A five-point rationale for a cultural strategy

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Core principle: cultural mapping before cultural planning

- Ask (or enable) questions

- Do (or enable) research

- Understand the cultural ecology, its dynamics and pay-off

- Embed mechanisms for ongoing consultation, research, and performance indication.

'Survey before plan'

1. Quality of life: *the strategic context and the connecting logic*

- Safety, attractiveness, vitality of an area

- Quality of amenity

- Capacity to attract and hold visitors, residents, businesses

- Key factor in business decision-making on location, quality of workforce, etc.

- Connecting logic of corporate and strategic planning for LAs

"Quality of life as a strategic urban and community asset"

2. Economic and industry development: *creativity and innovation*

- £112 billion turnover per annum/ 5% of workforce and rapidly growing

- Knowledge-based, clean, content industries

- Connection to high-yield tourism in cultural and heritage sectors

- Knowledge and skill-base for the new knowledge economy

- Know your cultural/creative industries…as….

- A special *ecology*

"Towards a creative infrastructure"

3. Social and community development: *inclusion and community capacity-building*

- Social and human capital development

- Community building and development - managing community assets

- Diversity and cohesion - productive diversity

- Sense of identity, image, heritage and history - for self and others

- The reality of the third sector

"Towards a soft infrastructure"

4. Infrastructure use and development: *culture 'takes place' everywhere*

- Streets, shopping centres, heritage sites, parks, riversides, factories, are 'cultural centres'

- Avoid the 'civic boosterism' of the set-piece cultural/sports centre

- Make the connections with the planners (cultural planning)

- Libraries, for example, can be simultaneously cultural and business information centres, one-stop-shops, and walk-in access points to the knowledge economy

"Towards integrated and strategic cultural mapping and planning"

5. Management and funding: *partnerships for the ecology of culture*

- Change of logic from 'provision' to 'facilitation'

- Partnership logic provided by the inescapable fact that some 90% of cultural activity takes place in commercial sector but crucially reliant for content, skills, innovation, on the subsidised sector (ecology)

- Need for strategic program management and budgeting (pmb) linking cultural to other policy and planning areas

- Arts/cultural development managers and officers should operate in a world of 'brokerage' and 'leverage'

"Towards an ecology of culture"

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