

Winchester District Cultural Strategy
Collective
Terms of Reference

It may be necessary for these Terms of Reference to be amended as the Winchester District Cultural Strategy Collective (WDCSC) becomes established and delivery of the strategy evolves. Therefore, it is proposed that these Terms of Reference are reviewed at every meeting of the Collective for the first 12 months to ensure they remain fit for purpose.

Purpose and scope

The WDCSC is a strategic partnership that brings together the stakeholders with an ability to influence and drive the successful delivery of the Winchester District Cultural Strategy.

The Collectives' responsibilities will include activities to support the implementation of the strategy and specifically to:

- Use their resources and influence to encourage and deliver projects that help to achieve the strategic ambitions
- Use of strategic assets to unlock investment opportunities
- Provide sector specific support and business development

Collectively, members will:

- Take ownership of and pro-actively promote the strategy
- Review and evaluate progress
- Take decisions on future actions and priorities

Vision

To provide strategic leadership and direction that enables successful implementation of the cultural strategy, which increases economic success, prosperity and opportunity for the citizens of the Winchester district.

Values

- This Collective shall have a strong sectoral focus with an over-arching acknowledgment of a wider socio - economic purpose.
- The Collective shall be persistently objective and non-partisan. Collaboration and constructive consideration of issues will be at its heart.
- Its intention is to serve the best interests of the Winchester district, its citizens, and its communities.
- The Collective members shall put aside their own organisations' interests and priorities and act as representatives of their communities, acting in the interests of the communities they represent.

Winchester District Cultural Strategy
Collective
Terms of Reference

Behaviours

- Collaborative – recognise the strengths of other sectors and how we can achieve more by working together.
- Inclusive – recognise the power of different opinions and be open to exploring new ideas and to challenge traditional ideas and solutions.
- Ambitious – to work together to achieve clear and defined actions.
- Resilient - to be excited by looking for new opportunities and solving problems.
- Distinctive – to put the prosperity of the Winchester district at the centre of all decisions.
- Respectful – be respectful of others' views, opinions and backgrounds.

Aims of the Collective

This Collective will drive the Cultural strategy. Where possible, its goals and performance are to be defined by outcomes. This Collective shall:

1. Individually, commit to supporting at least one Action Group by committing up to 4 hours a month to delivering agreed actions.
2. Collectively, be held accountable for progress (or lack thereof) and honest about capacity and limitations.
3. Complete monitoring and evaluation on a 12 monthly basis, reviewing actions and agreeing course of action for the next 12 month period etc.
4. Individually, act as ambassadors for the three cross cutting themes of the strategy, providing best practice examples to the wider community

Outputs and actions

- An **implementation plan** for the Cultural Strategy - in the first instance gaining agreement between stakeholders on the road map for the duration of this strategy,
- Clear and succinct **priorities**, based on robust **evidence** of sector needs now and in the future, and reporting of those to and with the wider Collective(s),
- The development, maintenance and SMART (Specific, Measurable, Achievable, Realistic, Time-bound) delivery of the cultural strategy,
- **Decisions** on investments and resources,
- **Lobbying** external decision makers and those with influence, such as MPs and Civil Servants and funders to support investments and other decisions that will facilitate the successful delivery of the strategy,
- **Convening** the key players locally who play a role in delivering a vibrant cultural presence in Winchester, to **facilitate** a joined up, partnership led approach to sector wide sustainability and growth.

Winchester District Cultural Strategy
Collective
Terms of Reference

Action Groups

- The existing, and any future Action Groups will follow the same Terms of Reference as laid out in this document.
- The Action Groups will focus specifically on the delivery of projects and activities that:
 - a) have been already identified as priorities,
 - b) that emerge from their work and are approved by the WDCS Collective, and
 - c) are tasked to the Groups by the stakeholder WDCS Collective.
- The Action Group leads will be responsible for convening meetings, reporting to the WDCS Collective and maintaining records of progress. They will also have the authority to include people into the Groups that can help to achieve the activities.
- The Action Groups will meet as necessary to maintain progress and will be required to provide updates to the WDCS Collective.

Monitoring / Reporting

- An annual report will be compiled that articulates progress of the Groups toward the delivery of the implementation plan and strategy. It will capture the individual actions from the Groups, its members and wider stakeholder community.
- Action Group chairs are responsible for coordinating actions within those Groups that are aligned to the strategy. They will be responsible for updating the WDCS Collective at every meeting through a written report (in advance) and brief verbal update. If and when their activity requires wider stakeholder input/discussion/decision a longer substantive item slot will be added to the meeting.