

Staffordshire County Council

ARTS POLICY AND STRATEGY REVIEW 2008

Preface – an Arts Policy for Staffordshire County Council

Staffordshire has many strengths in the arts, including arts work in schools, colleges and its two universities, its enviable Performing Arts Service, the Shire Hall Gallery, a wide diversity of arts development projects, an annual Open Studios scheme, a Youth Music Action Zone (*'Make Some Noise'*), and the New Vic with its programme of professional theatre in the round and innovative outreach and education work.

Most of the district and borough councils provide arts development programmes to encourage people to take part in the arts, and some provide civic arts and entertainment venues. All this is complemented by the regular arts activities organised by hundreds of volunteers, presenting festivals in towns and villages, and organising amateur music, drama, dance, painting, reading, writing, photographic and many other arts and media groups in which thousands of people take part regularly.

But there are also some significant weaknesses. Parts of the county depend heavily on people being able to travel to access arts opportunities elsewhere, including in the larger cities beyond our borders; we have relatively few professional arts groups based here and there is not as much investment in developing the home-grown talent as we would like. While the value of arts and culture in contributing to the quality of life is increasingly understood and accepted, there are still many people who have unequal opportunities to enjoy taking part in and experiencing the arts.

Against this background, the County Council has a clear sense of direction and commitment in renewing its arts strategy.

The County Council's **aspiration** is that:

- the value of arts and culture will be recognised right across the work of the County Council, through both the Arts Service and other services
- and
- the importance of arts and culture as a key driver of the quality of life will be recognised and represented in corporate strategies.

The **policy** of the County Council is to develop and support opportunities for everybody in Staffordshire:

- to be able to take part in and experience a wide range of quality arts activity, and
- to be able to share in the social, educational and economic benefits which the arts provide.

This policy is delivered not only through the County Arts Service, but also through other services including schools, and the work of the School Improvement Division, Staffordshire Performing Arts Service, and the Libraries & Information Service.

PART 1: INTRODUCTION AND CONTEXT

1.1 Introduction

This paper presents the findings and recommendations of a review of the arts policy and strategy carried out between February-July 2008 by the County Arts & Museum Service.

This review comprised three phases:

1. extensive consultation with staff, service users and external stakeholders
2. discussion at Scrutiny Committee on 21 April 2008, and other consultation within and across the County Council
3. preparation of a revised policy and updated strategy and action plan.

Those consulted are listed at Appendix 3.

1.2 Background

The previous policy has been in place since 1999 and a review has been needed to take account of:

- changes internally within the County Council structurally, operationally and within the staff team
- changes in the local, regional and national policy-making context including the introduction of Local Area Agreements
- changes in the national performance framework for local government services
- changes in the external funding environment.

National and regional context

1.3 Department for Culture, Media and Sport

The Department for Culture, Media and Sport (DCMS) aims to maximise the contribution the arts sector makes to the strategic priorities of Children and Young People, Communities, the Economy and Delivery.

DCMS priorities are:

- to encourage more widespread enjoyment of culture, media and sport
- to support talent and excellence in culture, media and sport
- to realise the economic benefits of the cultural sector
- to deliver the Olympic and Paralympic Games with a sustainable legacy.

Some current initiatives and opportunities with an impact in Staffordshire include:

1. The '**Five Hour Offer**': plans announced by Government in February 2008 that all children should be offered at least 5 hours of high quality arts and culture per week both in and outside of school (the '*Find Your Talent*' project).

2. **Youth Dance:** a strengthened commitment to youth dance, with the publication in 2008 of a national Dance Review which set out ambitions to increase young people's participation in dance, both in and out of school.
3. The **National Performance Framework:** the launch in March 2008 of '*A Passion for Excellence: an Improvement Strategy for Culture and Sport*', published by the Local Government Association, outlining a framework for improvement in the cultural sector in local government.
4. The **Cultural Olympiad:** A funded commitment to support cultural, artistic, educational and sporting activities among young people and communities across England leading to the 2012 Olympic and Paralympic Games.
5. **Voluntary arts:** an enhanced interest by the Department for Culture Media and Sport in amateur participation in the arts, with the launch in July 2008 of the findings of the first ever national survey of voluntary arts groups in England.

1.4 Arts Council England

The Arts Council's ambition has been that everyone should have the opportunity to develop a rich and varied artistic and creative life, to ensure that more high quality work reaches a wider range of people, and to support artists and arts organisations.

Between 2008 and 2011, the West Midlands regional office will be supporting 67 arts organisations with an investment of £141 million. Three of these organisations are based in Staffordshire.

With new leadership nationally in 2008, the Arts Council is now reviewing its national and regional priorities.

Some current initiatives and opportunities with an impact in Staffordshire include:

1. '**Place-based working**': a priority focus on specific locations, one of which is north Staffordshire (Stoke-on-Trent and Newcastle-under-Lyme).
2. **Grants for the Arts:** a new Lottery-funded programme, with reduced funding.
3. **Artsmark:** promotion of the award to schools recognising their commitment to the arts.
4. Young People's **Arts Award:** promotion of an accredited award recognising young people's individual achievements.
5. **Youth Dance:** a regional strategy for the development of youth dance, to complement national initiatives to increase young people's participation in dance.
6. **Creative Partnerships:** the roll-out of *Creative Partnerships*, the Government's flagship creativity programme for schools and young people, into Staffordshire.
7. The **National Performance Framework:** the Arts Council is involved in supporting the development and delivery of Local Area Agreements and in the 'regional commentaries'.

Note:

More detail on the national and regional policy context is attached as Appendix 2.

PART 2: REVIEW

2.1 Achievements and partnerships

The County Arts Service has won recognition and praise for a range of achievements, especially in being innovative in devising and implementing new approaches to linking the arts to other agendas and in its range of partnerships¹.

Some of the recent achievements of the County Arts Service include:

As a **creative** service:

- recognition regionally and nationally for being an imaginative and pioneering service, run by staff who are a creative team not just administrators
- a focus on development work rather than on simply maintaining the status quo
- the nurturing of new initiatives which have gone on to become independent projects
- improvements and refurbishment of the Shire Hall Gallery, and sustaining its artistic reputation and its standing with artists and crafts makers
- a good record of winning project funding ('Grants for the Arts') from the Arts Council, although this is always one-off and not normally renewable.

As a **collaborative** service:

- a wide range of partnerships and working collaborations
- close collaboration with some other county services especially Libraries and Information and Staffordshire Performing Arts Service.

As a **well-managed** service:

- good performance against a low cost base and effective management²
- strong support by elected members and by senior officers.

Recent projects supported or initiated by the County which have won significant recognition for the County's **issue-based work** in arts development include:

- Arts and health – professional development for artists working in healthcare settings, in partnership with Staffordshire University, the Strategic Health Authority, Arts Council England, and district and borough councils
- *Bordermoves* – urban music and dance project for young people, organised in a partnership between the Arts Service, Youth Service, *Make Some Noise*, and some of the District and Borough Councils
- *Consultation through Creativity* – arts toolkit project to provide guidance on how to use arts activities as a consultation tool
- *Creative Remedies* – regional website led by Staffordshire County Council and Arts Council England to showcase existing good practice in arts and healthcare work and to offer information, advice and networking opportunities for those working in the field

¹ For example, the County's Arts and Museum Service was acknowledged by then Culture Minister, David Lammy, for its innovative partnership work in tackling some of the most complex issues such as youth offending and crime prevention.

² Service Prioritisation Core Team, August 2006

- *Making Moves* – craft residencies and touring programme arising from a six year partnership with regional agency Craftspace and participating District and Borough Councils
- *Sonic dB* – music programme for young offenders, in partnership with *Make Some Noise*, cited by Government ministers as an example of good practice.

However many of these projects raise questions about the balance between innovation and longer-term sustainability of new projects.

Notable successes in developing a wide range of **partnerships** and working collaborations include collaborations with:

- arts organisations based in the county such as the New Victoria Theatre (the New Vic)
- arts organisations based elsewhere in the region such as Craftspace Touring and Live & Local
- Arts Council England, West Midlands
- district and borough councils in Staffordshire
- Stoke-on-Trent City Council
- health trusts
- Staffordshire University
- young offenders' institutions
- Youth Music (the Lottery-funded National Foundation for Youth Music)
- Lichfield Inspires

2.2 Constraints and opportunities

The role of local authorities in the arts is discretionary, not mandatory. However an arts strategy which both responds to and stimulates local need and demand is essential as part of the community leadership role of local authorities.

Local authority arts services vary widely, because unlike most other local government services they are not highly specified by central government. They are therefore an opportunity to build on local strengths and characteristics, and to make a strong contribution to distinctiveness of place. This has however made it difficult to establish national performance indicators which do justice to the wide variety of approaches.

The arts are intrinsically valuable, and this has been reaffirmed in recent statements by both Arts Council England and by the Department for Culture Media and Sport, after a decade in which the arts have been promoted largely for their instrumental benefits in delivering some of the great policy themes such as social inclusion, educational progress and economic development. The arts policy needs to recognise both the value of facilitating access to high quality arts provision for all people in the county, and the importance of utilising the opportunities presented by the arts to help achieve other things.

Some general constraints on local authority arts services include:

- the continuing restrictions on local authority finances
- the diversion of Lottery funding to other areas of work especially the Olympics
- the relative weakness nationally for the arts, compared with other cultural services, in terms of an under-developed performance measurement framework, reflecting the great diversity of approaches across the country.

Some specific constraints having a local effect include:

- the limitations of the County Arts Service as a very small team
- the relatively limited investment in Staffordshire by the Arts Council, with only three regularly funded organisations based in the county, and three-year spending plans for 2008-2011 now fixed
- a small and largely under-nourished independent arts sector in the county, with limited support by both the County Council (other than the service agreement with the New Vic) and the district and borough councils³
- difficulties across much of Staffordshire in accessing regeneration funds from regional bodies
- varying levels of commitment, capability, resources, staffing and expertise within the district and borough councils of Staffordshire
- the challenge of securing the sustainability of work of proven value as some of the fixed term project funding expires.

There are also significant opportunities for developing the arts in the county during the next few years.

³ Although some venues are directly managed by district/borough councils, including at present the Garrick Theatre, Lichfield; the Gatehouse Theatre, Stafford; the Prince of Wales Theatre, Cannock; the Brewhouse Arts Centre, Burton-on-Trent; and the Newcastle Museum & Art Gallery.

Opportunities for young people:

- interest by the Arts Council in promoting the *Artsmark* award to schools, and the *Arts Award* as an accredited award for young people's individual achievements
- interest by Government in promoting the concept of 'cultural entitlement' for all young people
- national, regional and local plans for the Cultural Olympiad
- the chance to build on strong and growing interest in dance development, especially with young people
- the opportunity to develop a more coherent policy for youth arts and more strategic links with the Youth Service as the county develops an integrated approach to supporting young people.

Opportunities for the wider community:

- opportunities through the arts to raise awareness and a higher profile for cultural diversity across the county, including displaced communities
- opportunities to build on the important role of volunteers who organise so much of the arts activities across the county
- opportunities to use arts activities in social care situations such as in improving the quality of life of older people.

Opportunities to develop the creative economy:

- the opportunity now to focus more strongly on the growth potential of the creative industries, especially through linking with the creative industries strategy being developed by the North Staffordshire Regeneration Partnership⁴
- the opportunity to raise the profile of the arts as one of the drivers of cultural tourism across the county.

Opportunities to develop the physical infrastructure:

- scope to incorporate public art into major new capital investments especially with the *Building Schools for the Future* programme (£850m over the next ten years)
- proposals for new or replacement cultural venues in several locations across the county.

Opportunities to develop the support structures:

- the opportunity to build a strategic relationship with *Creative Partnerships* Stoke-on-Trent, originally restricted to the Stoke area, now expanding its role to include Staffordshire
- the opportunity to assist *Make Some Noise* (the Youth Music Action Zone for Staffordshire and Stoke-on-Trent) in working towards becoming an independent not-for-profit organisation.

⁴ A recent report for the North Staffordshire Creative Industries Strategy and Development Programme (*Cultural Investment for Economic Growth*, Burns Collett, March 2008) concluded that " *The creative and digital industries in north Staffordshire have suffered from a lack of leadership, co-ordination, and smart, sustained, long-term support*", and proposed a series of initiatives spearheaded by a new Creative Industries Partnership to work towards the vision of north Staffordshire becoming a centre for creative excellence based on both indigenous growth and inward investment.

2.3 'Direction of travel'

With modest financial resources and only a small staff team the County Arts Service can only effectively take advantage of these opportunities by focusing on priorities, partnerships and helping secure other investment.

The service will need to re-position towards more emphasis on strategic leadership, facilitation and enabling, partnership building and commissioning, rather than direct delivery of projects.

The County Arts Service will therefore be moving in the direction of:

- providing a strategic framework
- having a limited role in direct delivery – other than running the Shire Hall Gallery – to complement other providers
- advocacy, for the arts for their own sake and for the educational, social, economic and environmental benefits they offer
- promoting the interests of the arts in Staffordshire locally, regionally and nationally
- strengthening the understanding of the value of culture across County Council policies and in the Local Area Agreement
- increasing links across County Council services
- increasing links with the borough and district councils.

In adopting a new arts strategy **desirable outcomes** also include:

- responding to and also stimulating local need and demand as part of the community leadership role
- building on local strengths and characteristics, and making a strong contribution to the distinctiveness of Staffordshire communities, given that the role of local authorities in the arts is discretionary, not mandatory
- providing leadership and advocacy locally and regionally
- achieving improved two-tier working with district and borough councils.

PART 3: ARTS POLICY AND STRATEGY

3.1 The purpose of this policy paper

The arts policy and strategy provides a framework for the County Council to assist in achieving the Council's overall mission and corporate objectives. It is intended to guide future planning and allocation of resources and to assist in negotiations both internally and with external partners.

The policy is expected to provide guiding principles for some years to come, while the strategy summarised at Section 3.5 sets the framework for main areas of action during the next three years 2008-2011. The Action Plan at Appendix 1 provides some detail about proposed implementation, and more detailed allocations of staff and financial resources are in the internal Service Plans and individual Work Plans.

A more user-friendly summary of the policy and strategy will be prepared for a wider public including for use on the County Council's website and for other public information and advocacy purposes.

3.2 The corporate policy context

Staffordshire County Council's art policy and strategy sits within the corporate objectives set by the wider policy and planning framework, including:

- the Community Strategy
- the Local Area Agreement (LAA)
- the County Council Strategic Plan
- the aims of the Children & Lifelong Learning Directorate.

Through all of these there is a clear focus on:

- children and young people
- healthier communities and older people
- safer and stronger communities
- economic development and enterprise
- sustainable development
- corporate improvement.

The aims and objectives of the Culture & Libraries Division's service delivery plan are:

1. to build a well-managed, efficient and successful Culture and Libraries Division, which is innovative in its service delivery
2. to engage communities and individuals in accessible cultural activities which promote and encourage participation
3. to improve standards of enjoyment and achievement, with a particular focus on vulnerable children and young people
4. to develop opportunities for life-long learning through engagement with individuals, communities and learning providers
5. to provide a programme of activity which celebrates the richness and diversity of Staffordshire's cultural identity and promotes a sense of belonging and place.

3.3 What do we mean by 'the arts'?

The arts are understood within this strategy to encompass:

- the **performing arts**, including music, dance, drama and other performance
- the **visual arts**, including crafts and public art
- the **literary arts**, including literature, poetry, reading, writing and the spoken word
- **media arts**, including film, video, broadcasting, digital creativity and the creative use of communications technology, such as creating material for use on social networking sites.

3.4 Aspiration and Policy

The County Council's **aspiration** is that:

- the value of arts and culture will be recognised right across the work of the County Council, both through the arts service and through many other services
- the importance of arts and culture as a key driver of the quality of life will be recognised and represented in corporate strategies.

The **policy** of the County Council is to develop and support opportunities for everybody in Staffordshire:

- to be able to take part in and experience a wide range of quality arts activity, and
- to be able to share in the social, educational and economic benefits which the arts provide.

This policy is delivered through key services provided by the **County Arts Service**:

- strategic leadership of arts development across the county
- partnerships with professional and voluntary sector providers, district/borough councils and other agencies
- managing the Shire Hall Gallery and its programme, including outreach, as the county's leading specialist visual arts venue
- commissioning, managing or supporting arts development work
- providing information, advice, support and networking to the arts sector, other services of the County Council and to external partners
- a grants scheme for funding community arts projects and development work.

Other arts services delivered by the County Council include:

- schools, and the work of the School Improvement Division
- Staffordshire Performing Arts Service
- Libraries & Information Service.

3.5 Strategic objectives

The strategic objectives are grouped around five themes, with clear objectives and a focus on outcomes:

<i>Theme</i>	<i>Objective</i>	<i>Outcomes</i>
1. Access to quality arts provision	To ensure that high quality facilities and provision are available, providing opportunities for people to take part in and experience the arts, through: <ul style="list-style-type: none"> • managing the Shire Hall Gallery, as the leading visual arts venue in Staffordshire • supporting the New Vic Theatre, as Staffordshire's producing theatre • supporting touring initiatives which take visual and performing arts to community venues around the county • assisting the development of improved venues and facilities. 	<ul style="list-style-type: none"> • Quality facilities and provision • Increased opportunities to experience high quality arts
2. Formal and informal learning	To provide and support formal and informal learning opportunities in, and through, the arts, through: <ul style="list-style-type: none"> • working with schools and the School Improvement Division • working with the new integrated youth service and working towards a county-wide policy for youth arts • working with plans for the Cultural Olympiad • developing a county-wide youth dance project • supporting adult learning • supporting family learning. 	<ul style="list-style-type: none"> • Quality learning opportunities • Raised aspirations, especially for children and young people

<p>3. Inclusiveness</p>	<p>To promote the role of the arts in making a healthy and more caring, fairer and safer society, through:</p> <ul style="list-style-type: none"> • encouraging arts opportunities in healthcare settings • encouraging arts opportunities for older people • encouraging arts opportunities for adults with disabilities • encouraging arts opportunities for vulnerable children • raising awareness and understanding of cultural diversity through the arts. 	<ul style="list-style-type: none"> • Equal opportunities to take part in the arts • 'Closing the gap' leading to increased participation
<p>4. Economy, regeneration and the environment</p>	<p>To promote the role of the arts in contributing to economic and social regeneration, the environment and sense of place, through:</p> <ul style="list-style-type: none"> • being more proactive in promoting the creative economy including the creative industries • developing the contribution the arts make to tourism • encouraging the use of public art in capital programmes and regeneration schemes. 	<ul style="list-style-type: none"> • Arts contribute to regeneration • Economic benefits for Staffordshire
<p>5. Leadership and partnerships</p>	<p>To provide leadership for the arts in Staffordshire, and to develop partnerships which promote creative practice and which make best use of resources, through:</p> <ul style="list-style-type: none"> • developing the strategic framework and providing leadership • advocating on behalf of the arts in Staffordshire • promoting the value of culture • providing information and advice services. 	<ul style="list-style-type: none"> • Better co-ordination • Increased focus in use of resources

An Action Plan, with more detail about implementation, is attached at Appendix 1.

3.6 Links to aims of the Children and Lifelong Learning Directorate

Links to the Directorate's aims are summarised in the following table:

<p><i>Aims of the Children and Lifelong Learning Directorate:</i></p> <p><i>Aims of the Arts Policy:</i></p>	Be healthy	Stay safe	Enjoy and achieve	Make a positive contribution	Achieve economic well-being	Effective and efficient service management
1. Access to quality arts provision						
Manage the Shire Hall Gallery						
Support the New Vic Theatre						
Support county-wide availability of quality arts						
Assist improvements of venues and facilities						
2. Formal and informal learning						
Formal learning, children and young people						
Informal learning, children and young people						
Youth dance development						
Support adult learning						
Support family learning						
3. Inclusiveness						
Encourage arts in healthcare settings						
Encourage arts opportunities in social care						
Encourage arts opportunities for vulnerable children and young people						
Raise awareness of cultural diversity						
4. Economy, regeneration and the environment						
Promote the creative economy						
Develop the role of arts in tourism						
Encourage use of public art						
5. Leadership and partnerships						
Provide strategic framework and leadership						
Advocacy for the arts in Staffordshire						
Provide information and advice services						

APPENDIX

Appendix 1: ACTION PLAN

Notes to the Action Plan:

1. Lead responsibility sits with the Arts & Museum Service except where otherwise stated.
2. Timescale is indicated as follows:
 - Short term = within one to two years
 - Medium term = within three years
 - Long term = may take five years or longer
3. More detailed allocations of staff and financial resources are set out in the internal Service Plans and individual Work Plans.
4. This Action Plan should be updated annually to take account of achievements and changing circumstances.

Theme 1: Access to quality arts provision**Objective:**

To ensure that high quality facilities and provision are available, providing opportunities for people to take part in and experience the arts, through:

- managing the Shire Hall Gallery, as the leading visual arts venue in Staffordshire
- supporting the New Vic Theatre, as Staffordshire's producing theatre
- supporting touring initiatives which take visual and performing arts to community venues around the county
- assisting the development of improved venues and facilities.

Outcomes to include:

- Quality facilities and provision
- Increased opportunities to experience high quality arts.

<i>Workstream</i>	<i>Action</i>	<i>Timescale</i>	<i>Target/PI</i>	<i>Partnership links</i>	<i>Resources</i>
1.1 Shire Hall Gallery	<ul style="list-style-type: none"> • Implement and monitor the audience development policy • Outreach work: develop touring exhibitions for outreach around Staffordshire, subject to resources • Develop the PR, raise the profile and aim to be a more well-known regional focus • Build partnerships within the region and nationally; make the case for investing in developing a curated touring programme in partnership with peer galleries 	Ongoing development programme	<ul style="list-style-type: none"> • Increased visitor numbers/ return visits to SHG • More work seen around the county • Increased regional and national media coverage 	<ul style="list-style-type: none"> • Libraries & Info Service • SCC Communications • Arts Council England • Other galleries nationwide 	Within existing resources, but additional resources to be secured to enable expanded outreach and new touring programmes
1.2 New Vic Theatre	<ul style="list-style-type: none"> • Maintain the partnership and SLA • Provide a strategic steer and liaise with other funding partners • Assist the New Vic in developing its outreach to serve the whole county 	Ongoing development programme	<ul style="list-style-type: none"> • Attendance at Board meetings • Presentations to Scrutiny Panel • Monitoring of the 	<ul style="list-style-type: none"> • New Vic • Arts Council England • Stoke City/Newcastle 	Within planned resources

			SLA	Borough	
1.3 Promoting county-wide availability of high quality arts events	<ul style="list-style-type: none"> Ensure that the impact across the whole county is recognised Continue to develop crafts and visual arts touring programmes to community venues and non-specialist spaces Work with Live & Local to provide touring performing arts programmes to community venues, and encourage strategic planning to include more emphasis on communities with little access to the arts Develop joint projects with museums, archives and libraries, linked to exhibition programmes and outreach activities across the county Continue to provide a Small Grants Scheme to support new initiatives by artists, arts and community groups around the county; advise applicants to ensure that the County Council's priorities, and the limitations of the scheme, are understood; provide advice on other possible sources of funding; and liaise with districts/boroughs to ensure the scheme is known about and understood 	Ongoing development programme	<ul style="list-style-type: none"> Number of venues/promoters Number of events Geographical and artform spread of grants monitored New joint projects developed 	<ul style="list-style-type: none"> Craftspace Live & Local Arts Council England District/ borough councils Community venues Museums, archives and libraries 	Within planned resources
1.4 Assisting the development of improved venues and facilities	<ul style="list-style-type: none"> Maintain a strategic overview of venue developments, especially recognising the shortage of specialist spaces for high quality presentation of visual arts in the county and the demand for more facilities for music rehearsal and performance; monitor possible developments in management arrangements of arts and cultural venues within the county Assist proposals to develop new or improved focal points for the arts. 	Medium / long term	<ul style="list-style-type: none"> Feasibility studies researched and tested 	<ul style="list-style-type: none"> District/borough councils Arts Council England Other potential funders 	<p>Within planned resources</p> <p>(but new venue developments to be separately resourced)</p>

Theme 2: Formal and informal learning**Objective:**

To provide and support formal and informal learning opportunities in, and through, the arts, through:

- working with schools and the School Improvement Division
- working with the new integrated youth service and working towards a county-wide policy for youth arts
- working with plans for the Cultural Olympiad
- developing a county-wide youth dance project
- supporting adult and family learning.

Outcomes to include:

- Quality learning opportunities
- Raised aspirations, especially for children and young people.

<i>Workstream</i>	<i>Action</i>	<i>Timescale</i>	<i>Target/PI</i>	<i>Partnership links</i>	<i>Resources</i>
2.1 Children and young people – formal learning	<ul style="list-style-type: none"> • Develop a strategic relationship with School Improvement Division (SID) over arts issues within formal education • Assist SID in promoting Artsmark to County schools, and in facilitating links between schools and artists and arts organisations • Assist School Improvement Division in developing a strategic relationship with Creative Partnerships • Act as internal consultancy by advising and assisting in developing arts programmes for PRUs, which could include commissioned 'packages', so that vulnerable children have safe and appropriate opportunities to take part in arts-based learning and in extra-curricular arts 	Short / medium term	<ul style="list-style-type: none"> • Increased number of schools with Artsmark • Schools with <i>Creative Partnerships</i> programmes • Teachers benefit from CPD • More arts programmes in PRUs 	<ul style="list-style-type: none"> • Schools • SID • Other services within C&LL • <i>Creative Partnerships</i> • Arts Council England 	Within existing resources (various services within C&LL including SID and PRUs)

2.2 Children and young people – informal learning	<ul style="list-style-type: none"> Encourage development of a strategic policy commitment for youth arts as the new integrated youth service is planned, including (but not limited to) Positive Activities for young people deemed 'at risk' Investigate scope for the young people's Arts Award to be promoted as part of accredited programmes offered by the new integrated youth service, and where leadership should sit Participate in discussions across C&LL to develop the cultural entitlement 'five hour offer', subject to resources; agree benchmarking from which progress can be evaluated Participate in planning across C&LL to develop plans for the Cultural Olympiad across Staffs. Assist Make Some Noise (Youth Music Action Zone) as it becomes an independent not-for-profit organisation 	Medium / long term	<ul style="list-style-type: none"> Youth arts policy agreed as part of restructuring of Youth Services Clear route agreed for supporting Arts Award Strengthen links between schools and arts/cultural organisations Partnership for Make Some Noise maintained with Stoke and with Youth Music 	<ul style="list-style-type: none"> Youth Service Other services within C&LL Make Some Noise Youth Music Stoke City Council District/borough councils 	Within existing resources (various services within C&LL)
2.3 Youth dance development	<ul style="list-style-type: none"> Negotiate a county-wide Youth Dance Project, secure funding for a fixed term Dance Development Officer and for a three-year Youth Dance Development Programme with visiting artists, linked to the Cultural Olympiad, regional initiatives (incl. the Regional Development Plan for Youth Dance), and national interest by DCSF 	Medium term	<ul style="list-style-type: none"> Funding secured Youth Dance Development Programme devised and implemented 	<ul style="list-style-type: none"> Schools and SPA District/borough councils Youth Dance England and regional co-ordinator Arts Council 	Resources to be secured (to include external funding bid)
2.4 Adult and family learning	<ul style="list-style-type: none"> Encourage availability of arts activities as part of informal adult learning and family learning, through acting as internal consultancy to advise and assist in developing Adult & Community Learning and Community Learning Partnerships Advise voluntary sector adult education providers 	Ongoing development programme	<ul style="list-style-type: none"> Arts programmes built into adult and family learning provision Wider participation in informal learning 	<ul style="list-style-type: none"> Adult & Community Learning CLPs District Children's Trusts WEA; U3A 	Within existing resources (various C&LL services incl. Adult/Community Learning and CLP resources)

Theme 3: Inclusiveness**Objective:**

To promote the role of the arts in making a healthy and more caring, fairer and safer society, through:

- encouraging arts opportunities in healthcare settings
- encouraging arts opportunities for older people
- encouraging arts opportunities for adults with disabilities
- encouraging arts opportunities for vulnerable children
- raising awareness and understanding of cultural diversity through the arts.

Outcomes to include:

- Equal opportunities to take part in the arts
- 'Closing the gap' leading to increased participation.

<i>Workstream</i>	<i>Action</i>	<i>Timescale</i>	<i>Target/PI</i>	<i>Partnership links</i>	<i>Resources</i>
3.1 Arts and health	<ul style="list-style-type: none"> • Review and re-energise the <i>Creative Remedies</i> website and confirm its strategic value • Participate in networking with health trusts and Districts through the emerging Regional Arts and Health Learning Network • Monitor and evaluate the Artist Professional Development Programme for training of artists to work in healthcare settings • Explore the scope for arts involvement in mental health e.g. through pilot projects 	Short / medium term	<ul style="list-style-type: none"> • Website renewed • Training evaluated • Pilot projects funded and implemented 	<ul style="list-style-type: none"> • District/borough councils • Health trusts • Staffs University • Arts Council 	Within existing resources, but additional resources required for pilot projects

3.2 Arts and social care	<ul style="list-style-type: none"> Act as internal consultancy by advising and assisting District Directors on development of arts activities with older people to maintain independence and quality of life, through decentralised budgets Carry out action research projects / pilot projects to help in formulating how best arts opportunities can be provided for adults with disabilities 	Medium / long term	<ul style="list-style-type: none"> Increased opportunities for older people Increased opportunities for people with disabilities 	<ul style="list-style-type: none"> District Directors District/borough councils Voluntary sector organisations 	Within existing resources (various services across the County Council)
3.3 Vulnerable children and young people	<ul style="list-style-type: none"> Continue the pilot arts projects in youth justice settings; make decisions about future development informed by the findings of the independent evaluation Encourage arts programmes for children in care, in consultation with young people, so that vulnerable children have safe and appropriate opportunities to take part in creative activities as part of personalised learning and as social/recreational leisure opportunities (as envisaged by DCSF white paper <i>Care Matters: Time for Change</i>), through acting as internal consultancy to advise and assist county services 	Short / medium term	<ul style="list-style-type: none"> Pilot projects evaluated and reviewed, to guide future practice Increased opportunities for children in care 	<ul style="list-style-type: none"> Young offenders' institutions Youth Offending Service Vulnerable children's service and other services within C&LL Children in Care Council 	Within existing resources (various services within C&LL including resources for children in care)
3.4 Cultural diversity	<ul style="list-style-type: none"> Seek to raise awareness and understanding of cultural diversity through arts projects, especially in choice of artists to lead arts development projects Devise, secure funding and commission a pilot project to understand more about how arts can be assisted within recently arrived communities, displaced communities, refugees and asylum seekers, working with arts groups with relevant experience; link to proposed regional initiatives in this field 	Medium / long term	<ul style="list-style-type: none"> Higher profile in Staffordshire for artists from culturally diverse backgrounds Pilot project funded and evaluated, to guide future practice 	<ul style="list-style-type: none"> Artists and arts groups Voluntary sector organisations District/borough councils Arts Council 	Within existing resources, but additional resources required for pilot projects

Theme 4: Economy, regeneration and the environment**Objective:**

To promote the role of the arts in contributing to economic and social regeneration, the environment and sense of place, through:

- being more proactive in promoting the creative economy including the creative industries
- developing the contribution the arts make to tourism
- encouraging the use of public art in capital programmes and regeneration schemes.

Outcomes to include:

- Arts contribute to regeneration
- Economic benefits for Staffordshire.

<i>Workstream</i>	<i>Action</i>	<i>Timescale</i>	<i>Target/PI</i>	<i>Partnership links</i>	<i>Resources</i>
4.1 Creative economy	<ul style="list-style-type: none"> • Link to N Staffs Creative Industries strategy initiatives, by strengthening links to N Staffs Regeneration Partnership, joining the proposed Creative Industries Partnership (CIP) and being an active partner in order to secure benefits for the whole of the county 	Short-term action then ongoing	<ul style="list-style-type: none"> • SCC becomes active member of CIP 	<ul style="list-style-type: none"> • Economic Devt and Regen, Development Services • N Staffs Regen Partnership 	Modest additional resources to be identified

4.2 Tourism and marketing of Staffordshire as a county	<ul style="list-style-type: none"> Promote a debate about the tourism branding of the 'Creative County' to give greater emphasis and profile to contemporary creativity as well as to the creative heritage (e.g. film-maker Shane Meadows as well as Josiah Wedgwood) Promote the potential of the county's arts and cultural attractions, such as festivals, galleries, theatres, exhibitions and performances, as an important feature of Staffordshire as a cultural destination Offer assistance to the Open Studios programme, as an artist-led project, to raise its profile through effective marketing and considering some rationalisation of venues and scheduling, including looking at the possibility of using some 'third party' sites and splitting the events into sections to make it easier for people to visit more studios 	Short / medium term	<ul style="list-style-type: none"> More emphasis on arts and on contemporary creativity in tourism promotion Growth in visitor numbers and sales at Open Studios events and re-energised organisation 	<ul style="list-style-type: none"> Staffordshire Destination Management Partnership Development Services Open Studios artists' group 	None additional, other than some additional resources to be secured for development of Open Studios organisation and marketing
4.3 Public art	<ul style="list-style-type: none"> Act as internal consultancy by advising and assisting in developing public art programmes as an integral part of the County's capital programmes especially <i>Building Schools for the Future</i> Advocate the role of arts projects in community regeneration including raising aspirations and building sense of place and identity and community cohesion 	Ongoing development programme	<ul style="list-style-type: none"> Public art (including artists working with communities) included in all significant capital projects led by SCC 	<ul style="list-style-type: none"> Development Services Asset Management District/borough councils 	Within existing and planned additional resources

Theme 5: Leadership and partnerships**Objective:**

To provide leadership for the arts in Staffordshire, and to develop partnerships which promote creative practice and which make best use of resources, through:

- developing the strategic framework and providing leadership
- advocating on behalf of the arts in Staffordshire
- promoting the value of culture
- providing information and advice services.

Outcomes to include:

- Better co-ordination
- Increased focus in use of resources.

<i>Workstream</i>	<i>Action</i>	<i>Timescale</i>	<i>Target/PI</i>	<i>Partnership links</i>	<i>Resources</i>
5.1 Strategic framework and leadership	<ul style="list-style-type: none"> • Advocate the value of culture in the Local Area Agreement and Community Strategy and its contribution to achieving corporate objectives • Work towards improved two-tier working and build the capacity for strategic action through inter-authority collaborations; strengthen links with the Boroughs and Districts, through leading the revival of an effective county-wide forum for arts development; and ensure that arts issues are reported to and on the agenda of the Leisure & Culture Officers' Forum (SLCOF) • Lead and nurture the county's relationship with the Arts Council and other regional/national bodies, to ensure that Staffordshire's achievements and strategic needs are understood 	Ongoing development programme	<ul style="list-style-type: none"> • Culture acknowledged in future corporate strategies • Effective county-wide forum re-established 	<ul style="list-style-type: none"> • Other County Council services • LSPs • District/borough councils • SLCOF • Arts Council 	Within planned resources

5.2 Advocacy	<ul style="list-style-type: none"> Promote the value of culture across County Council services, acting as an internal consultancy service and advocate Advocate on behalf of the arts in Staffordshire locally, regionally and nationally Promote and support Staffordshire artists 	Ongoing development programme	<ul style="list-style-type: none"> Higher profile for the Arts Service Higher profile for Staffs arts 	<ul style="list-style-type: none"> Other County Council services SLCOF SCC Communications 	Within planned resources
5.3 Information	<ul style="list-style-type: none"> Continue to provide and update the arts section of the County Council website, and provide news, case studies, information services and signposting to other resources Provide networking, advice and signposting for artists/arts organisations Devise support structures for the large number of volunteers who organise much of the county's arts activity, to promote best practice and achieve increased volunteering (e.g. through training programmes or packages) 	Ongoing development programme	<ul style="list-style-type: none"> Portfolio of information and advice services Development programme for volunteers 	<ul style="list-style-type: none"> Local Area Agreement (PI) Libraries & Info Service SCC Communications 	Within planned resources

Appendix 2: NATIONAL AND REGIONAL CONTEXT

Department for Culture, Media and Sport

Overall national policy for the cultural sector in England is led by the Department for Culture, Media and Sport (DCMS). The Department's aim is to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries.

Objectives for the period 2008-2011 are:

- Opportunity: to encourage more widespread enjoyment of culture, media and sport
- Excellence: to support talent and excellence in culture, media and sport
- Economic impact: to realise the economic benefits of the Department's sectors
- Olympics: to deliver a successful and inspirational Olympic and Paralympic Games with a sustainable legacy.

In February 2008 DCMS, in partnership with BERR and DIUS, published '*Creative Britain: New Talents for a New Economy*', a strategy document for the Creative Industries, which set out 26 commitments through which the Government will take action to support the creative industries. The creative industries are seen as an important growth area nationally and regionally, and the West Midlands will be part of a network of regional beacons for the creative industries.

In the arts, specific aims of DCMS are:

- to broaden access for all to a rich and varied artistic and cultural life
- to ensure that the artistic activity we fund aspires to be world class
- to ensure that everyone has the opportunity to develop artistic talent and to achieve excellence in the arts
- to develop the educational potential of all the nation's artistic and cultural resources
- to raise standards of artistic and cultural education and training
- to ensure an adequate skills supply for the arts and cultural sectors
- to reduce the number of those who feel excluded from society, by using the arts.

National initiatives

Some current initiatives and opportunities which will have an impact in Staffordshire include:

1. The '**Five Hour Offer**': plans announced by Government in February 2008 that all children should be offered at least five hours of high quality arts and culture per week both in and outside of school (the '*Find Your Talent*' project), to be piloted initially in ten locations (in the West Midlands this is Telford).
2. **Youth Dance**: a strengthened commitment to youth dance, with the appointment of the dancer and choreographer Wayne McGregor, to be the Government's first Youth Dance Champion, the publication in 2008 of a national Dance Review which set out ambitions to increase young people's participation in dance, an audit of dance in schools, and an expanded role for

Youth Dance England. Government is committed to increasing access to dance for more young people, both in and out of school.

3. The **National Performance Framework**: the launch in March 2008 of '*A Passion for Excellence: an Improvement Strategy for Culture and Sport*', published by the Local Government Association, outlining a framework for improvement in the cultural sector in local government to support the development of the National Performance Framework.
4. The **Cultural Olympiad**: A £40 million fund has been launched to support cultural, artistic, educational and sporting activities among young people and communities across England leading to the 2012 Olympic and Paralympic Games.
5. **Voluntary arts**: an enhanced interest by the Department for Culture Media and Sport in amateur participation in the arts, with the launch in July 2008 of the findings of the first ever national survey of voluntary arts groups in England.

Arts Council England

Arts Council England's ambition for 2006–8 was "to put the arts at the heart of national life and people at the heart of the arts". The aims were for everyone to have the opportunity to develop a rich and varied artistic and creative life, to ensure that more high quality work reaches a wider range of people, and to support artists and arts organisations.

Investment plans for the next three years were announced in February 2008, with the West Midlands regional office supporting 67 arts organisations in the region with an investment of £141 million between 2008 and 2011. There are only three regularly funded organisations in Staffordshire, all located in the north of the county: the New Vic Theatre, B Arts and Rideout, although the County also benefits directly from its partnership with Live & Local⁵.

With new leadership nationally in 2008, and following the publication early in 2008 of the report '*Supporting excellence in the arts – from measurement to judgement*', commissioned by the Secretary of State for Culture from Sir Brian McMaster, the Arts Council is now reviewing its national and regional priorities and a new corporate plan is awaited.

Meanwhile some of the regional priorities for Arts Council England West Midlands include:

⁵ Newcastle-based **B Arts**, a community arts team providing arts activities to develop and enrich creative practice in the area, will receive £58,550, £70,260 and £72,157 during the years 2008-9, 2009-10 and 2010-11.

The **New Vic Theatre**, the only professional producing theatre in the north Midlands and one of the country's few purpose-built theatres in-the-round, creates and presents a wide-ranging mix of theatre and other performances, and provides the acclaimed *Borderlines* programme working with young people at risk across Staffordshire. The theatre will receive Arts Council funding of £948,810, £974,428 and £1,000,737 during the three years 2008-11.

Rideout (Creative Arts For Rehabilitation), based at Longton, specialises in the creation and facilitation of drama, theatre and multi-arts projects for serving prisoners, supports the rehabilitation of prisoners, and works with other agencies towards good practice in rehabilitation, and will receive £28,478, £29,247 and £30,756 during the three years 2008-11.

Live & Local, based in Warwick but providing small-scale professional touring programmes to rural and community venues across Staffordshire and Derbyshire as well as Warwickshire, will receive Arts Council funding of £82,789, £85,024 and £87,319 during the three years 2008-11.

- the visual arts, including public realm and urban design
- digital creativity and innovation
- developing the creative economy
- skills and workforce development.

Some current initiatives and opportunities with an impact in Staffordshire include:

1. **'Place-based working'**: a priority focus on specific locations, one of which is north Staffordshire (Stoke-on-Trent and Newcastle-under-Lyme), as well as the Black Country, parts of Birmingham, Coventry, North Staffordshire (Stoke-on-Trent and Newcastle-under-Lyme), Shrewsbury and Telford.
2. **Grants for the Arts**: a newly revised Lottery-funded Grants for the Arts open access funding programme was launched in May 2008, with reduced funding.
3. **Artsmark**: promotion of the award to schools recognising their commitment to the arts and delivery of both curricular and extra-curricular opportunities.
4. Young People's **Arts Award**: promotion of an accredited award recognising young people's individual achievements.
5. **Youth Dance**: a regional strategy for the development of youth dance, to complement national initiatives to increase young people's participation in dance.
6. **Creative Partnerships**: the roll-out of *Creative Partnerships*, the Government's flagship creativity programme for schools and young people, funded by the Department for Culture, Media and Sport and the Department for Children, Schools and Families, into Staffordshire.
7. The **National Performance Framework**: the Arts Council is involved in supporting the development and delivery of Local Area Agreements and in the 'regional commentaries'.

Amongst specific contributions to the work of local authorities are:

1. The Arts Council is involved in supporting the development and delivery of Local Area Agreements, including supporting the development of performance indicators. Engagement with the arts is recognised as contributing to cohesive communities within the new performance indicator framework (NI11).
2. Arts Council also publishes two national datasets broken down to LAA level that can be used for local targets: take-up of Young People's Arts Awards, and proportion of schools holding the Artsmark.

Appendix 3: LIST OF CONSULTATIONS

Staffordshire Arts & Museum Service:

- Nigel Singh, Head of Arts & Museum Service (until February 2008)
- Kate Whitworth, Head of Arts & Museum Service (from June 2008)
- Owen Hurcombe, Arts Development Officer (Visual Arts and Crafts)
- Kim Gould, Gallery & Exhibitions Development Officer
- Laura Hilton, Audience Development Officer
- Louisa Durose, Arts Development Assistant
- Lyndsey Catchpole, Exhibitions Assistant

Children & Lifelong Learning Directorate, Culture Division:

- Janene Cox: Assistant Director, Culture and Libraries
- Judy Goodson: Principal Librarian, Policy Development
- Thea Randall: Head of Joint Archive Service and County Archivist
- Nigel Taylor, Head of Staffordshire Performing Arts
- Jenny Mason, Deputy Head of Staffordshire Performing Arts
- Gill Callaghan, Staffordshire Performing Arts (curriculum support teacher for dance)
- Christopher Kirkland, 2012 Co-ordinator

Children & Lifelong Learning Directorate, other divisions:

- Schools Improvement Division: Sue Bardwell and Bill Indian, Deputy Heads (by e-mail)
- Schools Improvement Division: Mel Harrison, Inspector for Art and Design; Carol Asrari, Senior Adviser for Drama; Sarah Dawson, Music Adviser; and others (group meeting)
- Asset Management and Planning Division: Clare Collins, Capital Development Group Manager
- Staffordshire Youth Service: Kim Jones, Head of Youth Service
- Education Inclusion: Andrew Worrall, Assistant Director; Alison Greenwood
- Looked After Children Services: Andrew Brunt, Assistant Director

Children & Lifelong Learning Directorate, group meetings:

- Children & Lifelong Learning Directorate Management Team, 14 April 2008
- Staffordshire Leisure and Cultural Officers' Forum (SLCOF), 15 April 2008
- Children and Young People Scrutiny and Performance Panel, 21 April 2008
- School Improvement Division (schools advisers), 28 April 2008
- Culture Division team, 4 June 2008
- Arts team, 23 June 2008

Staffordshire County Council, Elected members:

- Cllr Maureen Compton, Support Member (Cultural Services)
- Cllr Eric Drinkwater, Support Member (Youth Services, Community & Learning Partnerships and Social Cohesion)
- Cllr Susan Woodward, Support Member (Healthier Communities and Older People)

Staffordshire County Council, Planning & Regeneration:

- Roger Bradshaw, Head of Economic Regeneration, Development Services

Other local authorities:

- Cannock Chase District Council: Lisa Shepard, Arts Development Officer; Louise Rose, Arts Development Officer; Adrienne Whitehouse, Leisure Development Manager (in writing)
- East Staffordshire District Council: Rachel Walker and Michelle Clerc, Community Arts Team
- Lichfield District Council: Nina Dawes, Chief Executive
- Newcastle-under-Lyme Borough Council: Delyth Copp, Museum Manager; Clare Griffiths, Arts and Museum Assistant; Sue Finnigan, Interim Leisure and Cultural Services Manager
- South Staffordshire District Council: Rachel Taylor, Children & Young People's Partnership Manager
- Stafford Borough Council: Danny Callaghan, Programme Manager (Culturegen)
- Staffordshire Moorlands District Council: Ian Smith, Head of Leisure; Deborah Nicklin, Arts Development Officer
- Stoke on Trent City Council: Pete Courtie, Cultural Development Officer; Peta Murphy-Burke, Arts Development Officer; Paul Bailey, Arts Development Officer
- Tamworth Borough Council: Robert Mitchell, Assistant Director of Partnerships and Community Development

Arts Council England West Midlands:

- Sarah Bond: Officer, Regional Partnerships
- Ian Danby: Head of Resource Development
- Jan Robinson: Officer, Health
- Kathy James: Officer, Regeneration
- Jackie Lee: Officer, Crafts
- Jennifer Peet: Officer, Public Art & Architecture
- Ian Thomas: Officer Education & Learning
- Rachael Griffin: Dance Officer (Acting)

External agencies and organisations:

- Connexions: Val Richards (Eastern District Manager)
- Creative Partnerships Stoke: Christine Bridgwood, Director
- North Staffordshire Combined Healthcare Trust: Anne Kinnaird and Sarah Bonam (Arts for Health Team, 'Letting in the Light')
- North Staffordshire Regeneration Partnership, Creative Industries Initiative: Andy Lovatt (The White Room, Creative Economy Consultants)
- South Staffordshire Healthcare Trust: Anna Barzotti, Arts for Health Coordinator
- Staffordshire University: Catherine Fehily, Head of Arts, Culture & Design; Lou Reynolds; Mark Webster, Senior Lecturer, Creative Communities Unit

Arts organisations:

- B Arts: Susan Clarke, Hilary Hughes and Rebecca Frankenburg
- Craftspace Touring: Deirdre Figueiredo
- Live & Local: John Laidlaw
- Make Some Noise: Clare Smith, Interim Director
- New Vic Theatre: Nick Jones, Managing Director; Theresa Heskins, Artistic Director; Lynn Parry, Education Administrator
- Regent Theatre/Victoria Hall, Stoke-on-Trent: Jo Blagg, Head of Education
- Rideout (Creative Arts for Rehabilitation): Saul Hewish, Co-Director
- Staffordshire Open Studios: Deb Walker and Ian Hunter

Arts Grant Scheme applicants 2006-8 (survey by phone and e-mail)

- Blythe Cricket Club: Colin Dawson
- Dunston Craft Club: Julie Bagnall
- Frontline Dance: Rachael Lines
- Gresley Colliery Band: Jane Dawn
- Jennifer Blant Arts: Jennifer Blant
- Leek & Moorlands Carnival Committee: Michael Cozens
- Lichfield District Arts Association: Brian Pretty
- Lichfield District Council: Lyn Hammant
- Lichfield Festival: Vicki Stanley
- Lookout Theatre Company: David Rostance
- Norton Canes Water Colour Club: Christine Flood
- Pathway Project: Kathy Coe
- Pedralta Dance: Donna Gardner
- Quartet for the King of Prussia: Jonathan Price
- REAP (Rural Education & Arts Project): Tina Ball
- Rising Brook Writers: Stephanie Spiers
- Sanity Productions Unlimited: Kate Wyvill
- Shoebox Theatre: Margaret Manuell
- Staffordshire Wildlife Trust: Helen Gee
- Stonham: Lesley Finch

Individual artists:

- Gemma Roebuck
- Luke Unsworth
- Peter Walker
- Collene Louisa Webb