

**Bath & North East Somerset Council**

**Arts Development Strategy  
2011-2014**

## **BATH & NORTH EAST SOMERSET COUNCIL ARTS DEVELOPMENT STRATEGY 2011-2014**

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## **THE COUNCIL VISION**

**‘Making Bath & North East Somerset an even better place to live, work and visit’.**

Specifically, this means that **Bath & North East Somerset is a distinctive place with vibrant, sustainable communities where everyone fulfils their potential**

We are therefore working towards:

### **A distinctive place that has:**

Outstanding built and natural environment

A dynamic, low carbon economy

Connectivity

World class arts and culture

### **With vibrant sustainable communities**

That are active, lively and inclusive

Where people feel safe, take responsibility and make a contribution

That are carbon neutral

Where the disadvantaged are supported

Where the vulnerable are protected

Where people feel proud to live

### **Where everyone fulfils their potential by having an equal opportunity to:**

Learn and develop skills

Enjoy a healthy, low carbon lifestyle

Influence the future of their area

Contribute to the economy and society

## **EXECUTIVE SUMMARY: ARTS DEVELOPMENT STRATEGY 2011-2014**

### **1. Introduction: What is arts development?**

Arts Development is a professional practice that works with and for the community. It promotes the value of using arts practice to stimulate regeneration, engender local pride, and increase participation. Local authorities and arts institutions recognise the effectiveness of the arts in achieving a range of social and economic outcomes.

Local Authority Arts Development provision serves:

- The arts sector (voluntary arts organisations and artists)
- Members of the public engaged with the arts or participating in arts activity
- Members of the public not currently engaged with the arts or participating in arts activity

### **2. Why does the Council invest in arts development?**

The Council's Vision is 'Making Bath & North East Somerset an even better place to live, work and visit'. It is recognised that the arts contribute significantly to quality of life in the district.

Bath and North East Somerset Council believes that participation in arts activity brings personal and social benefits. The Council defines participation as: taking part, volunteering, developing an individual skill or talent, and sharing an experience with others.

### **3. Purpose of the strategy**

The purpose of the Arts Development Strategy 2011-14 is to set out the aims, objectives and priorities for the Council's support for the arts for the period 1 April 2011 to 31 March 2014. Therefore, it is driven by, and responds to, the Council's overall priorities as articulated in the Sustainable Community Strategy.

The strategy provides the framework for the Council to manage limited financial resources effectively. It sets out priorities for the three years 2011-14 that are appropriate, realistic and a progression from those articulated in previous strategies. This strategy determines the service planning of the Arts Development team and its investment in voluntary arts organisations and arts projects.

### **4. Background and context**

The Arts Development Strategy 2011-14 is determined by and supports the aims and objectives of Council's Sustainable Community Strategy.

The Sustainable Community Strategy is the over-arching strategy for the development of the whole district. It is an action plan that responds to the specific local issues affecting Bath and North East Somerset.

Voluntary arts sector organisations wishing to work with the Council will need to demonstrate how their work contributes to achieving the aims of the Sustainable Community Strategy.

The aims of the Sustainable Community Strategy are organised thematically, as follows:

*Six themes*

- Economic Development & Enterprise
- Environmental Sustainability & Climate Change
- Stronger Communities
- Safer Communities
- Children & Young People
- Health & Wellbeing

*Three cross-cutting themes*

- Narrow the gap between the most and least deprived communities
- Reduce health inequalities
- Tackle the causes of and mitigate against the effects of climate change

## **5. Bath & North East Somerset Council Investment in the arts 2011-14**

Every local authority in the UK faces the same financial pressures arising from the Government's need to reduce expenditure to re-pay the national debt, combined with Government policy requiring local authorities to become ever more efficient by providing improved statutory services at lower cost. In keeping with all other local authority services, the Arts Development budget will be affected by the reduction in available financial resources. During the period 2011-14 the Council will respond to the pressure upon public sector finance by prioritising funding to arts activities which

- provide greatest impact for least cost to the most people
- address the 'narrowing the gap' principle
- specifically work with or benefit people who are disadvantaged or have difficulty in accessing arts activities
- contribute practically to improving the life of the district, as set out in the themes of the Sustainable Community Strategy

## **6. Strategic priorities for investment in the arts 2011-14**

During 2011-14 the Council will target its Arts Development budget to address three strategic priorities. Each strategic priority has three strands:

### **Narrowing the Gap**

Cultural Diversity

Widening Participation  
Participation by Children and Young People

**Health, Mental Health and Wellbeing**

Arts and Health Projects  
Work with Older Residents  
Building Stronger, Safer Communities

**Organisational Development**

Improving Governance  
Fitness for Purpose  
Understanding Audiences

**7. How the Council will manage its investment in the arts**

This strategy defines the ways in which the Council will make decisions about funding. This policy can be applied at whatever level of resources is available.

During the three years 2011-14, the Council is likely to invest in the voluntary arts sector through a combination of three funding schemes:

- One-year project funding grants
- Three-year funding grants
- Contracts and commissioning

For all three schemes, consortium applications or bids will be welcomed. Consortia are groups of two or more organisations who form an alliance or partnership in order to deliver a specific project or service. Consortia will be asked to nominate a 'lead' organisation to act as the Council's contact for administration purposes and to be the budget holder. Voluntary sector organisations cannot apply for organisational development support: resources will be used to procure trainers and advisers to work with organisations.

Depending on the level of resources available, the Council will decide what proportion of the resources will be directed to each scheme of funding, and will publicise this when it announces funding schemes for 2011 onwards.

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# **Arts Development Strategy 2011-2014**

## **1. INTRODUCTION**

### **1.1. What is arts development?**

Arts Development is a professional practice that works with and for the community. It promotes the value of using arts practice to stimulate regeneration, engender local pride, and increase participation. Local authorities and arts institutions recognise the effectiveness of the arts in achieving a range of social and economic outcomes.

Local authority Arts Development services differ in their range of provision. They can do some or all of the following:

- Support, enable and facilitate the arts sector to manage its own development
- Provide training in specific skills that address an identified need within the arts sector
- Mentor leaders or potential leaders within the arts sector
- Plan and implement direct intervention where needed – e.g. set up a development project in response to need; provide targeted support; put on training courses
- Connect to other Council departments and external agencies – e.g. Youth service, Libraries, Arts Council England, etc as required
- Provide facilities and resources – e.g. premises/venues, rent support/subsidy, grants, information
- Advocate for the value of the arts and establish the effectiveness of the arts in delivering social and economic objectives in the Local Authority area
- Act as a local cultural provider/supplier, running venues or festivals

Local Authority Arts Development provision serves:

- The arts sector (voluntary arts organisations and artists)
- Members of the public engaged with the arts or participating in arts activity
- Members of the public not currently engaged with the arts or participating in arts activity

### **1.2. Why does the Council invest in arts development?**

The Council's Vision is 'Making Bath & North East Somerset an even better place to live, work and visit'. It is recognised that the arts contribute significantly to quality of life in the district.

Bath and North East Somerset Council believes that participation in arts activity brings personal and social benefits. The Council defines participation

as: taking part, volunteering, developing an individual skill or talent, and sharing an experience with others. For example:

- Taking part – getting involved with others and being a member of a group, e.g. theatre company; choir; orchestra; band
- Volunteering – unpaid work including being on a committee or board; running the bar; doing front of house; helping other people to learn a skill
- Developing an individual skill or talent – doing something for your own pleasure and enjoyment, e.g. learning and playing a musical instrument; photography; writing
- Sharing an experience with others – attending a live concert, gig or show; being part of a festival; dancing

### **1.3. What does the Council achieve by investing in the arts?**

By investing in arts activity, the Council creates opportunities for the following kinds of benefit to occur:

#### *Individual benefits*

- Meeting new people with a shared interest
- Working with other people to make something happen – achieving a shared goal
- Helping others and giving something back
- Giving yourself a challenge and feeling a sense of achievement
- Sharing your talent with others, for example by performing or exhibiting your work and feeling proud
- Coming-together in shared enjoyment with others
- Developing the power of imagination (for example, in a book, poem, play, film, painting) and gaining respite from troubles or emotional pressures for a short while
- Gaining insight and understanding of how others feel or think and so developing empathy – the ability to see things from someone else's point of view and understand how they feel

#### *Social benefits*

- Creating stronger groups and networks
- Stimulating community events and activity
- Generating a 'culture' of giving, helping and working together
- Fostering pride in a place or community
- Encouraging a lively local economy at small scale (pubs, cafes, local businesses)
- Reinforcing empathic skills that result in people being more considerate and thoughtful of others, taking responsibility, considering what is best for the majority rather than just for themselves
- Involving people in creative activity that gives them a sense of purpose, insight and self-esteem

#### *Economic benefits*

- Attracting people to live here and encouraging them to remain



- Enhancing the image, profile and reputation of the local area
- Complementing the heritage tourism offer for visitors to the district
- Generating direct income and stimulating secondary spend
- Creating employment
- Sustaining a successful cultural and creative industries sector

The Council will target its investment to support work of the highest standard. The Council defines this as activity which is well-managed, addresses a need, and delivers significant instrumental value and enjoyment.

## **1.4 Why do we need an Arts Development Strategy?**

### **1.4.1. Purpose of this strategy**

The purpose of the Arts Development Strategy 2011-14 is to set out the aims, objectives and priorities for the Council's support for the arts for the period 1 April 2011 to 31 March 2014. Therefore, it is driven by, and responds to, the Council's overall priorities as articulated in the Sustainable Community Strategy.

The strategy provides the framework for the Council to manage limited financial resources effectively. It sets out priorities for the three years 2011-14 that are appropriate, realistic and a progression from those articulated in previous strategies. This strategy determines the service planning of the Arts Development team and its investment in voluntary arts organisations and arts projects.

### **1.4.2. How this strategy will be applied**

At the time of publication of this strategy, the level of financial resources available for the three-year period is unknown. The Council's arts development priorities for 2011-14 will be applied to manage whatever level of resources is agreed in each of the three years.

It is probable that the Council will continue to manage investment in arts development in three ways:

- One year small project grants
- Three-year funding agreements (renewable annually)
- Commissioning or contracts

These types of investment and their administration are discussed in Section 4 of this document, 'How the Council will manage its investment in the arts', p17.

However, if resources are very significantly reduced, then it will be necessary to comprehensively review the strategy in order to determine how resources should be directed to achieve best value. The Council will also review and commensurately reduce the proportion of time and resources spent on the administration and monitoring of funding.

### **1.4.3. Who is this strategy for?**

This strategy is relevant to the following:

Elected members

Voluntary arts organisations, community groups and projects that have an interest in working with the Council to deliver the arts development priorities, including:

- organisations currently in receipt of Council investment
- organisations wishing to apply for Council investment
- organisations working independently of Council investment

The wider voluntary arts sector, including:

- professional organisations and individuals
- amateur groups, clubs and societies

Non-arts community groups who may wish to use arts activity to deliver their aims and objectives

The wider cultural sector including:

- local cultural sector organisations
- regional agencies such as Arts Council England

The local business sector, in particular

- Future Bath Plus

Council Services including:

- Tourism, Leisure and Culture
- Youth Service
- Children's Services
- Policy and Partnerships
- Community Learning

### **1.4.4. What does the B&NES Arts Development team do?**

Bath and North East Somerset Council is a funder of voluntary arts organisations and activities, rather than a direct provider. It is the responsibility of the Arts Development team to ensure that the Council's support for the arts delivers tangible benefits in respect of corporate ambitions.

The Council supports the arts with investment funding in voluntary arts organisations and specific development initiatives. Funding is managed by the Arts Development team, which currently has two full-time officers, one

part-time administration post (0.5), and one part-time information officer (0.2) – total 2.7 full-time equivalents.

The purpose of the team is to:

- Manage, administer, and monitor the Council's arts development budget for investment funding in voluntary arts organisations
- Support, advise, and develop organisations and individuals on all aspects of artistic and business development
- Understand the economic and social impact of the arts and cultural sector, so that arts development opportunities can be identified and pursued
- Lead on arts and cultural strategic planning for the Council

The team provides the arts sector in Bath and North East Somerset with the following core services:

- Monitoring and performance management of funding agreements
- Information
- Advice
- Advocacy
- Networking opportunities
- Fundraising support
- Organisational and business development support
- Monitoring and evaluation
- Continuing professional development and training

The team also works in partnership with the arts sector on audience development projects and other initiatives.

The team also collaborates with many other Council departments and with outside agencies and organisations, locally and regionally. By doing this we aim to raise the profile of the arts in Bath and North East Somerset, ensure that high quality activities and services are provided, and ensure that opportunities for the arts sector are exploited to the fullest extent.

The team will review its operation during 2010-11, in order to plan effectively for budget reductions from 2011.

For further information regarding the Arts Development Team, see Appendix 1, p24 and Appendix 2, p28.

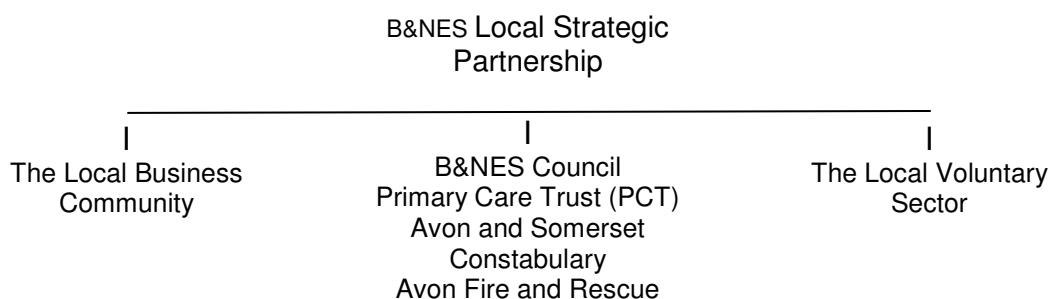
## 2. BACKGROUND & CONTEXT

This section explains how the Arts Development Strategy 2011-14 relates to other strategies and plans.

### 2.1. Bath and North East Somerset Sustainable Community Strategy 2009-2026

The Arts Development Strategy 2011-14 is determined by and supports the aims and objectives of Council's Sustainable Community Strategy.

The Sustainable Community Strategy is the over-arching strategy for the development of the whole district. It is an action plan that responds to the specific local issues affecting Bath and North East Somerset. The strategy is jointly agreed by the Local Strategic Partnership, which is made up of the following three sectors working together.



The Local Strategic Partnership oversees the delivery of the Sustainable Community Strategy.

Voluntary arts sector organisations wishing to work with the Council will need to demonstrate how their work contributes to achieving the aims of the Sustainable Community Strategy.

The aims of the Sustainable Community Strategy are organised as follows:

#### *Six themes*

- Economic Development & Enterprise
- Environmental Sustainability & Climate Change
- Stronger Communities
- Safer Communities
- Children & Young People
- Health & Wellbeing

#### *Three cross-cutting themes*

- Narrow the gap between the most and least deprived communities
- Reduce health inequalities
- Tackle the causes of and mitigate against the effects of climate change

The strategy also lists the following six 'drivers for change'. These are the key issues that the district faces in the coming fifteen years:

*The requirements of the growth agenda*

- Housing and employment needs are likely to increase and growth will be required. This growth must be sustainable with the necessary infrastructure in place.

*The causes and effects of climate change*

- Changing weather, rising energy costs and the need to lead a lower carbon lifestyle.

*The impacts of demographic change*

- The local population is increasing and there will be more elderly members of our communities.

*Inequalities*

- There are notable life expectancy gaps in the area that need to be addressed.

*A focus on locality*

- There needs to be local services everyone can access, plus more local food and sustainable, local energy production.

*The impacts of the recession*

- The economic downturn means there are pressures on how we provide services. We will be reviewing how we provide services and looking at ways of working more closely with other areas and agencies.

### **2.1.1. Bath and North East Somerset Cultural Strategy 2011-2026**

The Council is the lead body for co-ordinating cultural development in the district. It can only do this successfully by working together with residents, local organisations and agencies to deliver shared ambitions for cultural development.

The Bath and North East Somerset Cultural Strategy sets out shared ambitions for the cultural planning and cultural development of the district and the agreed actions necessary to achieve this.

### **2.1.2. Other Strategies and Plans that inform the Arts Development Strategy**

The Arts Development Strategy also relates to other strategies and plans.

These include:

- South West regional cultural strategy 'A Better Place To Be'
- South West regional cultural infrastructure strategy 'People Places Spaces'

- Department for Culture, Olympics, Media & Sport policies and priorities
- Bath & North East Council Public Realm and Movement Strategy
- Bath & North East Council Heritage Services / Libraries / Sport & Active Leisure / Film Office service plans and business plans
- Bath Tourism Plus / Destination Management Plan
- Bath Area Cultural Forum – aims and terms of reference
- Future Bath Plus business plan
- Arts Council England national arts strategy
- Bath & North East Council Equalities priorities
- Arts Development team Equalities Impact Assessment

See Appendix 3, p31, for a list of other related strategies and policies.

## **2.2. Local Arts Sector**

The Council recognises that the local arts sector has the following components which will be variously affected by this strategy:

- Voluntary arts organisations – funded by Bath & North East Somerset Council
- Voluntary arts organisations – not funded by Bath & North East Somerset Council
- Amateur and smaller groups clubs and societies
- Universities & colleges
- Commercial providers and arts related businesses
- Arts activities and providers in neighbouring areas that compete for Bath and North East Somerset residents' time and money

The sector as defined above shares an interest in and commitment to the development of the arts.

The Council recognises that the influence of the strategy will not be uniformly felt across the sector. It will be of particular relevance to those organisations who wish to work closely with the Council and benefit from the investment of Council resources. For those organisations working independently, it will provide an overview of and guidance to the Council's priorities, aims and objectives for the arts.

## **2.3. Evidence & data**

It is essential that the Arts Development Strategy for Bath & North East Somerset Council draws upon data from regional and national sources in order to substantiate the basis for policy decisions. Therefore, the Council has taken account of the findings of the following programmes of data collection and consultation when devising this strategy.

### **2.3.1. National data that can be analysed at a local level**

*Active People survey & local data. (2005, ongoing) Sport England*

- The Active People Survey is the largest survey of participation in sport and recreation to be undertaken in Europe. It began in 2005 and is ongoing. Whilst it is undertaken by Sport England, it is relevant to the arts because it contains specific information about arts participation and wider trends in leisure time and recreational activity.

The Active People Survey provides by far the largest sample size ever established for a sport and recreation survey and allows levels of detailed analysis previously unavailable. It identifies how levels of participation vary from place to place and between different groups within the population. The Active People Survey also provides the measurement for National Indicator N11 (Engagement in the Arts).

*Taking Part survey. (2005, ongoing) Department of Culture Media and Sport.*

- Taking Part is a continuous national survey that collects data about engagement and non-engagement in culture, leisure and sport. The data show analysis of arts participation across thirteen 'arts consumer segments/lifestyles'. The thirteen segments are analysed by a range of characteristics such as age, family situation, socio-economic group, occupation and qualifications, housing type, post code, ethnicity, as well as retail and media consumption patterns.

The survey enables a better understanding of the attitudes and motivations of those who do engage and, crucially, those who do not engage with the arts. The data can be searched and analysed at a local level.

*Our Creative Talent: the voluntary and amateur arts in England. (2008 ) Arts Council England, Department of Culture Media and Sport, Voluntary Arts Network.*

- The purpose of this survey was to gather data on the size and make-up of the voluntary and amateur arts sector, the range and quality of existing provision, its role in development of individuals' skills and creativity, and the scope of adult learning taking place within the arts. It sought to assess the motivations for and barriers to participation. The survey also examines the impact of voluntary arts activity on audience development for the broader arts sector. It estimates the total number of individuals currently participating in voluntary arts activity.

This document is important in enabling a better understanding of the wider economic impact and social benefit created by voluntary arts activity that exists outside direct public subsidy.

### **2.3.2. Regional and sub-regional data**

*The South West Observatory / Government Office South West*

- The South West Observatory provides comprehensive demographic, environmental and economic information and analysis about the region. Information and data about Bath and North East Somerset is gathered and reported by Intelligence West, one of seven local networks serving

the South West. A comprehensive range of data is available through the Observatory's website including local economic assessments, area level indices of deprivation, analysis of household spend, and recession monitoring.

### **2.3.3. Locally specific data**

*The State of the District: An Economic, Social and Environmental Audit of Bath and North East Somerset. (2007), The Local Futures Group/Bath & North East Somerset Council.*

- This report was compiled for the Local Strategic Partnership. It compares and benchmarks the performance of Bath and North East Somerset against a selection of comparator areas, the West of England, the South West of England and the rest of Britain. This report is intended to be used as an evidence base in order to advance Bath and North East Somerset's economic and social development priorities with strategic and funding bodies.

*Reinventing Bath: a call for leadership and strategic planning to deliver a resort of the future. (2007), ABL Cultural Consulting/ Bath & North East Somerset Council.*

- This report was commissioned by the Council to research, test and deliver recommendations for a new cultural facility for Bath, with special consideration of the Western Riverside development. The research assesses the significance of cultural sector provision in Bath and North East Somerset and its relationship with economic and regeneration agendas for the district. It looks at a range of factors, including the role of arts and culture within the tourism offer and regional and sub-regional competitor analysis.

*Economic Impact Study of Cultural Activities in Bath and North East Somerset (2010) Bath Area Cultural Forum/Dr Peter Dawson, University of Bath*

- It was anticipated that this research would be published during the consultation period for the Arts Development Strategy 2011-14 so that its findings could be taken into account. Publication is anticipated in Summer 2010 and the findings will be incorporated into Arts Development service planning.

*Consultation with arts sector*

- The Council began consultation with the arts sector in December 2009. In spring 2010, a draft of this strategy was circulated for consultation to the local arts sector, Future Bath Plus, other stakeholders and regional partner organisations and bodies. This document reflects the outcomes of the consultation.

Following the initial stage of consultation a revised and final draft of the strategy will be published on the Council website for public comment prior to its formal adoption by the Cabinet Member for Development and Major Projects.



## **2.4. Government policy for the arts 2011 onwards**

From 1997, Labour Government policy for the arts was primarily concerned with achieving socio-economic outcomes such as access and social inclusion; creative industries and the economy; and opportunities for children and young people. The social inclusion agenda has become an important part of wider policies for 'stronger communities' and 'safer communities'. These themes are articulated in the Bath and North East Somerset Sustainable Community Strategy.

During the period 2005-2010, the Labour Government had one over-arching priority for the arts: participation. The General Election of May 2010 resulted in a Conservative/Liberal Democrat Coalition Government. Whilst detailed policy from the Department for Culture, Olympics, Media & Sport has not yet been announced, the Arts Development team anticipates that the emphasis on participation will continue.

Participation is measured by a specific National Indicator, N11, which assesses the level of participation and engagement in all local authority areas. Bath & North East Somerset Council reports the level of participation in the arts as part of the Audit Commission's Comprehensive Area Assessment of our district. This data contributes to the Council's overall performance rating which in turn influences the amount of resources the Council can expect to receive from central Government.

The Conservative/Liberal Democrat Coalition Government in power from May 2010 may change or reconfigure policy for the arts. Changes will be communicated to local government and to Arts Council England, and will be incorporated into Arts Development service planning.

### **3. B&NES INVESTMENT IN THE ARTS 2011-14**

The arts sector in Bath and North East Somerset faces a period of uncertainty.

Every local authority in the UK faces the same financial pressures arising from the Government's need to reduce expenditure to re-pay the national debt, combined with Government policy requiring local authorities to become ever more efficient by providing improved statutory services at lower cost. In keeping with all other local authority services, the Arts Development budget will be affected by the reduction in available financial resources.

The recession since 2008 has impacted on the arts sector. Caution about the economy has affected the choices people make regarding spending on leisure time activities. The recession has also negatively affected business sponsorship and other sources of arts funding.

The combination of these factors may continue to affect the arts for some time. In order to address this uncertain operating environment, arts organisations will need to plan strategically and manage change effectively.

During the period 2011-14 the Council will respond to the pressure upon public sector finance by prioritising funding to arts activities which

- provide greatest impact for least cost to the most people
- address the 'narrowing the gap' principle
- specifically work with or benefit people who are disadvantaged or have difficulty in accessing arts activities
- contribute practically to improving the life of the district, as set out in the themes of the Sustainable Community Strategy

The Council will also support the arts sector to manage organisational change.

See Section 4, p17 for full details of funding schemes

#### **3.1. The role of Future Bath Plus**

Future Bath Plus is a company limited by guarantee, jointly owned as a partnership between Bath Chamber of Commerce and Initiative and Bath & North East Somerset Council. It grew out of a spirit of willingness from both the private and public sectors to work together to achieve improvements which will benefit Bath's business, residents and visitors. Future Bath Plus oversees the management of the city centre and a co-ordinated approach to the organisation of tourism and cultural events and activities, aiming to increase economic prosperity and make the most effective use of the resources provided by both the public and private sectors.

It is recognised that significant opportunity exists to promote civic pride and reputation through the arts and culture. From 2010-11, the Council's

Divisional Director for Tourism Leisure & Culture also became the Chief Executive of Future Bath Plus, and consequently Arts Development strategic planning is now influenced by Future Bath Plus. This will be characterised by:

- Ensuring that the Arts Development Strategy 2011-2014 and annual service plans deliver the strategic objectives of Future Bath Plus;
- Monitoring activities and reporting progress to the Future Bath Plus Board;
- Discussing long-term future plans or significant changes to service provision with the Board;
- Recognising that a central aspect of the work of Arts Development is to focus upon the North East Somerset communities, outside of Bath.

### **3.2. Strategic priorities for investment in the arts 2011-14**

During 2011-14 the Council will target its Arts Development budget to address three strategic priorities. Each strategic priority has three strands:

#### **Narrowing the Gap**

Cultural Diversity  
Widening Participation  
Participation by Children and Young People

#### **Health, Mental Health and Wellbeing**

Arts and Health Projects  
Work with Older Residents  
Building Stronger, Safer Communities

#### **Organisational Development**

Improving Governance  
Fitness for Purpose  
Understanding Audiences

These three priorities are further defined as follows.

### **3.3. Narrowing the Gap**

'Narrowing the gap' is one of the cross-cutting themes of the Council's Sustainable Community Strategy. It refers to the Council's commitment to reduce the divide between the 'haves' and the 'have-nots' throughout our district. It is apparent that this divide is not purely economic, it is also social.

Research shows that many of our residents do not engage in arts activity, either because it is not physically accessible to them, or because it is not sufficiently relevant to them.

By making narrowing the gap a priority of the Arts Development Strategy for 2011-14, the Council is seeking to ensure that the widest possible cross section of our community can participate meaningfully in and benefit from access to arts activity supported by the Council.

The Arts Development team will target its support to work that helps promote equality of access and will increase participation in the following ways:

#### *Cultural Diversity*

- Increasing participation from black and minority ethnic communities, by those with disabilities and/or learning difficulties, and from the lesbian, gay, bisexual and transgender community

#### *Widening Participation*

- Increasing participation by residents from the following places within the district: Radstock; Midsomer Norton; Peasedown St John, Keynsham, Twerton; Whiteway; London Road/Snowhill; and Foxhill. According to available attendance data, at present, residents in these places are not benefiting sufficiently from the Council's investment in arts activity

#### *Participation by Children and Young People*

- During 2011-14, the Council wishes to target its investment to support work with children and young people who experience social and economic barriers to participation

### **3.4. Health, Mental Health and Wellbeing**

Recent research conducted by Manchester Metropolitan University<sup>1</sup> shows that participation in arts activity can deliver benefits in terms of individual health and wellbeing, throughout life. Evaluation showed that elderly people, users of mental health services and long stay hospital patients derived a range of measurable benefits from taking part in a structured programme of arts activity. Benefits included increased feelings of purpose and self-worth, and significant reductions in levels of anxiety and depression.

Engaging with the arts is beneficial to people's physical health. Activities such as dancing and singing are aerobic exercise which helps maintain and improve fitness. Arts activities also exercise the mind: by requiring us to engage and respond. They develop our capacity to think laterally, to conceptualise our experience and to empathise with others. The arts can also contribute to building stronger, safer and more tolerant communities by creating opportunities for people to gather together to share activities and experiences in celebration and pleasure.

Bath & North East Somerset Council works in partnership with the Primary Care Trust to improve the health and wellbeing of residents. By making health, mental health and wellbeing a priority of the Arts Development

<sup>1</sup> Towards Transformation: Exploring the impact of culture, creativity and the arts on health and wellbeing. (2007) Kilroy, A; Garner, C; Parkinson, C; Kagan, C & Senior, P. Manchester Metropolitan University

Strategy for 2011-14, the Council is seeking to ensure that whenever possible its resources are used to promote and support the adoption of healthy lifestyles.

The Arts Development team will target its support to work that promotes health, mental health and wellbeing in the following ways:

*Arts and Health Projects*

- Arts activities that takes place within health care settings, or that actively promote healthy lifestyles

*Work with Older Residents*

- Arts activities that engage older residents across the district in beneficial physical and mental activity

*Building Stronger Safer Communities*

- Arts activities that create opportunities for residents to gather together in celebration and enjoyment, that promote tolerance and understanding of diversity and difference, or that highlight and contribute to local distinctiveness. Where possible, the Council wishes to fund grass-roots activity that is led by the community itself or responds to a need that the community has identified

The Council expects the organisations and activities that it supports to share its values and concerns regarding health. Consequently, the Arts Development Strategy strongly advocates that organisations adopt a responsible policy regarding the promotion, sale and consumption of alcohol at events.

### **3.5. Organisational Development**

By making organisational development a priority of the Arts Development Strategy for 2011-14, the Council is seeking to invest its resources in ways that help arts and cultural organisations to become self-sustaining and to operate without being dependent upon ongoing Council subsidy.

The Council recognises that its investment in grant funding to the arts sector currently benefits a relatively small proportion of the arts activity that takes place in the district. In order to ensure that there is a wider benefit across the arts sector from 2011, the Arts Development team will increase the scope of its role as a provider of training, advice and support. Voluntary sector organisations cannot apply for organisational development support: resources will be used to procure trainers and advisers to work with organisations.

Priorities for organisational development training and support will be agreed with Bath Area Cultural Forum. In this way, services will be made available to all arts organisations with the aim of developing capacity within the whole sector. By providing specific, targeted support, the Council aims to enable both new and existing organisations to develop and become increasingly sustainable.

The Arts Development team will target its support to work that promotes organisational development in the following ways:

*Improving Governance*

- Work that strengthens the skills and abilities of board members and trustees of voluntary sector arts organisations in areas such as strategic planning, management of resources (human and financial), legal compliance and best practice.

*Fitness for Purpose*

- Work that supports organisations to initiate change and to respond proactively to circumstances that affect their operating environment. This might include staff training in topics such as fundraising, strategic and financial planning and change management.

*Understanding Audiences*

- Work that supports organisations to better understand their audience (existing and potential) and to programme, promote and market more effectively to the diverse audience that exists in Bath and North East Somerset

## **4. HOW THE COUNCIL WILL MANAGE ITS INVESTMENT IN THE ARTS**

This strategy defines the ways in which the Council will make decisions about funding. This policy can be applied at whatever level of resources is available.

### **4.1. Funding schemes for voluntary sector arts organisations 2011-14**

During the three years 2011-14, the Council is likely to invest in the voluntary arts sector through a combination of three funding schemes:

- One-year project funding grants
- Three-year funding grants
- Contracts and commissioning

For all three schemes, consortium applications or bids will be welcomed. Consortia are groups of two or more organisations who form an alliance or partnership in order to deliver a specific project or service. Consortia will be asked to nominate a 'lead' organisation to act as the Council's contact for administration purposes and to be the budget holder.

Depending on the level of resources available, the Council will decide what proportion of the resources will be directed to each scheme of funding, and will publicise this when it announces funding schemes for 2011 onwards.

We will inform voluntary arts organisations and other stakeholders as soon as reasonably possible of any changes, and will consult them on their views.

#### **4.1.1. One-year project funding grants**

Applications to this funding scheme can be made annually. The scheme will operate during the three-year period 2011-14. It is open to voluntary arts organisations and groups. It is also open to voluntary organisations and groups who are not arts organisations but who wish to deliver arts-based projects.

##### *Eligibility*

- To be eligible for this funding your group/organisation must be a properly constituted voluntary sector group/organisation with its own bank account

##### *Criteria*

- Applicants must meet all four of the following criteria:
  - a) The activity contributes to delivering at least two of the Sustainable Community Strategy themes
  - b) The activity contributes to delivering at least two of the Arts Development priorities

c) The activity engages with participants in one or more of the following areas:

Bath - Fox Hill  
Bath - London Road/Snow Hill  
Bath - Twerton/Whiteway/Southdown  
Keynsham  
Midsomer Norton  
Peasedown St John  
Radstock

The Council will prioritise funding to activity that takes place in these geographical areas. However, the Council will fund activity that significantly engages residents from these areas but where the activity takes place elsewhere.

d) The applicant must work with a partner organisation based in the community/ward/neighbourhood in which the activity is focused.

#### **4.1.2. Three-year funding grants**

Applications to this funding scheme can only be made in 2010-11 for funding for the three-year period 2011-14. Whilst it is awarded for three years, this funding is subject to review and renewal annually, depending upon Council budget decisions.

Three-year funding may be provided at the same level in each of the three years. However, it may decrease over the three years, depending on the resources available. It is open to voluntary arts organisations and groups. It is also open to voluntary organisations and groups who are not arts organisations but who wish to deliver arts-based projects.

##### *Eligibility*

- To be eligible for this funding your group/organisation must be a properly constituted voluntary sector group/organisation with its own bank account
- Organisations applying for three year funding grants will be required to demonstrate a high level of competence in the management and governance of their business. This will include evidence that the organisation
  - is controlled by an effective board or management committee
  - has robust business planning and financial reporting procedures
  - can demonstrate a thorough and appropriate level of risk management

##### *Criteria*

- Applicants must meet all seven of the following criteria:
  - a) The activity contributes to delivering at least two of the Sustainable Community Strategy themes.



b) The activity contributes to delivering at least two of the Arts Development priorities.

c) The activity engages participants in one or more of the following areas:

Bath - Fox Hill

Bath - London Road/Snow Hill

Bath - Twerton/Whiteway/Southdown

Keynsham

Midsomer Norton

Peasedown St John

Radstock

The Council will prioritise funding to activity that takes place in these geographical areas. However, the Council will fund activity that significantly engages residents from these areas but where the activity takes place elsewhere.

d) The applicant must work with a partner organisation based in the community/ward/neighbourhood in which the activity is focused.

e) The activity must be developmental, for both the organisation and the participants over the three-year duration of funding.

f) The project plan must include an exit strategy for both the organisation and the participants.

g) The project plan must define success measures appropriate to the activity and describe how these will be assessed.

#### **4.1.3. Contracts and commissioning**

Contracts may be of for one, two or three year's duration within the three-year period 2011-14.

Contracts will be awarded for specific arts activities or services which the Council wishes to purchase from an external provider. Contract opportunities will be publicly advertised through a tendering or commissioning (bid) process.

Contract opportunities will be open to voluntary arts organisations and groups. They will also be open to voluntary organisations and groups who are not arts organisations but who wish to deliver arts-based projects.

##### *Eligibility*

- To be eligible to bid for a contract your group/organisation must be a properly constituted group or organisation with its own bank account.

- Organisations bidding for contracts will be required to demonstrate a high level of competence in the management and governance of their business. This will include evidence that the organisation
  - is controlled by an effective board or management committee
  - has robust business planning and financial reporting procedures
  - can demonstrate a thorough and appropriate level of risk management.
- Work that is carried out under contract will be subject to the same criteria as grant funded arts activity. The Council may define additional criteria specific to a particular contract.

Contractors will be required to meet all seven of the following criteria

a) The activity contributes to delivering at least two of the Sustainable Community Strategy themes

b) The activity contributes to delivering at least two of the Arts Development priorities

c) The activity engages participants in one or more of the following areas:

Bath - Fox Hill

Bath - London Road/Snow Hill

Bath - Twerton/Whiteway/Southdown

Keynsham

Midsomer Norton

Peasedown St John

Radstock

The Council will prioritise funding to activity that takes place in these geographical areas. However, the Council will fund activity that significantly engages residents from these areas but where the activity takes place elsewhere.

d) The contractor must work with a partner organisation based in the community/ward/neighbourhood in which the activity is focused.

e) The activity must be developmental for the participants over the duration of contract.

f) The project plan must include an exit strategy for both the contractor and the participants.

g) The project plan will include success measures appropriate to the activity and describe how these will be assessed.

## 4.2. Application and bid process

The timescale of the application process will be determined by the Council's annual budget setting procedure.

Date	Action
August (preceding the April when funding commences)	Application process opens for <ul style="list-style-type: none"><li>• One year project funding</li><li>• Stage One of application for three year funding</li><li>• Contracts: expressions of interest</li></ul>
September	Deadline for receipt of Stage One applications for three-year funding only
October/November	Deadline for <ul style="list-style-type: none"><li>• One year funding applications</li><li>• Stage Two applications for three year funding</li><li>• Contract bids</li></ul>
January/February	Indicative funding announcements
March	Confirmation of funding/contracts
April	Funding commences

The timescale for the advertising and award of contract opportunities may differ from the above.

The application and assessment process for three-year funding and contracts may include a formal face-to-face meeting between Council Officers and representatives of your organisation. It may also include Council Officers' attendance at events and activities.

## 4.3 Decision process

### *One-year project funding*

- Amounts less than £5000 are agreed by the Cabinet Member and recorded in a report published on the Council website
- A funding offer letter must be formally accepted by the organisation

### *Three-year funding*

- Amounts less than £5000 are agreed by the Cabinet Member and recorded in a report published on the Council website
- Amounts greater than £5000 are agreed by the Divisional Director, Tourism Leisure & Culture and recorded as a 'delegated decision' on the Council website
- A funding offer letter must be formally accepted by the organisation

- A two-part funding agreement must be signed by the Monitoring officer and the organisation's representative

#### *Contracts*

- Contracts must be agreed by the Divisional Director, Tourism Leisure & Culture and recorded as a 'delegated decision' on the Council website
- A contract offer letter must be formally accepted by the organisation
- The contract must be signed by the Monitoring officer and the contractor's representative

#### **4.4. The Council's monitoring process**

The Council will monitor the work of organisations in receipt of funding to

- support and advise the organisation
- ensure that resources are being used for the purpose applied for
- assess the appropriateness and quality of the arts activity
- check that the terms and conditions of funding are being met

The monitoring required for the different funding schemes is as follows:

##### *One-year project funding*

- Interim project report/update
- Final project report
- Monitoring officer invited to observe a session and/or attend a final event
- Report performance against 8 performance indicators for the arts

##### *Three-year agreement funding and contracts:*

- Quarterly submission of Board or committee papers (agendas, minutes, supporting papers and documents, financial management accounts)
- Meeting with monitoring officer at 6-monthly intervals (March/April and Sept/Oct)
- Submission of other written reports and supporting media (hard copy, electronic or online), as appropriate
- Monitoring officer invited to observe at least one session and/or attend at least one event, per year
- Report performance against 8 performance indicators for the arts

#### 4.5 Performance Indicators

<b>Performance Indicator</b>	<b>Monitoring method</b>
1. Total attendances (audience, participants)	Supply as one total figure
2. B&NES Council subsidy per attendance	Supply as one total figure £
3. B&NES Council investment as % of total annual turnover	Supply as one total figure %
4. Leverage in this financial year (all other income)	Supply as one total figure £
5. Breakdown of attendances by demographic grouping	Supply analysis as either a spreadsheet of data , or a written report, or both, as applicable
6. Customer satisfaction	Supply range 'dissatisfied-neutral-satisfied-very satisfied' in % bands
7. Total volunteers (include Board/committee)	Supply as one total figure
8. Total volunteer hours (include Board/committee)	Supply as one total figure

# APPENDICES

## Appendix 1: Progress and change - year on year comparison of local performance indicators

The following table sets out the performance of the Council's investment against a range of local performance indicators for the arts. At the time of publication, data for 2009-10 is not available. Once this data is received the table will be updated accordingly.

	2004-5	2005-6	2006-7	2007-8	2008-9	2009-10
<b>LIB197 Attendances</b>						
Total attendances	187,385	277,720	272,127	279,587	493,654	
Total pop (2001 census)	169,040	169,040	169,040	169,040	169,040	
% pop attending	Cannot calculate	Cannot calculate	Cannot calculate	Cannot calculate	Cannot calculate	
<b>LIB199 Satisfaction</b>						
% Satisfied or very satisfied	Data not collected	96.5%	97%	99%	92%	

<b>LIB187</b> <b>Range of support</b>						
Response to enquiries	Yes – telephone, email, in person by appointment	Yes – telephone, email, in person by appointment	Yes – telephone, email, in person by appointment	Yes – telephone, email, in person by appointment	Yes – telephone, email, in person by appointment	
Advice surgeries	Yes – telephone, email, in person by appointment	Yes – telephone, email, in person by appointment	Yes – telephone, email, in person by appointment	Yes – telephone, email, in person by appointment	Yes – telephone, email, in person by appointment	
Newsletter/information	Yes monthly e-bulletin to 400+ subscribers	Yes monthly e-bulletin to 400+ subscribers	Yes monthly e-bulletin to 400+ subscribers	Yes monthly e-bulletin to 400+ subscribers	Yes monthly e-bulletin to 400+ subscribers	
Training & development	One annual CPD seminar for funded organisations	One annual CPD seminar for funded organisations	One annual CPD seminar for funded organisations	One annual CPD seminar for funded organisations	One annual CPD seminar for funded organisations	
Grants	Annual one-year project grants; three-year agreements with KSOs	Annual one-year project grants; three-year agreements with KSOs	Annual one-year project grants; three-year agreements with KSOs	Annual one-year project grants; three-year agreements with KSOs	Annual one-year project grants; three-year agreements with KSOs	

<b>LIB188 Strategies for education &amp; lifelong learning</b>						
Strategy for the arts & education/LLL	Yes – part of ADS	Yes – part of ADS	Yes – part of ADS	Yes – part of ADS	Yes – part of ADS	
INSET & professional development training	Yes – provided by Arts Education Dev Officer in Education dept	Yes – provided by Arts Education Dev Officer in Education dept	Yes – provided by Arts Education Dev Officer in Education dept to August 2006	Yes – provided by CLA	Yes – provided by CLA	
Initiatives, projects, events, conferences	Yes – all arts organisations in receipt of funding are expected to provide education & development activity for young people	Yes – all arts organisations in receipt of funding are expected to provide education & development activity for young people	Yes – all arts organisations in receipt of funding are expected to provide education & development activity for young people	Yes – all arts organisations in receipt of funding are expected to provide education & development activity for young people	Yes – all arts organisations in receipt of funding are expected to provide education & development activity for young people	
Arts education as target area in EDP	Yes	Yes	Yes	Yes – 14-19 Strategy	Yes – 14-19 Strategy	
Number of schools achieving Artsmark	Data not collected	6	14	14	18	
Number of schools which are specialist arts colleges	Data not collected	4	4	4	4	



<b>LIB193</b> <b>Spending per head of pop on the arts</b>						
Investment in costs of venues & infrastructure	n/a	n/a	n/a	n/a	n/a	
Investment in arts development & projects	£68,779	£94,291	£106,036	£105,402	£178,351	
Investments in grants & funding	£475,055	£534,839	£555,995	£561,163	£502,671	
Total revenue investment	£543,834	£629,130	£662,031	£666,565	£681,022	
Spending per head (pop 169,040)	£3.22	£3.72	£3.92	£3.94	£4.02	
<b>LIB194</b> <b>Leverage ratio</b>						
External funding (self-reported)	£1,768,242	£1,726,465	£1,659,653	£1,214,957	£1,603,249	
Internal funding (Council revenue investment)	£543,834	£629,130	£662,031	£666,565	£681,022	
Leverage ratio	1:3.25	1:2.74	1:2.5	1:1.8	1:2.4	
Cost per attendance (total revenue investment divided by total attendances)	£2.90	£2.26	£2.43	£2.38	£1.38	

## **Appendix 2: Significant achievements during the 2008-11 Bath & North East Somerset Arts Development Strategy**

### **Bath Area Cultural Forum**

The Bath Area Cultural Forum was created following the merger of the Festivals Forum and the B&NES Cultural Partnership, two representative bodies that the Council was instrumental in establishing.

The new body is an independent coalition of cultural and sports organisations serving Bath and North East Somerset who have agreed to work with one another for mutual benefit and the benefit of the area. Its functions include advocacy on behalf of the sector in Bath and North East Somerset, audience development, professional development of member organisations, and gathering data on the local economic and social impact of culture.

### **Public Art**

During 2008-11 the Arts Development Team led or contributed to several key public art initiatives in the district, including the Walcot Street Artworks project, Combe Down Stone Mines public art project, SouthGate Shopping Centre public art commission, the Cotswold Way public art project, and the Kennet and Avon 200 project.

The Arts Development team has also managed the creation of a comprehensive online catalogue of public art throughout the district.

### **Cultural Facilities Feasibility Study**

The Council commissioned ABL Cultural Consulting to undertake research regarding the current and future provision of infrastructure for arts and culture in Bath and North East Somerset. This work resulted in the publication of the report, *Reinventing Bath: a call for leadership and strategic planning to deliver a resort of the future*. The report assesses the options for development and sets out a number of proposals for action.

### **Organisational development work with funded organisations**

The Arts Development team has initiated several developmental initiatives to support and develop the business practice of its Key Strategic Organisations. These include a one-year audience development and marketing initiative for which the Council commissioned Audiences South West to work with five organisations – Bath Literature Festival, Bath International Music Festival, Bath Film Festival, Bath Fringe Festival and Keynsham Music Festival.

The Council has contributed to the move to independent status of the following organisations that began life as Council partnership projects.

- Creative Learning Agency (CLA) is one of a network of nine arts-in-education agencies in the South West. It exists to develop creativity within education settings. Based in Bath and North East Somerset, it works across the four unitary authorities of Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire.

The CLA provides a range of online services to support educators and artists, including a searchable database of artists working in all artforms and with all age groups and abilities. The CLA also provides one-to-one advice including funding advice surgeries for arts education projects, and support to schools applying for Artsmark Awards and Specialist Arts College status.

- Media Art Bath works to engage audiences and support artists working in media arts practice in Bath, the South West and beyond. Media Art Bath encourages interdisciplinary artistic practice that enables creative and experimental collaboration between artists and other creative producers.

The move to independent status allows both organisations to pursue a broader range of funding and income generation initiatives. Both Media Art Bath and the Creative Learning Agency are Arts Council England Regularly Funded Organisations.

### **Artform development initiatives**

The Arts Development team initiated the following programmes of targeted support:

- Dance Development – a two-year funded programme of developmental activity jointly funded by the Council and Arts Council England. The programme included youth dance workshops, artist development sessions and performances, including an international collaboration and site-specific commission with Italian contemporary dance company Déjà Donné.
- Literature Development – a one year programme of writers' workshops, readings and reader's group initiatives jointly funded by the Council and Arts Council England.
- Youth Arts Development – a range of measures to strengthen Youth Arts provision in the district including devising a Youth Arts Strategy for Bath and North East Somerset with the aim of achieving greater participation by young people in arts activity. Training for Youth Arts workers was also delivered in order to support and develop existing youth arts practice.

### **Provision of training and information to the arts sector**

During 2008-11 the Council provided training in the following topics relevant to the arts sector:

- Child protection policy, procedure and practice
- Management and Governance of voluntary sector organisations, clubs, groups and societies.
- Approaches to fundraising
- Licensing and environmental health issues

The Arts Development team also initiated a series of public debates about arts and cultural provision in the district. These proved extremely popular and will be continued.

### **Bath & North East Somerset Cultural Strategy**

The Arts Development team led on refreshing the Council's Cultural Strategy. This involved conducting a significant public and internal consultation exercise, drafting the strategy, and managing the process of its adoption by the Council.

The Bath and North East Somerset Cultural Strategy sets out shared ambitions for the cultural planning and cultural development of the district and the agreed actions necessary to achieve this.

### **Appendix 3: List of other strategies and policies that inform this document**

#### ***South West regional cultural strategy: 'A Better Place to Be'***

'A Better Place to Be' is the updated strategy of the South West regional cultural consortium which comprises all the regional cultural agencies (Sport England South West, English Heritage, Arts Council England South West, South West Tourism, South West Screen, Museums Libraries and Archives South West), Government Office South West, the South West Regional Development Agency, the region's local authorities, the lottery distributing bodies, etc.. It accompanies and informs 'People, Places and Spaces', the cultural infrastructure development strategy for the South West.

#### ***South West regional cultural infrastructure strategy: 'People Places Spaces'***

'People Places Spaces' is the regional strategy for cultural infrastructure planning i.e. buildings and facilities. It relates to the South West Regional Development Agency Spatial Strategy.

'People Places Spaces' identifies Planning Areas for Culture (PACs). Bath and North East Somerset and Bristol form one PAC. Therefore, Bath & North East Somerset Council's cultural planning must take account of this wider area. It should be noted that the other former Avon counties are in different PACs.

#### ***Bath & North East Somerset Council Public Realm & Movement Strategy***

The Public Realm & Movement Strategy is long-term strategy for the whole district. The strategy includes design of the built environment and public spaces; public art (permanent and temporary); signage and interpretation; and pedestrian flow in and through public spaces.

#### ***Bath & North East Somerset Council Heritage Services, Libraries, Sport & Active Leisure, Film Office strategies & business plans.***

These four services together with the Arts Development team make up the Tourism, Leisure and Culture Division of the Customer Services directorate. The five services operate in different ways but share the overall purpose and direction set out in the Bath and North East Somerset Cultural Strategy.

#### ***Bath Tourism Plus Destination Management Plan***

Bath Tourism Plus is the tourism agency for the district. The Destination Management Plan sets out the ways in which arts and cultural activity contribute to the tourism offer and identifies opportunities for further development to add value to the Bath brand.

#### ***Bath Area Cultural Forum – aims & terms of reference***

Bath Area Cultural Forum is an independent membership group representing the views of a range of voluntary organisations, groups, clubs and societies from across the wider cultural sector. Arts organisations are particularly proactive within the Forum.

### ***Arts Council England national arts strategy***

Arts Council England's national arts strategy is in development during 2010. Arts Development service planning will take account of Arts Council England's objectives.

Arts Council England's national arts strategy will determine their funding decisions to organisations in Bath and North East Somerset. There are currently four Arts Council Regularly Funded Organisations in Bath and North East Somerset: Bath Festivals Ltd, Creative Learning Agency, Media Art Bath, and Natural Theatre Company.

### ***Bath & North East Somerset Council Equalities priorities***

The Equalities Framework for Local Government sets out the 'ten dimensions for equality'. These enable Local Authorities to interrogate how they deliver services, to check whether any aspect of service provision is inequitable and whether services need to be changed to better meet residents' needs.

Five of the Equalities Framework for Local Government 'ten dimensions for equality' are particularly relevant to the arts sector:

- Education – including being able to be creative, to acquire skills and qualifications and having access to training and lifelong learning.
- Productive and valued activities – such as access to employment, a positive experience in the workplace, work-life balance, and being able to care for others.
- Individual, family and social life – including self-development, having independence and equality in relationships and marriage.
- Participation, influence and voice – including participation in decision making and democratic life.
- Identity, expression and self-respect – including freedom of belief and religion.

### ***Arts Development team Equalities Impact Assessment***

The Arts Development team's Equalities Impact Assessment checks how effectively the team assures equality in the three main areas of its work: funding schemes; team-managed development projects; advice, guidance and information. The Arts Development Strategy 2011-14 covers all areas of the service and has been checked for its equalities impact at all stages of its development.

#### Appendix 4: Summary of 'Taking Part' survey data for Bath and North East Somerset

Segment	B&NES %	England average %	Comment: B&NES:England
<i>Highly engaged in the arts</i>			
Urban arts eclectic	4.9	4.5	B&NES a little higher than average
Traditional culture vultures	7.1	3.8	<b>B&amp;NES nearly double the average</b>
<i>Some engagement in the arts</i>			
Fun fashion & friends	18.6	18.3	B&NES a little higher than average
Mature explorers	12.3	10.5	<b>B&amp;NES significantly higher than average</b>
Dinner & a show	19.1	19.8	B&NES a little lower than average
Family & community focused	11.6	11.2	B&NES a little higher than average
Bedroom DJs	2.0	2.5	B&NES lower than average
Mid-life hobbyists	3.6	4.3	<b>B&amp;NES significantly lower than average</b>
Retired arts & crafts	2.5	2.8	B&NES a little lower than average
<i>Not currently engaged in the arts</i>			
Time-poor dreamers	5.1	6.7	<b>B&amp;NES significantly lower than average</b>
A quiet pint with the match	5.4	7.8	<b>B&amp;NES significantly lower than average</b>
Older & home-bound	5.6	5.5	B&NES a little higher than average
Limited means, nothing fancy	2.1	2.3	B&NES a little lower than average

## Appendix 5: Key Dates: Arts Development Strategy 2011-2014

### Notes:

Key dates for Bath Festivals Ltd are specifically referred to in this document in order to show how the timescale for management of Bath Festivals' contract coincides with key dates for grant funding. Bath Festivals differs from other funded organisations in that it is currently in receipt of a contract fee rather than a grant.

<b>2010-2011</b>	
By 30 June	Adoption of Arts Development Strategy 2011-14
July	Publication of Arts Development Strategy 2011-14
July	Publication of funding guidelines and application process (One-year Project funding 2011-12 and Key Strategic Organisation three-year funding 2011-14)
August - September	Provisional: Early indication of budget 2011-12 and three years 2011-2014
Mid-September	Key Strategic Organisation three-year funding: Deadline for Stage 1 applications
By 30 September	Key Strategic Organisation three-year funding: Assessment of Stage 1 applications Recommendations to applicants to proceed to Stage 2
October	Provisional: Clearer indication of budget 2011-12 and three years 2011-2014  Depending on outcome: Advice to applicants for Key Strategic Organisation three-year funding Consideration of commissioning/contract options
October	Bath Festivals Ltd contract review (2009-2010)
October-January	Development of Bath Festivals Ltd contract 2011-2014
End October	One-year Project funding 2011-12: Deadline for applications
November	One-year Project funding 2011-12: Assessment of applications



Mid-November	Key Strategic Organisation three-year funding: Deadline for Stage 2 applications
Mid-November - December	Key Strategic Organisation three-year funding: Assessment of applications
January	Confirmation of budget 2011-12 and provisional 2012-13 and 2013-14  If applicable: Implementation of commissioning/contract options
Mid-January	Completion of draft Bath Festivals Ltd contract 2011-2014 Officer recommendations for contract discussed with Cabinet Member
Mid-January	Key Strategic Organisation three-year funding & One-year Project funding 2011-12: Officer recommendations for funding discussed with Cabinet Member
February	Indicative funding recommendations communicated to organisations
February-March	Cabinet Member decides on Key Strategic Organisation three-year funding & One-year Project funding 2011-12
February-March	Cabinet Member decides on Bath Festivals Ltd contract 2011-2014
March	Funding decisions confirmed to organisations
By 31 March	Confirmation and signing Bath Festivals Ltd contract 2011- 2014

<b>2011-2012</b>	
April	Payment for Key Strategic Organisation three-year funding & One-year Project funding 2011-12 commences
April	Bath Festivals Ltd contract 2011-2014 commences
July	Publication of funding guidelines and application process (One-year Project funding 2012-13)
October	Bath Festivals Ltd contract review (2010-2011)
End October	One-year Project funding 2012-13: Deadline for applications
November	One-year Project funding 2012-13: Assessment of applications
Mid-January	One-year Project funding 2012-13: Officer recommendations for funding discussed with Cabinet Member
February	Indicative funding recommendations communicated to organisations
February-March	Cabinet Member decides on One-year Project funding 2012-13

<b>2012-2013</b>	
April	Payment for One-year Project funding 2012-13 commences
July	Publication of funding guidelines and application process (One-year Project funding 2013-14)
Summer/autumn	Start development & planning for Arts Development Strategy 2014-17
October	Bath Festivals Ltd contract review (2011-2012)
End October	One-year Project funding 2013-14: Deadline for applications
November	One-year Project funding 2013-14: Assessment of applications
Mid-January	One-year Project funding 2013-14: Officer recommendations for funding discussed with Cabinet Member
February	Indicative funding recommendations communicated to organisations
February-March	Cabinet Member decides on One-year Project funding 2013-14
February-April	Consultation on draft Arts Development Strategy 2014-17

<b>2013-2014</b>	
April	Payment for One-year Project funding 2013-14 commences
February-April	Consultation on draft Arts Development Strategy 2014-17
May	Finalise strategic plan 2014-17
By 30 June	Adoption of Arts Development Strategy 2014-17
July	Publication of Arts Development Strategy 2014-17
July	Provisional: Publication of funding guidelines and application process for 2014-17
October	Bath Festivals Ltd contract review (2012-2013)
October-January	Provisional: Development of Bath Festivals Ltd contract 2014>

## **Appendix 6: Bibliography and further reading**

The following documents have informed Officers' thinking during the development of this strategy.

Mission Models Money website <http://www.missionmodelsmoney.org.uk/>

For Art's Sake? Society and the Arts in the 21st Century  
Ed. Jamie Cowling. (2004) Institute for Public Policy Research

The Art of Dying. John Knell, (2005) provocation paper for Mission Models Money, available at  
[http://www.dca.wa.gov.au/data/assets/pdf\\_file/0014/8222/John\\_Knell\\_-\\_Art\\_of\\_Dying.pdf](http://www.dca.wa.gov.au/data/assets/pdf_file/0014/8222/John_Knell_-_Art_of_Dying.pdf)

Towards Transformation: Exploring the impact of culture, creativity and the arts on health and wellbeing. (2007)  
Kilroy, A ; Garner, C; Parkinson, C; Kagan, C & Senior, P. Manchester Metropolitan University. Accessed 10.02.2010 at  
<http://www.compsy.org.uk/Critical%20friends%20report%20final%20amendments.pdf>