

Executive Report

Ward(s) affected: all

Report of Director of Environment

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Arts Development Strategy 2018-2023

Executive Summary

This report introduces the Arts Development Strategy 2018-23 and sets out the strategic benefits of and the process for its development and adoption.

Arts development is arts centred activity, which is created with community members, and enhances and strengthens that community.

The overall aim of this strategy is to increase opportunities for taking part in the arts over the next five years. The strategy will highlight the importance of the arts and allow the Council and its partners to identify and secure resources for increasing participation in the arts in the future.

Taking part in arts activities is a key ingredient for a happy and fulfilled life for many people. As well as the inherent value of arts and culture - that they are life-enhancing, entertaining and help define our personal and national identities - there is an ever-growing evidence base that they bring many indirect benefits to individuals, to our society and to the economy.

The strategy sets out a broad and encompassing meaning of the arts. The Council provides opportunities for people to enjoy taking part in the arts, through the provision of arts initiatives such as the Big Draw, Arts Partnership Surrey projects and a programme of public art.

The Arts Development Strategy is a project milestone in the Corporate Plan. A project board, including cross party councillors, oversaw the scoping and the preparation of the strategy.

A draft strategy was initially prepared using research on national and regional policy and local knowledge and feedback on arts development projects. The draft strategy provided the context for the consultation with local residents, artists and stakeholders.

The consultation process for the Guildford Arts Development Strategy 2018-23 involved the following:

- an online survey that was open to everyone – with questions designed under

the following categories of audiences:

- artists, professional organisations and venues
- voluntary arts groups
- general public taking part or not taking part in the arts
- focus groups and interviews with people that often face barriers to the arts
- a stakeholder event aimed at artists, arts and community organisations

We consulted on our draft strategy themes:-

- Taking part – widening participation and working with communities
- Health and wellbeing
- Making a case for the arts
- Supporting artists, arts organisations and community groups

The consultation also included identifying the barriers to participation and identifying opportunities and actions to address those barriers. The results of the consultation process were used to develop the draft strategy further and to feed into a draft annual action plan (Annex A of Annex A).

The key messages from across the consultation provided:

- overall support for the vision and themes in the strategy
- a request for clear and simple language
- confirmation that local barriers reinforce common barriers such as restricted access, lack of information and misconception
- evidence that certain groups such as young people, those with disabilities and ethnic minorities feel these barriers most keenly
- enthusiasm for artist training
- a desire for more networking opportunities and partnerships
- call for better communication between providers, in promotion and celebration of the arts

The annual action plan will direct how we make decisions about future arts development opportunities and partnerships to achieve our strategic vision for arts development in Guildford: **a place where everyone can enjoy great arts.**

By 2023, by working in partnership we will have:

- increased opportunities for residents to enjoy and co-create arts activity, reaching more people who are not yet taking part
- improved people's quality of life and wellbeing through reducing barriers to great arts experiences
- provided support for local arts practitioners and groups to inform, inspire and enable delivery of great arts activities
- raised awareness of the wider benefits of the arts, particularly their impact on our health and wellbeing

The annual action plan will deliver within the resources available. It endeavours to engage partners and stakeholders in supporting the delivery of strategy themes and services through advocacy work and shared delivery of projects.

The Arts Development Strategy review panel will comprise of key partners from the project board, key officers and, the lead councillor. Other councillors currently sitting on the project board will be invited to join the review panel to give cross party representation. This panel will review the action plan twice per year, in June, to

review progress on current targets and then again in December to set new targets for the coming year.

Executive Advisory Board (EAB) comment:

The Society, Environment and Council Development EAB were supportive of the need for the strategy and supported the approach detailed above.

Recommendation to Executive:

That the Executive approves the adoption of the Arts Development Strategy 2018-2023 set out in this report, along with the proposed action plan and annual monitoring arrangements.

Reason(s) for Recommendation:

The Council has gone through a structured process to align the strategy with national policy guidance and has undertaken a clearly defined consultation process to develop a strategy with action plans that meet the needs of our residents.

1. Purpose of Report

- 1.1 This report introduces the Arts Development Strategy 2018-23 and sets out the strategic benefits of and the process for its development and adoption.

2. Strategic Priorities

- 2.1 The Arts Development Strategy is a project milestone in the Corporate Plan and contributes to several of its themes, primarily in Our Society by:

- improving public health and wellbeing by providing opportunities for everyone to take part in the arts
- encouraging self-reliant communities, particularly in our less advantaged areas, by working with communities to create their own arts programmes
- reducing social inequality by reducing barriers that prevent people taking part in the arts

- 2.2 The strategy also contributes to Our Economy by 'improving skills and employment opportunities' and Our Borough by 'ensuring an attractive, competitive, multi-faceted and vibrant town'.

3. Background

What are the arts?

- 3.1 The Council wishes to adopt a broad and encompassing meaning of the arts, which embraces the performing and visual arts including, but not limited to

carnival arts, circus arts, combined arts, craft, creative industries, dance, digital arts, festivals, film, literature, media, music, photography and theatre.

What is arts development?

- 3.2 Arts development is arts centred activity, which is created with community members, and enhances and strengthens that community. Our definition of community includes groups of people with common interests - defined by place, tradition, intention or spirit.
- 3.3 The Council provides opportunities for people to enjoy participating in the arts, many of which are delivered by Leisure Development through the provision of arts initiatives such as the Big Draw, Arts Partnership Surrey projects and a programme of public art.
- 3.4 The Council's previous arts development strategy has expired. The new strategy will determine the work of the arts development service over the next five years.

Benefits of the arts

- 3.5 Taking part in arts activities is a key ingredient for a happy and fulfilled life for many people. As well as the inherent value of arts and culture - that they are life-enhancing, entertaining and help define our personal and national identities - there is an ever-growing evidence base that they bring many indirect benefits to individuals, to our society and to the economy.

Taking part in arts and cultural activities can:

- develop skills, knowledge and academic achievement in individuals, which enhance their employment prospects
- develop people's confidence and self-esteem, helping them realise their potential and extend control over their lives
- grow individual and community aspirations through a positive attitude to risk
- enable intercultural learning by acting as a window to other people's lives and developing a sense of identity with a local centre or neighbourhood
- reduce crime and disorder and fear of crime, by providing purposeful activity and strengthening community networks
- improve people's emotional health and wellbeing by reducing isolation and providing positive activities that distract from the stress of everyday life
- achieve environmental objectives and raise awareness of environmental sustainability
- help public bodies transform how they engage with residents by improving their image, challenging conventional service delivery and helping build new partnerships
- create economic benefits through cultural tourism, creative industries and skills development

Barriers to the arts

3.6 Common barriers to the arts are those which restrict people's access to opportunities, including:

- lack of money
- lack of transport/ isolation
- lack of knowledge of what is available
- lack of confidence or feeling that the arts are 'not for the likes of me'
- disability or illness
- cultural or language barriers

The Strategy

3.7 The overall aim of this strategy is to increase opportunities for taking part in the arts over the next five years. The strategy will highlight the importance of the arts and allow the Council and its partners to identify and secure resources for more people to take part in the arts in the future.

3.8 The strategy provides a framework for developing and delivering arts development opportunities in the borough by:

- highlighting and promoting the arts as a valuable tool for social and economic benefit
- focussing our resources to maximise service delivery
- creating new partnerships that will help us reach more people
- identifying and challenging the main barriers to local people taking part in the arts
- setting priorities and timeframes for arts development in a clear and strategic way
- providing a local framework for achieving national and regional objectives
- helping lever in external funding for the service and local arts organisations
- celebrating our achievements and explore ways to improve our service delivery

3.9 Our strategic vision for arts development in Guildford is **a place where everyone can enjoy great arts.**

3.10 Our values:

- quality and excellence – supporting our arts practitioners and organisations to provide the best possible experience for our residents
- opportunities for all – we think that everyone should have the opportunity to take part in or experience the arts, regardless of circumstances such as low income or disability
- diversity – we want to celebrate the arts in all its forms and aim to include all cultures in our community
- value for money – ensuring we get the best value for our residents and maximise our resources through partnership working and co-creation

- 3.11 The following strategy themes are the principles on which arts development opportunities in Guildford will be developed and delivered, in line with available resources. The themes have developed through national and regional policy and experiences from our officers and partners. We consulted on our themes with residents, partners, artists and stakeholders.
- Taking part – widening participation and working with communities
 - Health and wellbeing
 - Making a case for the arts
 - Supporting artists, arts organisations and community groups
- 3.12 By 2023, by working in partnership we will have:
- increased opportunities for residents to enjoy and co-create arts activity, reaching more people who are not yet taking part
 - improved people's quality of life and wellbeing through reducing barriers to great arts experiences
 - provided support for local arts practitioners and groups to inform, inspire and enable delivery of great arts activities
 - raised awareness of the wider benefits of the arts, particularly their impact on our health and wellbeing
- 3.13 Once adopted, an electronic version of the strategy and executive summary will be available on the Council's website. We will email an electronic copy of the executive summary to those involved in the consultation process and partners. At future arts and leisure events and when requested, printed versions of the executive summary will be available.

The Strategy process

- 3.14 A project board, including cross party councillors, oversaw the scoping and the preparation of the strategy.
- 3.15 Officers undertook research on national and regional policy and used local knowledge and feedback on arts development projects, such as The Big Draw programme, to produce a draft strategy.
- 3.16 The draft strategy provided the context for the consultation with local residents, artists and stakeholders.
- 3.17 Officers reviewed the consultation report and presented the findings to the project board.
- 3.18 Once adopted, the strategy, alongside the annual action plan (Annex A of Annex A) will direct how we make decisions about future arts development opportunities and partnerships.

Underlying principles

3.19 The strategy follows these underlying principles:

1. The Arts Development Service will focus resources on providing opportunities for people to take part in the arts. Taking part is widely recognised as having the most positive impact on people's health and wellbeing.
2. Following the consultation process and support for our values, we will continue our partnership with Arts Partnership Surrey (APS). This partnership is a strategic alliance of local councils and trusts and enables us to deliver quality projects that reach more people and respond to local need.
3. The Arts Development Service will work with local communities to create arts opportunities that meet local need and encourage joint ownership of the projects and legacy.
4. The Council will challenge the idea that the arts are only for certain types of people by targeting resources as appropriate so that all our residents have the opportunity to experience the arts.
5. Following the consultation, we will continue to deliver The Big Draw programme of events, including workshops in less advantaged areas.
6. We will seek to create more partners and improve relationships to increase local arts opportunities, particularly in the areas of arts and health and young people.
7. We will continue to use our values in arts development to enhance community engagement in public art projects.

3.20 The annual action plan will deliver the themes and underlying principles informed through the consultation. Developed in liaison with the strategy board to deliver within the resources available, the action plan seeks to deliver the overall strategy aim to increase opportunities for taking part in the arts. It endeavours to engage partners and stakeholders in supporting the delivery of its themes and services through advocacy work and shared delivery of projects.

Monitoring success

3.21 Establishing and monitoring set targets and milestones within the action plan will measure the success of the strategy. We will establish an Arts Development Strategy review panel. This panel will comprise of key partners from the project board, key officers and, the lead councillor. Other councillors currently sitting on the project board will be invited to join the review panel to give cross party representation. This panel will drive our annual goals.

- 3.22 A review of the action plan will be twice per year, in June, to review progress on current targets and then in December to set new targets for the coming year.

4. Consultations

- 4.1 Consultation with residents, partners and stakeholders, plays a key role in our strategic approach to providing arts development opportunities in Guildford. The consultation process for the Guildford Arts Development Strategy 2018-23 involved the following:
- an online survey that was open to everyone – with questions designed under the following categories of audiences:
 - artists, professional organisations and venues
 - voluntary arts groups
 - general public taking part or not taking part in the arts
 - focus groups and interviews with people that often face barriers to the arts
 - a stakeholder event aimed at artists, arts and community organisations
- 4.2 The key objectives of the consultation were to understand and identify:
- barriers to taking part
 - needs, to inform themes and resources
 - understanding of the benefits of the arts
 - opportunities for engagement with residents and stakeholders
 - feedback on current/ previous projects
- 4.3 The key messages from across the consultation provided:
- overall support for the vision and themes in the strategy
 - a request for clear and simple language
 - confirmation that local barriers reinforce the common barriers of access, variety and quality of opportunity
 - evidence that certain groups such as young people, those with disabilities and ethnic minorities feel these barriers most keenly
 - enthusiasm for artist training
 - a desire for more networking opportunities and partnerships
 - call for better communication between providers, in promotion and celebration of the arts
- 4.4 Officers have prepared the annual action plan 2018 (Annex A of Annex A) under the themes of the strategy to develop and deliver:
- clarification of the role and scope of the arts development service
 - more detail on our values, in particular more information on accessibility and diversity and how we will put these into action
 - detail on our partnerships and how we will promote opportunities for partnership working
 - a review of training needs for artists

- a review of networking opportunities
- a review of how we promote arts opportunities, particularly to young people
- sharing of best practice with other officers on working with artists

5. Executive Advisory Board (EAB) comment

- 5.1 The Society, Environment and Council Development EAB were supportive of the need for the strategy and supported the policy decisions detailed above.

6. Equality and diversity implications

- 6.1 Officers undertook a screening report for Equalities Impact Assessment (EIA) and this indicated that there was no need to carry out a full EIA report. The design of the consultation as well as the vision, themes and priorities of the strategy will improve equality of access to the arts in the borough.

7. Financial implications

- 7.1 The direct cost of producing the strategy is anticipated to be £10,000, which will be contained within existing budgets.
- 7.2 The actions for the Arts Development Service set out in the 2018 action plan will also be contained within existing revenue budgets.

8. Legal implications

- 8.1 The Council has discretionary powers to provide arts, the general power of competence pursuant to the Localism Act further confers increased confidence to do creative, innovative things to meet local people's needs. The Arts Development Strategy 2018-23 is consistent with the Council's Strategic Framework and vision for the borough.

9. Human Resource implications

- 9.1 Assuming the current resources are maintained, the existing staff resource can monitor and deliver the Arts Development Strategy over the next five years. There are no other human resource implications.

10. Summary of options

- 10.1 Approval of the Arts Development Strategy 2018-23, annual action plan and annual monitoring arrangements will provide clear direction and timelines for the Arts Development Service to benefit the community over the next five years.

- 10.2 Failing to approve the strategy will mean an uncoordinated approach to arts development. This could result in inappropriate use of resources and delivery of projects that do not meet customer need. It will also mean a failure to deliver a key target within the Corporate Plan.

11. Conclusion

- 11.1 The Arts Development Strategy 2018-23 reflects established, national policy in the arts. Officers have designed the strategy and action plan 2018 (Annex A of the strategy) in consultation with the community and key stakeholders in line with resources available.
- 11.2 The monitoring process for the strategy is appropriate and will continually evaluate and review progress against set targets and milestones.
- 11.3 The Council should adopt the Arts Development Strategy 2018-23, action plan and annual monitoring arrangements.

12. Background papers

- Screening Equalities Impact Assessment

13. Appendices

Annex 1: Arts Development Strategy

Arts Development Strategy 2018-2023



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Alternative Formats

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Telephone: 01483 444769

Email: artsdevelopment@guildford.gov.uk

Appendix 1 - Arts Development Strategy 2018-2023

Foreword

Councillor Nikki Nelson-Smith

Lead Councillor for Social Welfare, Heritage and the Arts

I am very pleased to be supporting Guildford's Arts Development Strategy, which aims to harness the potential of the arts to make genuine and meaningful impact in the lives of our residents and the communities in which they live.

We are very proud to have a vibrant and varied cultural scene in and around Guildford, we are lucky to work with many talented artists and organisations that make this happen. We want to work with our partners to make sure that every resident, regardless of their background and situation, has the opportunity to take part in or experience the arts.

I would like to thank all the residents, arts practitioners and community groups who took part in the consultation. It is important to us that this strategy reflects the needs and wishes of the local community. We have listened to the key messages that came from the consultation and used these to shape our themes and add more detail to our annual action plan.

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Executive summary

Welcome to Guildford Borough Council's Arts Development Strategy 2018-2023. This strategy sets out our ambitions and priorities for the Council's Arts Development Service for the next five years.

Our vision for arts development in Guildford is **a place where everyone can enjoy great arts.**

With an annually reviewed action plan, this strategy sets out the Council's values and priorities for arts development. It also demonstrates the wider value of the arts in contributing to health and wellbeing, the economy and society as well as the role the arts can play in community consultation.

Our strategy aims to:

- raise the profile of the arts and highlight how they contribute to health and wellbeing, society and the economy
- help secure new partnerships to maximise our resources
- enable artists and organisations to use the strategy for fundraising, advocacy and project planning
- allow the Council to plan further in advance to increase opportunities for arts provision and funding
- provide a local framework for progressing national and regional policy

Guildford Borough Council wishes to adopt a broad and encompassing meaning of the word 'arts' that embraces:

- performing arts
- circus arts
- combined arts
- craft
- creative industries
- dance
- digital arts
- festivals
- film
- literature
- media
- music
- photography
- theatre

Arts development is arts centred activity, which is created with community members, and enhances and strengthens that community.

These arts based activities:

- educate and inform us about ourselves and the world
- nurture and inspire individuals and groups
- support the health and wellbeing of people and communities
- build community capacity and infrastructure

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The Arts Development Service also has a role in public art provision and our plan for this is set out in the Public Art Strategy 2018-23, which is separate, but aligned to, this strategy.

As a Council, we want to challenge the idea that the arts are only for certain types of people. We will seek to identify local barriers through continued feedback and address these through our themes and objectives. We also asked people about local barriers in our consultation.

The overall aim of the Arts Development Service is to increase opportunities for residents to be inspired by, experience and take part in high quality arts activities and events. Sometimes we will need to target resources - for example marketing, staff time or sometimes, funding - to challenge or reduce barriers so that all our residents have the opportunity to experience the arts. Partnership working is a fundamental part of the service.

Our key priorities

Working with our partners, we will:

1. increase opportunities for people to experience great arts by reducing local barriers
2. improve people's health and wellbeing by providing opportunities for people to take part in arts activities
3. improve people's understanding of the wide-ranging benefits of the arts
4. work with communities to co-create arts activity that addresses local need
5. support the development of our arts practitioners and organisations so that creativity thrives

By 2023, by working in partnership we will have:

- increased opportunities for residents to enjoy and co-create arts activity, reaching more people who are not yet taking part
- improved people's quality of life and wellbeing through reducing barriers to great arts experiences
- provided support for local arts practitioners and groups to inform, inspire and enable delivery of great arts activities
- raised awareness of the wider benefits of the arts, particularly their impact on our health and wellbeing

Themes and objectives

Our themes, drawn from national policy and local knowledge, are:

Taking part – widening participation and working with communities

Our priorities are to:

- support and initiate projects which provide affordable and inclusive arts opportunities for residents, such as The Big Draw, FISH (Fun in the School Holidays) and Arts Partnership Surrey projects

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- support and initiate projects that encourage co-creation, inspiring more people to make their own arts experiences
- work with partners to identify and reduce some of the key barriers to participation locally
- work with partners to provide arts projects in less advantaged communities that respond to local need
- include workshops, artist in residence programmes and consultation with local residents as part of public art projects
- promote existing digital arts provision such as the Get Creative project

Health and wellbeing

Our priorities are to:

- run a pilot project with Arts Partnership Surrey to engage residents in an arts programme that focuses on improving mental health and wellbeing
- develop a shared understanding of how taking part in arts activities can be used as a form of prevention in relation to health and wellbeing
- build relationships and awareness across the voluntary and health sectors to encourage the use of arts as part of health provision
- work with partners to improve the way we evaluate arts and health projects

Making a case for the arts

Our priorities are to:

- make a case for the arts, and raise awareness of the impact that the arts can have on health and wellbeing, community development and the economy
- challenge the idea that some forms of arts are only for people from certain backgrounds by reviewing how we promote arts activities and working with partners to reach people who are not taking part
- promote local festivals, cultural venues and other arts organisations, and support the development of their outreach/ education programming

Supporting artists, arts and community organisations

Our priorities are to:

- seek to include opportunities for early career artists in projects such as The Big Draw, FISH, and Arts Partnership Surrey projects
- work with Arts Partnership Surrey to develop relevant training and networking events for mid-career artists and practitioners
- develop training for early career artists, community groups and organisations who wish to work with communities
- provide information to arts practitioners and organisations on local funding, training and other opportunities

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- maximise the Arts Development budget by working on joint projects with local and regional partners and exploring new funding models with our partners

In order to deliver our strategy we have developed a coordinated and resource led annual action plan. This will be monitored, reviewed and published on an annual basis.

The Arts Officer is here to:

- provide skilled and professional advice on arts development for the Council
- design and manage arts development projects, events and activities that increase opportunities for and inspire residents to take part in the arts
- promote opportunities for taking part in the arts within the borough
- provide information, advice and support to community groups and partners wishing to develop community arts development opportunities within the borough

The full version of the Arts Development Strategy and annual action plan is available on our website- www.guildford.gov.uk/arts

Contacts:

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Further contacts and information:

Arts Partnership Surrey: www.artspartnershipsurrey.org.uk

Arts Council England: www.artscouncil.org.uk

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Appendix 1 - Arts Development Strategy 2018-2023

1. Introduction

This strategy sets out our ambitions and priorities for the Council's Arts Development Service for the next five years. To produce this document we have researched current national policy and good practice and used our local knowledge to create a strategy that contributes to our overall vision, **a place where everyone can enjoy great arts.**

1.1 What are the arts?

Both Arts Council England and the Department for Culture, Media and Sport resist having any one single definition because of the changing nature of the arts, and because the arts mean different things to different people.

'We should no more dictate a community's culture than we should tell people what to create or how to create it. The role of government is to enable great culture and creativity to flourish – and to ensure that everyone can have access to it.' ([The Department for Culture, Media and Sport](#); Culture White Paper 2016).

Guildford Borough Council wishes to adopt a broad and encompassing meaning of the word 'arts' that takes into account all fields of the professional, community and voluntary creative sector.

In this regard, the arts embraces the performing and visual arts including, but not limited to carnival arts, circus arts, combined arts, craft, creative industries, dance, digital arts, festivals, film, literature, media, music, photography and theatre.

Artists often work with people in other fields such as food, heritage, gardening, play, science and sports and these can become a central part of the creative process. In this way, it is useful to focus on the **process** of artists creating and working with the public.

1.2 Benefits of the arts

'Arts and culture enrich our lives. They fire our imaginations, challenge, inspire, educate and entertain us. Everyone should be able to visit or experience a high-quality museum, library or archive, performance or participate in a cultural activity. These experiences open us to reflection, engender debate and critical thinking, and deepen our understanding of the world.' ([Arts Council England](#) - Great Art and Culture for Everyone 2010 – 2020)

The arts, in their widest sense, offer people a space to explore, build awareness of and make sense of the world around them. They provide a different 'lens' through which to view life and encourage people to talk to each other and ask questions about their past and come up with new ideas for the future.

Taking part in arts activities is a key ingredient for a happy and fulfilled life for many people. As well as the inherent value of arts and culture - that they are life enhancing, entertaining and help define our personal and national identities - there is an ever-growing evidence base that they bring many indirect benefits to individuals, to our society and to the economy.

Taking part in arts and cultural activities can:

- develop skills, knowledge and academic achievement in individuals, which enhance their employment prospects

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- develop people's confidence and self-esteem, helping them realise their potential and extend control over their lives
- grow individual and community aspirations through a positive attitude to risk
- enable intercultural learning by acting as a window to other people's lives and developing a sense of identity with a local centre or neighbourhood
- reduce crime and disorder and fear of crime, by providing purposeful activity and strengthening community networks
- improve people's emotional health and wellbeing by reducing isolation and providing positive activities that distract from the stress of everyday life
- achieve environmental objectives and raise awareness of environmental sustainability
- help public bodies transform how they engage with residents by improving their image, challenging conventional service delivery and helping build new partnerships
- create economic benefits through cultural tourism, creative industries and skills development

Arts, culture and society

The arts have been described as the glue that holds communities together – they can strengthen social networks and create a shared sense of identity and pride in new and changing communities. The process of creating with others gives people the opportunity to value each other and develop positive relationships whatever their backgrounds and circumstances. The arts encourage awareness and appreciation of different cultures and generations, building a sense of place and more tolerant and vibrant communities. Arts and culture can also help communities to plan beyond the short term by building capacity and helping people explore their values and goals.

Health and wellbeing

The arts can contribute to greater emotional health and wellbeing and lower levels of obesity, heart disease and stress. As well as the more widely recognised benefits to emotional and mental health, the performing arts such as singing, dance and drama can improve people's physical health through exercise, improved breathing techniques and posture. Increasing numbers of GP surgeries are developing 'art on prescription' offers for their patients and there is a continuing growth in arts projects in the health and wellbeing sector.

'Almost 60% of people are more likely to report good health if they have attended a cultural place or event within the last 12 months. Arts and cultural intervention can have a positive impact on specific conditions such as dementia, Parkinson's, and depression'. ([Create: a journal of perspectives on the value of art and culture](#), Arts Council England 2014).

Arts, children and young people

The UN Convention of the Rights of the Child (UNCRC), Article 31- leisure, play and culture- aims to ensure that the arts are not an added bonus but an essential part of life that all children and young people should have the opportunity to enjoy.

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There is a strong link, backed by evidence, between arts and cultural engagement and education. It has been shown that there is an improvement in literacy when young people take part in drama and better performance in maths and languages when they take part in structured music activities.

Research from the [Cultural Learning Alliance](#) shows that:

- learning through arts and culture improves attainment in all subjects
- participation in structured arts activities increases cognitive abilities
- students from low-income families who take part in arts activities at school are three times more likely to get a degree
- employability of students who study arts subjects is higher and they are more likely to stay in employment
- students who engage in the arts at school are twice as likely to volunteer and are 20% more likely to vote as young adults

As well as formal education, the arts can benefit children and young people through creative play. Free and creative play can help boost children's language development, problem solving, risk management and independent learning skills.

[Early Arts](#) sets out seven main benefits of arts in the early years (up to age 5):

- establishing abilities in the arts for later life
- helping children make sense of their overall development
- stronger parent-child bonds
- inspiration and confidence for parents in leading activities for their child
- developing intrinsic life skills such as creativity, expression, identity, culture and imagination
- positive impact on confidence, self-esteem and breaking down cultural barriers
- benefits to carers and education providers which enhance overall learning

Arts and older people

Arts Council England have revealed new research findings that show the positive impact arts and culture can have on older people. The research, [conducted by ComRes \(2016\)](#), shows the different ways older people (aged 65+) value arts and culture. Headline findings include:

- 76% of older people say arts and culture is important in making them feel happy
- 57% say arts and culture is important in helping them meet other people
- 60% say it is important in encouraging them to get out and about

Arts and the economy

In 2014, the economic contribution of museums, galleries, libraries and the arts was £5.4 billion, representing 0.3 per cent of the total UK economy – a good return on the 0.1 per cent that the government invests in the sector. This is up 59 per cent (in nominal terms) since 2010 – a massive increase compared to total economic growth of 16 per cent (nominal terms) over the same period. (Sources: [The Culture White Paper, DCMS, 2016](#))

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and [The Contribution of the Arts and Culture to the National Economy](#), Centre for Economics and Business Research, 2015).

The UK released a [Creative Industries Economic Estimates](#) document in January 2016 and it clearly shows the contribution the Creative Industries make to the UK Economy. It is also widely recognised that the arts contribute to the visitor economy. Recent research shows that every £1 spent by local authorities on arts services, from additional grants and partnership working brings in £4.04 of additional funding (Arts Development UK [Local Authority Spending Survey 2013](#)).

1.3 What is arts development?

Arts development is arts centred activity, which is created with community members, and enhances and strengthens that community. Our definition of community includes groups of people with common interests - defined by place, tradition, intention or spirit.

These arts based activities:

- educate and inform us about ourselves and the world
- nurture and inspire individuals and groups
- support the health and wellbeing of people and communities
- build community capacity and infrastructure

Taking part: There are many ways that people can experience the arts, including taking part in a workshop or activity, visiting a gallery, watching a performance or attending a festival. These are all valuable experiences that can contribute to people's quality of life. Our main priority as an Arts Development Service is on creating more opportunities for people to take part in the arts, as this is where the arts can have its most transformative effect on our lives. When we are immersed in the creative process in a safe environment, we can:

- make connections with new people and feel less isolated
 - learn new skills, achieve something and feel more confident
 - think differently, come up with new ideas and be inspired to make life changes
 - be distracted from pain and relieved from stress, anxiety and depression
- ([Wellbeing Arts Project, Bristol](#))

Co-creation is the process of residents working with professionals to design, create and deliver services. Co-creation enables communities to have an active role in identifying their own needs and coming up with positive solutions that reflect their values. Community ownership is key in ensuring activities have the best chance of contributing something lasting and worthwhile that responds to local need. This approach also means that the residents who are taking part in the project place a higher value on the experience and the results.

1.4 Why do we need a strategy?

With an annually reviewed action plan, this strategy is a working document that sets out the Council's values and priorities for arts development. It also demonstrates the wider value of the arts in contributing to health and wellbeing, the economy and society as well as the role the arts can play in community consultation.

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In summary, this strategy will ensure that we:

- highlight and promote the arts as a valuable tool for social and economic benefit
- maximise the impact of the service by focussing our resources
- bring about new partnerships that will help us reach more people
- identify and challenge the main barriers to local people taking part in the arts
- set priorities and timeframes for arts development in a clear and strategic way
- provide a local framework for achieving national and regional objectives
- help lever in external funding for the service and local arts organisations
- celebrate our achievements and explore ways to improve our service delivery

1.5 Scope of the Strategy

This strategy focuses on the delivery of the Arts Development Service, at a community level, in Guildford Borough over the next five years.

The Arts Development Service recognises the importance of arts venues in the borough and aims to work in partnership with them to increase opportunities for residents to take part in the arts. However, the Arts Development Service is not responsible for the operation or management of any facilities or venues in the borough, there is no single delivery agency in the borough for theatres, arts and sports venues, festivals, heritage sites or libraries. For that reason, this is not a cultural strategy for the borough.

The Arts Development Service does have a role in public art provision and our plan for this is set out in the Public Art Strategy 2018-23, which is separate, but aligned to, this strategy.

The Public Art Strategy:

- sets out Guildford's policy statement on public art
- identifies strategic commissioning opportunities over the next five years
- sets out a clear delivery process for commissioning public art
- provides guidance on best practice in commissioning public art

We value working with our colleagues in Parks and Leisure Services, other areas of the Council and Surrey County Council. We will continue to work on joint initiatives where our aims are the same, whilst making sure we do not duplicate work that is already happening. We will continue to develop partnerships with providers of arts for children and young people through formal and informal education and youth settings.

1.6 Barriers to the arts

As a Council, we want to challenge the idea that the arts are only for certain types of people. We will do this by talking to individuals and communities that are not taking part to uncover what some of the local barriers are. Sometimes we will need to target resources - for example marketing, staff time or sometimes funding - to challenge or reduce barriers so that all our residents have the opportunity to experience the arts.

Common barriers include:

- lack of money
- lack of transport/ isolation

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- lack of knowledge of what is available
- lack of confidence or feeling that the arts are 'not for the likes of me'
- disability or illness
- cultural or language barriers

We will seek to identify local barriers through continued feedback and address these through our themes and objectives. We asked people about local barriers in our consultation. There is more detail on this in section 1.10.

Arts Council England have established the [Creative People and Places](#) project to bring arts to communities in the lowest 20% of arts engagement in the country. They are trialling new ways to engage with people. From producing art with workers at a transport company, to unusual partnerships that resulted in a rugby club, a housing association and cultural venues working together. The project has many useful ideas that we can use locally.

1.7 National picture

Local people shaped our local priorities but national and regional policy also influenced them. This starts with the Department for Culture, Media and Sport (DCMS) who sponsor Arts Council England (ACE). The Taking Part Survey is an important annual survey showing who is taking part in the arts in the UK and where we need to improve access. At a regional level, the Council is a member of Arts Partnership Surrey.

The [Taking Part Survey](#) is a face-to-face household survey that aims to provide central, reliable evidence that can provide a clear picture of why people do or do not take part and help further research on widening access and the value and benefits of taking part.

From the Taking Part Survey 2016/17:

80.6 per cent of women had engaged in the arts in the last 12 months, compared with 74.1 per cent of men. The gap between the sexes has widened over a ten-year period, although this has now started to reverse. In the 12 months prior to being interviewed, those with a long-standing illness or disability had a significantly lower engagement rate than non-disabled people. 73.7 per cent of those with an illness or disability had engaged in the arts, compared with 79 per cent of those without. This gap has narrowed in the last ten years, from 9.2 percentage points to 5.3 percentage points in the latest year. Those in the upper socio-economic group had significantly higher participation and engagement rates than those in lower socio-economic group for all sectors reported on in Taking Part.

Department for Culture, Media and Sport

The Department for Culture, Media and Sport (DCMS) aims to protect and promote our cultural and artistic heritage and help businesses and communities to grow by investing in innovation and highlighting Britain as a fantastic place to visit. The key message of the *Cultural White Paper 2016* is:

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'Everyone should have the chance to experience culture, participate in it, create it, and see their lives transformed by it'. The *White Paper* has four priorities:

- everyone should enjoy the opportunities culture offers, no matter where they start in life
- the riches of our culture should benefit communities across the country
- the power of culture can increase our international standing
- cultural investment, resilience and reform

[The Audience Agency](#) has produced a market segmentation tool, which helps us understand people's attitudes to the arts and how to encourage more people to take part. In Annex C, we show detailed local profiles, which will help us to reduce some of the barriers to the arts that local residents face. The data shows that we have very different audience profiles across our borough, with the town centre showing quite different results to rural areas and different again to north Guildford areas such as Westborough ward. In rural areas, we tend to have more traditional audiences who prefer tried and tested arts events, while in the town, we have more people who like to experience new and emerging arts. In Westborough, more people are not taking part or going to any arts events. This presents a challenge when planning and programming arts activity across the borough, but as an Arts Development Service, it is useful when we are planning neighbourhood projects and can help us target and improve how we produce our publicity. The Audience Agency market segmentation compliments our local consultation. We will use this segmentation profiling in future to help us plan new projects and when reviewing our marketing. There is more detail on this in our action plan at Annex A.

Arts Council England

Arts Council England (ACE) was set up to champion and develop arts and culture across the country. ACE is independent from government but uses and channels public funds towards its mission, 'great art and culture for everyone'. ACE's five goals are:

- excellence is thriving and celebrated in the arts, museums and libraries
- everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
- the arts, museums and libraries are resilient and environmentally sustainable
- the leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
- every child and young person has the opportunity to experience the richness of the arts, museums and libraries

ACE has an agreement with a number of other national organisations, which have interests in the borough, including the National Trust. These organisations have an interest in the role that the contemporary arts can play in encouraging new people to visit their sites, and enhancing the experience for their existing visitors.

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Countywide overview

[Arts Partnership Surrey \(APS\)](#) is an alliance of eight councils and trusts in Surrey. It was set up in 2004 with an ambition to provide arts activities across the county. By working together and pooling resources, more people can get involved and benefit from high quality arts activity in Surrey. APS funds local arts and culture activities that respond to local needs:

- because supporting artists makes the best work possible for Surrey audiences
- because maximising resources and working together reaches more people
- because the arts play an important role in keeping us healthy and happy

In 2016-2017 the Council contributed £4,500 to Arts Partnership Surrey. Combined with the other partnership contributions and external funding, this resulted in a total of £102,120 of project activity. Projects were delivered across the member boroughs and districts with borough residents having the opportunity to visit all of them. The range of projects offered is much more diverse as a result of this partnership.

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1.8 Local profile

Guildford Borough is Surrey's most populous district with a population of 143,000 in 2014 (source - Guildford Borough Council's Corporate Plan 2015). Roughly, half the borough's population live in the town of Guildford, a thriving county town with an attractive historic centre and a wide range of shops, businesses and leisure facilities.

Guildford has much to be proud of in terms of a strong local economy, generally high quality environment, and a wide range of shopping, cultural and recreational facilities. However, we also have pockets that are much less affluent, which are facing problems such as a higher proportion of low-income families, higher unemployment and social isolation. There are also inequalities in health; residents from our least advantaged wards have a life expectancy that is up to ten years less (source – Stoke and Westborough Health Needs Assessment 2013) than people from some of our more affluent areas.

Guildford's cultural scene is becoming more vibrant and diverse each year with established traditional and voluntary arts groups such as classical choirs, local theatre groups and open studios projects sitting alongside an emerging fringe and festival scene. It has professional arts organisations and practitioners that work across the county and often further afield. A summary of arts practitioners and organisations is shown at Annex B. Residents have a great deal of choice when it comes to arts events and activities, but many do not currently access these, because of some of the barriers mentioned above.

The Council, including the Arts Development Service, aims to work in partnership to address some of these challenges through our action plan.

1.9 Local strategic context

The Arts Development Strategy sits under the Council's Corporate Plan and links to other strategies such as the Health and Wellbeing Strategy, Visitor Strategy and the Public Art Strategy. There are also links with the Sports Development and Play Strategies.

The Council's Corporate Plan 2015-2020 sets out five themes that support the vision and outcomes for the borough. The Arts Development Strategy contributes to a number of themes, including:

- **Our Society** by 'improving public health and wellbeing' and 'encouraging self-reliant communities, particularly in our less advantaged areas'
- **Our Economy** by 'improving skills and employment opportunities'
- **Our Borough** by 'ensuring an attractive, competitive, multi-faceted and vibrant town'

Other local strategies:

The Council's **Health and Wellbeing Strategy** 2017-2022 has five priorities, two of which the Arts Development Service can focus on:

- developing a preventative approach
- promoting emotional wellbeing and mental health

We can also contribute to improving children's and older adults' health and wellbeing.

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The **Visitor Strategy** 2014-2020 highlights the importance of arts and culture in improving the visitor experience of Guildford and providing an additional reason to visit. We will work with partners in tourism to help promote and add to our vibrant and diverse arts scene.

The Arts Development Strategy informs our **Public Art Strategy 2018-2023**, which recognises how important community engagement is in creating a successful public art project. We believe it is more useful to think of public art as the process of artists transforming the public realm by working with other designers and the local community rather than defining public art by its end result, for example a sculpture or lighting. The creative process of developing ideas and community building is a valuable part of place making - the process of creating quality places in which people want to live, work and play. Through creating new work which is inspired by and responds to specific sites and communities, public art has the capacity to make a real difference to people's experience of Guildford whether as residents or visitors.

Arts Development in the borough

The Council's Arts Development Service consists of one full-time post with an operational budget of £10,000 per year. The overall aim of the service is to increase opportunities for residents to be inspired by, experience and take part in high quality arts activities and events. Partnership working is a fundamental part of the service. We bring people together from within and outside of the arts, recognising that the skills, resources and knowledge of each partner will extend access for our residents. This gives us the ability to make best use of resources and lever in external funding to maximise opportunities, while supporting organisations who are best placed to provide a service.

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The [Big Draw](#) is a programme of free arts workshops across the borough for all ages. In 2016, the month long event offered a varied programme of workshops ranging from the creation of the People's Paper Cathedral through to exploring the Fibonacci number sequence using charcoal and chalks. In total 11 different workshops were held in the town centre and in communities across the borough. The programme attracts 400 to 500 people each year. When asked what they enjoyed about the workshops, people responded '*All sorts of ages and abilities working together – absorbed in the activity*', '*being able to have a go at using materials I wouldn't usually be able to access.*'



We programme arts activities on our [FISH](#) (Fun in the School Holidays) play scheme, which attracts over 300 10-16 year olds from across the borough. We have artists in residence each week to provide a diverse programme of activities including animation, circus skills, acrobatics, dance, crafts, filming and drama. We aim to provide a diverse range of activities, which the young people may not otherwise have the chance to try.



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The Arts Development Service is also responsible for developing and delivering public art projects and drives the community consultation element of these projects. Public art projects include Silver Shoon where artist Charles Normandale was commissioned to create his idea of fish swimming amongst reeds. His project refers to both the natural environment of the River Wey and the industrial heritage of the Woodbridge Meadows area by using corten steel, a very durable material that is used widely in industry. The project included activities with a local school and a public workshop to involve people in the project.



1.10 Informing our strategy

As part of the process of producing this strategy, we have consulted on the first draft through three methods:

- an online survey that was open to everyone
- focus groups and interviews with people that often face barriers to the arts
- a stakeholder event aimed at artists, arts and community organisations

It is important to note that a significant amount of the consultation feedback was directed at venues, other organisations and other Council departments, not the Arts Development Service (ADS). The consultation has clearly demonstrated that the ADS can get lost in the broader arts and cultural landscape. Partnership working, whilst extremely effective, can leave the service vulnerable to a lack of identity. Broadly, the consultation indicated that people did not seem to understand the capacity and role of the ADS. This is something that we need to address in our action plan. The consultation also showed

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that a number of key arts and community groups wanted more opportunity to meet and discuss the broader arts scene, asking that the Council could support this.

Feedback on the draft strategy

The consultation broadly demonstrated support for:

- the overall content of the strategy was suitable
- the themes, priorities and vision being relevant and should be the basis of the final version
- number of qualities recognised within the strategy, which were valued through the consultation including the inclusion of young people and the health and wellbeing themes
- the intrinsic value of the arts emphasised more and the existing arts offer better celebrated
- simpler and more exciting wording

We have considered this feedback in the final version of this strategy.

Local barriers to the arts and ideas to address them

When asked what would make them want to take part in arts activities, people's top three answers were:

- cheaper arts activities, especially for young people
- more information about what is on offer
- having arts activities as part of other events or venues

Other barriers people mentioned included a lack of inclusion, location, limited resources and lack of usable spaces. Specifically, there was criticism of the lack of accessibility to key buildings and spaces and a number of people argued that there were access issues for young people. There was also mention of stigma and feelings of exclusion for gypsy and traveller communities.

Stakeholders came up with some ideas to address barriers to the arts:

- organising arts opportunities where people already go such as pubs and cafes
- delivering arts tasters as part of well-known events and festivals
- delivering local neighbourhood arts projects
- fear of the unknown or attending alone, could be addressed with ambassadors, mentors and activities aimed at the whole family

Working with children and young people should be a priority as the consultation recognised early experience of the arts as important.

Communications

Another key theme across the consultation was communication with a need for support to better promote what is happening and raise awareness of the local arts scene.

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When asked about current arts provision:

- most people knew of several arts venues and had positive comments about these
- very few people had heard of the Arts Development Service or knew about any projects other than the Big Draw
- several people talked positively about the Big Draw project and had ideas for future improvements, particularly around outreach and promotion
- there was recognition that the arts provision as a whole is getting more relevant and diverse
- many felt provision could still be improved and that the strategy is important in recognising this

Training, support and advice:

There was enthusiasm for training and continued professional development (CPD) opportunities for artists, both from artists themselves and from arts venues and organisations.

- most artists said they would pay £10-£50 per training session
- all professional arts organisations or venues said they would like support with developing arts activities with and for children and young people as well as vulnerable people

There was a desire for a better relationship with the Council to receive:

- support working with other departments in organising and advertising events
- more information about Council funding and support with funding bids
- help facilitating links with local businesses to improve sponsorship opportunities
- support with promoting arts events to Council staff
- better coordination of events to avoid clashes –events calendars run by the Council and Guildford Arts which could be promoted and utilised more

Networking and partnerships:

- only a fifth of individual artists said they were part of a networking group
- several networks exist
- no one universal network that everyone wants to attend
- stakeholders felt the Council should be promoting opportunities for partnership working and networking between different providers
- inclusion of partnership working in the strategy well received- more detail on what this would involve

Collectively, the consultation provided support for the draft strategy. It has shown high levels of enthusiasm for the arts and has presented a diverse and interesting set of opportunities and suggestions that the Council will consider when shaping future delivery of services and initiatives on both a community level and a borough wide level.

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Annual action Plan (Annex A)

We will measure delivery of the vision and themes of this Arts Development Strategy through an annual action plan. Where appropriate, we will have targets that are specific, measurable, achievable, relevant and timed (that have a deadline).

We will establish an Arts Development Strategy review panel. This panel will comprise of key partners from the project board, key officers and the lead councillor. Other councillors currently sitting on the project board will be invited to join the review panel to give cross party representation. This panel will drive our annual goals. A review of the action plan will be twice per year, in June to review progress on current targets and then in December to set new targets for the coming year.

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2. Vision and priorities

2.1 Our vision and values

Our vision for arts development in Guildford is:

‘A place where everyone can enjoy great arts’

Our values:

- quality and excellence – supporting our arts practitioners and organisations to provide the best possible experience for our residents
- opportunities for all – we think that everyone should have the opportunity to take part in or experience the arts, regardless of circumstances such as low income or disability
- diversity – we want to celebrate the arts in all its forms and aim to include all cultures in our community
- value for money – ensuring we get the best value for our residents and maximise our resources through partnership working and co-creation

What do we mean by **quality and excellence**? The Council aims for excellence from its staff, partners and artists. We aim to support artists and arts organisations so that all our residents have the opportunity to take part in great arts. For our residents, the emphasis is firmly on the process of taking part and enjoying the arts – not on the end result, which is for the Council and the artists to manage.

Putting our values into practice

We will use these values to guide how we approach projects and partnerships. We commit to being open about how we work with partners including artists and arts and community organisations and we will strive to be as inclusive as possible in all our projects by:

- reviewing how we pay artists, making it clear what we expect in return and continue to improve our recruitment process so that it is as transparent and widely advertised as possible
- providing more information on how we approach partnerships, how we select new partners and how we will promote these opportunities
- continuing to improve how we include people with disabilities when planning projects, from choosing accessible venues to speaking to stakeholders such as Daisy (Disability Arts in Surrey) to ensure we are meeting peoples’ needs
- continuing to improve the way we reach out to people in the community who are seldom heard, such as ethnic minority groups, isolated older people, children and young people and those on lower incomes

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- continuing to work closely with Arts Partnership Surrey and our colleagues in the Council to ensure we are supporting artists to provide the best quality arts for our residents

2.2 Our key priorities

Working with our partners, we will:

- increase accessible opportunities for people to experience great arts
- create and develop more opportunities for people to take part in arts activities
- improve people's understanding of the wide-ranging benefits of the arts
- work with communities to co-create arts activity that addresses local need
- support the development of our arts practitioners and organisations

2.3 Our outcomes

By 2023, by working in partnership we will have:

- increased opportunities for residents to enjoy and co-create arts activity, reaching more people who are not yet taking part
- improved people's quality of life and wellbeing through reducing barriers to great arts experiences
- provided support for local arts practitioners and groups to inform, inspire and enable delivery of great arts activities
- raised awareness of the wider benefits of the arts, particularly their impact on our health and wellbeing

2.4. Themes and objectives

Our proposed themes, drawn from national policy and local knowledge, are:

- Taking part – widening participation and working with communities
- Health and wellbeing
- Making a case for the arts
- Supporting artists, arts and community organisations

Taking part – widening participation and working with communities

Our priorities are to:

- support and initiate projects which provide affordable and inclusive arts opportunities for residents, such as The Big Draw, FISH (Fun in the School Holidays) and Arts Partnership Surrey projects
- support and initiate projects that encourage co-creation, inspiring more people to shape and make their own arts experiences
- work with partners to identify and reduce some of the key barriers to participation locally

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- work with partners to provide arts projects in less advantaged communities that respond to local need
- include workshops, artist in residence programmes and consultation with local residents as part of public art projects
- promote existing digital arts provision such as the Get Creative project
- develop partnerships with providers of arts for children and young people through formal and informal education and youth settings

Health and wellbeing

Our priorities are to:

- run a pilot project with Arts Partnership Surrey to engage residents in an arts programme that focuses on improving mental health and wellbeing
- develop a shared understanding of how taking part in arts activities can be used as a form of prevention in relation to health and wellbeing
- build relationships and awareness across the voluntary and health sectors to encourage the use of arts as part of health provision
- work with partners to improve the way we evaluate arts and health projects
- work with partners to develop our dementia friendly arts offer

Making a case for the arts

Our priorities are to:

- raise awareness of the impact that the arts can have on health and wellbeing, community development and the economy
- challenge the idea that some forms of arts are only for people from certain backgrounds by reviewing how we promote arts activities and working with partners to reach people who are not taking part
- promote local festivals, cultural venues and other arts organisations, and support the development of their outreach/ education programming

Supporting artists and arts and community organisations

Our priorities are to:

- seek to include opportunities for early career artists in projects such as Big Draw, FISH, and Arts Partnership Surrey projects
- work with Arts Partnership Surrey to develop relevant training and networking events for mid-career artists and practitioners
- develop training for early career artists, community groups and organisations who wish to work with communities
- provide information to arts practitioners and organisations on local funding, training and other opportunities

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- maximise the Arts Development Service budget by working on joint projects with local and regional partners and exploring new funding models with our partners

Annexes

Annex A	Annual action plan
Annex B	Summary of arts practitioners and organisations
Annex C	Local audience profiles
Annex D	Bibliography/ further reading

Annex A - Action Plan 2018

Year 1 Action Plan

This annual action plan will deliver the themes and policy decisions informed through consultation and our strategy research. The action plan seeks to deliver the overall strategy aim- to increase opportunities for taking part in the arts.

Outcomes

By 2023, by working in partnership, we will have:

- increased opportunities for residents to enjoy and co-create arts activity, reaching more people who are not yet taking part
- improved people's quality of life and wellbeing through reducing barriers to great arts experiences
- provided support for local arts practitioners and groups to inform, inspire and enable delivery of great arts activities
- raised awareness of the wider benefits of the arts, particularly their impact on our health and wellbeing

Our themes:

1. **Taking part: widening participation and working with communities**
2. **Health and wellbeing**
3. **Making a case for the arts**
4. **Supporting artists, arts and community organisations**

Monitoring our progress:

We will establish an Arts Development Strategy review panel. This panel will drive our goals. A review of the action plan will be twice per year, in June to review progress on current targets and then in December to set new targets for the coming year.

Abbreviations:

AO – Arts Officer SA - Surrey Arts CLM- Community Leisure Manager TIC – Tourist Information Centre
PDO – Play Development Officer APS- Arts Partnership Surrey LDT- Leisure Development Team CW – Community Wardens

Annex A - Action Plan 2018
Taking part: widening participation and working with communities

Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
1.1	The Big Draw – increase workshops in out of town centre venues by advertising opportunity to new partners.	4 out of town workshops	5 out of town workshops	AO	October 2018	
1.2	FISH (Fun in the School Holidays) – work with the Play and Youth Development Officer to continue to provide arts activities that all young people on the scheme can take part in	4 weeks of daily arts activities	4 weeks of daily arts activities, some provided by staff, some by external artists	AO and PDO	Summer 2018	
1.3	Include workshops, artist in residence programmes and consultation with local residents as part of public art projects	2 projects in 2017	2 projects in 2018 with at least one workshop each and community representative on panel	AO	December 2018	
1.4	Produce checklist for new projects to identify target audience and address potential barriers, using data from consultation	NEW	Produce checklist document Use on one or more new projects such as APS project	AO	December 2018	
1.5	Attend local network events to build new local partnerships and understand needs and opportunities in each area	2 events	Attend 1 event in each Project Aspire area per year – minimum of 3 events	AO	December 2018	

Abbreviations:

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 PDO – Play Development Officer APS- Arts Partnership Surrey LDT- Leisure Development Team CW – Community Wardens

Annex A - Action Plan 2018
Taking part: widening participation and working with communities

	Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
	1.6	Singing picnics project – work with Arts Partnership Surrey to organise a singing picnic event in the borough	NEW	Include up to five local schools. 1 morning of workshops and sharing.	AO/ APS	July 2018	

Health and wellbeing:

	Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
	2.1	Run a pilot project with Arts Partnership Surrey to engage residents in an arts programme that focuses on improving mental health and wellbeing	NEW	20 days activity for vulnerable residents Recruit one lead artist and one apprentice artist	AO, APS	December 2018	
	2.2	CLM/AO to attend Health and Wellbeing Forum to promote arts projects	2 meetings per year	Attend 2 meetings	CLM/AO	December 2018	
	2.3	Singing for health – work with Oakleaf and Waverley Borough Council to continue to provide singing sessions for people facing mental health issues		Fortnightly sessions at Oakleaf in Guildford Work with Oakleaf to handover project in 2018	AO	Summer 2018	
	2.4	Arts Officers in Surrey to attend arts and health evaluation training	NEW	Attend 2 day training	APS, AO	January 2018	

Abbreviations:

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 PDO – Play Development Officer APS- Arts Partnership Surrey LDT- Leisure Development Team CW – Community Wardens

Annex A - Action Plan 2018

Health and wellbeing:							
	Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
	2.5	Work with partners and colleagues within the Council to develop a dementia friendly arts offer	NEW	Support Community Wardens to create arts activities as part of the Dementia Alliances Offer	CW, AO	December 2018	

Making a case for the arts:							
	Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
	3.1	Review how we provide Through the Looking Glass (printed newsletter and email updates) and keep all stakeholders informed of changes	1 newsletter, ad hoc emails	Develop emails and work with partners to promote	AO	May 2018	
	3.2	Work with colleagues across the Council to share best practice on working with artists and arts organisations and ensure we have a fair, transparent way of supporting the local arts offer	Project by project basis	1 meeting with internal colleagues who work with artists. Discuss points at new strategy panel meeting.	AO	December 2018	

Abbreviations:

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 PDO – Play Development Officer APS- Arts Partnership Surrey LDT- Leisure Development Team CW – Community Wardens

Annex A - Action Plan 2018
Making a case for the arts:

	Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
	3.3	Social media presence – work with LDT and our Communications Team to improve our social media presence for projects such as Big Draw	Instagram account for Big Draw	Deliver social media presence for key projects in 2018 to gather baseline data for year 2	AO/ LDT	October 2018	
	3.4	Work with Heritage Services to support legacy and actions following the Your Museum, Your Stories project	NEW	Support museum to create toolkit on working with artists and carry out recommendations from the project evaluation report	AO	April 2018	

Abbreviations:

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 PDO – Play Development Officer APS- Arts Partnership Surrey LDT- Leisure Development Team CW – Community Wardens

Annex A - Action Plan 2018
Supporting artists, arts and community organisations:

Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
4.1	Invite Surrey Arts, Arts Partnership Surrey and local arts and community organisations to become part of a forum to monitor and review this action plan	NEW	2 forum meetings per year	AO	December 2018	
4.2	Review training and CPD needs of artists working in the borough. Audit what is available and then plan training for 2018.	1 Arts & Communities Course	1 training/ networking/ CPD session	AO, APS	July 2018	
4.3	Seek to include opportunities for early career artists in projects such as Big Draw, FISH, and Arts Partnership Surrey projects	1 graduate employed on FISH	1 mentoring opportunity as part of Big Draw, increase advertising of call outs to UCA, Surrey University	APS, AO	October 2018	
4.4	Work with Arts Partnership Surrey to develop relevant training and networking events for mid-career artists and practitioners	1 APS led Advancing Artists course	1 training/ networking event in Surrey	AO, APS	December 2018	

Abbreviations:

AO – Arts Officer SA - Surrey Arts CLM- Community Leisure Manager TIC – Tourist Information Centre
 PDO – Play Development Officer APS- Arts Partnership Surrey LDT- Leisure Development Team CW – Community Wardens

Annex A - Action Plan 2018
Supporting artists, arts and community organisations:

Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
4.5	Review how we pay artists – research what other local authorities pay, review national guidance – and produce a document outlining what we pay artists and what we expect in return. We will send this out with all our opportunities for artists to work for the Council	NEW	Produce document/ wording that we send out with all artist opportunities	AO	May 2018	
4.6	Review networks available to both professional and voluntary sector and support local organisations to provide networking opportunities	NEW	List of networks and recommendation going forward	AO	December 2018	
4.7	Continue to improve and widen our advertising of opportunities for artists	Existing advertising: ACE jobs, local networks, Surrey Arts	Add Surrey Sculpture Society for public art opportunities and consider AN magazine for larger commissions	AO	December 2018	
4.8	Provide information to arts practitioners and organisations on local funding, training and other opportunities	1 newsletter, ad hoc emails	6 bi-monthly e-newsletters per year	AO	December 2018	

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Annex A - Action Plan 2018

Supporting artists, arts and community organisations:

	Indicator	Action	Baseline (2017)	Target	Responsible	Target Date	Status (RAG)
	4.9	Review how we work with partners and how we promote new partnership opportunities	NEW	Produce checklist for new projects using Singing for Health project as starting point	AO	December 2018	

Abbreviations:

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Annex B - Summary of Arts Practitioners and Organisations

Organisation/Venue	Art Form	Website
ACM	Music	www.acm.ac.uk
Artventure Trust	Visual arts	www.art-venture.co.uk
The Arts Society, Guildford	Visual arts	www.theartsocietyguildford.org.uk
The Boileroom	Music & community	https://www.theboileroom.net/
Circle Eight Film Group	Film	http://www.circle-eight.org.uk/
The Chantry Singers	Music	www.chantrysingers@gmail.com
Cranleigh Arts Centre	Mixed	www.cranleighartscentre.org
G Live	Performing arts venue	www.glive.co.uk
Guildburys Theatre Company	Performing arts	www.guildburys.com
Guildford Art Society	Visual arts	www.guildfordartsociety.co.uk
Guildford Arts	Mixed	www.guildfordarts.com www.artsegg.uk
Guildford Cathedral	Venue	https://www.guildford-cathedral.org/
Guildford Chamber Choir	Music	https://www.facebook.com/guildfordchamberchoir/
Guildford Choral	Choir	www.guildfordchoral.org
Guildford College (Art, Design & Creative Studies)	Visual arts	http://www.guildford.ac.uk/Home.aspx
Guildford Folk Dancers	Dance	http://websitelineonenet/~guildfordfolkdancers
Guildford Friary Brass Band	Music	www.friaryguildfordband.co.uk
Guildford Fringe	Performing Arts	http://guildfordfringefestival.com/
Guildford House Gallery	Visual arts	https://www.guildford.gov.uk/guildfordhouse
Guildford Institute	Mixed	www.guildford-institute.org.uk
Guildford Jazz	Music	https://guildfordjazz.wordpress.com/
Guildford Opera Company	Opera	www.guildfordopera.com
Guildford School of Acting	Performing Arts	http://gsauk.org/
Guildford Shakespeare Company	Performing Arts	www.guildford-shakespeare-company.co.uk
Guildford Symphony Orchestra	Music	http://www.g-s-o.org.uk/

Annex B - Summary of Arts Practitioners and Organisations

Organisation/Venue	Art Form	Website
Guildford URC Music Society	Music	http://www.gurcms.org.uk/
Harvey Gallery	Visual Arts	www.harveygallery.co.uk
Man in the Moon Theatre Group	Performing arts	https://www.themaninthemoon.co.uk/
Merrow Dramatic Society	Performing arts	http://merrowdramatic.org.uk/
Nomad Theatre	Performing arts	www.nomadtheatre.com
The Occam Singers	Choir	www.occamsingers.co.uk
Ochre Print Studio	Visual arts	www.ochreprintstudio.co.uk
Otters Pool Studio	Visual arts	www.otterspoolstudio.co.uk
Peaslake Players	Performing arts	www.peaslakeplayers.co.uk
Pirbright Art Club	Visual arts	www.davidharmerwatercolour.co.uk
Prankster Theatre Company	Performing arts	http://prankstertheatre.org.uk/
Quicksilver Dance Group	Dance	www.quicksilverdance.co.uk
Shalford Choral Society	Music	http://www.shalfordchoralsociety.org.uk/
Sidney Sime Art Gallery	Visual art	www.sidneysimegallery.org.uk
Society of Recorder Players - Guildford	Music	www.surreycommunity.info/guildfordsrp/
Southern Pro Musica	Orchestra	www.southernpromusica.org
The Star Inn (performance space)	Venue	https://www.starinnguildford.co.uk/functions-and-events
Surrey Arts	Mixed	https://www.surreycc.gov.uk/heritage-culture-and-recreation/surrey-arts
Surrey Artists Open Studios	Visual art	https://surreyopenstudios.org.uk/home/visitors/open-studios/
Surrey Choices	Textile art	www.surreychoices.com
Surrey Sculpture Society	Visual art	www.surreysculpture.org.uk
Theatre Proteus	Performing arts	n/a
Vivace Chorus	Choir	www.vivacechorus.org
Guildford Vox Community Choir	Choir	www.guildfordvox.co.uk
Watts Gallery	Visual art	www.wattsgallery.org.uk
Yvonne Arnaud Theatre	Performing arts venue	www.yvonne-arnaud.co.uk

Annex C - Audience Segmentation in the borough

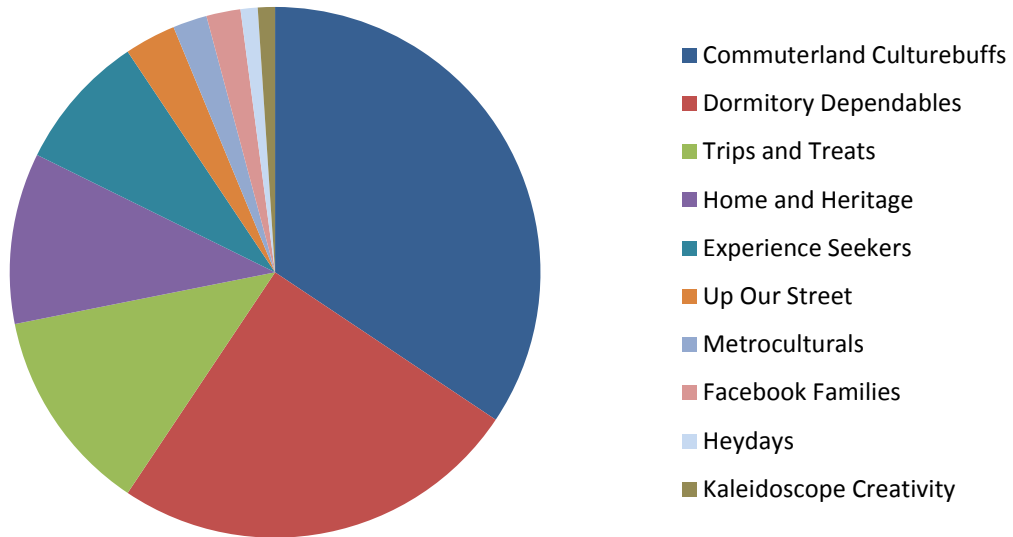
The Audience Agency aims to give people better access to culture, for the public good and the vitality of the sector. They have created an audience segmentation tool and have created ten main categories of cultural audiences:

- **Commuterland Culturebuffs** – affluent and professional consumers of culture
- **Dormitory Dependables** – generally live in suburban and small towns, interested in heritage activities and mainstream arts
- **Experience Seekers** – highly active, diverse, social and ambitious, engaging with arts on a regular basis
- **Facebook Families** – younger suburban and semi urban, enjoy live music, eating out and pantomime
- **Heydays** – older, less engaged, would be most likely to take part in crafts, knitting and painting, often in sheltered housing, church group or community library
- **Home and Heritage** – from rural areas and small towns, like daytime activities and historical events
- **Kaleidoscope Creativity** – mixed age, low engagement, most likely to attend free local events, outdoor arts and festivals
- **Metroculturals** – prosperous, liberal urbanites, interested in a very wide cultural spectrum
- **Trips and Treats** – likes mainstream arts and popular culture, influenced by children, family and friends
- **Up Our Street** – modest in habits and means, likes popular arts, entertainment and museums

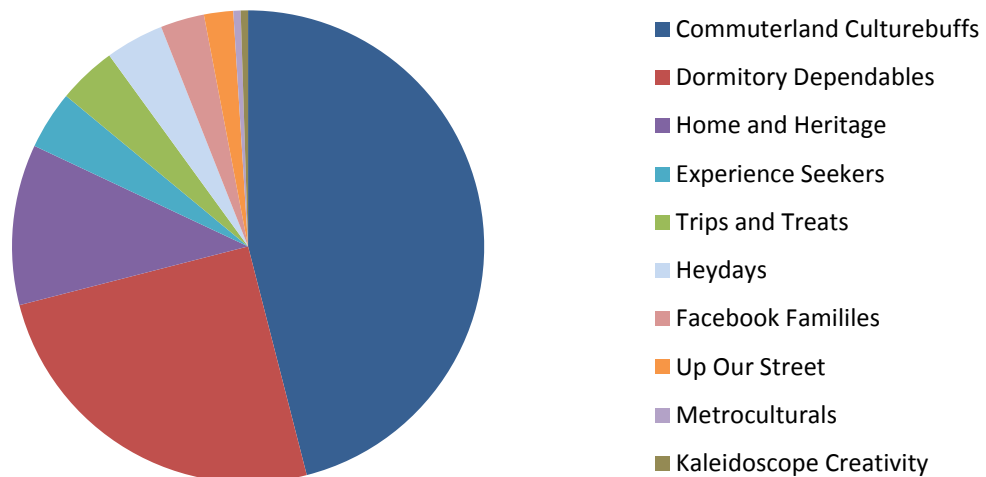
Using the Audience Agency's Audience Finder tools, we can see that in the South East the majority of arts and culture audiences are Commuterland Culturebuffs and Dormitory Dependables. Along with Trips and Treats and Home and Heritage, these audience profiles make up over 75% of the sector. The rural areas surrounding Guildford follow the regional profile quite closely, but the picture looks very different in the town centre, and is different again in one of our less advantaged areas.

Annex C - Audience Segmentation in the borough

South East Audiences

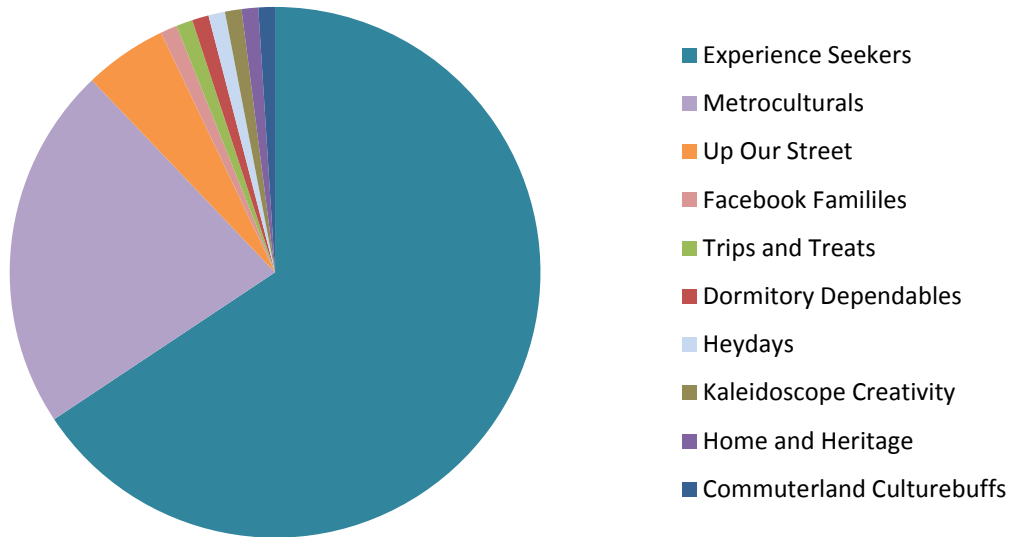


Rural areas - Shalford and Chilworth as an example

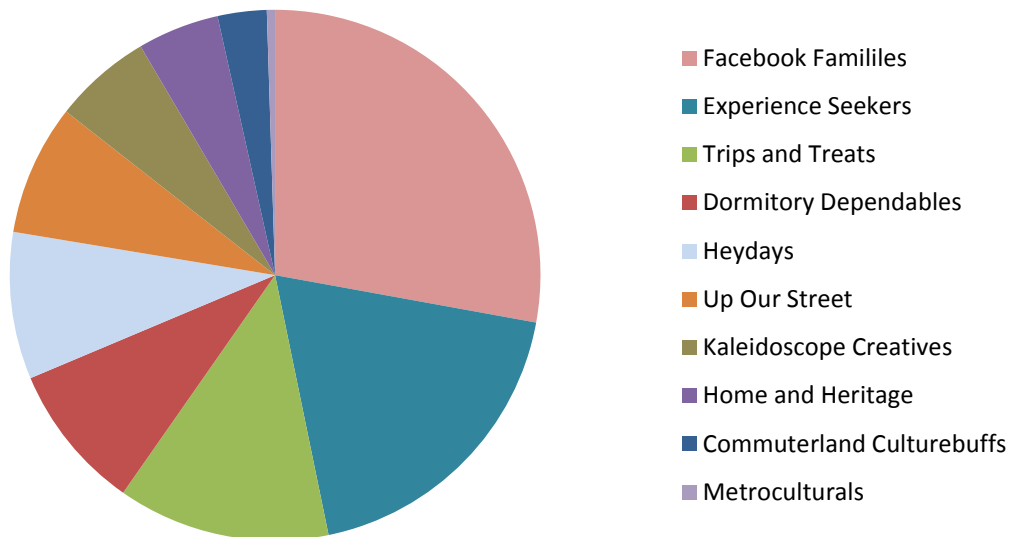


Annex C - Audience Segmentation in the borough

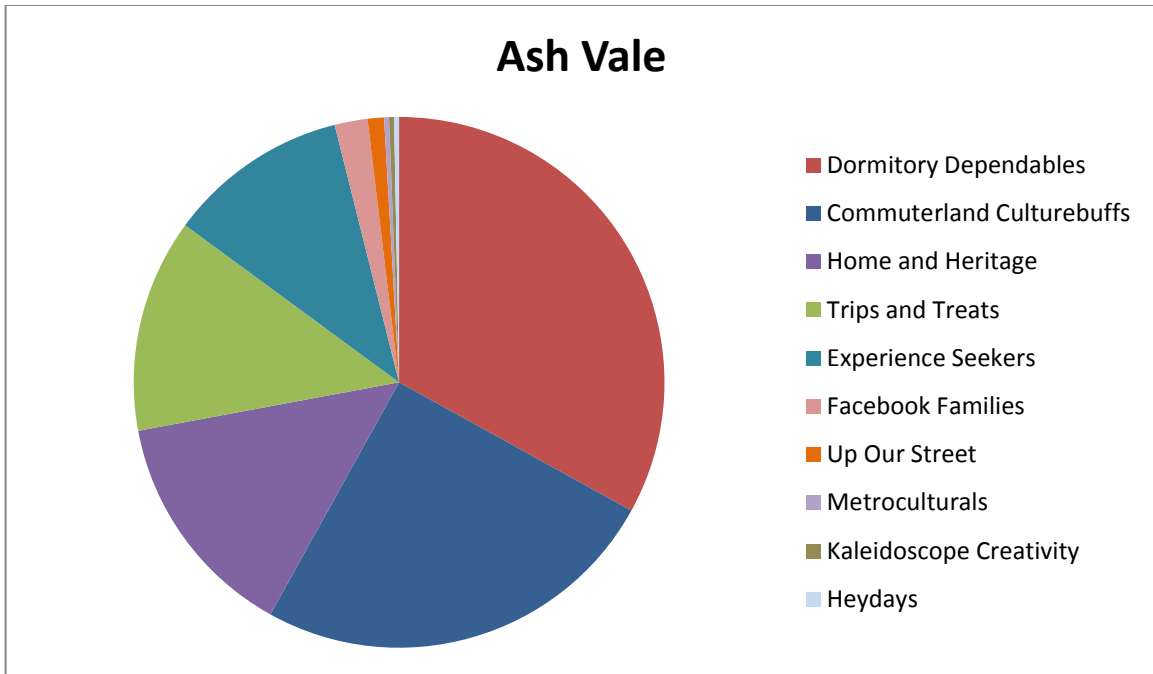
Guildford Town Centre



Westborough



Annex C - Audience Segmentation in the borough



Annex D - Bibliography

Guildford Borough Council strategies:

Corporate Plan	2015-2020
Guildford Health and Wellbeing Strategy	2017-2022
Guildford Visitor Strategy	2014-2020

External strategies and research

Publication Title	Organisation/Publisher
Arts Audiences: Insight 2011	Arts Council England (ACE)
Building whilst Flying: learning from the Creative People and Places Programme	Ruth Melville and Ben Morgan on behalf of ACE
Corporate Plan 2015-2018	ACE
UN Convention of the Rights of the Child	Children's Rights Alliance for England
Create: Making a case for the arts and culture	ACE
Creative Industries Economic Estimates 2016	Department for Culture, Media and Sport (DCMS)
Culture White Paper 2016	DCMS
Holistic Approach to Valuing Culture	DCMS and Arts and Humanities Research Board
Index of multiple deprivation 2015	Department for Communities and Local Government
Strategic Economic Plan 2014-2020	M3 Local Enterprise Partnership
Stoke and Westborough Health Needs Assessment	SWAG
Taking Part Survey 2016-17	DCMS
What it does to you: Excellence in Creative People and Places	ACE (Consilium Research and Consultancy)