

Medway Cultural Strategy 2020-2030: Interim Consultation

Report produced by GJG Consultancy, supported by Ruth Melville Research and The Audience Agency

Introduction

GJG Consultancy, supported by evaluation and research specialists Ruth Melville Research (RMR) and The Audience Agency (TAA), is working with the Medway Cultural Partnership and Medway Council to co-develop a new Medway Cultural Strategy for 2020-2030.

This document reflects the work carried out up until the end of Phase 3. It brings together a number of elements that need explaining at this stage:

- **The context** for the development of the Strategy.
- **Our approach**, and why this differs from conventional cultural strategy programmes in order to be successful for Medway.'
- **Key findings so far**, providing a summary of the outcomes from the consultation stage 'Developing Themes'.
- **Defining Medway's cultural future** sets out a proposed Vision for culture in Medway, explains the Values that underpin it, and the five Themes the Strategy will address.
- **Next Steps** reflects on where we are in the consultation process and the issues raised so far.

This document is the result of Phases 1-3 of the Cultural Strategy development work and includes the proposed underpinning values and themes to date.

Have your say

Once you have read this document:

Individuals, please tell us what you think by completing our Survey (<https://www.smartsurvey.co.uk/s/Medway2020/>).

Organisations, please see the **Appendix** for how to become part of the next stage of the Cultural Strategy.

For all our reports, please visit medwayculturalstrategy.co.uk (<http://medwayculturalstrategy.co.uk/reports-page/>)

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The context

The previous Strategy

Our evaluation of Medway’s previous cultural strategy (2014-19) identified that many of its objectives were successfully delivered. It was not clear, however, that it achieved its overall aims and ambitions.

There were lessons for the new strategy:

- A need to explicitly ensure wider adoption of the strategy, beyond those directly identified as delivery partners, including into other sectors.
- The importance of including a longer term vision for change, as well as action plans covering specific targets for the short-term, so it remains relevant.
- The need to ensure that those who will be key in implementing change, particularly within Medway’s culture sector are involved in the conversation from the start and throughout so they feel ownership of the strategy.

Framework for the new Strategy

Learning from past strategies and the work so far, the new Cultural Strategy needs to have a different shape to the previous one.

We suggest that:

- It should be a shared Vision for the future that all partners believe in and want to deliver.
- The Values we have identified as part of the development process underpin that Vision, and set how we will work together.
- The Themes identified help shape change, and highlight areas where change will happen, to reach our Vision.
- The delivery model for this strategy is beginning to be formed through the Cultural Compact (see below).
- A ten-year timeframe (2020-30) is too great to set a ‘series of tasks’ to address – we need to take a more agile approach.
- Significant global and local changes, such as the current epidemic, are likely risks that will need addressing over the ten years.

What’s a Cultural Strategy for?

A cultural strategy should be aspirational - speaking to a broad vision and reflecting the highest hopes for any place and its people.

A cultural strategy should centre artists, storytellers, media makers and cultural influencers as agents of social change.

A cultural strategy for Medway will show how important culture is to Medway’s future, and enable everyone to have the opportunity to take part in, as well as contribute to, its cultural life.

In the short term, it will shape opinions and behaviours, and lead to social and economic benefits. Longer term, it should look to transform Medway.

Like all strategies, the Medway Cultural Strategy will require goal setting, a story of change, an understanding of audiences, and a commitment to evaluation and learning. It will also need to be underpinned by a core set of values that make it meaningful.

We consider that the delivery of the strategy needs to have an embedded iterative evaluation approach. That is to say, the process of delivery is an ongoing cycle of setting objectives, planning, delivering activities, assessing results, reviewing and then setting new objectives. This process allows for consultation, engagement and clarity, and creates a shared desire to deliver.

Beyond the top-level strategy, a cultural strategy can contain a set of practical activities and tactics. These could include:

- Building and organising networks of creatives
- Narrative design
- Discovery and expansion
- Story-driven content creation, such as digital production and live events
- Effective distribution and engagement to ensure impact through a real-world connection with audiences.

The new Cultural Compact

Medway Cultural Partnership is in the process of setting up a 'Cultural Compact'. This will be one of the key vehicles for developing culture in Medway, acting as a leader in the cultural sector and being responsible for overseeing (but not delivering) the Cultural Strategy.

A Cultural Compact is a way of bringing together many different partners from across a city or region to help culture flourish. A Compact is about change. It enables, encourages or delivers change in ways that are appropriate to a place and its aspirations.

Compacts should consult upon and then publish a high-level vision for the step change in culture's sustainability and impact. The vision will be at the heart of their plans for the place. The approach is to co-create and co-deliver a holistic vision for culture in that place.

After this, the approach is to work together to deliver real change in the sustainability and impact of culture in the locality. It links the cultural sector to broader aspirations and priorities (for example, wellbeing), that intersect with the aims of health agencies, businesses, universities and other sectors and organisations.

The views of citizens and communities must be at the heart of the Compact. This is achieved either through membership of the Compact, or the Compact's meaningful delivery on a commitment to equality and diversity.

The form of the Compact is determined by:

- Its ambitions, and
- The partnerships it initiates and develops.

The membership must reflect the ambition of its vision, the commitment of the cultural sector to that vision, and the necessary connection to other sectors.

The Medway Cultural Compact needs to be developed alongside the Cultural Strategy using the same open approaches to build partnership, develop ownership and trust, and offer space to reflect and learn.

Our approach

Our approach has been different from the design of conventional cultural strategies. We have looked to learn from the previous strategy, and deploy our shared experience of successfully evaluating and delivering strategies in the arts and cultural sector to develop a Medway-specific strategy.

We are very conscious of the potential pitfalls of cultural strategies. There is a balance to be struck: too vague a strategy and the delivery is unmeasurable – too explicit, it becomes an uninspiring task list.

Key elements

There are four key elements to our approach:

1. Iteration
2. Ownership
3. Working together
4. Identifying strengths and weaknesses

1. Iteration

The methodology will embed an iterative evaluation process. This will allow for a strategy that can evolve as needs change - improve performance, enhance stakeholder accountability and encourage organisational learning.

2. Ownership

It is important that the Cultural Partnership (and later the Compact) own the Cultural Strategy. The Partnership must be active both in its development and in the (future) delivery.

We note the funding awarded to Medway for the Cultural Compact and the relevance that this Strategy can have in the development of any possible future Compact's business plan.

We see the stakeholders as including:

- The cultural sector within Medway (including the creative industries)
- External suppliers to the sector (including possible national and regional touring partners)
- The education sector
- Community organisations
- Residents (both those who engage and who don't engage with arts and culture)
- Sponsors and funders
- Regional, national and international tourists
- Local businesses
- Housing developers.

3. Working together

We need to include everyone in Medway in the process of creating and delivering the Cultural Strategy. Our approach encourages people and organisations to work together in order to:

- Recognise each other’s unique skills and contribution to shaping and delivering the Strategy
- Listen to each other’s voices to reflect diversity of opinion and need
- Take responsibility individually and collectively for the Strategy and its delivery.

4. Identifying strengths and weaknesses

Already we are coming to understand that Medway has great potential as place to “do culture”. Award-winning individuals, exceptional organisations and unique offerings all signal that there is much potential and many opportunities.

These strengths need to be recognised and built on, while weaknesses need to also be acknowledged and addressed. The Themes below begin this process.

The planned consultation process

The planned consultation process tests the emerging Vision and Themes with the stakeholders, using a variety of approaches.

	Consultation stages		
Who is being consulted?	Developing Themes (Nov 2019-Feb 2020)	Testing Themes (Mar – Apr 2020)	Embedding Themes (May – Sep 2020)
Key stakeholders	A. Strategic consultation - interviews, discussions, meetings with key stakeholders	<ul style="list-style-type: none"> • Discussions with key stakeholders • Presentations to Cultural Partnership 	<ul style="list-style-type: none"> • Discussions with key stakeholders • Workshops with Cultural Partnerships and Cultural Strategy delivery partners
Community and community groups	B. Open Space session C. Community consultation	<ul style="list-style-type: none"> • Online survey 	<ul style="list-style-type: none"> • Online survey

The timescale for this is dependent on the restrictions in place around the Coronavirus epidemic.

Key findings so far

The following are key findings from the Developing Themes consultation stage.

A. Strategic consultation

- The previous Strategy was too focused on Medway Council delivery.
- The new Strategy needs to involve a wider range of groups and people.
- There are many culture and creativity opportunities for Medway.
- Medway and Kent are building strong relationships.
- Medway Council has driven some cultural initiatives in isolation.
- Medway was underperforming against its potential for arts and culture.
- The Strategy can be used to build wider partnerships – developing Medway’s role regionally.
- Opportunities exist for young people, but they need to be more widely shared.
- Investment is coming into the area – more understanding is needed of the social impact (health, wellbeing etc).

B. Open Space session (January 18th, 2020)

- Lack of affordable spaces for artists.
- Join up the towns – with a cultural trail or using the river as a connector?
- Festivals could be developed with more local input. New festivals could be created with a more niche focus.
- Create an open-to-all, one-stop online database and ‘what’s on’ site for all things cultural.
- Access and diversity are highly important – they are not being addressed successfully at the moment.
- Create opportunities to bring people together to have these conversations.
- The ‘green’ agenda is important. Some suggested sustainability and reducing the carbon footprint take priority.
- Better basic public services infrastructure is essential, especially transport (e.g. bus services).
- Discussion required around how culture can help social development within Medway.
- Many expressed the need for support or funding – some requested guidance in funding applications.
- Young people’s voices need to be heard.

C. Community Consultation

- Affection for Medway – from those who have lived here all their lives and newcomers.
- A sense that there has been some deterioration in certain areas.
- Key issues raised by local people included:
 - Activity costs
 - A sense of there being too few local police officers
 - A need to improve the bus service to provide access to events
 - Concern that Medway's town centres and villages seemed 'scruffy' and needed revitalising
 - Perceived levels of crime and anti-social behaviour.
- Little awareness of the existing Cultural Strategy.
- Cultural activities particularly appreciated included:
 - Concerts at the Dockside
 - Art exhibitions
 - Installations at Rochester Cathedral
 - Exhibitions in Rochester
 - Jazz in pubs
 - The main Festivals.
- The current arrangements mostly benefit retired and unemployed older people.
- Specific and timely provision for young people is required.

Defining Medway’s cultural future

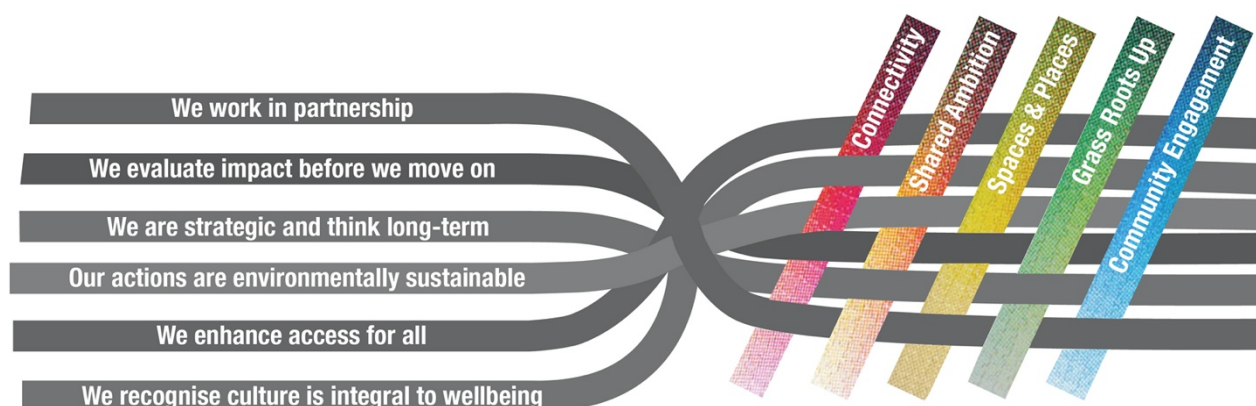
The Vision and Values set out below are not set in stone, but will fuel the second phase of the consultation and provide the foundation of the Cultural Strategy.

Vision

The Vision for Medway needs to be developed but will include the following:

- Culture is at the heart of defining Medway’s identity. Our Culture is what makes Medway a great place to live work, learn and visit.
- The positive impacts reach beyond the sector, into health and wellbeing, education, regeneration, community cohesion and civic pride.
- Our cultural sector is a rich, diverse and exciting one that reflects our many different places and people. We need to grow and develop this sector so that we can best share what we have with the world.
- Working together makes our cultural offer stronger. We will achieve this by creating diverse and sustainable partnerships within Medway and beyond.
- Every person has the right to cultural participation and its many benefits. We will ensure these opportunities are open to everyone.

Our Vision relies on six Values which run through everything we do, and is implemented through six Themes which set out the areas of work needed. Vision, Values and Themes all have been developed from the consultation so far.



The Cultural Strategy’s Values and Themes

Values

These Values shape every aspect of how we create and deliver the Cultural Strategy – shared principles that will guide us over the next ten years:

WE WORK IN PARTNERSHIP

This involves being generous, open and creative. Good partners understand the needs of others, respect boundaries and are always looking for positives.

Progress will require collective effort, imagination and generosity. New sorts of conversation will have to happen – about collective needs and wishes, about roles and responsibilities and about the fair and effective use of resources.

This avoids the issues encountered with previous strategies, makes the Strategy a collective vision, and sets a goal of working together.

WE EVALUATE IMPACT BEFORE WE MOVE ON

We employ a cycle of prototyping, testing, analysing and refining to make sure the Strategy responds to change.

This is the process used to develop this Strategy, and will be employed to model future action plans. Over ten years, many factors influencing culture in Medway may change. To respond to these forces, good or bad, we will need to know where we are and adjust to the changing environment.

This builds in flexibility, learning and responsiveness to cope with a ten year timeline and new challenges.

WE ARE STRATEGIC AND THINK LONG-TERM

In anything we do, we consider the long-term implications, making sure we are guided by our Values and fulfil our Vision.

Successful cities think forward and then plan back from their vision. Their thinking is strategic. And they assess the future in the broadest terms. As Medway plans for 2030, it will need leadership to provide the scope and direction to help drive success for the sector. There needs to be a consistent sense of direction whilst building ownership of the goals and objectives within the sector.

This gives direction, consistency and oversight to the Strategy.

OUR ACTIONS ARE ENVIRONMENTALLY SUSTAINABLE

We recognise the cultural sector's role in leading change and promoting environmental responsibility within our communities.

From considering purchasing and travel plans, to truly innovative creative approaches to sustainability, we will consider both the present and future impact of our actions on the environment.

In order to achieve this, we will make plans to reduce our impact, and to measure, understand and report on doing so.

WE ENHANCE ACCESS FOR ALL

We must reflect all the people of Medway, respect difference and recognise that diversity is a major opportunity, the source of new ideas and innovation.

This is not just about who we are as people, but also socio-economic and geographical factors. It also lets us consider both how to remove barriers to participation but also tackling disadvantage.

This ensures equality of access and participation but also promotes innovation.

WE RECOGNISE CULTURE IS INTEGRAL TO WELLBEING

We acknowledge the positive impact of arts and culture on people’s physical, spiritual and mental health.

From getting people moving through attending dance classes, to choirs for those with lung diseases, to using visual arts to promote good mental health – culture brings a host of wellbeing benefits.

This lets us contribute to a wider wellbeing agenda and underlines the very practical benefits of culture.

Themes

These Themes are the essential elements around which the Cultural Strategy is built. They provide its structure, support and boundaries. These are the high-level business strategies that form the basis for the Strategy’s delivery. Taken together, we can look at the proposed set of strategic themes and ask this question: ‘If we excel in these areas, will we achieve our Vision?’ The answer should be ‘Yes’.

CONNECTIVITY

How we connect and communicate with others is vital; connectivity enables a more inclusive approach – encouraging reciprocity and trust within communities.

We want Medway to be connected¹ and able to model not just good human connections, but also good digital, logistical and intra-sectoral connections. We need to be vigilant that when we make connectivity happen, it is in a way that doesn’t exclude, but maximises opportunities to make more links.

Connection is not just about ‘internal connection’ within the cultural sector but also into other sectors – health, education, regeneration, economic growth. The value of connections in terms of social and economic value is well recognised.

Provision mapping across Medway identifies a plethora of potential – but a potential that needs to be supported to grow and connect. The Open Space Session we ran in Rochester identified the levels of talent, commitment and desire both for engagement and connection. This desire needs to be encouraged, nurtured and supported.

Medway is pitching for UK City of Culture 2025. City of Culture projects show what can be achieved when people pull together, support culture, and create real benefits across a city. A successful bid will be dependent on many of the themes identified in this Cultural Strategy.

As important as the City of Culture title is, the behaviours that lead to a successful bid are the practices that we need to model all the time. Adopting and modelling the ways of a successful bidding city still carries benefits even if the ultimate bid itself is unsuccessful.

¹ These can happen and be maintained organically, with different players stepping up to make it work, making them more sustainable and flexible.

We need to measure and celebrate the progress we make. Through sharing what we intend to do and what we've achieved, we will encourage others to join in and find their own connections.

What this might look like

- Annual Open Space meetings that feed into the planning and development of annual themes and work programmes for a Cultural Compact.
- A Cultural Compact that is linked and connected to a diversity of sectors, and has transparency, consultation, evaluation and representation at the heart of its activity.
- Setting up non-hierarchical open monthly gatherings – such as a Medway What Next? Chapter (<https://www.whatnextculture.co.uk/>) – where people can voluntarily come together and collectively take action around issues that affect everyone.
- Strategic engagement between cultural organisations, creative industries and public sector bodies at the very start of development of future activities.

SHARED AMBITION

Thinking about how our activity has benefit for all, and how our focus is on the delivery of the Vision and the associated collective benefit.

It is about realistically recognising what makes Medway unique, what it can aspire to, and using this to create focus. The focus is on what we can make happen on a big scale for shared benefit by concentrating our energies on some key areas.

'This takes enlightened leadership that looks to the collective benefit for all above the short term individual successes.'

The Lyons Inquiry² identifies that shared ambition 'requires local government to be more consistent in raising its sights beyond the immediate delivery of services, the short-term electoral cycle and the timetables of funding and performance management'.

We need to create a shared understanding of the ways in which cultural investment can add value to education and the economy, and can enhance social wellbeing.

Collectively, we can bring about change but we can only do this with a shared ambition. As a sector we need to be clear what the goal is, who our partners should be, and the routes that we will take to get there.

What this might look like

- Long term investment in the festival and outdoor arts sector that builds on existing strengths, looking long term to develop Medway as a centre of excellence.
- Investment and support for the digital arts, and the development of Medway as a leading player in the creative industries and digital arts sector.
- Development of a music strategy for Medway that looks to embed the "Medway Scene" into a sustainable music ecology.

² Lyons Inquiry into Local Government (2007) <http://www.lyonsinquiry.org.uk/>

SPACES AND PLACES

Building spaces within Medway for creative practice to take place; making them accessible; modelling their benefits for the community and sustainability.

Medway needs spaces where people can design, test, scale and launch imaginative and enterprising ideas. Managing and supporting these valuable, but fragile, communities is crucial but challenging.

‘Making accessible and practical spaces for artists means they can continue to make work in the right environment. This leads to the production of world class artworks that are exhibited both here and abroad and contribute to our thriving art market. It also allows artists and creative producers to continue to underpin the cultural and creative sector as a whole...’³

A cultural sector is very vulnerable to rises in land values following urban regeneration. Already within Medway, a common complaint is the paucity of affordable spaces for artist studios, rehearsals spaces and workshops.

As noted by the Creative United report in 2016,

‘Despite the economic, social and cultural value and benefits of the creative workspace and studio provider sector, recent changes in funding regimes and market developments continue to highlight the vulnerability of the sector and its long term sustainability.’⁴

Affordable space is one side of this coin - the other is access. When creating new spaces, we must ensure people can easily find out about and access them. This could be a real place (a park or a studio) or a virtual place (a website or radio station).

There were a number of access issues identified in the wider consultation, such as a lack of late night public transport. Access can be addressed by looking at where culture is presented, as much as developing improved transportation to move audiences to existing venues.

What this might look like

- Medway Council to act as a collaborative representative and voice for the sector in maintaining a policy and business environment enabling creative workspace provision.
- Investigate a trust model (such as Luton Culture Trust) which could be used to either fund outright sales, or to leverage in other funding – in either a shared ownership or deposit advancement model.
- Explore models of community touring in an urban setting to access communities currently not accessing existing provision.

³ Mayor of London - Creating Artists' Workspace https://www.london.gov.uk/sites/default/files/creating_artists_workspace.pdf

⁴ Making Space: Developing and Sustaining Affordable Artist Studios and Creative Workspaces. Creative United July 2016

GRASS ROOTS UP

A holistic, ‘from the grass roots up’ approach to nurturing a healthy creative ecology where all the elements are supported – top down approaches alone will not be sufficient.

We have specifically chosen this theme to be ‘**from the grass roots up**’ – recognising the need for varying levels of support for creative people and organisations, through different stages of their career and life.

‘Grass roots’ can be thought about in a number of ways:

- It comes in many shapes and forms, from amateur voluntary arts organisations, emerging individual artists, semi-commercial music venues to graduating students.
- Support is about creating and curating clearly signposted paths for everyone wishing to broaden or deepen their making, watching or participation in cultural activity.
- Support mechanisms for grassroots culture, for example micro-grants, can help ease the pathways for those who wish to engage in culture.

‘Without grass roots venues, in 20 years’ time there will be no bands to fill stadiums.’⁵

What this might look like

- Work with Voluntary Arts to promote and increase active participation in cultural activities across Medway.
- Developing clearly linked pathways in both normal and informal education settings to support continuing professional development.
- Investigate the possibility of replicating or supporting national schemes such as a-n’s Artist Bursaries which offer awards of £500-£1,500 to a-n Artist members wishing to undertake self-determined professional development over the coming year.

COMMUNITY ENGAGEMENT

Unlocking our commitment to ‘culture for all’ by reaching as many people as possible, allowing them to get involved in culture in any way they want.

Arts Council England’s own recent strategy, alongside many individual arts institutions, recognises that they are not reaching into all parts of communities. Arts Council England’s Let’s Create Strategy states that:

‘by 2030, we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences.’

Organisations should look at achieving peak public benefit, looking to develop work for the good of all – including people they have no direct contact with.

To begin that journey we will need to access everyone. Engagement in culture in Medway is lower than regional averages.

Community engagement is not an individual responsibility of artists or arts organisations but needs to be a collective ambition. This theme needs to explore how collectively we reach out to

⁵ Glen Rowe, Creative and Cultural Music Skills Award 2016 - Creative and Cultural Skills

the widest range of audiences and participants, and how we recognise the impact of individuals and organisations in the overall shared objective of widest possible engagement.

Ideas Test and Creative People and Place's (CPP) across the UK are, by talking to people about what they want to see happen locally, creating distinctive programmes that are unique to the people and places that have shaped them. Local people are involved with CPP projects as participants, decision-makers, artists, volunteers and, of course, audiences. In 2015 90% of CPP audiences were from lower/medium engaged groups.

What this might look like

- Community engagement as a shared strategic priority might look to collectively identify areas of low engagement and develop co-delivery strategies to best respond to the needs of communities.
- Model Ideas Test activity in new areas and new communities.
- Explore if Medway Cultural Education Partnership (MCEP) is model that could be used to target other communities of shared interest.

Next steps

Note on COVID 19: The UK was put into lockdown on 23 March in an unprecedented step to attempt to limit the spread of coronavirus. On 16 April, Dominic Raab announced that the lockdown would be extended for 'at least' three weeks. The lockdown makes it extremely difficult to continue the strategy work at this time. The most obvious reason for this is the government guidance on the avoidance of gatherings and the impact this has on holding Town Hall consultation events.

Alongside this is the potential concern that cultural strategies will not be people's highest priorities in the upcoming couple of months. The third reason, a potentially more challenging aspect, is the very negative impact the COVID 19 crisis is going to have on the cultural sector and therefore the unlikelihood of MCP members being able to commit resources, or be aware of what resources are going to be available, in order to develop a credible action plan for the next three years.

As a result of this, we have developed a new approach which is:

1. Development of a short, accessible consultation report (<http://medwayculturalstrategy.co.uk/interim-consultation/>) to be shared as widely as possible online and linked to an Online Survey (<https://www.smartsurvey.co.uk/s/Medway2020/>) which aims to gain feedback from as wide a range of those who live and work in Medway as possible.
2. Development of (this) longer document to share thinking with the cultural sector and other key stakeholders to the Cultural Strategy and to seek their feedback and input to the next stages.
3. Request for responses and proposals from potential Cultural Strategy partner organisations as to how they can input into delivery of the strategy (see Appendix below).
4. A series of workshops around each theme to allow understanding, input and aligning of workplans for the whole sector with Cultural Strategy action plans. These workshops will take place in June to July 2020. To get involved, let us know how you can input via the form in the Appendix below.
5. The decision to create an initial one-year 'recovery action plan' focused on post-COVID issues, with a further phase of action planning in 2021 to develop a longer term (3 year) action plan once the future of the sector is more clear.

These plans may of course still need to change, and updates will be published on the consultation website (<http://medwayculturalstrategy.co.uk/>).

Appendix: For organisations – how to feedback and get involved

Who: This is targeted at Cultural Strategy partners and potential partners.

To respond as an individual who lives in, works in/with or visits Medway please feedback via the Online Survey (<https://www.smartsurvey.co.uk/s/Medway2020/>).

In addition to hearing from individuals, we also want to hear from organisations who share some or all of the aims of Medway’s Cultural Strategy and want to work together to make it happen.

You might see yourself as clearly part of the cultural sector, and/or in the creative industries sector.

But equally culture may not be your primary purpose, and some of your work may fall outside the remit of the strategy. Nevertheless, if you feel that your mission and aims fit with some of what is in the Cultural Strategy as developed so far, we want to include you, and we want it to chime with as much of what you do as possible. We are looking for a vision that includes ownership and shared voice and shared goals. This ten-year vision should try to convince everyone in Medway that they have a stake in the cultural and creative life of the city and make important contributions to it. If you are interested, then you are welcome to be a part of this.

What: The ‘Defining Medway’s cultural future’ section above set the framework for the next set of discussions.

For organisations, there are perhaps two key questions to reflect on:

1. How does your organisation’s current strategy fit our Values and Themes?
2. How your planned and future strategies might respond to the Vision, Values and Themes?

You might like to consider the following questions as you reflect on this document:

- Does this feel like it represents what you know about Medway?
- How does it resonate with, fit with or differ from your vision?
- Which of these themes do think you could or are delivering on through your work?
- Are there elements of your work which you feel should fit with the Cultural Strategy, but which currently would fall outside the themes?⁶
- What are you currently planning to do specifically that will deliver on this vision and themes?
- Who else could you share this with: within your organisation, staff, board, users, your network, or your partners?

We invite you to discuss these internally with staff and board and respond to us by emailing info@gjgconsultancy.com.

We have included a template below in case this is helpful and there is a Google Form to add your answers to (<https://tinyurl.com/ybl2anys>), but you are welcome to adapt this to fit your own needs.

⁶ We know culture is not the primary purpose for some partners and that some of your work may fall outside this, but we want it to chime with as much of what you do as possible. We are looking for a vision that includes ownership and shared voice and shared goals. This ten-year vision should try to convince everyone in Medway that they have a stake in the cultural and creative life of the city and make important contributions to it.

<p>Does this feel like it represents what you know about Medway? <i>(Overall – please note if you feel there are forgotten areas or misrepresentations which would cause problems in our conclusions.)</i></p>	
<p>How do the ideas in the Vision and Values resonate with or differ from your vision?</p>	
Particular areas of resonance	
Particular differences	
Anything else of note	
<p>Which of these themes do think you could or are delivering on through your work?</p>	
<p>Are there elements of your work which you feel should fit with the Cultural Strategy, but which currently would fall outside the themes?⁷</p>	
<p>What are you currently planning to do specifically that will deliver on this vision and themes?</p>	

⁷ As stated above, we know culture is not the primary purpose for some partners and that some of your work may fall outside this, but we want it to chime with as much of what you do as possible.

Who has inputted into this feedback? <i>(This is useful to know for our consultation records.)</i>
Who else have you shared this with – e.g. within your organisation, staff, board, users, your network, or your partners? <i>(Again, useful for our records.)</i>

To discuss any aspect of this document or share your organisation’s feedback, please email: info@gjgconsultancy.com