

**BUILDING BETTER LOCAL CULTURAL EDUCATION  
PARTNERSHIPS IN RURAL AND COASTAL AREAS**

**PRINCIPLE 1:  
PLACE**



**PRINCIPLE 2:  
PARTNERSHIP**



**PRINCIPLE 3:  
GOALS**



**PRINCIPLE 4:  
GOVERNANCE**



**PRINCIPLE 5:  
COMMUNICATION**



**PRINCIPLE 6:  
REVIEW**



The foundation that LCEPs are built on:  
**Making sure that more children and young people can create, compose, and perform.**

## **Purpose:**

Following on from the publication of the report titled 'Reviewing the Rural and Coastal Cultural education Landscape: Turning Policy into Practice', this toolkit has been compiled to assist Local Cultural Education Partnerships operating in rural and coastal areas to review their ways of working and to help them consider how they can build a better LCEP.

## **How to use:**

The Toolkit sets out 6 principles for running a strong rural and coastal Local Cultural Education Partnership: Place; Partnership; Goals; Governance; Communication; Review.

Each principle in the Toolkit has a brief description, a summary of the key challenges for LCEPs operating in rural or coastal locations and recommended practice (what a LCEP might do to implement the principle).

It is intended that partners in a LCEP should discuss the Toolkit's principles and recommended practice and make well-considered decisions about how these should be applied in their LCEP.

There is a space for the LCEP to explain the approach it takes to applying the recommended practice, so all partners are confident they are making best endeavours to address the challenges of work in a rural or coastal environment.

All LCEPs are encouraged to meet the principles either applying the recommended practice or explaining what they have done instead or why they have not applied it.



## Principle 1: Place

Key challenges for LCEPs operating in rural & coastal areas	Deprivation and isolation can have an overwhelming impact on rural or coastal communities' cultural experiences.
Suggested response	Adopt a place-based approach, choosing an area for your LCEP that is meaningful to local people.
Principle	<b>A Local Cultural Education Partnership operating in a rural and coastal area must define an area for working based on local knowledge and partnership. This area might be a town, parish, ward/s, neighbourhood or street.</b>
Key Considerations	<ul style="list-style-type: none"> <li>• Area must be meaningful to education community; wider community; cultural community; statutory agencies; funders, and above all, young people.</li> <li>• The LCEP must be able to clearly define the cultural offer for schools in the area and identify any gaps in provision that exist in young people's cultural education provision.</li> </ul>

Recommended Practice	How is your LCEP meeting recommended practice?
<p>An LCEP might:</p> <ul style="list-style-type: none"> <li>• Define a place considering current geographic, socio-economic relationship between schools, community, services, amenities, cultural assets; health provision. Consider geographic barriers: rivers, bridges, roads and boundaries that might already define neighbourhoods. Consider transport routes and public transport. Consider population needs: number of young people, demographics, educational attainment; housing growth and employment prospects/sectors.</li> <li>• Carry out an asset mapping exercise to get to know the area chosen. List all the assets that can support the aims of your partnership including: all the schools; all the known other partnerships; all the known other organisations; all the known cultural provision including local festivals and events; all the known current take-up of LCEP partners' programmes.</li> <li>• Carry out a SWOT Analysis to identify Strengths, Weaknesses, Opportunities and Threats of the defined area.</li> <li>• Carry out an analysis of neighbourhood statistics to define local area demographics and understand current/future population needs.</li> <li>• Carry out research of relevant strategic plans relating to the area, for example economic development, community development, growth and future infrastructure requirements.</li> <li>• Carry out consultation with young people to understand their needs for accessing cultural activities and their career aspiration in the future.</li> <li>• Carry out consultation with schools to understand their needs and understanding of the area.</li> </ul>	

## Principle 2: Partnership

Key challenges for LCEPs operating in rural and coastal areas	The arts and cultural sector in coastal and rural areas tends to be fragmented and voluntary-led with limited opportunities to run commercial arts/cultural enterprises.
Suggested response	Build a LCEP that includes non-arts partners thus ensuring that it is not overly impacted by local capacity issues and has maximum reach into the wider community.
Principle	<b>Once a place has been defined there is then a need to consider if the partnership has the right representatives from that place, in order to support the LCEP's goals.</b>
Key considerations	<ul style="list-style-type: none"> <li>• Partner representation is given in a number of ways: <ul style="list-style-type: none"> <li>○ Those who have the skills, knowledge and experience to contribute the LCEP's objectives.</li> <li>○ Those who are influential players and can influence others in a place.</li> <li>○ Those whose organisations contribute a set of specialist skills, knowledge and networks.</li> <li>○ Those who represent a funder.</li> <li>○ Those who represent other partnerships that the LCEP needs to link with.</li> <li>○ Those who represent the local community bringing views, local knowledge and networks.</li> <li>○ Those who deliver some of the LCEP goals through direct programmes.</li> </ul> </li> <li>• Ensure involvement from representatives at a County, local and hyper-local level in order to gain a mix of attributes and inputs.</li> <li>• Ensure a mix of strategic partners as well as the 'do-ers', those that can make the changes, provide local leadership and can deliver cultural activities.</li> <li>• Make sure local community leaders in cultural sector are well represented as the most successful LCEPs have been led by local people that know a place well and have good connections, both strategic and at a delivery level.</li> </ul>

Recommended Practice	How is your LCEP meeting recommended practice?
<ul style="list-style-type: none"> <li>• An LCEP might:</li> <li>• Map partners considering each type of representation needed and what each partner would bring to the partnership in terms of the representation needs. Representation can come from: <ul style="list-style-type: none"> <li>○ National and County Level: District Councils; Library Service, Museum Service; Music Service; Skills Service; Community Service; Local Enterprise Partnerships; Local economic Partnerships; Health Services; NPOs; Education clusters; Diocese (Church of England); SHARE; Historic England.</li> <li>○ Local Level: Local councillors and community leaders; schools and parent groups; museums, library Friends Groups; theatre groups; neighbourhood groups; residents groups; economic development partnerships; other cultural project groups; rotary club; Women's Institute; WEA and youth groups, both non-uniformed and uniformed; Church</li> </ul> </li> </ul>	

**Recommended Practice**

and other faith groups; BME Groups; Disabled Groups; Older People Groups; Environmental Groups; Conservation Groups; Heritage Groups; Arts and Craft Groups; Membership Groups; Health and Wellbeing Groups; GP Practices and Patient Groups; Civic Societies.

- As each place is different each LCEP partnership make-up will be different. Therefore, this list is not exhaustive but can be used as a starting point to consider the wide range of partners that could be involved in any LCEP area.
- Compile a list of partner and organisations they feel need to be kept engaged and informed in the LCEP's work and development. Visit, email or phone some partners to engage them and explain about the LCEP at an early stage. Often community partners need a personal approach before understanding what value they could bring to an LCEP.
- Complete a survey of individual partners to understand what they can contribute to the LCEP and any further aspiration they have, individually and as an organisation, for achieving the overall LCEP goals.

**How is your LCEP meeting recommended practice?**

### Principle 3: Goals

Key challenges for LCEPs operating in rural and coastal areas	Without a clear plan, LCEPs may become well-meaning talking shops and lack a shared direction. Spending time on the development of a plan helps the partnership to develop and achieve its goals.
Suggested response	Develop a plan to provide a management tool to know if goals have been reached and to celebrate an LCEP's achievements.
Principle	<b>Once a place and partners are decided upon, a rural and coastal LCEP should develop an action plan to set clear and measurable goals for the work the LCEP partners wish to achieve.</b>
Key considerations	<ul style="list-style-type: none"> <li>• The plan should align all partners' own work and resources and show clearly how they will collaborate in sharing the delivery of the LCEP vision.</li> <li>• A plan should provide a framework for the development of new innovative work, which increases a place's cultural offer to young people and where greater collaboration will benefit all partners.</li> <li>• A plan must clearly define the 'cultural offer' to the schools and what will be delivered.</li> </ul>

Recommended Practice	How is your LCEP meeting recommended practice?
<ul style="list-style-type: none"> <li>• An LCEP might:</li> <li>• Carry out a discussion session to set the vision and mission for the partnership.</li> <li>• Consider what the focus might be for developing shared partnership actions and identify three main actions that are able to be developed by partners to make a difference in this place.</li> <li>• Use information gained from defining the area to write an action plan considering the following:               <ul style="list-style-type: none"> <li>○ a description of the place defining the cultural infrastructure and provision;</li> <li>○ defining community demographics;</li> <li>○ considering the involvement of key groups young people, schools, and cultural providers;</li> <li>○ defining the partnership and how it operates;</li> <li>○ defining communications and how success will be measured.</li> </ul> </li> <li>• Consider setting out actions under clear headings including the actions; financial resources; funding required; expected outputs, timescale, how will we know we have achieved success.</li> <li>• Use the plan at each LCEP meeting to monitor progress and guide partnership decisions.</li> </ul>	

## Principle 4: Governance

Key challenges for LCEPs operating in rural and coastal areas	<ul style="list-style-type: none"> <li>• Expectation that local government will bring investment and leadership.</li> <li>• LCEPs in rural and coastal area are more likely to have limited organisational capacity and to end up over-reliant on one or two key personnel.</li> </ul>
Suggested response	<ul style="list-style-type: none"> <li>• Find a strong, locally-based, leader for the LCEP who understands the real needs of the area and who is willing to put young people at the heart of the work.</li> <li>• Build sustainability into the set-up of the LCEP to develop capacity and to plan for the long-term future.</li> </ul>
Principle	<b>All rural and coastal LCEPs need to be clear about how partners work together to achieve goals. Governance is the process of decision-making and the process by which decisions are implemented or not implemented.</b>
Key considerations	<ul style="list-style-type: none"> <li>• Successful LCEPs have identified a lead partner with the time to complete partnership management duties. The success or failure of LCEPs has been often determined by how partners handle challenges and opportunities. Tasks related to this might include meetings, building relationships with schools, organising meetings, representation of the LCEP at a strategic level and seeking out funding opportunities to develop LCEP goals.</li> <li>• The level of decision-making by the lead partner and their relationship to the LCEP needs early discussion to determine the best governance system and how partnership management duties will be undertaken.</li> <li>• Successful LCEPs have defined governance systems that are fit for their local place and other area structures.</li> <li>• Governance systems can change over time and can evolve as the goals of a partnership develops. Which governance structure is chosen will depend, to a certain degree, on the size and complexity of the LCEP.</li> <li>• Choose the right governance structure depending, to a certain degree, on the size and complexity of the LCEP.</li> </ul>

Recommended Practice		How is your LCEP meeting recommended practice?
<ul style="list-style-type: none"> <li>• An LCEP might:</li> <li>• Make sure the role and leadership requirements of the lead partner are understood and defined. This can be agreed in a simple role description or engagement letter if partner receives funding.</li> <li>• Discuss the three most common governance systems listed below, organised by the degree of authority and influence partners have over one another, and decided the best fit for their partnership.</li> </ul>		

  

Type	Strengths	Weaknesses
Informal Partnership Management	<ul style="list-style-type: none"> <li>• Greatest flexibility.</li> <li>• Good for starting off partnerships and gaining</li> </ul>	<ul style="list-style-type: none"> <li>• Little partner accountability.</li> <li>• Less pooling of resources and co-ordination of effort.</li> </ul>

**Recommended Practice**

**How is your LCEP meeting recommended practice?**

	<ul style="list-style-type: none"> <li>engagement from partners.</li> <li>• Good way to get creative inputs from partners during develop phase of LCEP.</li> </ul>	<ul style="list-style-type: none"> <li>• Can lead to partners not committing over long-term.</li> </ul>
<p>Basic Terms of Reference to steer LCEP</p>	<ul style="list-style-type: none"> <li>• Fair amount of flexibility and able to respond to changes and new opportunities.</li> <li>• Strengthens partners' technical inputs so good in situations where this is required.</li> <li>• Basic Terms of Reference can be set by the group to guide partnership management.</li> </ul>	<ul style="list-style-type: none"> <li>• Does not have same authority, leverage or power as when using more formal governance arrangements.</li> <li>• Partners may feel their views are not adequately considered.</li> </ul>
<p>Formal Partnership Arrangements (Registered CIO or other incorporated structure)</p>	<ul style="list-style-type: none"> <li>• Supports the greatest level of partners' responsibility and decision making.</li> <li>• Partners can take a more strategic view.</li> <li>• Allows all operations and implementation authority with lead partner including finance, management and monitoring to be carried out.</li> <li>• Allows for separation of duties, finance, project management, strategic goals.</li> <li>• Delivery can be sub-contracted.</li> </ul>	<ul style="list-style-type: none"> <li>• Governance requirements and other requirements for partner conduct, function of partnership and finances provided by funder.</li> <li>• More complex additional work, staffing and other administrative costs for managing funds and preparing reports.</li> <li>• Requires more meetings and communication to co-ordinate the work and partnership.</li> <li>• Depends heavily on a formalised decision structure which can be laid down by a funder or managing authority.</li> </ul>



## Principle 5: Communications

Key challenges for LCEPs operating in rural and coastal areas	<ul style="list-style-type: none"> <li>The arts and cultural sector in coastal and rural areas tends to be fragmented and voluntary-led with potentially limited capacity.</li> <li>LCEPs in rural and coastal areas are likely to try to operate in isolation and may fail to understand that they could learn from others by sharing experiences.</li> <li>LCEPs in rural and coastal areas may find it difficult to engage with schools due to the other pressures they face.</li> </ul>
Suggested response	<ul style="list-style-type: none"> <li>Build a plan and systems for maintain good communication with partners and wider stakeholders.</li> </ul>
Principle	<b>As the LCEP builds its partnership and delivery in a defined place it will need to maintain effective communications with a wide-range of stakeholders.</b>
Key considerations	<ul style="list-style-type: none"> <li>Most successful LCEPs have websites, use social media and press releases to raise the profile of their work.</li> <li>Most successful LCEPs have developed effective relationships with a wide range of stakeholders that support their partnership goals through pledges, marketplaces and festival/open days, taster and take-over days. In a defined place, this voluntary effort has great merit and LCEPs need engagement strategies to ensure a place's cultural and wider community is engaged.</li> </ul>

Recommended Practice	How is your LCEP meeting recommended practice?
An LCEP might: <ul style="list-style-type: none"> <li>Build a website for free using Wordpress and set-up social media.</li> <li>Connect the work of all partners to the website.</li> <li>Use the website to promote successes, events and future opportunities.</li> <li>Issue press releases to promote work and successes.</li> <li>Organise local place-based networking events for a wide range of stakeholders.</li> </ul>	

## Principle 6: Review

Key challenges for LCEPs operating in rural and coastal areas	Without review, LCEPs may become well-meaning talking shops, lack direction and fail to make progress.
Suggested response	Spend time reviewing partnership annually to allow partners to consider their ongoing involvement, to consider the LCEP's action plan in order that achievements might be celebrated and to make plans for future activity.
Principle	<b>A rural and coastal LCEP should aim to complete a partnership review at least once a year to ensure it is delivering the things that partners intended it should deliver.</b>
Key considerations	Most successful LCEPs evaluate their own effectiveness on a regular basis.

<b>Recommended Practice</b>	<b>How is your LCEP meeting recommended practice?</b>
<p>An LCEP might:</p> <ul style="list-style-type: none"><li>• Complete an annual review of the partnership using a questionnaire to evaluate its effectiveness. Partnerships themselves evolve over time. Thus, it is important to revisit partnership representation at various times to ensure all key partners are involved and engaged and that it is clear to all involved what is expected.</li></ul>	