the London **living places** Partnership).

Promotion

- Involvement in the Pan Gateway marketing programme led by the three RDAs – (LDA lead and RDAs with Pan Gateway **living places** partners).
- Continue meetings with local authority CEOs to promote culture, and sport and continue to promote the TGNK cultural framework and toolkit (Culture TGNK).

Best practice and advocacy

- Promotion of the role of sport and culture in regeneration – (London TGLP and Culture TGNK).

Partnership

- Multi agency partnerships to be set up in South Essex by ACE to work with local authorities (East **living places**).
- Strategic partnership development with TG London Partnership, LDA and TGDC (London TGLP).
- Liaise with key players over Kent's cultural strategy, to align with LAAs and MAAs (Culture TGNK).

Support

- Local Government improvement work to support local authorities on service development and improvement (London TGLP, Culture TGNK and East TGLP).

Advocacy/showcasing

- Promoting the role of sport and culture in regeneration across the Gateway (Culture TGNK).

Planning

- Work to support local authority planners and specific projects in London, South Essex and North Kent (London TGLP, Culture TGNK and East TGLP).

Learning in practice

- Each of the three regional **living places** partnerships have identified specific areas within their sub-region where attention will be focused (London TGLP, Culture TGNK and East TGLP).

2012

- Ensure the legacy of the games are spread across the whole of the Thames Gateway (London TGLP, Culture TGNK and East TGLP).

Pan-Thames Gateway

Partnership achievements in 2008/09:

Understanding/research

London **living places** Partnership

- The cultural mapping research commissioned through the London Thames Gateway Cultural Co-ordinator as part of Culturemap is now complete as a pilot data set. A user agreement has been set up for local authorities to use this as a baseline.

Promotion

LDA lead with 3 RDA and Pan Gateway **living places** partners

- Charles Landry was appointed by the three RDAs following a joint visioning workshop held in July 2008. Input by all agencies into the inward investment strategy for the Thames Gateway.

Culture Thames Gateway North Kent (Culture TGNK)

- Held a workshop in January 09 for cultural partners and all local authorities with two local authority CEOs speaking. All local authorities are now prepared to become full partners with the cultural agencies in TGNK and to provide financial contributions to the partnership.
- Gravesham Borough Council – British Offshore Power-Boating. Very successful tourism/sporting event – attracted new audiences to Gravesham's Big Day Out.
- Stage one of Sittingbourne Town Centre Masterplan leading to full cultural opportunities study. TGNK Cultural Toolkit and Framework supplied to tenderers as a key document.

- Production of cultural strategies as an evidence base for local development frameworks. Gravesham and Swale Cultural Strategies completed. Medway and Kent Cultural Strategies in progress. All cultural strategies use the TGNK Cultural Framework's toolkit as a base document.

Best Practice/advocacy:

London **living places** Partnerships

- Published in March 09 'Shaping Places through Culture in London' case studies in partnership with the Mayor's office.

Culture TGNK

- Held a workshop highlighting the economic benefits of filming in the TGNK area. This has led to increased filming – eg Medway Film VEER to be released autumn 09.
- Workshop held on the role of Heritage in Wider Culture (Cool Heritage). North Kent Heritage Forum now formed to keep local authorities at the forefront of best practice.

Partnership

living places East (ACE lead)

- Consultation with arts organisations and local authorities complete. Recommendation to establish a region-wide seminar programme and mentoring opportunities programme to start in September 09.

Pan-Thames Gateway

Culture TGNK

- Old School Queenborough: worked with third sector to encourage funding bids for initial feasibility. Project now on track for refurbishment as a major community centre. 30k from HCA in partnership with other bodies. Case being made for funding from Kent County Council to refurbish the library attached to the Old School.
- Worked with partners on the Mark Wallinger White Horse including Future Creative.
- Contributed to Land Securities central study for Ebbsfleet. Major educational programme underway with schools in the Ebbsfleet area.
- Attended and contributed to the Kent Cultural Summit.
- Worked with the Dartford Crime and Disorder Partnership to introduce music to hard to reach groups. Rythmmix pilot project in place.

London living places Partnership

- LLPP expanded to include new public and voluntary sector partners. GLA and TGLP contributing towards 09/10 programme.

Support: Local Government improvement work to support local authorities on service development and improvement.

London living places Partnership

- The **living places** partners work in partnership to deliver the London Cultural Services Improvement Programme. The London Thames Gateway boroughs are targeted beneficiaries of this programme with a range of support provided to them on service development and improvement.

Culture TGNK

- Established the 2012 TGNK working group in order to share advice and best practice.
- Supported Medway Council's investment of £11 million for the modernisation of the Black Lion Leisure Centre to support better integrated programme and the avoidance of duplication in NK. Medway's culture strategy in production, TGNK coordinator has been closely involved in the work to date.
- Creative workshops have been created by SEEDA at Chatham Historic Dockyard, to benefit graduates from UCA and the universities at Medway.

Pan-Thames Gateway

East TGLP

- Capital application submitted to LSC to develop the hub in Thurrock. Regional founder college network established and 25 employer organisations established as members of NSA in the region.
- South East Essex College is one of the 12 founder colleges for the national skills academy.
- Strong links have been made to developing Learning Campus in Grays, Thurrock and its emerging curriculum offer.
- Pilot activity in region includes creative apprenticeships.

Advocacy/showcasing

Culture TGNK

- Showcase event for wider stakeholders held at UCA in January – this led to the expansion of the steering group to local authorities and higher education institutions.
- Visit made by planners, cultural officers and councillors in TGNK to view PUSH's discovery centres to see the use of listed buildings and the delivery of modern library provision. Heritage and cultural showcasing event brought stakeholders together in March 09.

Planning

Culture TGNK, East TGLP and living places Pan Gateway partners

- Meetings held with Atlas – Atlas toolkit circulated to steering group and local authorities.

- Comments submitted/meetings held on LDFs for Dartford, Gravesham and Medway. Additionally for the Area Action Plans for: Dartford Town Centre and Medway's supplementary planning document on planning benefit.
- LLPP provided detailed support in Canning Town, Newham and a project grant towards the Deptford Charette.

Learning in practice

Culture TGNK

- The Thames Gateway North Kent Cultural Coordinator is a full member of all local authority cultural partnerships. (Sittingbourne town centre steering group, Ebbsfleet – close working with Futurecity over cultural strategy for Land Securities. Liaison with Dartford, Kent Themesside and Medway Renaissance).

2012

London living places Partnership

- Continued support and advice provided to the five host boroughs. LLPP contributing to a five Borough post and contributing to the Legacy masterplanning process.

Culture TGNK

- 2012 group in NK – Kent County Council, Medway Borough Council and chaired by the Thames Gateway Kent Partnership.

Pan-Thames Gateway

The partnership plans for 2009/10 and beyond

There are currently three **living places** partnerships that cover the Thames Gateway one for each sub region of the Gateway – London, South Essex and North Kent. A Pan-Culture TG group chaired by Sport England has been set up which ensures co-ordination between the three groups with membership drawn from the 3 chairs of each of the **living places** networks, RDAs, Government office. The remit of the group is to ensure co-ordination and where joint projects such as advocacy and marketing cover the whole of the Thames Gateway that this is undertaken jointly to avoid duplication and achieve economies of scale.

Culture TGNK

The Thames Gateway Kent Culture Partnership is a strategic group which supports and ensures linkages with the **living places** programme in TGNK . Supported by the **living places** partners, work is underway to refocus the aims and objectives of the group and appropriate delivery mechanisms in line with evolving local and national drivers:

Multi Area Agreement

- In May 2008 the leaders of the local authorities on the Thames Gateway Kent Partnership concluded that an MAA offered potential for strengthening collaboration on key aspects of economic development and regeneration. Environment and Culture are seen as emerging themes for the updated/revised MAA. A principal focus will be the development of a cultural strategy for the five authorities which could form the basis for the cultural chapter of the MAA. The strategy should include:

- A SWOT analysis of the cultural offer in the sub-regions over the next three years.
- Mapping of the cultural assets which should be capable of incorporating in the regional GIS enabled Cultural and Creative Industries Framework.
- An analysis of provision in the sub-region, based on the needs of communities over the next decade.
- Analysis of the social-economic profile and issues which need addressing.
- Conclusions and recommendations for collaborate work on culture which would add value to the current offer and activities and methods of delivery.
- Building the partnership.
- The partnership needs to involve the delivery agencies and other strategic partners and could be responsible for developing the cultural strand of the MAA to give it purpose and direction in the first instance.



Pan-Thames Gateway

Collaborative projects and priorities

- Some early projects may need to be initiated and early work to take forward the cultural strategy, on areas such as:
 - 2012.
 - Communication and transport, following the opening of Ebbsfleet as the CTRL domestic station.
 - Marketing of cultural tourism.
 - Festivals.
 - Agreement on sharing of and focus of cultural provision.
 - Town centre regeneration with culture as the driving force.
 - The **living places** partnership will also support the embedding of culture and sport in Local Development Frameworks through funding a seminar to introduce the Culture and Sport Planning Toolkit to planners and cultural leads.

London living places Partnership

The London **living places** Partnership programme is designed to support our core customers; local government, planners, developers and regeneration agencies. We work with the other regions in the Thames Gateway through the Pan-Gateway group.

Advocacy

- To increase awareness amongst key partners and developers, of the importance of culture in creating successful places that people want to live in, work in and visit.

Key actions:

- Work with national and pan-Gateway partners to influence key strategies and policies particularly with DCMS, CLG, HCA and Regional Development Agencies.

Research and data – an emerging virtual cultural observatory

- Research, best practice and data sharing improve knowledge and support evidence based cultural policy and investment.

Key actions:

- Determine the future site of Culturemap data.
- Commission data review and access project with LCIP and Mayor's Office.

Local Government improvement

- The 10 TG London Boroughs are at the heart of cultural service leadership provision and funding of cultural services. TLP partners work to provide them with a range of support.

Key actions:

- LCIP regenerations vent for elected members.
- Culture and Sport Planning Toolkit Event.
- Improvement planning by Thames Gateway Borough through London Cultural Improvement Programme.

Pan-Thames Gateway

In practice

In February they identified the following priority areas for the coming year:

- Canning Town
- Stratford/Lower Lea Valley
- Woolwich
- Rainham

The LLPP has agreed that they will contribute towards the project budget for the new LDA funded post within the five host borough unit to support legacy planning within the Olympic Park and the MAA.

Key action:

- LLPP are proposing that this strand of work be led by a consultant contracted to work directly with each priority area, drawing on staff from LLPP partners and deploying a project budget where necessary.

Thames Gateway South Essex

TGSE continues to be problematic in terms of building a cohesive approach but there continues to be effective partner support for a number of projects across the area.

- Partners are currently identifying a priority place within Thames Gateway in which to focus activity.
- The CSPT event will support the TGSE authorities in their work with planners and developers.
- Work is developing with IDeA and through our recently formed Improvement Network to support TGSE local authorities.
- A sea change proposal has been supported by the Pan-Thames Gateway Priority Place.

The South West



- The lead national agency for the **living places** work to support the South West is Arts Council England.

The South West

In 2008/09, the partnership set out to achieve the following:

Review the strategy implementation plans and their working groups, to determine the best way of delivering **living places**.

- Deliver **living places** through PPS, the Regional Cultural Strategy and the activities of the Regional Cultural Improvement Group.

Establish strong links with the developing work on **Local Area Agreements, sustainable communities and other related developments**

- Establish a mapping process of all regeneration, housing development and cultural activities in the region.
- Determine the best process for engagement and build new relationships.

Develop best practice case studies and lessons learnt reports

- Disseminate across the South West priority place and nationally.
- Ensure CABA have an input into the PPS strategy.
- Using Culture Matters as the regions first step to measure cultural understanding; and examine the development of further training tools and programmes in the region.

Examine commissioning research into the mapping of collaborative working between cultural agencies

- Ensure the SW Regional Assembly are kept informed of developments as the Regional Planning Body.
- Examine the focus and agendas of existing regional cultural partnerships.
- Investigate potential of the SWCSRSG undertaking mapping and analysis, through the 2008/09 Research Programme.

The South West

The partnerships achievements were:

- A strategy review was undertaken. Accordingly **living places** work was aligned closely with the People, Places and Spaces cultural infrastructure development strategy development.
- Worked with CABE on the PPS strategy.
- Worked across the region with other partners South West Regional Development Agency, South West Screen, CCLOA, BIG lottery, HLF, South West Tourism, local authority representation and the South West Regional Assembly to implement culture and sport led development within the PPS.
- Implemented research into placeshaping across the region and developed case studies on Project Taunton, Bournemouth and Poole's cultural hub and the Campus in Weston Super-Mare.
- Published *People, Places and Spaces* a cultural infrastructure development strategy for the region with Culture South West and other partners.
- Supported the development of the **living places** website through providing case studies and landmark examples.
- Worked closely with Project Taunton to assist them in realising their vision.
- Hosted five visits to the region by the **living places** Chair, Roy Clare.

The South West

In 2009/10 and beyond, this partnership will build on this early work by:

Provide cross-cultural agency, strategic guidance and advice to places experiencing growth (e.g. Housing Growth Points, Planning Areas for Culture)

- Promote **living places** across the south west region, using both generic materials and specific advocacy materials such as the toolkits.
- Work across partner agencies to ensure communication across the sector, identifying opportunities and challenges e.g. Planning Areas for Culture Partnership Groups.
- Provide briefing to key staff in partner cultural agencies to ensure an understanding of the role and application of **living places**. Assign role to staff member within each partner cultural agency to disseminate **living places** information with colleagues and key external cultural partners and PAC's.
- Elected member awareness raising through Planning Areas of Culture. To cross-reference with the SWCEB Regional Strategies and Place Shaping Action Plan and Local Government).
- Promote **living places** resource through ongoing work with the Planning Areas for Culture.

Regional dissemination of the Culture and Sport Planning Toolkit

- Promotion through CSPT regional seminar. Expectation of agency representative's attendance.

- SW Councils regional event (growth and delivery) – cross reference to SWCEB Regional Strategy and Place Shaping Action Plan.
- Link to the regional events planned e.g. local authorities cultural partnership members' events.

Stronger communication within the SW region, between partnerships and key stakeholders.

- To clarify the communication lines between national and regional partners and stakeholders.
- Develop the regional communications strategy for **living places**.
- Advocacy to:
 - Local Strategic Partnerships (LSPs).
 - Local Authorities – culture, planning and community services directorates/departments.
 - Government Office South West – locality managers and other key officers (regeneration and economy).
 - South West RDA.
 - Architecture centres (where they exist).
 - (cross reference to the SWCEB Local Government Action Plan).
- To feed to national **living places** partnership and CLG and their communications team any opportunities, challenges and issues arising in the SW.

The South West

Information sharing and training to raise awareness of **living places** programme

- Information, knowledge (see above relating to briefing and information dissemination) on **living places** to be made available to:
 - Local Authority officers.
 - Elected members.
 - Local Strategic Partnerships (LSPs).
 - (Regional training elements requires further consideration).
- Sustainable Community Strategies in the SW pilot areas (e.g. Taunton/Somerset) to reference **living places** and the role it has in sustainable communities (where applicable).
- Establish links with:
 - The South West Forum.
 - Community and Rural Community Councils.
 - The Development Trust Association.
 - CVSs.
 - Rise.
 - and support this in producing a briefing paper on **living places** and the CSPT.

- Align, where appropriate, with Step 1 in the CSPT around 'cultural champions', building on what is already happening in the region e.g PAC's and Heritage Champions.

Support the development of the Taunton pilot

- **living places** partners to support Taunton Cultural Partnership in its work as the first local level pilot.
- Apply learning from the Taunton pilot to other places through Planning Areas for Culture in accordance with the priorities to be agreed.

Working across Planning Areas for Culture and disseminate cultural agency priorities

- Raise awareness about the cultural agency priorities and areas for investment e.g. Planning Areas for Culture Partnership Groups understand where their cultural programme fits – Place orientated briefing. (Cross referenced to the regional Strategies and Place Shaping Action Plan).
- Ensure each Planning Area for Culture PG knows what each cultural agency 'officer support' is being provided in their locality (who is working where and on what areas of work). Explore extending this to include other regional agencies.

The South West

Ensure alignment of **living places** with other investment initiatives

- Ensure alignment with investment opportunities such as Building Schools for the Future (BSF) and Eco Towns, Sea Change, Find Your Talent and the Creative Economy Framework priorities.
- (Cross referenced to the Regional Strategies and Place Shaping Action Plan).
- Work with the national **living places** partnership to influence investment decisions.

Involvement in the national **living places** evaluation

- Participate in national evaluation work undertaken by the national **living places** partnership.

Corby

- The sponsoring agency for **living places** work to support Corby is MLA and the Corby **living places** Network is chaired by Chris Mallender, CEO of Corby Borough Council.

Corby

In 2008/09, the partnership set out to achieve the following:

Research to better understand cultural consumption and to enable policy makers to make informed decisions about programming and delivery

- Analysed existing data and information on demand for culture in Corby.
- To map patterns of cultural participation in and around Corby.
- To explore and review attitudes and perceptions of culture in Corby.
- To engage local stakeholders with the living places objective.

Creation of a revised cultural strategy for the locality

The regional cultural agencies will contribute to the redevelopment of a cultural strategy for Corby which will provide the context for future cultural planning in the area. With a jointly agreed plan and delivery priorities, explicitly linked and dovetailed to Corby's Corporate Plan and the Sustainable Communities Plan, this will be the mechanism which drives the overall priorities and cultural investment in the area.

1. Adding value to existing and future projects in the area through collaboration between the cultural agencies, regeneration agencies

A mapping of future projects will be undertaken of both revenue and capital projects which will form the basis for future investment for the respective cultural agencies.

2. Strategic work to support the national **living places** objectives

■ Understanding

Audit of existing planning and regeneration policies and strategies
Communication and advocacy strategy to be developed

■ Promotion

Identification of key areas for development and opportunities for building on the audit of current activity with the development of an agreed way forward.

■ Best Practice

Exploration of examples of good practice at a regional and national level.

Participation in the national **living places** network event to share experience.

■ Research

The commissioning of additional research to identify cultural participation locally and identify barriers to use.

Key messages to be shared with regional agencies and regeneration partners.

Corby

The partnerships achievements from the 08/09 plan were:

1. Research

- Commissioned research on Audiences and Participation in the Corby priority place completed by consultant Tom Fleming Creative Consultants. This work presents an overview of data and intelligence and:
 - Provides analysis of the current and future audience dynamics in Corby and across a set of drive-time ranges.
 - Explores the implications of this for existing and oncoming cultural provision.
 - Sets out a set of principles for ongoing public engagement and audience development and – by extension – cultural provision in Corby.
 - Scopes a role for Corby as a place that champions good practice in cultural provision, public engagement, audience development and programming: establishing the Borough as a pioneer for cultural planning and culture-led regeneration that has a critical role to play for the success of the wider Milton Keynes South Midlands Growth Agenda and for the emergence of Northamptonshire as a leader in the provision of high quality and open cultural infrastructure.
 - The report outlines five principles for high quality, open cultural infrastructure in Corby and these will be used to inform further work on cross cultural participation.

2. Contribution by partners to the planning for culture in Corby through the creation of a revised cultural strategy for the locality

- Cultural Agencies attended workshops run by CBC for the cultural strategy refresh.
- The mapping exercise of present work by agencies in CBC area was completed.
- The outcomes of the April 09 workshop were fed into the consultation process to inform the Corby Cultural Strategy.

3. Adding value to existing and future projects in the area through collaboration between the cultural agencies and regeneration partnerships

- **Workshop on performance and priorities** (2nd April 09) brought together agencies and a wide range of partners and included sessions on future planning.
- From this meeting a set of nine strategic priorities for the next 1-3 years were agreed to help develop Corby as a 21st century town for cultural development and to define the future priorities of the **living places** regional partners (2nd stage offer and Corby Cultural Strategy).
- **Community Archives and the Sustainable Communities Agenda:** A scoping study led by MLA national partners to consider the current and potential contribution of community archives to the sustainable communities agenda and which looked specifically at Corby and Pennine Lancashire priority places.



Corby

- The Corby Arts and Archives Project – will make accessible two largely photographic collections held by Corby Arts and Northamptonshire Record Office, provide a cohesive offer using a range of expertise, engaging with the learning audience, including schools and integrating the arts and heritage offer in the area.

4. Strategic work to support the national **living places** objectives

■ Promotion

- The **living places** partners have identified key areas for development and opportunities for Corby building on the audit of current activity and are developing an agreed way forward.
- Roy Clare, chair of the **living places** programme visited Corby.

■ Best Practice

- Examples of best practice from Corby have been shared with the wider **living places** partnership at regional and national level.
- Partners attended the national **living places** network event to share experiences, build contacts with people involved in **living places** nationally and in other regions.

■ Understanding

- The Tom Fleming report is being used to inform the renewal of the Cultural Strategy and is an example of how the agencies are working together in a joined up way to support a more holistic view of culture and sport in the region.

Corby

In 2009/10 and beyond, this partnership will build on this early work by:

Corby is an unusual and exciting example of a district tackling issues of regeneration and growth simultaneously. There is no need for **living places** partners to 'make the case' for culture and sport in Corby, as they have been at the heart of the town's strategy to revive and reposition itself. The future will see the opening of a remarkable range of high-quality new cultural and sporting facilities. The research conducted by the **living places** network states:

'New cultural infrastructure in Corby – such as The Cube – will not immediately have a large, content hungry audience. They will need to develop an audience over time'

Cultural Engagement Strategy

The **living places** partners intend to support the development of cultural participation by developing the current picture of levels of engagement further through the District Level release of data from the Active People Survey. This will be used as the basis of a facilitated workshop in Corby looking at the potential of the **living places** partnership developing a cross cultural, customer focussed approach to increasing participation and engagement.

The partners will also develop a detailed understanding of the current and potential impact of clubs/societies/organisations in Corby and how they contribute to cultural engagement in Corby. Additionally the strategy will need to identify and support 'key local individuals' and see if there is the potential to skill-up and mobilise 'serial community activist' who could work to stimulate activity across a range of disciplines.

A Corby time line will be produced to ensure linkages across cultural launch plans and ongoing planning and resourcing of facilities and audience development.

Community Archives and the Sustainable Communities Agenda

- The partners will develop pilot projects which involve the establishment of supporting networks for community archives. The lessons learned from the pilots could be used to inform further development activity and contribute to messages of best practice for community archives
- Renaissance East Midlands will continue to fund the Northamptonshire Museum Development Officer who will be able to support relevant projects in Corby.

Partnership for Urban South Hampshire



■ The sponsoring agency for the **living places** work to support PUSH is English Heritage.

■ The **living places** South East Partnership is chaired by MLA – Wendy Parry, Regional Manager for the South East.

Partnership for Urban South Hampshire

In 2008/09, the partnership set out to achieve the following:

The Partnership for Urban South Hampshire covers 11 local authorities and seeks to co-ordinate and enrich planning growth in its area. A sub-group called 'Quality Places', chaired by the Chief Executive of Winchester Council, focuses on matters of culture and sport, design, the creative industries and the visitor economy. The **living places** partners have focused on what added value they can bring to support the existing work of the 'Quality Places' group by:

- Formalising representation for the **living places** partners at the Quality Places Delivery Panel.
- Contributing funding for the appointment of a Quality Places Delivery Manager post to support the cultural dimension of the Quality Places Group.
- Discussing how the Quality Places Action Plan might be reviewed and strengthened in the context of the **living places** 'offer' to PUSH.



Partnership for Urban South Hampshire

The partnerships achievements were:

- Quality Places Delivery Manager post recruited during the spring of 2009, taking up post in the summer.
- Agreement that the **living places** South East Partnership should be represented at the Quality Places Delivery Panel by the LPSE Chair, who would also work with the Quality Places Chair to define the specific deliverables for the supported post within the context of the wider Quality Places Delivery Plan.

Partnership for Urban South Hampshire

In 2009/10 and beyond, this partnership will build on this early work by:

- Finalising SMART objectives for the Delivery Manager post in the period up to March 2011.
- Supporting the delivery of these objectives through an offer which includes:
 - The **living places** partners will contribute 50% of the salary costs for the Quality Places Delivery Manager post until 2011.
 - **living places** partners will provide data which they hold to support the performance framework.
- **living places** partners will help to ensure culture and sport is embedded in Local Development Frameworks through funding a review of Planning Policy in PUSH and
- Funding a seminar to introduce the Culture and Sport Planning Toolkit to planners and cultural leads.

Pennine East Lancashire



- The sponsoring agency for the **living places** work to support Pennine Lancashire is CABE.

- The North West **living places** network is chaired by MLA – Nathan Lee, Regional Manager, North West.

Pennine East Lancashire

In 2008/09, the partnership set out to achieve the following:

1. Intelligence gathering and connecting our knowledge of what is needed from cultural provision, what exists and planned for economic development

The research will support the development of the relationship between the **living places** partnership and the local authorities responsible for the bulk of investment and delivery of both cultural services and driving economic development.

2. Adding value to signature projects in the sub-region through collaboration between the cultural agencies

A number of high profile projects will be identified which will be supported by a range of cultural interventions. The partnership will focus on bringing greater contributions to these projects to improve the links to housing led renewal.

3. A joint development plan will be developed by the **living places** partnership based on the outcome of the research and the experience of greater project collaboration

Pennine East Lancashire

Partnership achievements in 2008/09

Intelligence gathering on cultural provision and economic development in the region

In consultation with the Pennine Lancashire Leaders and Chief Executive's Group (PLLACE) research was commissioned to establish the evidence on which to connect culture to housing market renewal and economic development in the Pennine Lancs. Area. The research included:

- Asset mapping, including a spatial analysis of assets across Pennine Lancashire.
- Identification of character areas in Pennine Lancs.
- Analysis of participation in cultural activities and baseline consumer profile.
- Linkages, gaps and overlaps between existing strategies for culture that affect Pennine Lancs.
- Stakeholder mapping.

This work improved the understanding of the cultural contribution to Pennine Lancs. Amongst a wider stakeholder group including CEs, heads of regeneration and planners. More stakeholders are convinced of the need for a greater strategic approach across Pennine Lancs. For the development of the cultural contribution to sustaining communities and there are higher aspirations for culture by cultural leads within the Pennine Lancs. Local authorities.

Signature programmes

- A number of high profile projects have been identified (see appendix for list of projects). The **living places** projects have focused on bringing a greater contribution to these projects which have improved their links to the housing led renewal joint development plan.

This has led to a greater joined up approach to Pennine Lancashire cultural investment and a higher profile for Pennine Lancashire regionally and nationally.

More stakeholders convinced of the need for a greater strategic approach across Pennine Lancashire for the development of the cultural contribution to sustaining communities.

Higher aspirations for culture by cultural leads within the authorities that make up Pennine Lancs.

Joint development plan

- Action Plan for 2009-10 agreed by the **living places** partners and informed by the research report.

The work of the **living places** partners during 08-09 has led to recognition amongst the local authorities in the priority place – to include culture in the MAA.

Pennine East Lancashire

In 2009/10 and beyond, this partnership will build on this early work by:

Align investment in Pennine Lancashire from the sporting and cultural sector with sustainable communities/HMR funding to maximise the impact

- This will be achieved through the resourcing of the signature programmes and the provision of a seminar on grants and sources of funding for cultural agencies within Pennine Lancashire

Raise understanding about the contribution that culture can make at a range of different spatial levels

- The **living places** partners will develop the use of the CSPT within Pennine Lancs through stakeholder engagement and the regional event.

To promote practical use of culture in places of concern or importance to the sustainable communities agenda

- Through maximising the funding support from Arts Council, English Heritage and Heritage Lottery Funding.
- Update and deliver the communications plan to include dissemination of the cultural mapping research report.

To undertake new research and evaluation in the Priority Place and share that across the planning, regeneration and cultural sectors

- Encourage more consistent and better data collection from the cultural bodies in Pennine Lancashire.
- Commission and use of the asset assessment methodology with two sets of assets.
- Encourage use and development of the primary research questions within Pennine Lancashire.
- Participation in the national **living places** evaluation programme.

To work to understand how cultural partners work together in the priority place and how they relate to other partners and delivery agents

- Maintain active engagement with HLF, BLF, Play England, and cultural networks within Pennine Lancashire – see communications plan

To support local government cultural services improvement activity as appropriate

- Seek priority for Pennine Lancashire throughout other programmes of work such as cultural improvement and culture and sport strategic dialogues.

Pennine East Lancashire

To demonstrate the benefit to places of the cultural agencies and places working together

- Create opportunities for links and alignment with other projects being delivered by the cultural agencies such as the cultural Olympiad, renaissance in the regions, FYT.

To learn how we can develop multiple cultural solutions in the priority place according to the policy challenges of the place

- To seek agreement from the local authorities to the development of a cultural strategy across Pennine Lancashire that incorporates the Signature Programmes focuses on impact across Pennine Lancashire, on joint developments across cultural services and on support to place shaping and regeneration.

Develop the profile of Pennine Lancashire regionally and nationally

- Regional CSPT event to disseminate best practice and learning from Pennine Lancs.
- To raise the participation in the **living places** national event and support the **living places** national officers' visit to Pennine Lancs.

Appendix one

How we work – an overview of the Partnership Arrangements

The Communities Steering Board

- High-level steering group made up of chief executives and senior officials who oversee the progress of work relating to the contribution of culture and sport to communities. One of the programmes within its remit is **living places**. The Communities Board is chaired by DCMS.

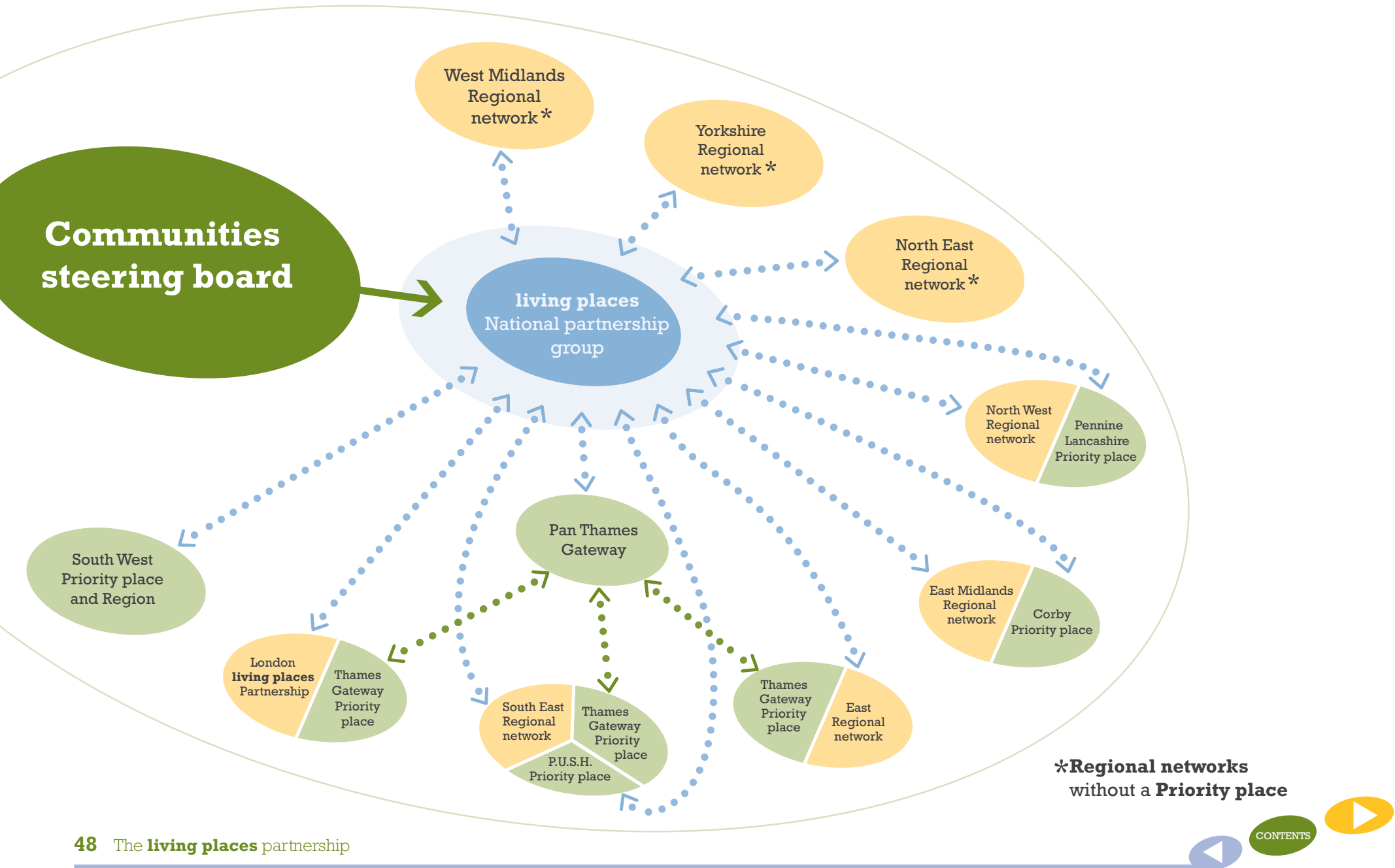
living places Partners Group

- A task group of senior officers from all the partner bodies that meet a monthly basis to take forward the **living places** National Action Plan. This group is empowered to set up smaller sub-groups to take forward areas of work.
- Membership of the group is in the first instance limited to the partners in this agreement although this will be reviewed regularly with a view to the broader cultural sector being represented in time. Only national agencies will be represented, or organisations that can clearly demonstrate a practical and significant national role.
- MLA chairs the national partners group – as the lead agency for the **living places** programme.
- There is a six-monthly report to ministers in the DCLG and DCMS on the progress of the agreement.

living places regional networks

- The **living places** networks follow the nine government regions: London, South East, East, North East, North West, East Midlands, West Midlands, South West and Yorkshire.
- MLA chairs the majority of the regional networks as the lead agency for the **living places** programme.
- West Midlands is chaired by English Heritage and Yorkshire by the Arts Council.
- These networks engage with the five priority places, ensuring that the partners will share knowledge and expertise in order to take forward the **living places** programme.
- In addition there are two further networks:
 - Pan Thames Gateway Network: This network brings together the 3 regions that are part of the Thames Gateway (London, East and South East).
 - Corby: This network deals with specifically priority place business and is chaired by the local authority chief executive.

living places programme structure



living places programme structure

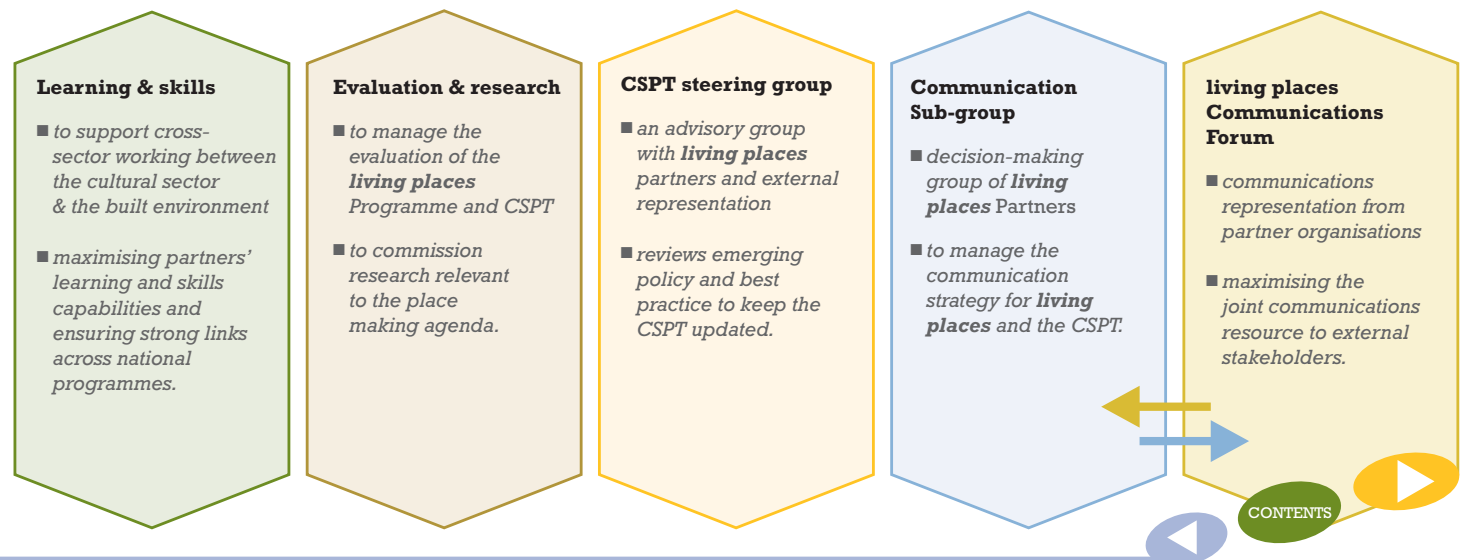
Communities Steering Board (CSB)

- DCMS led high-level steering group made up of Chief Executives from the culture and sport NDPBs, DCMS, CLG senior officials and local government representation including the LGA. The CSB meets twice a year.
- This board oversees the progress of DCMS work streams regarding communities:
 - **living places** & The Culture & Sport Planning Toolkit
 - Sea Change
 - Local Government Improvement
 - Regional & Sub National Reviews.
- This board is responsible for providing a strategic overview to the programme and ensuring that support for the living places Programme is implemented through their respective organisations.
- The CEO of MLA is the national chair for the **living places** programme.

National Partners Group

- Chaired by MLA this is a group of senior officers from all the partner organisations that meet on a monthly basis.
- This group is responsible to the CSB and is empowered to:
 - Sets strategic direction of the programme.
 - To liaise with regional networks to ensure the effective delivery of the living places programme.
 - Responds to and actions recommendations made by the sub-groups.
 - Ensure that actions are taken forward appropriately; to the CSB if required.
- There is a quarterly report to the CSB on the progress of **living places**.
- The National Partners Group is supported by a full-time Programme Manager and a part-time Support Officer who provide:
 - Programme facilitation and coordination.
 - Support strategic partnership development.

National Sub-groups



Sub-Groups Terms of Reference

- Two meetings per annum minimum.
- A quorum consists of three members.
- Sub-groups are authorised to take decisions on matters delegated to them by the living places National Partners and to investigate any activity within their terms of reference.
- Sub-groups will formally report back to the **living places** National partners as required.
- The Communications Forum is a virtual group and meets on an ad-hoc basis when required by the Communications sub-group.

Regional and Priority Place Networks

- The **living places** networks follow the nine government regions: London, South East, East, North East, North West, East Midlands, West Midlands, South West and Yorkshire.
- MLA chairs the majority of the regional networks as the lead agency for the **living places** programme.
- West Midlands and the South West are chaired by English Heritage and Yorkshire by the Arts Council.
- These networks engage with the five priority places as well as ensuring that the partners will share knowledge and expertise in order to take forward the **living places** programme.
- In addition there are three further networks:
 - Pan Thames Gateway Network: This network brings together the three regions that are part of the Thames Gateway Priority Place (London, East and South East).
 - Corby: This network deals with specifically priority place business and is chaired by the local authority chief executive.
 - Thames Gateway North Kent: Culture TGNK came together in 2005 and was subsequently identified by the **living places** programme as part of the Thames Gateway Priority Place. The network is chaired by SEEDA.

Appendix two

Evaluating our activities

The overarching evaluation criteria for the living places programme is the delivery of data to support PSA 20 (increase long term housing supply and affordability) and 21 (build more cohesive, empowered and active communities). An additional focus is to support selected Public Service Agreement targets and departmental objectives, as well as appropriate local authority indicators.

living places contributes to these objectives – by ensuring access, engagement and excellence in culture and sport are embedded into local provision in order to support communities to be more cohesive, empowered and active.



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