

Arts Services Action Plan 2006/07

Welcome to the Arts Services Action Plan for 2006/07. The plan covers the work of the Swindon Arts Centre, cre8 studios, Festivals, Events, Exhibitions, arts management, development and grants. More information about the business functions of Arts Services can be found in our Strategic Business Plan *Arts at the Centre*.

Mission Statement

Arts services exist to make the arts visible, valued enjoyed, and easily accessed by the people of Swindon.

Helen Miah
Arts Services Manager
January 2006

Key to abbreviations

HM	Helen Miah	ACE SW	Arts Council England South West
SW	Stuart Webb	UBIS	University of Bath in Swindon
CB	Clarry Bean	SFL	Swindon Festival of Literature
Mar	Marketing	AS	Arts Services
JC	Jean Coleman	Artswords	Literature Development Plan
MHo	Matt Holland	Artsmad	Making a difference to lives of children and young people in Swindon
TR	Toby Rathbone		Development Plan
BD	Barbara Dixon	Artsminds	Arts network and forum for Swindon
KP	Keith Phillips		
MHe	Matthew Herring		

Please note many of the actions apply to more than one strategy, they have been placed under the strategy they fit most closely.

Group/Directorate/Business Area	Arts Services	Plan Owner:	Helen Miah
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Obj. No.	Objective	Critical Success Factor or Performance Indicator	Responsible Officer	Due Date	Swindon 2010 theme	Related plans, Strategies, projects or initiatives
	Service/process priorities					
1	<i>Contribute to the economic health of the Borough by:</i>					
1.1	<i>Developing or supporting arts activities to put Swindon on the cultural map regionally and nationally</i>					
1.1.1	Brunel 200 Festival	Audience 40,000 Participants 1,000 Customer feedback Media coverage	HM/TR	April – Sept 06	Culture, Leisure and Learning	Culture SW Brunel 200 Bristol Cultural Partnership SW Tourism Public Art Swindon
1.1.2	Swindon Mela	Audience 15,000 Participants 500 Customer feedback Media Coverage	TR	July 06	Culture, Leisure and Learning Promise 6	Equalities Community Cohesion Mela Organisation Committee
1.1.3	Arts Centre Performance Programme	Maintaining and extending audiences Customer feedback Media Coverage	CB	Mar 07	Culture, Leisure and Learning	TheatreWorks
1.1.4	cre8 studios Activity Programme	User targets to be set based on 05/06 baseline figures	SW	Mar 07	Culture, Leisure and Learning	South West Screen ACE SW Cre8 studios organisational development Review

						[in development Winter/Spring 06]
1.1.5	Swindon Festival of Literature	Audience 7,000 Participants 500 Customer feedback Media coverage	HM/ MHo	May 06	Culture, Leisure and Learning	Artswords Development Plan
1.1.6	Bowl Concerts	Audience 4750 Customer feedback Media coverage	TR	June – Aug 06	Culture, Leisure and Learning	UBIS ICIA
1.1.7	Film Festival	Partnership programme developed. Targets to be set in response to 05 Festival baseline	KP/BD	Nov 06	Culture, Leisure and Learning	SW Screen Swindon Film Festival
1.1.8	Exhibition Programme	Audience 1800 Artists 40 Customer feedback Media coverage	BD	Apr 06-Mar 07	Culture, Leisure and Learning	Wyvern Theatre Partnership Agreement Brunel 200
1.1.9	Work with the Swindon Cultural Partnership on:				Culture, Leisure and Learning	Swindon Cultural Partnership Plan
	i) Swindon Festivals development	Produce clear criteria for Festivals Fund and work to promote Festival activity.	TR/HM	May 06		[New Swindon Company, SBC, ACE SW, Business & voluntary sectors]
	ii) Supporting local creative	Meetings attended	SW/HM	Ongoing		

	industries sector research and development	Sector review undertaken				
1.2	<i>Creating and delivering audience development initiatives</i>					
1.2.1	Development of Programming Team and Programming Strategy to include introduction of targets	Strategy written Targets met	CB	Sept 06	Culture, Leisure and Learning	ACE SW
1.2.2	Actively engage with TheatreWorks initiative to revive interest in Drama	Quality of new theatre initiatives No. of TheatreWorks branded events Audience figures	CB	Mar 07	Culture, Leisure and Learning	TheatreWorks Wyvern Theatre ACE SW UBIS WCC
1.2.3	Include at least two examples of Cross-Marketing in our programming in line with findings of Marketing Audit	2 new cross-marketing programme initiatives are implemented	CB	Mar 07	Culture, Leisure and Learning	
1.3	<i>Marketing arts activity to promote Swindon as an attractive place to live and work</i>					
1.3.1	Develop and deliver a Marketing plan for Arts Services (see also 7.3) which includes: i) Continue to develop the Arts Services Brochure ii) Continue to develop Arts Services website	Overall sales and usage comparisons. Overall sales & usage comparisons Website updated at least monthly Overall sales &	Mar Mar	Mar 07 Mar 07	Culture, Leisure and Learning	Wiltshire Arts Promoters South West Arts Marketing Swindon & Wilts Arts Alliance

	iii)	Continued development of e-marketing	usage comparisons	Mar	Mar 07		
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2	<i>Broaden participation and address social inclusion, regeneration and diversity needs</i>					
2.1	<i>Continuing to develop a culturally diverse programme</i>					
2.1.1.	Continuing to develop a Programming policy that reflects our commitment to diversity and equalities issues	No of new culturally diverse events	CB	Mar 07	Culture, Leisure and Learning Promise 6	
2.1.2	Continue to develop and support the Swindon Mela	Mela membership to be at least 75 Promote at least 6 Mela events attracting/involving 1,000+ people	TR	Mar 07	Culture, Leisure and Learning Promise 6	Mela Organisation Committee
2.1.3	Supporting activities to promote Black History Month	Initiative supported	CB	Oct 06	Culture, Leisure and Learning Promise 6	Black History Group
2.2	<i>Supporting or undertaking arts projects in targeted communities within Swindon</i>					
2.2.1	Prioritise Parks and Walcot through support for Perform – arts in community regeneration artist	Project has own stated targets Attendance at Steering Group meetings and project events	HM	Mar 07	Culture, Leisure and Learning	Parks Neighbourhood Renewal Strategy
2.2.2	Support projects/bids from local artists/organisations that are targeted in Parks, Penhill, Pinehurst and central area	Projects/bids will develop own clear targets	HM and other staff as appropriate	Mar 07	Culture, Leisure and Learning	
2.3	<i>Researching, developing and implementing new approaches to take arts activity out to people [See also 1.2 above]</i>					
2.3.1	Support Swindon Film Society in developing their DVD access programme	No of screening opportunities for local filmmakers	KP	March 07	Culture, Leisure and Learning	SW Screen Swindon Film Society
2.3.2	Deliver the Artswords Plan in	Create and	HM/DA/MHo	Mar 07	Culture, Leisure	Artswords

	partnership with Libraries and the Arts Council	support reading and writing groups, and individuals, plus live literature activities in libraries and other venues. Participants 750			and Learning	Development Plan ACE SW Swindon Festival of Literature
2.3.3	Review our programmes in light of needs of Older People	Report produced and findings used to influence programming policy	CB	Report Sept 06 March 07	Culture, Leisure and Learning	Committee Report
2.4	<i>Promoting access, ensuring that barriers to access are minimised and that services comply fully with DDA legislation</i>					
2.4.1	Move cre8 studios to fully compliant building	DDA compliance	HM/SW	Mar 07	Culture, Leisure and Learning Promise 11	Town Hall and Library Development
2.4.2	Consider improvements to our provision for the disabled in line with SBC Equalities e.g. signed performances, brochure font size	Improvements costed and implemented as appropriate	HM	Mar 07	Culture, Leisure and Learning Promise 6	
2.4.3	Review Arts Centre Emergency Procedures in light of new Fire Guidelines	H&S	MHe	Sept 06	Culture, Leisure and Learning	Fire Regulations Act
2.5	<i>Supporting access to disability arts activities</i>					
2.5.1	Review and update the Partnership Agreement with REACH Inclusive Arts	Partnership Agreement signed	HM	July 06	Culture, Leisure and Learning Promise 6	REACH Inclusive Arts ACE SW
2.5.2	Integrating disability arts in to the programming policy	No. of disability arts events	CB	Mar 07	Culture, Leisure and Learning	

					Promise 6	
2.6	<i>Review, develop and deliver workshops and short courses programmes to meet needs identified</i>					

3	<i>Engage with children and young people by:</i>					
3.1	<i>Supporting the strategic aims of the Artsmad initiative</i>					
3.1.1	Line management responsibility for the Artsmad Strategic Co-ordinator	Regular progress meetings are held	HM	Mar 07	Culture, Leisure and Learning	ACE SW LAA Children's Services Artsmad
3.1.2	Chairing the Artsmad Steering Group	Regular meetings are held and administered	HM	Mar 07	Culture, Leisure and Learning	ACE SW LAA Children's Services Artsmad
3.1.3	Monitoring the development of the Artsmad initiative and partnership	Regular reporting systems are established	HM	Mar 07	Culture, Leisure and Learning Promises 10, 20, 24 and 30	ACE SW LAA Children's Services Artsmad
3.2	<i>Developing an appropriate and varied programme for people in the age range 3 – 25</i>					
3.2.1	Review and continue Partnership Agreement with Commonweal School [specialist Performing Arts college status]	Partnership Agreement developed and agreed	HM	Mar 07	Culture, Leisure and Learning Promise 20	
3.2.2	Develop relationships with schools and colleges: Group bookings	Group bookings targets to be established	Mar	Mar 07	Culture, Leisure and Learning Promise 20	
3.2.3	Support the work of TheatreWorks in this area <i>Connect 4</i> <i>Most Wanted</i>	TheatreWorks own targets are met	CB	Mar 07	Culture, Leisure and Learning Promise 10 & 20	TheatreWorks UBIS ACE SW Artsmad
3.2.4	Seek out and programme at least one production for 8-14 year olds per season	Targets set for production to break even	CB	Mar 07	Culture, Leisure and Learning	
3.2.5	Continue to develop and deliver Mobile Media as the flagship activity for young people	Funding is achieved for major Mobile Media development	SW & Mobile Media	Mar 07	Culture, Leisure and Learning Promise 20 & 24	Artsmad ISB Bid LAA

		project				
3.2.6	Continue to develop and deliver Media Circus and Media+	3 programmes per year delivered at 95% capacity	KP	Mar 07	Culture, Leisure and Learning	
3.2.7	Continue to develop the schools and young peoples workshops aligned to the Summer Festival, Mela and other large-scale activities and events.	45 workshops involving 300 young people	TR	April – July 07	Culture, Leisure and Learning Promise 20	
3.2.8	Continue to develop and deliver the Artefacts Club	Access targets to be set using 05/06 baseline data	BD	On – going	Culture, Leisure and Learning	
3.3	<i>Providing opportunities for children and young people to work with arts professionals</i>					
3.3.1	Develop (further) our Work Experience package	14 students offered placements	MHe	Mar 07	Culture, Leisure and Learning Promise 20	Wiltshire Trident Swindon Trident
3.3.2	Develop a workshop programme to support the performance programme at the Arts Centre	No of workshops	CB	Mar 07	Culture, Leisure and Learning Promise 20	
3.3.3	Ensure youth involvement in Brunel 200 (see 1.1)	Target no of participants and audience developed within Project Plan	HM	Sept 06	Culture, Leisure and Learning Promise 20	

4	<i>Support local artists and art form development</i>					
4.1	<i>providing an opportunities, guidance and skills support service</i>					
4.1.1	Maintain FAQs on Internet/website	FAQs on website	Mar/All	Mar 07	Culture, Leisure and Learning Promise 9	
4.1.2	Facilitate local artists to showcase their work	No of community exhibitions and performances <i>Baseline to be set on 05/06 data</i>	CB/Arts Programming Team	Mar 07	Culture, Leisure and Learning	
4.1.3	Maintain surgeries to provide advice on developing professional practice, grant applications and links to external support agencies and regional partners	1 surgery day/month <i>No of users Baseline to be set 06/07</i>	SW/Arts Operations Team	Mar 07	Culture, Leisure and Learning Promise 15	
4.1.4	Support amateur productions by developing training mechanisms for technical and theatre production for local amateur arts community	2 x one-day training sessions held. No. of attendees	MHe	Mar 07	Culture, Leisure and Learning	
4.1.5	Support small scale productions by setting up formal training for casual technicians.	8 no. trained casuals	MHe	Mar 07	Culture, Leisure and Learning	
4.1.6	Establish Technical Apprenticeship Scheme	2 Apprenticeships in place	SWMHe	Sept 06	Culture, Leisure and Learning Promise14	ACE SW Partnership Agreement TheatreWorks Artsmad
4.2	<i>Encouraging cross art form and innovative practise</i>					
4.2.1	Maintain the interface initiative at cre8	As per Action Plan [in development autumn 05/winter	KP	Mar 07	Culture, Leisure and Learning	Artsminds

		06				
4.2.2	Disseminate examples of arts service best practice	No of representations at conferences No of articles / press pieces	HM/SW	Mar 07	Culture, Leisure and Learning	
4.2.3	Hold 2 seminars per year for key strategic arts organisations	2 seminars held	HM	Mar 07	Culture, Leisure and Learning Promise 12	ACE SW
4.3	<i>Providing access to equipment, technical support and subsidised spaces, where possible</i>					
4.3.1	Manage and market this service as appropriate	No of users	SW	Mar 07	Culture, Leisure and Learning Promise 12 & 15	
4.3.2	Manage Swindon Artists' database	Refer to 4.1.8	BD	Mar 07	Culture, Leisure and Learning Promise 12	Artsminds
4.4	<i>Continuing to commission arts activities from key partners</i>					
4.4.1	Continue to review and develop partnership agreements with key strategic arts organisations				Culture, Leisure and Learning Promise 15	
	i) Sixth Sense Theatre Company	Funding approved Budget 07/08	HM	Nov 06	Promise 20	ACE SW RFO Sixth Sense Business Plan
	ii) Swindon Dance National Dance Agency	Funding approved Budget 07/08	HM	Nov 06		ACE SW RFO Swindon Dance NDA Business Plan SBC Contract

	iii)	REACH Inclusive Arts	Funding approved Budget 07/08	HM	Nov 06	Promise 32	REACH Business Plan
	iv)	Swindon Festival of Literature	Funding approved Budget 07/08	HM	Nov 06		ACE SW Artswords Development Plan Swindon Festival of Literature Business Plan
	v)	Swindon Recital Series	McDermott Trust to be tendered for autumn 05	HM	TBA		Swindon Recital Series Business Plan
	vi)	Wyvern Theatre	Increased audience and participation rates	HM	Mar 07		Wyvern Contract

5	<i>Improve cooperation and co-ordination between the voluntary, professional, subsidised and commercial arts sectors</i>					
5.1	<i>Developing the Artsminds forum</i>					
5.1.1	Continue to develop Artsminds to reflect needs of local arts community	3 x Forum mtgs. held % Increase in membership on 05/06 baseline Satisfaction data	HM	Mar 07	Culture, Leisure and Learning Promise 12	ACE SW Partnership Agreement
5.1.2	Create Artsminds Development Plan with voluntary arts sector	In development autumn/winter 2005/06	HM	Mar 07	Culture, Leisure and Learning Promise 12	
5.2	<i>Working in partnership with key players to improve programming across Swindon, to maximise impact and minimise duplication</i>					
5.2.1	Work with key strategic partners on programming issues i) Wyvern Theatre ii) University of Bath in Swindon ICIA iii) Swindon Dance, National Dance Agency iv) TheatreWorks v) Swindon Cultural Partnership vi) Sixth Sense Theatre vii) REACH Inclusive Arts viii) Swindon Recital Series ix) Swindon Music x) Commonweal School	% increase audience figures % increase community arts performances on 04/05 Improved culture and artistic offer for sub region	HM/CB	Mar 07	Culture, Leisure and Learning	

	xi) Libraries and Heritage xii) Other Borough Directorates/divisions xiii) Community Crossways [Old Railway Museum] xiv) Wiltshire [and Swindon] Arts Development Forum) xv) Public Art Swindon xvi) LA 21					
5.3	<i>continuing to develop partnership agreements with key strategic arts organisations [see 5.2 above]</i>					

6	<i>Seek more efficient and cost effective methods of delivering our services to the public</i>					
6.1	<i>Work towards externalisation of Arts Services</i>					
6.1.1	Actions to be developed alongside Leisure and Culture development		HM/SW all		Culture, Leisure and Learning	Leisure Startegy ACE SW
6.2	<i>Securing external funding for flagship projects</i>					
6.2.1	<p>Improve our ability to access external funding:</p> <p>i) researching funding opportunities and identifying potential funders</p> <p>ii) seeking out examples of good practise as a basis for improving our own skills</p> <p>iii) working in partnership to secure funding bids (see 5 above)</p>	<p>Project specific and general research undertaken.</p> <p>Funding relationships developed</p> <p>Research undertaken</p> <p>Visits to beacon projects undertaken</p> <p>External funding secured Income targets met</p>	<p>SW</p> <p>SW</p> <p>HM/all</p>	<p>March 07</p> <p>Mar 07</p> <p>Mar 07</p>	<p>Culture, Leisure and Learning</p> <p>Promise 5</p>	<p>Swindon Cultural Partnership Economic Development Arts & Business</p>
6.2.2	Underpin the cre8 move to DDA compliant building with planned organisational development and new programme	Use capital funding from SBC to lever additional funding to upgrade equipment & launch new	SW	July 06	Culture, Leisure and Learning Promise 11	South West Screen ACE SW Cre8 studios organisational development Review [in development Winter/Spring 06]

		programme. Target additional income £75,000				
6.3	<i>developing relationships with key funders, sponsors and businesses to identify and maximise opportunities</i>					
6.3.1	Manage the Local Authority Partnership Agreement with Arts Council England South West	Partnership Agreement Developed, monitored and reviewed	HM	Mar 07	Culture, Leisure and Learning	ACE SW
6.3.2	Work with the Cultural Partnership to develop effective relationships with existing and potential sponsors	Increased % business sponsorship	HM	Mar 07	Culture, Leisure and Learning	Swindon Cultural Partnership
6.4	<i>building the capacity of the local voluntary, amateur and professional arts sector</i>					
6.4.1	Through Artsminds, actions outlined in 4 above and in partnership agreements with key strategic arts organisations.	Improved participation rates	HM	Mar 07	Culture, Leisure and Learning	
6.4.2	Develop a policy for use of volunteers across arts services in line with Compact	Vounteer policy is implemented Satisfaction rates	SW	Mar 07	Culture, Leisure and Learning	Voluntary Action Swindon Community Development Team

7	Act as advocates for the arts, locally, regionally and nationally					
7.1	<i>developing our skills in evaluating the impact of arts initiatives</i>					
7.1.1	Improve our skills at evaluation by:				Culture, Leisure and Learning	
	i) sharing learning from experience within team	Learning is disseminated effectively through Team Meetings	HM/SW	Mar 07		
	ii) seeking expert input to address training needs in this area	Needs assessed Training delivered	SW	Mar 07		
	iii) establishing appropriate systems to capture performance data					
7.1.2	Development of Performance Indicators and targets for arts in line with national framework and CPA	Systems established and data collected	SW	Mar 07	Culture, Leisure and Learning	DCMS Audit Commission ACE NALGAO
7.2	<i>Working with colleagues and partners to develop joint approaches</i>					
7.2.1	Attendance at regional and national meetings, seminars and conferences	Raise the profile of Swindon Arts Services	As appropriate		Culture, Leisure and Learning	
7.2.2	Active lead in establishment of Wiltshire & Swindon Arts Alliance	United voice for the arts across the sub region		On going	Culture, Leisure and Learning	ACE SW LAPA Arts Alliance partners
7.3	<i>promoting our successes effectively</i>					
7.3.1	Publish an Annual Report	Report Published	HM	June 06	Culture, Leisure and Learning	
7.3.2	Continue to develop and maintain relationships with local, regional and national media	Increased presence for Arts Services activities	HM/Mar/All	On going	Culture, Leisure and Learning	

7.4	<i>developing local supporters and champions</i>					
7.4.1	Continue to develop the Friends of Swindon Arts Centre	Plan for 2006/07 agreed between FoSAC committee and AS and implemented	HM/CB	Mar 07	Culture, Leisure and Learning	FOSAC Constitution
7.4.2	Establish Mela as charity by 2006. Build capacity of Asian community. Involve non SBC employees on Festival steering group	Mela membership of at least 50	TR	Mar 07	Culture, Leisure and Learning	
7.4.3	Artsminds See 5.1				Culture, Leisure and Learning	

8	<i>Develop working practises that underpin these strategies</i>					
8.1	<i>developing our own skills base to match requirements</i>					
8.1.1	Develop service wide training needs programme, arising out of Appraisals	Programme developed, costed and implemented	SW	June 06	Culture, Leisure and Learning	
					Promise 14	
8.1.2	Develop a Technical trainee programme See 4.1.6				Culture, Leisure and Learning	
					Promise 14	
8.2	<i>implementing a performance management system in line with council plans</i>					
8.3	<i>exploiting new technologies</i>					
8.3.1	Action findings of web development report in development winter 06	Improved web presence	SW		Culture, Leisure and Learning	Arts Services Web Development Report Winter 05/06
					Promise 9	
8.3.2	Invest in IT equipment and facilities at Arts Centre	Improved service delivery	SW		Culture, Leisure and Learning	Pipers Way S106 Developer Contribution
					Promise 9	