JCNA

JOINT CULTURAL NEEDS ASSESSMENT GUIDELINES FOR DELIVERY

WORKING TOGETHER TO SERVE OUR COMMUNITIES

Arts Council England Foreword

Every city, town and village, every community in England, has its own rich cultural life. Vital to this are the museums, arts organisations, libraries and creative practitioners that enable people from every background to access cultural opportunities.

Local authorities and their partners provide local leadership and support to ensure that the cultural sector has this impact. They work within places to shape a local cultural offer, and in partnership with the Arts Council, play a crucial role in strengthening England's cultural sector.

This commitment to working in place to meet differing needs is important, but the scale and complexity of places can be challenging. Good local leadership is necessary, and it must be grounded in evidence about the place, its local communities, and their aspirations. That is where the Joint Cultural Needs Assessment comes in. Drawing on practice from other sectors, it is a means for a local authority and its partners to make use of the best available evidence to strategically position culture and their own work within a local area.

The Arts Council recognises the importance of taking a place-based approach to ensuring everyone has access to quality cultural opportunity and welcomes this guidance.

We are grateful to the JCNA development team led by Professor Jonothan Neelands. We also acknowledge the contribution of Tarek Iskander, formerly Director, Theatre at Arts Council England and now Artistic Director and CEO at Battersea Arts Centre.

Paul Bristow
Director, Strategic Partnerships and Place Policy
Arts Council England

Supported using public funding by

ARTS COUNCIL ENGLAND

Local Government Association Foreword

It has never been more important to effectively demonstrate where we are investing public money in our services, and in turn being able to articulate the impact that this investment has on our residents, economies, and communities. As we argue for further and faster devolution, it is important that councils can demonstrate accountability to their residents and a clear, jointly agreed, investment plan for their place if Government is to pool and devolve more funding streams.

Using the tools and guidance provided in this updated Joint Cultural Needs Assessment will help place your area at the forefront of place-led approaches to cultural investment; and well placed to kickstart your local economy, as well as break down local barriers to opportunity and thriving communities. Partnership is, as always, the key to developing a successful Assessment, and even small steps towards this will reap rewards as you identify new opportunities for your place.

I am sure you will find this approach valuable, building on the lessons learned by our pioneer places: Bradford, Coventry, Derby, Southampton, and Wandsworth.

Ian Leete
Senior Adviser – Culture, Tourism and Sport
Local Government Association

Contents

DEVELOPMENT TEAM

Jonothan Neelands University of Warwick
Mark Scott Warwick Business School
Val Birchall Hammersmith & Fulham Council

What is a Joint Cultural Needs Assessment?

Local authorities have a statutory responsibility to provide a **Joint Strategic Needs Assessment** (JSNA) to improve the health and wellbeing of the local community and reduce inequalities for all ages.

They are not an end in themselves, but a continuous process of strategic assessment and planning – the core aim is to develop local evidence-based priorities for commissioning which will improve the public's health and reduce inequalities.

The **Joint Cultural Needs Assessment** (JCNA) will apply the JSNA principles and processes to cultural needs.

It is not a statutory responsibility, but the JCNA will provide a strategic plan, grounded in evidence-based priorities, to improve access to cultural opportunities for all, that are distinctive to place and the needs of local communities.

Introduction to this second version of the JCNA

Strengthening culture-led change and impact

The drive to address local and cultural needs has long been a cornerstone of the cultural sector and its numerous regional and national partners. Since the 1960s, concepts like "place-based work" and "placemaking" have been integral to cultural and community development, with increasing attention given to cultural relevance, responsiveness, local needs, and co-production across various cultural initiatives and programmes.

What's strikingly new, however, is the unprecedented level of policy and cross-sector investment in culture-led place development. This surge is driven by national policies aimed at improving communities, rebalancing investment and Arts Council England's (ACE) focus on priority places within its investment strategy. As a result, cultural placemaking has become a central theme in discussions about how cultural investments can generate specific, impactful outcomes in particular communities.

With a new government in power, the momentum behind the "Devolution Culture" movement is set to grow even stronger. Recent insights into how culture can deliver significant place-based benefits are evolving into a more systematic and effective approach to needs analysis, investment, delivery, and partnerships. The most exciting aspect is how local civic, cultural, and public spaces are transforming into dynamic testing grounds for innovative, needs-driven, and creative cultural engagements.

This rapid advancement in place-based cultural practice and policy has prompted us to revisit and update our guidelines to ensure they remain relevant and valuable for private, public, and third-sector cultural partners.

[1] A recent study from Southampton University led by Professor Daniel Ashton identified that 47% of councils in England had a cultural strategy. The study also found that the number of strategies being published has in general been increasing year-on-year. https://eprints.soton.ac.uk/485345/1/Ashton_and_Bell_2023_Cultural_strategies_and_futures.pdf

[2] Non-cultural needs include social cohesion, health, education and training, crime and justice, tourism, economic growth and place identity amongst others.

[3] A recent update to the Pride in Place Mission published by the Department for Levelling Up, Housing and Communities (January 2024), identified that the percentage of the local population engaged with cultural, heritage and sport activities was a key headline metric.

This second version of the Joint Needs Assessment Guidelines (JCNA V1 - first published in early 2020) builds on the significant progress in culture-led place development that has emerged over the last four years.

These include:

- Responses to the impact of COVID-19 on the culture and hospitality sectors and on the lives and wellbeing of us all.

- The increase in the number of local authorities in England who are developing or now have long-term cultural strategies in place.[1]

- The spread and success of the Arts Council England (ACE) Creative People and Places Project (CPP). Place-Based Peer Learning Programme and Cultural Compacts which now have an extensive knowledge base and experience in delivering place-based benefits that are both cultural and non-cultural.[2]

- The widening of access to arts and culture in areas of historically low levels of cultural engagement through DCMS/ACE's Cultural Development Fund and associated Learning Network.

- The impact of the ACE 2020-2030 Let's Create Strategy with its three key objectives:

  - Every person can develop and express creativity throughout their lives.

  - A collaborative approach to culture helps villages, towns and cities across the country to thrive.

  - England's cultural sector is innovative, collaborative and international.

- New Local Authority networks established by the Local Government Association (LGA) and the Chief Cultural and Leisure Officers Association, and resources that support knowledge exchange and practice to enable culture-led place partnerships:

  - The National Alliance for Local Government Cultural Services

  - The LGA's Cultural Strategy in a Box which brings together advice and support to enable the design and delivery of effective cultural strategies

  - The recommendations of the National Commission for Culture & Local Government Cornerstones of Culture

- An increased national awareness of the importance of culture and heritage as enablers of improving communities, rebalancing investment, civic pride, economic opportunity and wellbeing.[3]

- New developments in the evaluation of culture-led placemaking from the Department for Culture, Media and Sport (DCMS) and the *Centre for Cultural Value* as well as pioneering new methods for capturing data through creative and citizen-led approaches.

- The new version of the JCNA supports the government's emphasis on community-led and devolved decision making leading to greater access and inclusion for all in our cultural and creative lives. This aspiration begins with places, their uniqueness and their ambitions for culture-led change.

---

[1] A recent study from Southampton University led by Professor Daniel Ashton identified that 47% of councils in England had a cultural strategy. The study also found that the number of strategies being published has in general been increasing year-on-year. https://eprints.soton.ac.uk/485345/1/Ashton_and_Bell_2023_Cultural_strategies_and_futures.pdf

[2] Non-cultural needs include social cohesion, health, education and training, crime and justice, tourism, economic growth and place identity amongst others.

[3] A recent update to the Pride in Place Mission published by the then Department for Levelling Up, Housing and Communities, now the Ministry of Housing, Communities & Local Government in January 2024, identified that the percentage of the local population engaged with cultural, heritage and sport activities was a key headline metric.
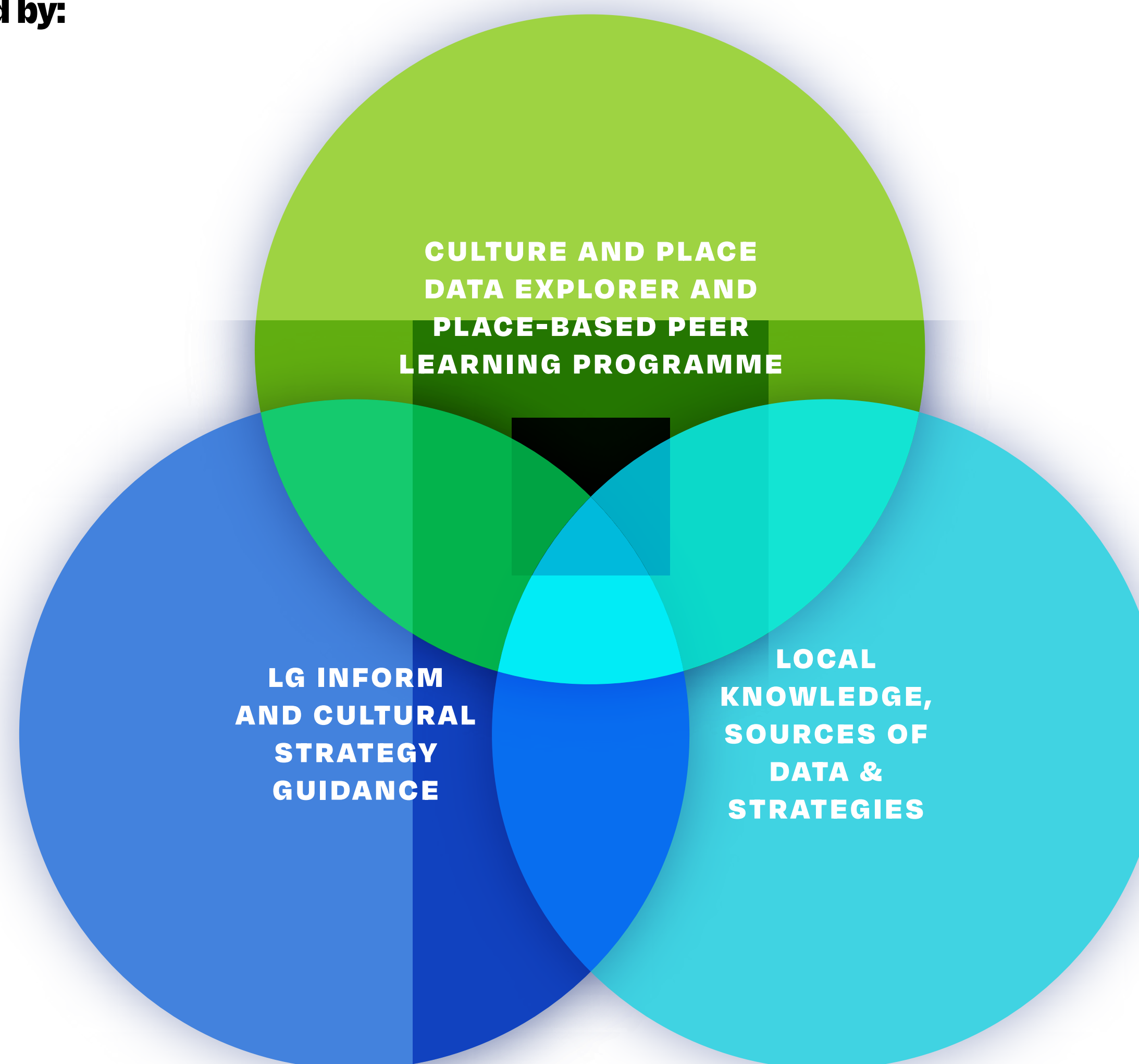
Recently ACE have developed a [Culture and Place Data Explorer](#) to support with cultural development plans based on robust data and evidence. It provides mapping and tools to segment data across local authorities, towns, cities, regions and features over 200 data indicators such as ACE investment data, demographics, participation and other key place-based data necessary for a JCNA. Combined with other tools available to local authorities, such as LG Inform, resident surveys, public health and education performance data there is now a rich resource of data to lead the JCNA process and ambitions for culture. Taken together these developments are creating a game changing shift in the data architecture and tools available to help underpin and shape incisive culture-led place development.

As a first step we recommend that places interested in developing a JCNA download their local Summary Report from the Culture and Place Data Explorer to see the information it contains as a starting point for their evidence gathering for a JCNA plan. More extensive data is also available in the Culture and Place Data Explorer's Local Detailed Reports.

As a consequence, the second version of the guidance focusses on developing a JCNA from three principal sources of data and advice:

See Appendix 3 for more detail on these and other data sources for the JCNA.

JCNA informed by:

CULTURE AND PLACE DATA EXPLORER AND PLACE-BASED PEER LEARNING PROGRAMME

LG INFORM AND CULTURAL STRATEGY GUIDANCE

LOCAL KNOWLEDGE, SOURCES OF DATA & STRATEGIES

This version draws directly on the experiences of the first cohort of JCNAs which included:

- The ACE Bradford and Derby Production Hubs

- Southampton, Coventry and Wandsworth local authorities.[4]

Developing a JCNA plan contributed to the successful bids for UK City of Culture 2025 and London Borough of Culture 2025 in Bradford and Wandsworth respectively. Coventry's JCNA plan shaped the activities and outputs delivered during Coventry's year as the UK City of Culture 2021 and the JCNA plan for Southampton made developing a bid for UK City of Culture and a longer-term cultural legacy more feasible.

The first cohort faced considerable challenges in building local partnerships, influencing local policy making and accessing the data required for a comprehensive JCNA. The overarching lesson from the cohort was that local authority engagement and support is vital to the successful development of a JCNA plan.

They are vital enablers because local authorities have:

- The power to convene a wide range of cultural and other stakeholders, including communities, and to manage relationships and partnerships

- Access to sources of data that help align cultural needs with other place needs and priorities

- In some cases, local authority arts development officers who have extensive knowledge of the wider social agendas and are skilled in positioning the arts within the corporate and partnership plans of a place

- Responsibility and accountability for place governance and investments

- Access to, or advice concerning, non-cultural sources of funding for culture, heritage and public realm (from public health or regeneration sources for instance)

- The ability to link culture to other key policies, priorities and sources of funding

- Direct access to elected members and their constituents

This second version of the JCNA recognises the key role of local authorities in leading culture-led change; local authorities are the main audience for this new version.[5]

To ensure the practical usability of this updated guide, we introduce new sections on managing local partnerships and mapping, measuring and monitoring progress towards the ambition of a JCNA plan. The original JCNA guidelines placed more emphasis on the basic processes of convening, planning and consulting and are available here.

[4] Links to relevant cultural strategies, evaluations and JCNAs (where published) of the first cohort can be found in Appendix 1.

[5] A JCNA may cut across LA boundaries, encompass more than one LA, or relate to smaller geographies as in the CPP projects, depending on local factors. Our assumption is that whatever the scale, a JCNA will benefit from support and expertise from local government. The JCNA also has the possibility to cover geographic areas covered by a Combined Authority or directly elected (metro) mayors..

Background & Objectives

Section One

1

JCNA Context

The guidelines use the term culture to embrace a broad range of cultural and heritage stakeholder organisations, assets and services that offer traditional art-forms and heritage, food, faith and other local forms of cultural expression, everyday cultural activities in amateur, educational, and community settings.

The ambition for the JCNA is that a place partnership including arts, culture and heritage organisations, local authorities and strategic and community stakeholders will develop their ability to offer a strategic response to the cultural and non-cultural needs of their local communities.

Based on a joint assessment of the actions needed to improve the cultural lives of all and to reduce inequalities and obstacles to participation in arts and culture. All of which requires developing and agreeing outcomes jointly through enhanced local partnerships, consultations, and evidence-led planning.

The JCNA process assumes that making effective, equitable and accountable use of the often-scarce resources for cultural investment in England requires place-based and evidence-led decisions that optimise the impact of resources available from both local and national sources.

This is an approach, which assumes that:

- Partnership working and collaboration are core to the delivery of cultural outcomes that also impact on a wide range of local needs; social, economic, education, justice, health, wellbeing and others.

- The cultural and creative industries and businesses in local areas provide an opportunity for growth, alongside the wider industrial ecology located in a place.

- Arts and cultural activity should be driven by locally agreed outcomes that add social as well as cultural value to a place and its communities.

- The JCNA process is designed to give local communities the opportunity to give voice to their own cultural aspirations and needs in dialogue with cultural organisations and providers.

- Local knowledge and lived experiences should be supported by a careful analysis of relevant data and other local sources of cultural and non-cultural evidence.

- To be resource-effective, there needs to be an agreed and measurable plan of how arts and culture resources, activities and outputs will deliver cultural and non-cultural place-based outcomes. [6]

Local authorities increasingly work hand in hand with anchor institutions,[7] private and voluntary sectors and residents to influence the wellbeing of their place. Using the JCNA approach as part of the locally-established governance arrangements for place-leadership will help arts organisations to collaborate more effectively with key partners in their local community, creating potential for new streams of work and access to new funding. Above all, it will increase the value of their work to local communities.

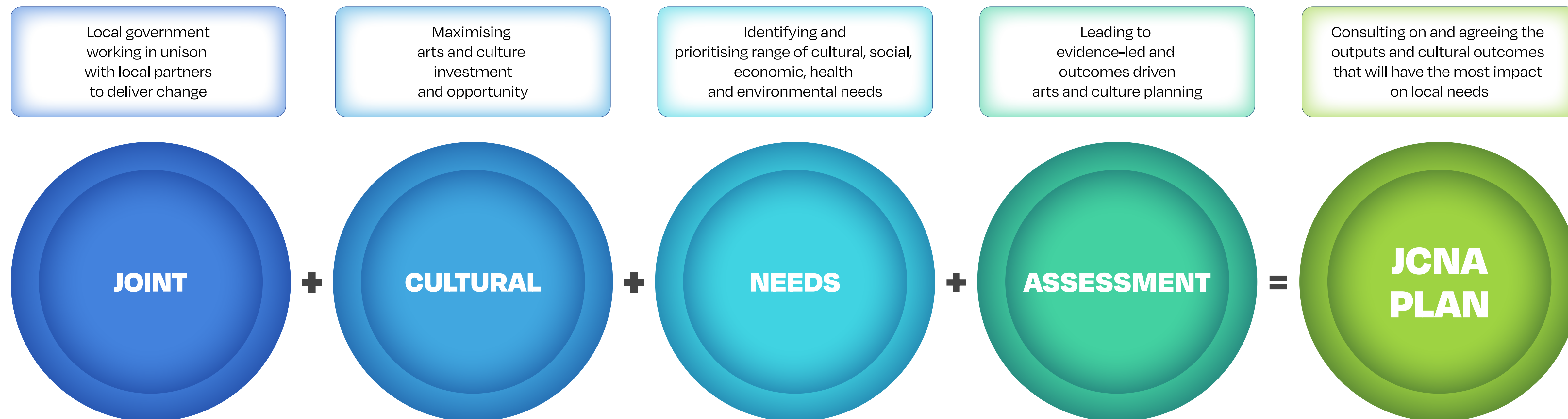[6] See Appendix 4 for examples of cultural outcomes matched to place outcomes.

[7] A more detailed map of anchor institutions and local stakeholders is in the Managing Place Partnerships section of these guidelines.

JCNA Framework

Places have widely differing resources available locally and nationally (financial, human and capital), and significant variations in scale, population, administrative structures, character and maturity of partnerships.

Accordingly, local authority place-based partnerships that are carrying out a JCNA as part of delivering a place-based project should consider which data and evidence sources are relevant to the aims and outcomes of their project and will be useful in informing planning, delivery and evaluation.

These guidelines are intended to provide a framework for establishing effective place-based cultural outcomes, not a blueprint. However, this will require resources to be available. Smaller organisations and smaller local authority areas will tailor their JCNA to the resources they have available.

| Local government working in unison with local partners to deliver change | Maximising arts and culture investment and opportunity | Identifying and prioritising range of cultural, social, economic, health and environmental needs | Leading to evidence-led and outcomes driven arts and culture planning | Consulting on and agreeing the outputs and cultural outcomes that will have the most impact on local needs |

JOINT + **CULTURAL** + **NEEDS** + **ASSESSMENT** = **JCNA PLAN**

JCNA

WORKING TOGETHER TO SERVE OUR COMMUNITIES   **Contents**   **Introduction**   **Section One**   **Section Two**   **Section Three**

JCNA Objectives

Place

For the purposes of these guidelines, 'place' might be a defined local authority, a combined authority or other geographically defined place partnership. [8] Every place has its own distinctive story and sense of identity. This story is embedded in the people, assets, heritages and cultures of a place. It forms the basis for planning for the future. Who are we? Where have we come from? Who are we becoming? What makes us special? What changes do we want to make to strengthen our identity and prosperity? How do we ensure that every citizen is part of the story-making?

The JCNA necessarily begins with this narrative building – bringing the people, institutions, policy makers and artists together to forge a common story of change to drive progress and identify decisive opportunities for intervention and impact. It's important for ensuring that investments in arts and culture are effective that this narrative is supported by the data and evidence that is available in every local authority and from the Culture and Place Data Explorer and other sources.

PARTNERSHIP
Linking and influencing the local ecosytem

POSITIONING
Placing culture at the core of social, economic, health & environmental goals

PLACE

PRIORITISING
Investing in key outcomes that address selected needs and issues

POTENTIAL
Growing the sector, market, infrastructure and talent base

PLURALITY
Surfacing and celebrating diversity

Partnership

In other sections of these guidelines, there are comprehensive lists of potential contacts and models of agreements partners might make to commit to collaborative cultural-led growth that is inclusive of the needs and lived experiences of all citizens.

Local authorities can play a key role in identifying and convening a partnership of stakeholders in their local cultural ecosystem – this might begin with a close audit of all the arts organisations in receipt of public investment; the local cultural and heritage assets; creative businesses and clusters, community, amateur and voluntary-led arts and cultural organisations; Cultural Education Partnerships and other publicly funded and informal youth arts provision. Some of this may be mapped using the Culture and Place Data Explorer.

The cultural ecosystem will also include other groups who need to be brought into a wider place partnership; these include commercial venues, faith groups, youth services, local charities, local government directorates, voluntary sector, sports and other relevant interest groups, universities and colleges, business interests and others.

There is additional guidance in the *Managing Place Partnerships, an Ecosystem Approach* section of these guidelines.

[8] UK Local authority districts, counties and unitary authorities within this definition have been produced by the ONS Geography GIS & Mapping Unit and can be viewed here.

Positioning

A key objective of the JCNA is to support cultural organisations, creative industries, services and assets in making culture core to wider strategic goals and place-based strategies and investments. The cultural place partnership needs to articulate the contributions that arts and culture can make to local social, economic, health and wellbeing, education and skills development so that they can be recognised in the wider place-partnership and acted on. In this way, culture can play an influential role in broader place-making interventions and make culture-led contributions to progress.

Positioning requires the place partnership to adopt a data-led approach to shaping a cultural response to key local needs, and evaluating their impact. It is important that the cultural place partnership gathers the data and evidence needed so that partners and investors can understand the added value role of the cultural sector as a delivery partner for non-cultural outcomes.

Plurality

A focus on plurality is the principal route to tackling cultural and other inequalities. This is because diversity is the social engine of local creativity and harnessing the different voices, experiences, talents and perspectives of a place will enrich the cultural offer and bring about innovative personal, social and civic growth. Cultural programming and leadership that is representative of the local community can reach out beyond traditional audiences, products and experiences. Through the processes of deep consultation, co-design, co-creation and co-commissioning activities and outputs, every citizen can actively develop and express their creativity.

Potential

The powerful interaction of place-narrative, cultural audit and partnership reach will begin the process of identifying existing strengths, undiscovered talent, new voices and spaces for culture. It will also uncover areas and people in the city who have not had the opportunity to realise their potential. Mapping these visible, and untapped, assets is the vital foundation of maximising the strengths of a place. The JCNA process should facilitate all partners to identify and train new talent; expand the social and commercial markets for arts and culture and work with partners to reach every citizen and neighbourhood. Building more resilient communities and a more resilient cultural sector will become mutually reinforcing.

Prioritising

Effective prioritisation is the key to unlocking collaborative energy and progress. Place partnerships need to meet the challenge, through dialogue and analysis, of generating a sharp take on the cultural and non-cultural outcomes that will deliver the aspirations of the place and address its needs. Outcomes identified may strengthen the cultural offer and creative industries within a place, but may also include attracting tourists and visitors, improving health and wellbeing, increasing civic pride and confidence, and tackling crime and anti-social behaviours.

A cultural place partnership on its own may not be able to realise these agreed outcomes – but they can make a significant contribution working alongside other partners in the local authority ecosystem. Impacting on health and wellbeing will require Public Health, Social Care, NHS, education and other partners for instance. In two-tier areas, it will involve working across council boundaries and borders, such as with County Council responsibilities for Public Health.

The key to unlocking these value adding outcomes is that all stakeholders establish what the common goals are so that there is a passionate focus across the partnership on collaborative effort towards a shared vision.

Once place and cultural outcomes are agreed, prioritising will mean looking at the resources and capacity available for change and planning how best to use them to have an impact. What activities, outputs and outcomes can be afforded by the resources available?

JCNA Plan

The key objective of these JCNA Guidelines is to help cultural partners to build a strategic place partnership plan that sets out how and why the JCNA will affect local change through creating cultural and social value. In the JCNA plan diagram we identify the seven stages of planning that will provide the evidence, rationale and road map for culture-led change. The *Mapping, Measuring and Monitoring* sections of these guidelines set out methods and sources to capture the relevant data for the stages of the JCNA plan.
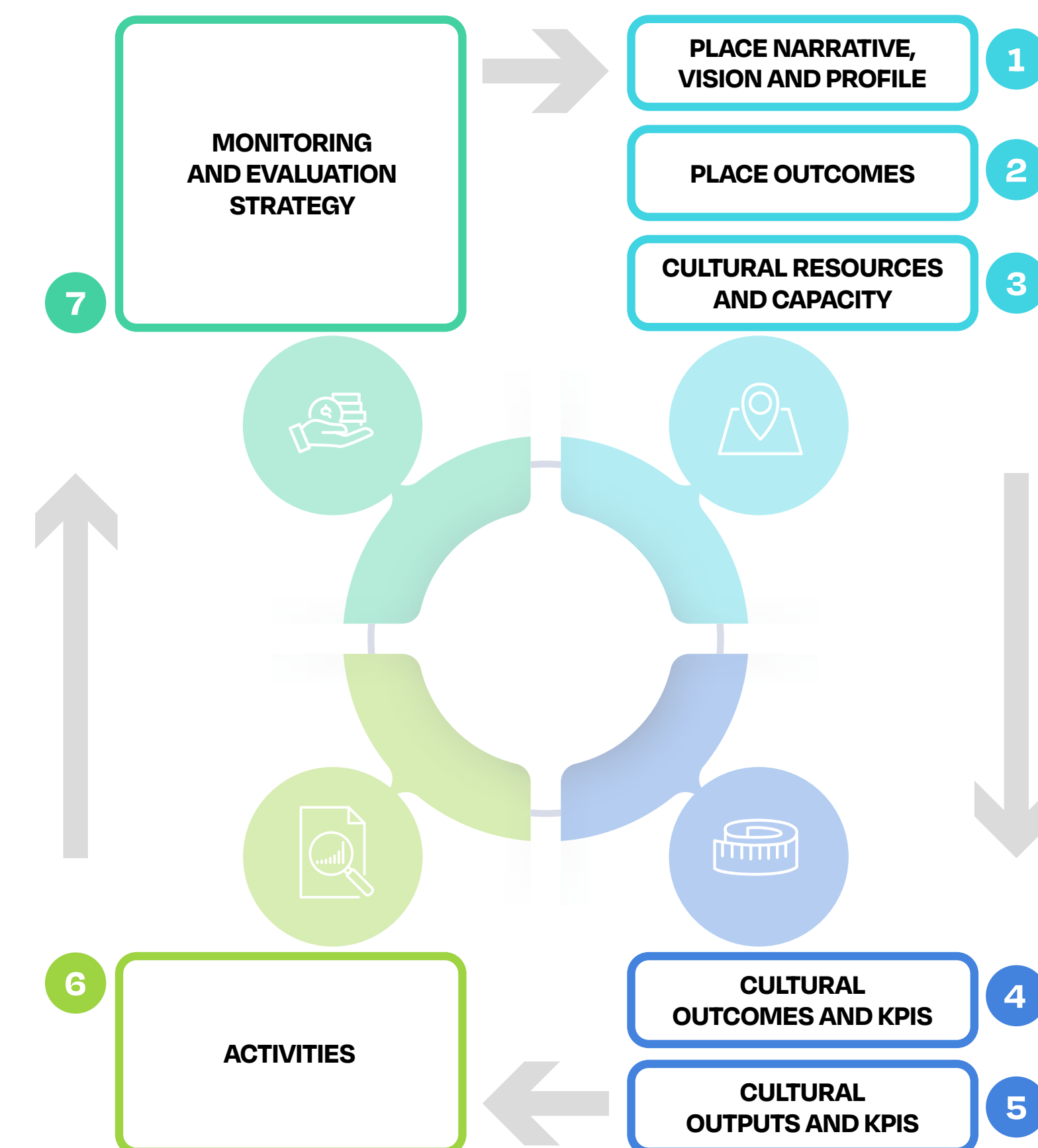
The plan will set out:

- What financial and human resources from across the partnership will be invested in culture's contribution to place outcomes and the realisation of the place narrative.

- What activities are needed to develop the JCNA plan.

- What agreed outputs will be produced.

- How these outputs will lead to measurable changes or cultural outcomes.

- How these changes will make a contribution to the desired impact on a place and the lives of its people.

- How progress will be captured, measured and reported on.

The level of detail and data in the JCNA plan will provide the content needed for investment and grant proposals and to meet funding and other stakeholder requirements for monitoring and evaluation. [9]

The seven stages of the JCNA plan are:

1. PLACE NARRATIVE, VISION AND PROFILE – What is distinctive; what are the challenges; what are the opportunities; what positive changes would make a difference to the lives of citizens and their place; how will the local cultural ecosystem be the energiser for change? What does cultural participation and engagement look like?

2. PLACE OUTCOMES – What are the broad strategic outcomes and targets agreed by the partnership – health; education; civic engagement; economic growth; tackling inequalities?

3. CULTURAL RESOURCES AND CAPACITY – What are the current and potential levels of cultural engagement? What is the combined capacity of the cultural ecosystem to develop and support change? What can be achieved within the resources and investment available or proposed?

4. CULTURAL OUTCOMES AND KPIS – Given the resources, what can culture, and heritage organisations, assets and services do to support place outcomes and how will we know these outcomes have been successful – what will success look like?

5. CULTURAL OUTPUTS AND KPIS – What products, services and experiences will contribute to realising the cultural outcomes and how will they be measured and learnt from?

6. ACTIVITIES - What cultural and non-cultural activities are needed to produce the outputs and who is responsible for activities?

7. MONITORING AND EVALUATION STRATEGY – How will progress be captured and monitored? What methods and sources will be used to collect data at different stages of the process? How will the stakeholders and its citizens learn from the JCNA process and results? How might the plan need to change as a result?

Progress towards the JCNA vision is unlikely to be linear and direct. Culture-led change is messier than that!

MONITORING AND EVALUATION STRATEGY

7

1 PLACE NARRATIVE, VISION AND PROFILE

2 PLACE OUTCOMES

3 CULTURAL RESOURCES AND CAPACITY

6 ACTIVITIES

4 CULTURAL OUTCOMES AND KPIS

5 CULTURAL OUTPUTS AND KPIS

The Maximising Impact Value section of these guidelines detail the data work needed to shape and inform the JCNA plan. [9]

A JCNA plan will track how outcomes change, new outputs and opportunities are developed. The necessary investments may change or not be in place from the beginning of the plan. New funding opportunities will continue to be aligned to and add value to the outcomes and impacts in the JCNA plan.

The partnership overseeing the JCNA also needs to be aware of any potential legislative, political or economic changes throughout its lifetime. For example, political priorities can change even within an electoral term and might affect the partnership's view of the outcomes.

The guidelines stress the particularity of places – different scales, resources, existing cultural infrastructure for instance. Accordingly, JCNA evaluations need to be appropriate to the resources and circumstances and not overwhelm. However, there does need to be an evaluation plan that provides accountability and learning for the partnership, funders and others.

Evaluation is most valuable and most valued in organisations and partnerships that embed a culture of learning in everything they do. Gaining operational insights into what works and how, but also transparency about what may not work so well and why.

There needs to be an evaluation and consultation process that informs continuous improvement as well as capturing data over time. [10]
This is illustrated in the model that combines a hub of the key elements of the JCNA plan with a partnership learning cycle.

The Partnership Learning Cycle (PLC) borrows from Action Research models that are frequently used in health and education to identify problems and what actions might be taken to improve practice. The basic Action Research Cycle has four Stages: identify what needs to change and why; plan action; act and collect data; review, report and reflect. Further guidance to evaluation is in the Measuring and Monitoring section of these guidelines.

REFLECTING • PLANNING • DOING • REVIEWING

What is the need for change? And what is your ambition and narrative for change? **Collect & reflect on baseline data**

Based on the resources, what can you realistically expect to achieve **JCNA plan outcomes, outputs and KPIs**

Capture data needed for indicators **Surveys, workshops, audience profiles etc**

Compare results from data with expectations **Report on progress towards impact and ambition using evidence**

OUTCOMES • INVESTMENTS • ACTIVITIES • OUTPUTS

IMPACTS & AMBITIONS

[10] For more about a JCNA approach to evaluation, please see Evaluation for Change guidance from the Centre for Cultural Value - https://www.culturehive.co.uk/CVIresources/evaluation-for-change-a-guide-to-planning-a-mixed-methods-framework-for-evaluation/

JCNA Partnership Process

Section Two
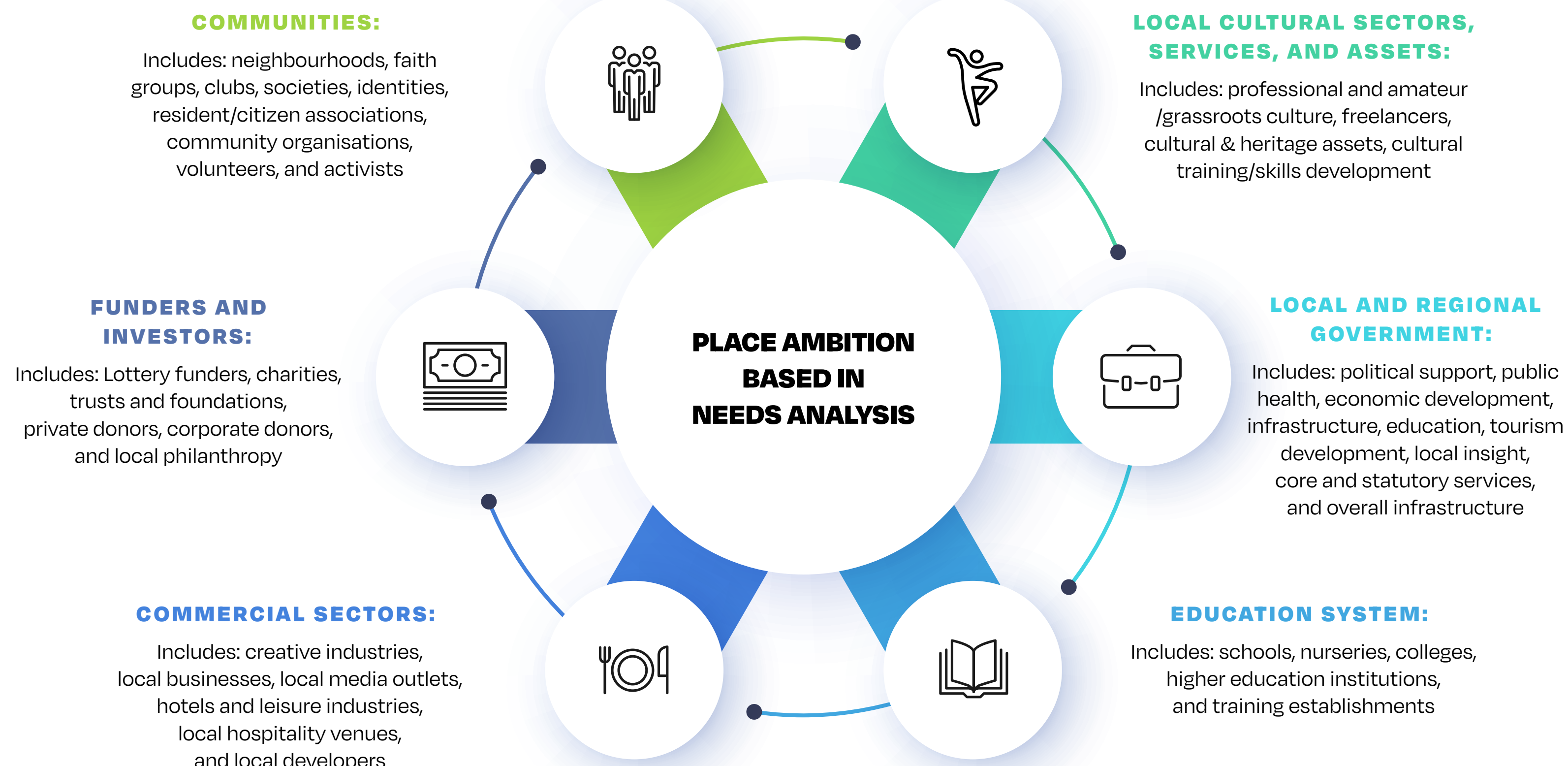
2

Managing a Place Partnership

An ecosystem approach

The success of the JCNA plan will depend on multiple stakeholders working closely together as a place partnership, or ecosystem, to deliver the outcomes of the plan.

For success, all stakeholders need to work together, aligning their individual interests, aspirations and activities with the JCNA ambition and outcomes. No single organisation can drive change alone; it requires the combined efforts of many.

In this diagram, we suggest the wide range of stakeholders and interests that might be included in a local place partnership. Local authorities have a key role to play in convening the ecosystem partners and managing the JCNA planning process. Which and how many stakeholders are represented will vary from place to place, and there may already be networks in place, such as Creative People and Places, Cultural Education Partnerships and others that need connecting to a wider range of place changemakers.

An ecosystem approach to change: People first

COMMUNITIES:

Includes: neighbourhoods, faith groups, clubs, societies, identities, resident/citizen associations, community organisations, volunteers, and activists

LOCAL CULTURAL SECTORS, SERVICES, AND ASSETS:

Includes: professional and amateur /grassroots culture, freelancers, cultural & heritage assets, cultural training/skills development

FUNDERS AND INVESTORS:

Includes: Lottery funders, charities, trusts and foundations, private donors, corporate donors, and local philanthropy

PLACE AMBITION BASED IN NEEDS ANALYSIS

LOCAL AND REGIONAL GOVERNMENT:

Includes: political support, public health, economic development, infrastructure, education, tourism development, local insight, core and statutory services, and overall infrastructure

COMMERCIAL SECTORS:

Includes: creative industries, local businesses, local media outlets, hotels and leisure industries, local hospitality venues, and local developers

EDUCATION SYSTEM:

Includes: schools, nurseries, colleges, higher education institutions, and training establishments

The JCNA assumes that a collaborative and collective approach to culture-led change will be more productive when resources, expertise and investment plans are linked together in a common and shared ambition.

Many places have already demonstrated the power of place partnerships through the Creative People and Places programme, Cultural Compacts and other funded projects that require multiple stakeholders to be responsible and accountable for delivery. [11] Local authorities are required by statue to consult; many strategies often reflect extensive and prolonged consultation and engagement with the local cultural sector, communities and other stakeholders.

Effective management of a place partnership requires a clear shared mission, strategic use of resources, balanced stakeholder interests, a commitment to collaboration, a collective spirit, and an efficient governance model. By working together, stakeholders can achieve transformative culture-led changes that benefit the entire community.

Place partnerships that utilise the JCNA approach aim to bring about culture-led changes benefiting both the place and its people.

The intended changes include:

A SHARED AMBITION AND PLAN
Focusing activities and funding
on realistic shared goals

ENHANCED VISIBILITY
Making cultural and heritage assets, public realm and green spaces, more visible, dynamic and attractive to residents & visitors

INCREASED INVESTMENT
Attracting funding through collaborative proposals including from non-cultural sources e.g. Public Health and place development funding

POWERFUL PLACE NARRATIVE
Connecting culture and place to communities and other local stakeholders

ACCESS & ENGAGEMENT
Increasing cultural opportunities for communities that have historically benefitted the least from publicly funded culture

ALIGNMENT WITH LOCAL PRIORITIES
Ensuring cultural ambitions align with key local government priorities and policies

[11] The ACE Place-Based Peer Learning Programme contains resources and learning from across the range of CPP and place-based projects, membership can be requested through - https://placebasedpeerlearning.org.uk/

The first JCNA cohort identified some **key challenges** with managing and sustaining place partnerships, these challenges are also identified in other programmes that require stakeholders to balance their own stakeholder interests and priorities with the time and commitment needed to work towards the common good and ambition set out in the JCNA plan.

These key challenges include:

1 **Resource Allocation:** Ensuring equitable distribution of resources to various cultural projects and communities. Given the challenging times for the cultural sector, stakeholders must work together strategically to maximise available resources, secure funding, and respond to the place specific cultural needs.

2 **Communication:** Developing a successful partnership or network requires strong communication skills and mechanisms. As the partnership/network develops and grows over time sustaining, motivating and managing an increasing number of individual and organisation contacts that expect personalised attention requires proportional time and support.

3 **Inclusivity:** Guaranteeing that all community groups, particularly marginalised ones, are involved and benefit from the JCNA plan. Local authorities and the JCNA plan have the data needed to identify and prioritise seldom heard communities.

4 **Sustainability:** Maintaining long-term commitment and funding. The local authority, and any established cultural and heritage organisations who receive regular funding, have a responsibility to sustain the local cultural sector through commissioning and targeting opportunities for freelancers and independent cultural organisations. The ambition and JCNA plan need constant refreshing with updates on progress towards outcomes and positive stories of achievement.

5 **Coordination:** Managing the collaboration between multiple stakeholders with different priorities and capacities. There are key inter-dependencies in the ecosystem. Freelancers and smaller organisations may be dependent on a commissioning model that includes the local authority and larger organisations. In turn these more powerful organisations are dependent on freelancers for delivery of outputs. Health outcomes require an inter-dependent relationship between public health and the cultural sector.

6 **Effective Governance Model:** A time and resource efficient governance model is necessary to drive delivery. There needs to be a route from wide ranging consultation and engagement through to a decision and strategy making group that is representative but necessarily reduced in scale. This group may need to draw on the resources of the local authority and key institutions like NPOs or other regularly funded networks. The model will clarify leadership roles and responsibilities within the ecosystem.

JCNA Models of Governance

Governance refers to the decision-making structures and systems which ensure that the place partnership stakeholders agree and deliver on their commitments and responsibilities.

Governance is an important factor in the legitimacy and credibility of the JCNA process. Respect for any decisions reached is more likely if a framework is created which ensures inclusion and engagement internally and externally. Choosing the model of governance should reflect your place and the ways it works.

Clarity about current capacity, relationships and scale of ambition will help the model to be appropriate to a place partnership and ensure that it is fit for purpose. It should be reviewed regularly, to respond to changes in the local context.

For example, experience of successful partnerships to date, suggest that they broadly take one of three key forms (Network; Alliance; and Legal Entity), with one of those forms being more dominant than the others in a place-based partnership.

Governance of the partnership will be a variant of the three broad basic models; **Network, Alliance and Legal Entity.**

Network model is a forum for discussion with decisions taken by consensus. The advantages of this model include ease, speed and cost of setting up. The Network has the character of a steering group of like-minded partners.

Alliance model is a constituted partnership with formal Terms of Reference including how decisions are taken and how resources are controlled by its members. This model requires partners to collaborate for a shared purpose while maintaining their organisational integrity and autonomy.

Legal Entity model is an incorporated vehicle with power to act, hold property and enter into contracts. A legal entity can take different forms (e.g. a social enterprise, Community Interest Company, registered charity) and is responsible for the proper use of any resources it controls.

It would be easy to think of these three models on a continuum from emerging through established, to high performing. However, in reality it is more likely that the suitability of the partnership governance model will depend on a range of factors, in some places, the elements could be combined within a single approach.

The JCNA in Bradford is built on the network model with the Bradford Producing Hub convening partners. In return the Producing Hub sits on similar bodies such as the Local Health Board, which allows the needs-based approach to be central across organisations. Coventry made use of the alliance model through the cultural compact approach.

Considering the Best Fit Governance Model

There are examples from around the country of all of the aforementioned models. [12] The role of the local authority in convening, supporting or funding the resulting partnership will vary.

The optimum arrangement for each place will only be determined by considering local factors. Once the partnership has a clear, shared view of how it wants to work and why, a model that is most suitable to their circumstances can be developed from one of the three organising models.

[12] Examples include –

Network model: Derby CAN (Derby Creative Arts Network) is the city's producing hub based at Derby Theatre and as a network can link up artists with groups of local people to co-create artistic and cultural events relevant to the community.

Alliance model: Bradford Producing Hub is an example of an active alliance model where Bradford Producing Hub work in partnership with other organisations to reach its goals through shared decision making.

Legal Entity model: Culture Central in Birmingham, while not a formal culture compact Culture Central is a membership-based organisation established as a legal entity to forward culture within the Midlands. Another example is Stoke Creates, established as a community interest company (CIC) which is the Cultural Compact for Stoke-on-Trent and the surrounding areas.

Partnerships will find it helpful to assess or map their current position against the following themes:

Scale, range and capacity of their local cultural sector partners – the number of established and well-resourced cultural organisations, smaller organisations with regular funding, emerging organisations reliant on project funding, commercial or semi-commercial operators, independent artists, sector training institutions or sector support bodies.

Maturity of stakeholder partnerships locally – the extent to which there are shared strategies of clearly derived priorities for your place, how these were arrived at and the existing mechanisms used for stakeholder collaboration.

Working relationships – levels of trust, the nature of local decision-making, equal or unequal power relationships, the culture of engagement (more or less deliberative or directive).

Existence of other related partnerships – partnerships in place which exist or are in progress and have a bearing on delivery of the JCNA plan.

External drivers – opportunity scanning and risk management including incentives to collaborate (such as funding schemes or titles) and their timescales, political change, financial challenges, changes to legislation, emerging technology.

Resourcing – how delivery of the plan will be funded (with existing or new resources).

Transparency – appetite for openness in decision-making, clear communications, grievance/conflict resolution procedures, level of inclusiveness.

More Guidance on Partnerships

Many local authorities have published guidance on partnership governance frameworks and the Local Government Association has produced a useful toolkit for partnerships between Councils and the not-for-profit sector. [13] The National Council for Voluntary Organisations (NCVO) has guidance on partnerships[14] and there are many guides online for other sectors, including health, the economy and climate where models have transferability to the cultural domain.

[13] https://www.local.gov.uk/publications/toolkit-partnership-working-voluntary-and-community-sector

[14] https://www.ncvo.org.uk/help-and-guidance/running-a-charity/collaboration/ways-of-working-collaboratively/partnerships/

JCNA Maximising Impact Value

The JCNA Process of **Maximising Impact Value**, **Mapping**, **Measuring**, **Monitoring** will help identify priority needs and provide mechanisms for evaluation.

MAXIMUM IMPACT VALUE
STEP 7 OF THE JCNA PLAN

- Align investments, activities and outputs to a shared ambition, with planned impacts and outcomes
- Use evidence to carefully target priority needs and beneficiaries
- Proactive use of monitoring processes to inform continuous improvement - levers of change

MAPPING
STEPS 1, 2 & 3 OF THE JCNA PLAN

- Cultural and heritage assets, organisations and services
- Patterns and locations of cultural engagement
- Geo-demographic differences
- Areas and communities in need
- Investment opportunities

MONITORING
STEP 6 OF THE JCNA PLAN

- Methods for capturing data over time
- Evaluation framework that combines accountability and learning
- Engage and equip stakeholders in monitoring processes
- Monitor changing perceptions and sentiment over time

MEASURING
STEPS 4 & 5 OF THE JCNA PLAN

- Realistic outcomes leading to impact
- Story of change based on priority needs
- Establishing a baseline for measuring impact
- Measurable indicators for output and outcomes
- Comparative data regional/national

Maximising the impact value of the JCNA, requires orchestration of **inputs** (investments and activities), and **outputs** across the whole partnership to achieve the desired impacts and outcomes.

The use of evidence to identify priority needs is the foundation of this approach. Thorough research and analysis, informed decision-making can take place, ensuring that resources are directed where they can yield the greatest return.

However, progress cannot be left to chance. Proactive monitoring processes are essential for continuously assessing performance and identifying areas for improvement. Through the systematic collection and analysis of data, insights can emerge, guiding refinements to activities and outputs in real-time. This iterative process of reflection and adaptation propels the endeavour forward with ever-increasing efficiency and effectiveness. This also allows for moments of learning – learning which can be responded to through the partners in the ecosystem.

Demonstrating progress over time is important to maintain momentum, buy in from partner organisations and political leadership, and articulate the contribution of culture to a place and residents.

It will also identify and harness the levers of change, these levers possess the power to catalyse progress and amplify impact. By carefully leveraging these mechanisms, the full potential of investments and activities can be unleashed, driving the progress towards impact.

Mapping

To effectively implement the ecosystem approach to change and to prioritise people and place in any cultural strategy or initiative, it is crucial to begin by identifying priority needs through targeted investigation.

This process forms the first and most vital component of the mapping stage in conducting a JCNA plan. Successful mapping for your JCNA allows you to establish a clear baseline for your place, from this you will be able to identify measurable outcomes in the next stages of the JCNA.

Look beyond traditional cultural data to gain a comprehensive understanding of the communities and area which you are trying to serve. While local knowledge is invaluable, decisions should be evidence-based, free from conscious or unconscious biases. Conducting a place-based cultural needs analysis requires a deep understanding of the unique cultural context and requirements of a specific community or area.

The mapping stage is made up of three essential components:

| 1. Developing a contextual understanding of your place |
| 2. Undertaking appropriate/proportionate data collection and analysis |
| 3. Baselining and identification of needs through evidence & consultation |

The mapping stage is the most extensive and resource-intensive stage of conducting a Joint Cultural Needs Assessment. Allocating sufficient time and resource to this phase is crucial for accurately identifying and substantiating needs.

The mapping process can be executed internally, provided the necessary skills and knowledge are available, or it can be outsourced to external consultants.

1. Developing a contextual understanding of your place

This first component of the mapping stage is to ask key questions to map out the cultural landscape and the communities within your place and the issues they face. Below are key questions to consider, possible data sources to help answer these questions are included in Appendix 3.

Cultural Identity and Demographics

1. What is the demographic makeup of your communities? Think about age, gender, ethnicity, socio-economic status, levels of qualifications etc. The essential information which is collected in the Census.

2. How do communities within your place identify? Think about religious identity, languages spoken, cultural traditions etc.

3. Are there distinctive geo-spatial differences in terms of pockets of multiple deprivation, or access to cultural services and assets?

Community Needs and Challenges

4. What are the current needs of communities? Think about service gaps effecting the community, does the community have all the amenities they require?

5. What challenges are faced within the community? Think about levels of crime, poverty, food bank usage, access to cultural services and assets and other inequalities.

6. What are the key social, economic, and environmental challenges impacting the community? Think about housing, employment, perceptions of safety, health and wellbeing etc.

Cultural Assets and Resources

7. What cultural institutions and organisations are in your local area? Think about museums, galleries, libraries, theatres, community halls, cultural organisations, cultural education provision etc. Also think about the wider creative industries and clusters here.

8. What community groups or clubs are in your local area? Think about charities, amateur cultural groups etc.

9. What public spaces including parks/green spaces are available for culture? Think about opportunities to animate the public realm, parks, green spaces etc.

10. What does the current cultural calendar for the place look like? Are there existing festivals or annual events in place? How can these be levered for maximum impact etc.

Engagement and Participation

11. How are communities engaging with cultural activities already? Think about participation rates, engagement with different art forms etc.

12. How inclusive is the current cultural provision within the place? Think about who is able to attend/engage and who isn't, what are the inequalities people face in accessing culture etc.

13. Do participation rates vary across different demographics? Think about communities/groups not being served by current provision.

When collecting data in response to these questions, the level of granularity needed will depend on the scale of your place. For instance, if you are a small rural town or village with a population of less than around 30,000, simply having data at a local authority level will suffice (a population of 30,000 is equivalent to approximately 3 or 4 geographic statistical MSOAs - Middle Layer Super Output Areas).

However, if your place has a population greater than 30,000, you may wish to examine the data at the more granular neighbourhood level. For instance, Coventry which is a city with a population of approximately 345,000 is made up of 3 parliamentary constituencies, 18 electoral wards, 42 MSOAs, and 195 LSOAs (Lower Layer Super Output Areas). Being able to look at cultural participation rates at the MSOA level within the initial JCNA allowed for cultural organisations to target work in areas of low cultural engagement.

2. Undertaking appropriate/proportionate data collection and analysis

Now that the key questions have been identified, data collection and subsequent analysis needs to benchmark where the place currently is and to compare with similar areas, the region where the place is and the wider country to allow you to see how your place compares.

The **Culture and Place Data Explorer** (the Explorer) brings together national data sets including ACE funding, data from the 2021 Census, ONS Data including the Business Register and Employment Survey, amongst other key sources. The Explorer will allow you to download comparator reports to see how your local authority area compares with the wider region and nationally. A range of local cultural venues, organisations and services can also be mapped using the Explorer's Services function.

Further secondary data is available through **LG Inform**. LG Inform is the local area benchmarking tool from the Local Government Association. This searchable database brings together multiple data sets including ONS data at a local authority level and in some cases at the neighbourhood level. Through the LG Inform website you are able to access, compare and analyse data, and present findings online or offline making use of over 1,800 items of relevant contextual and performance data for councils.

The Office for Local Government (Oflog) in early 2024 released the **Local Authority Data Explorer**, this online tool allows you to access key data and insight about the performance of local government within England. This tool also allows you to see how your place is performing against the average for England and benchmark targets set by Oflog for key metrics.

3. Identification of needs through evidence and consultation

Having undertaken the data collection and analysis, the evidence will be used to identify the priority needs for the place. These needs will be consulted on to ensure they are the right needs for the place's current priorities. Possible identified needs could include:

- Unequal levels of cultural participation across communities with those communities who are most deprived participating the least

- The health and wellbeing of young people is below the average for the place

- There is a lack of training opportunities for freelancers

- There is disconnection between freelancers and cultural organisations

- Cultural provision for older communities is lacking

- Cultural work being developed is not representative of the place where it is taking place or responsive to their needs.

> **Appendix 3 details the potential sources of data and what is included across different data explorers and dashboards.**

To supplement this secondary data, you may wish to undertake place specific primary data collection. This could be in the form of a citizen/household survey, focus groups or consultation workshops. Coventry, a city which has undertaken a Household Survey in some form since 1989, used the JCNA process as an opportunity to create the Coventry Cultural Place Profiler, the profiler brought together local knowledge obtained through the survey with national data across both cultural and non-cultural domains. This tool became a key planning tool for cultural organisations in the city when targeting work to address immediate needs. The Place Profiler allowed users to also understand in a geo-spatial manner how the area which they are targeting compared to neighbouring areas.

Coventry was able to do this for their JCNA, because Coventry City Council made use of the partnership with the University of Warwick as an anchor institution within their place. Coventry, Derby and Southampton made use of their local universities in the development of their JCNAs. Wandsworth's JCNA was developed across the partnership allowing it to be central in their bid for London Borough of Culture.

When Bradford conducted their JCNA, they engaged local artists and creatives to acts as facilitators during the consultation period. These facilitators' findings and creative outputs were then translated into statements of need by an external consultancy. This dual approach ensured that the local cultural sector directly benefited from the process while also allowing for external validation of the findings, therefore minimising any potential bias. Mapping for your JCNA plan should follow the same principles already used within local government – to consult, to involve and to engage.

Measuring

Having mapped the cultural landscape of your area, the next stage involves determining the specific outcomes to measure to demonstrate the impact of any targeted actions.

Measuring the impact of carefully planned activities aimed at addressing the identified needs is essential for assessing their value in relation to the impact which you seek. Clearly articulating the positive changes brought about by these activities and outputs showcases their value to potential new funders and helps shape the roadmap for maximising impact value.

Adopting a data-driven approach to evaluating impact and tailoring responses to the needs assessment ensures decisions are truly evidence based. It is essential to gather comprehensive data and evidence across the partnership, enabling all stakeholders, including partners and investors, to understand the added value of the JCNA plan.

The collection of baseline data, undertaken during the mapping stage, provides a vital comparison set that can demonstrate positive (or negative) changes in the perceptions of citizens, participants, audience members and those involved in the delivery of activities and outputs.

To achieve robust data collection, it is best practice to utilise both creative and existing methods to engage a wide range of citizens and potential audiences, similar to the approach taken by Bradford when undertaking the initial stages of their JCNA. This ensures a comprehensive understanding of the community's cultural preferences, opinions, and lived experiences, enhancing the overall effectiveness and impact of the JCNA.

[15] https://www.local.gov.uk/cultural-strategy-box (Accessed 28 May 2024)

[16] https://www.culturehive.co.uk/CVIresources/evaluation-for-change-a-guide-to-planning-a-mixed-methods-framework-for-evaluation/ (Accessed 28 May 2024)

The first step in achieving the measuring stage is determining the **impact** you wish to make in addressing the recognised needs. Once this impact has been identified, you must identify appropriate, proportional and measurable **outcomes** that can demonstrate positive changes from the activity and **outputs** which will be delivered. Concluding this stage is a final step of identifying the mechanisms to measure change.

The **impact** sought represents the ultimate change you aim to achieve through your work. In other words, impact is essentially stating the ambition of what you wish to achieve through the work. This desired impact guides and informs all necessary actions, maintaining a collective focus on ambition and long-term results. To ensure a unified effort, the impact should be negotiated and agreed upon across the partnership, fostering a common focus, shared ownership, and a collective drive to effect meaningful change.

Examples of impact/ambitions include:

- Cultural activity contributes to improving wellbeing

- Civic pride and social cohesion improve through engaging with culture

- Culture makes a positive contribution to the economy of the place

- Inequalities are reduced through cultural activity

> Further example impacts can be found within the Local Government Association's **Cultural strategy in a box** guide. [15]

To show progress towards making impact, the next step is identifying the **outcomes** which will sit behind the change you seek. For example, if your needs analysis has identified low levels of wellbeing in young people and other communities, you may have identified that seeking an impact of 'cultural activity makes a contribution to improving wellbeing' as being appropriate for your place.

Outcomes you may use include:

- Wellbeing scores in targeted populations of young people improve through participation

- Positive changes in wellbeing measures across participatory programmes

Both outcomes are measurable – a baseline can be obtained at the start of any activity and an endline can be collected following activity. These data can then be used in comparison to the data collected during the mapping stage for further analysis. Depending on the data you hold, proportional degrees of change can be identified, for example, if the mapping stage identified that the wellbeing of young people was just under the average for the overall place, the target could be to bring that wellbeing in line with the place average. However, if the wellbeing scores for young people are significantly below average, the target could be to reduce the gap and not to attempt to reach the average. Outcomes need to be realistic in the context of the place and situation.

> Details around selecting outcomes can be found in the Centre for Cultural Value's **Evaluation for change** guidance. [16]

Once impacts and outcomes have been identified, those responsible for delivery can plan and begin to deliver the targeted action through activities and outputs which will address the needs identified.

The final step within this stage is identifying the mechanisms for how you are going to measure progress towards impacts and outcomes. This could involve planning for pre and post event surveying, audience surveying, focus groups, identifying feedback mechanisms, and ensuring there are robust methodologies in place to undertake the next stage of delivering a JCNA plan.

Monitoring

Having identified the impacts, outcomes, and methods for measurement, the next step is to integrate these elements into a comprehensive evaluation framework.

This framework should clearly delineate responsibilities and accountability across the partnership, ensuring that all stakeholders are engaged and invested in the evaluation process. By specifying who is responsible for each aspect of data collection, analysis, and reporting, the framework fosters a sense of shared ownership and commitment among all partners, promoting a unified approach to achieving the desired outcomes.

The evaluation framework will incorporate scheduled moments of reflection and opportunities for learning across the place partnership. These elements are crucial for the continual engagement of stakeholders, fostering a culture of continuous improvement, and ensuring that the evaluation process is dynamic and responsive to emerging insights.

Scheduled reflection sessions and feedback loops allow stakeholders to assess progress, share experiences, and identify areas for adjustment. This not only enhances the overall quality of the evaluation but also encourages a collaborative environment where all participants can contribute to the ongoing development and refinement of the JCNA.

Detailed within the framework should be longitudinal methods and capacity for capturing the necessary data based on the mechanisms identified in the measuring stage. These methods, executed collaboratively across the partnership, will enable consistent and reliable data collection over time. Longitudinal studies, regular surveys, and continuous monitoring of attendance and participation metrics provide a robust dataset that tracks changes and trends.

This comprehensive approach ensures that the evaluation framework can accurately measure the long-term impacts and outcomes of the targeted action.

The evaluation framework will facilitate ongoing monitoring of perceptions and sentiment, providing valuable insights into how these evolve over time. Utilising tools such as surveying, gathering audience feedback, and running focus groups, the framework can capture real-time shifts in sentiment and engagement.

> **Guidance on evaluation frameworks is in the JCNA Evaluation and Partnership Learning section of these guidelines.**

Maximising the impact value of the JCNA plan is not merely about achieving outcomes; it is about realising the fullest potential of every investment, activity, and subsequent output. By aligning impact sought/ambitions, leveraging evidence, embracing continuous improvement, and strategically deploying levers of change, the journey towards meaningful impact becomes not just a pursuit, but a promise fulfilled.

Final Thoughts

There has never been a more pressing moment, with the scale of challenges and opportunities facing places and regions across the UK, to maximise the contribution of every delivery partner to meeting local and cultural needs.

In these updated guidelines we have tried to distil, as succinctly as possible, a wealth of up-to-date; and proven practical insight and advice; on how to frame successful, data informed, delivery partnerships that are truly capable of transforming the daily lived experiences and future trajectory of communities and places.

As we noted in our introduction, culture has been seeking to enhance and change the lives of communities and places for a long time.

These guidelines are designed to ensure that no drop of effort from the cultural sector and its partners is wasted, and in an era of scarce public resource, help partners to work ever more successfully together to power-up the contribution of culture to communities and places, and their distinct needs.

Appendices

Section Three 3

Appendix 1:
References

Neelands, J., Raines, K., Birchall, V. and Scott, M. (2019) *Joint Cultural Needs Assessment Guidelines,* London: Arts Council England, Available at: https://usercontent.one/wp/coventry.culturalplaceprofiler.co.uk/wp-content/uploads/2023/05/JCNA-NeedsAssessGuide-final-draft.pdf (Accessed: 14 May 2024).

Bradford
Franks, A., Ingham, S. and Irwin, M. (2020) *Joint Cultural Needs Assessment for Bradford District,* Bradford: Anna Franks Consultancy, Available at: https://bdproducinghub.co.uk/resource/reports/joint-cultural-needs-assessment/ (Accessed: 14 May 2024).

Franks, A. (2023) *Then and Now: A Reflection on Bradford's Joint Cultural Needs Assessment – June 2023,* Bradford: Anna Franks Consultancy.

Ruth Melville Research Ltd. (2023) *Bradford Producing Hub Year 3 Evaluation Report,* Liverpool: Ruth Melville Research Ltd, Available at: https://bdproducinghub.co.uk/resource/reports/year-3-evaluation-report/ (Accessed: 14 May 2024).

Ruth Melville Research Ltd. (2023) *Bradford Producing Hub Year 4 and Final Evaluation Report,* Liverpool: Ruth Melville Research Ltd, Available at: https://bdproducinghub.co.uk/resource/reports/year-4-evaluation-report/ (Accessed: 14 May 2024).

Coventry
Neelands, J., Healey, T., Scott, M. and Willcocks, G. (2020) *Coventry Joint Cultural Needs Assessment 2020* (Unpublished), Coventry: Coventry City Council/University of Warwick.

Neelands, J., Henry, N., Scott, M., Healey, T., Beer, H., Tomlins., R., De Souza, V., Anzel, A. and Hammerton, T. (2023) *Coventry UK City of Culture 2021 Impact Evaluation,* Core Monitoring & Evaluation Team: Coventry, Available at: https://coventry21evaluation.info/strategy-reports/final-evaluation-report/ (Accessed: 14 May 2024).

Warwick Business School, Coventry City Council and Indigo Ltd (2020) *Coventry Cultural Place Profiler,* Available at: https://coventry.culturalplaceprofiler.co.uk/ (Accessed: 14 May 2024).

Derby
Nunn, A. and Turner, R. (2020) *Derby City Joint Cultural Needs Analysis for the Derby Creative Arts Network and Reimagine Projects,* Derby: University of Derby, Available at: https://repository.derby.ac.uk/item/9521v/derby-city-joint-cultural-needs-analysis-for-the-derby-creative-arts-network-and-reimagine-projects (Accessed: 14 May 2024).

Southampton
Southampton City Council (2021) *Southampton Together – Southampton's Cultural Strategy 2021-2031,* Southampton: Southampton City Council, Available at: https://www.southampton.gov.uk/media/eomegosd/southamptons-cultural-strategy-2021-2031-01222.pdf (Accessed: 14 May 2024).

Southampton 2025 Trust (2023) *Make It So – Southampton UK City of Culture 2025 Full Bid Application,* Southampton: Southampton 2025 Trust, Available at: https://web.archive.org/web/20230307130315/https://southampton2025.co.uk/wp-content/uploads/2023/02/Southampton-UK-City-of-Culture-2025-bid-.pdf (Accessed: 14 May 2024).

Wandsworth (London Borough of)
Iskander, T. (2021) *The social value turn in cultural policy-making and funding requirements – the JCNA in the London Borough of Wandsworth* (Conference Presentation), Available at: https://www.youtube.com/watch?v=WHrW3R0lDHE (from timestamp 24:00) (Accessed: 14 May 2024).

Knell, J. (2021) *Cultural Policy & Evaluation Summit: Summary & Programme Revisited – September 2021,* Coventry: University of Warwick, Available at: https://warwick.ac.uk/wie/events/ahrcpolicysummit/ahrcpolicysummit/ (Accessed: 14 May 2024).

Wandsworth Borough Council (2021) *Arts & Culture Strategy 2021,* Wandsworth, London: Wandsworth Borough Council, Available at: https://www.wandsworth.gov.uk/media/10135/wandsworth_arts_and_culture_strategy_2021_31.pdf (Accessed: 14 May 2024).

Wandsworth Borough Council (2023) *Submission for London Borough of Culture 2025* (Unpublished), London: Greater London Authority.

Appendix 2:

Example Previously Used Outcomes for a Place-Based Approach

The following example outcomes have been previously used in recent place-based cultural evaluations and cover the domains of community, economic, and place.

Community outcomes – these outcomes are about people and the impact on citizens of engagement in culture.

	Community Outcome	Relate Cultural Outcome
Confident Community	Everyone has opportunities to engage in community life and shape decisions – we have a strong sense of community belonging and take pride in our area	Our cultural programme reflects the needs of both those who currently engage, and those who do not. All programmes are shaped by the voice of the audience working in partnership with the expertise that currently exists
Healthy Community	People are making positive lifestyle choices. They are more resilient and better equipped to cope with life's challenges	We can prove that culture has a positive impact on the wellbeing and health of our citizens who engage in cultural activity
Welcoming Community	Our borough is a safe, respectful and peaceful environment	Cultural activities create open and safe spaces where people of all ages and backgrounds learn from each other and connect

Economic outcomes – these outcomes are about the development of artists, creatives and cultural skills that will contribute to a vibrant economy.

	Economic Outcome	Relate Cultural Outcome
Enterprising Economy	Our borough is a centre of excellence for entrepreneurship, innovation and investment	Cultural activity contributes to the entrepreneurship, innovation and investment across the borough; through attracting, developing and maintaining the talent of creatives and related industries
Skilled Economy	People are better equipped by the opportunities to take part in our dynamic economy	Culture provides opportunities for our citizens to develop skills in creativity and innovation that will help them to be flexible employees in the economy of the future
Tourism Economy	Our distinctive urban and rural areas are at the heart of community and economic life	Culture plays a part in physical reimagining and re-interpretation of our built spaces and natural environments

Place outcomes – these outcomes are about how the actual cultural activity that is presented across the area creates a better place to live, work and visit..

	Place Outcome	Relate Cultural Outcome
Creative Place	Our borough is an inspirational and creative place, offering quality, inclusive arts and cultural experiences	Our borough can demonstrate innovative, imaginative and inspirational arts, heritage and cultural experiences and quality programming responding to people and place
Enhanced Place	Our rich and varied built heritage and natural assets are protected, enhanced and expanded for current and future generations to enjoy	The stories of the borough are shared and celebrated for current and future generations in order to foster a sense of civic pride
Revitalised Place	Destination of choice for international visitors	Culture will help develop and deliver the opportunities around cultural tourism by creating cultural tourism experiences that celebrate the distinctive stories of the area

Appendix 3:

JCNA Key Sources of Data and Where to Access Data

To begin to understand your place, data is essential. The following appendix details where data is available, what data is available and how the data relates to the questions identified in the section on mapping.

As a first step we recommend that places interested in a JCNA download their local report from the Culture and Place Data Explorer to see the information it contains as a starting point for their evidence gathering for a JCNA plan.

Initial Sources

The following three data sources, we suggest are the initial places to find data about your place. Across these sources there is crossover in terms of indicators but the data available should provide strong insights into your place.

While the sources shown on the right may answer some questions fully, other questions will only be partially answered – this is where the importance of place-based local knowledge is paramount to help fill the gaps. For example, none of the data sources will answer question nine in relation to a place's cultural calendar, this can only be completed using local knowledge.

	Culture and Place Data Explorer	LG Inform	Local Authority Data Explorer
Organisation	Arts Council England	Local Government Association	Office for Local Government (Oflog)
Link	https://culture.localinsight.org	https://lginform.local.gov.uk/	https://oflog.data.gov.uk/
Key Data Held	· Arts Council Funding · Creative People and Places · Music Hubs · NPOs · Cultural Infrastructure · Population and Demographics · Index of Multiple Deprivation · Creative and Cultural Economy · Cultural Engagement · Economic Activity · Community/Housing	· Administration/Government · Benefits · Business and Employment · Community Safety · Environment · Health and Social Care · Housing · Leisure & Culture (including Sport & Tourism) · Licences and Permits · Planning and Building Control · Schools and Education · Transport and Highways	· Adult Social Care · Planning · Roads and Infrastructure · Waste Management · Corporate/Finance
Mapping Questions	1, 2, 3, 6, 7, 10, 11, 12	1, 2, 3, 4, 5, 8, 10, 11, 12	4, 5
Additional Notes	Data is available at different geographic levels based on the indicator selected ranging from local authority level down to lower super output area (LSOA).	Data is available without a subscription, however to run more detailed analysis of data a subscription is required – most local authorities will have access to this service.	Service is currently in development (July 2024) with more data to be added.

JCNA

WORKING TOGETHER TO SERVE OUR COMMUNITIES   **Contents**   **Introduction**   **Section One**   **Section Two**   **Section Three**

Appendix 3:

JCNA Key Sources of Data and Where to Access Data

Additional Sources

The following are additional sources of data which may be of interest to you when trying to understand your place. This list is not exhaustive but includes the most popular additional sources.

Cultural Engagement/Infrastructure:

- **DCMS Participation Survey** – The Participation Survey is a continuous web survey of adults aged 16 and over in England. Launched in October 2021, this survey will provide essential national estimates of adult engagement in cultural, digital, and sporting activities. Data is available at a regional level and for 2023/24 (published in October/November 2024) data will be available at the local authority level.

- **Active Lives** – Active Lives Surveys measure the activity levels of people across England. There are two surveys: Active Lives Adult, which is published twice a year, and Active Lives Children and Young People, which is published annually. Both give a comprehensive view of how people are getting active. This data is available at local authority level and tracks trends over time.

- **RSA Heritage Index** – The RSA Heritage Index maps the UK's heritage assets and brings together 120 sources of data to show where the UK's heritage is and who accesses it.

- **London Cultural Infrastructure Map** – London Cultural Infrastructure Map provides geo-spatial representation of organisations and other cultural and heritage assets in London.

Health and Wellbeing:

- **UK Measures of National Wellbeing Dashboard** - An overview of wellbeing in the UK on an individual, community and national level. Considers changes across 58 measures of wellbeing, grouped into 10 topic areas.

- **Fingertips** – Fingertips is the main source of Public Health data and provides information showing how each local area differs from the best and worst places across the country, and a ranking dashboard. It includes data for the wider determinants of public health through links to a wide range of national data sources (for example, the neighbourhood crime statistics).

Deprivation:

- **OpenDataCommunities Deprivation Map** – Developed by OpenDataCommunities, this site provides a map of the Index of Multiple Deprivation at very granular detail and allows comparison between the 2015 IMD against the 2019 IMD. Data is available down to the lower super output area (LSOA).

Place/Area Reports:

- **The Audience Agency: Audience Answers** – ACE National Portfolio Organisations in your area may have access to data from The Audience Agency, if not area profile reports covering population, demographics, cultural engagement and audience segmentation are available at a relatively low cost.

- **ONS Census 2021 Maps** – Interactive map of the basic data from the Census 2021, includes indicators on population, education, identity, housing, health, and work. Data is available from the local authority level down to output areas.

- **Centre for Cities** – Comparator data for cities in relation for a wide range of themes from exports to broadband and carbon emissions. You can select your own comparator cities, to show performance against places of similar character or size.

- **WEMREDI City Index Tool** – developed by University of Birmingham providing comparative data insights for the West Midlands and UK.

- **360 Grant Nav** – Searchable and explorable grants data from a range of UK funders. Data is available at the local authority level.

- **LGA Understanding Sport and Leisure** – Customisable report providing a summary of some of the key sport and leisure metrics for your local place and comparator areas.