

EAST RENFREWSHIRE COUNCIL

CABINET

9 APRIL 2015

Report by Director of Education

ARTS STRATEGY

PURPOSE OF REPORT

1. This report accompanies a strategy for the arts service for consideration by Cabinet.

RECOMMENDATIONS

2. The Cabinet is asked to approve the attached strategy.

REPORT

3. The previous strategy for the arts service took it from the period following the re-design of Eastwood Park Theatre and the developments following on from that. That strategy has now expired and there has been the need to review and re-establish direction for the service.

4. Providing that sense of direction is particularly important as this service will transfer to the Culture & Leisure Trust in summer 2015. The strategy will assist in shaping the outcomes that the Trust will deliver on behalf of the Council.

5. The strategy focuses on 4 key areas:

- Developing and strengthening partnership working among Council services and with external agencies;
- Ensuring a broad range and spread of quality activities and opportunities within current budget restraints;
- Creating capacity by reducing the operational demand from the theatre; and,
- Increasing participation and engagement through providing opportunities that are accessible and appealing.

6. A key aim for this strategy is to realise the value of arts and culture and the contribution they make to residents and communities in East Renfrewshire. Increasing that value will in part be made by possible through reducing the operational demands from Eastwood Park Theatre as a result of streamlining management through the Leisure Transformation Project.

7. The aim is that this will free up resource to increase the arts contribution to early years and regeneration in particular.

8. Extensive discussions have taken place with stakeholders and partners to arrive at this point.

9. Main actions required to implement the strategy will be contained in the service's improvement plan and will be reflected in monitoring and self-evaluation processes.

RECOMMENDATIONS

10. The Cabinet is asked to approve the attached strategy.

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Director of Education
9 April 2015

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Key Words

Key words are: arts; arts development strategy;

Annex 1: Arts strategy

East Renfrewshire Council

Arts Strategy 2015-2018

Introduction

1. The arts strategy sets out specific priorities for the arts which can be delivered within available resources in the context of East Renfrewshire Council and its partners' vision
2. It will rebalance activities and energies to ensure that different places in East Renfrewshire celebrate, and benefit from, cultural engagement. There will be a marked shift towards partnership and leadership roles in arts development activities. These activities will engage with priority communities particularly early years and older people throughout East Renfrewshire.
3. The strategy will be delivered through an annual action plan.

CONTEXT

4. The previous arts strategy for East Renfrewshire has expired and East Renfrewshire Council is aware that there is a need to develop a new strategy which reflects changes in the landscape. The strategy will link to other plans and developments in East Renfrewshire including the Single Outcome Agreement and the Education Department Local Improvement Plan. It will also shape the activities of these services following their transfer to the Culture & Leisure Trust in 2015.
5. East Renfrewshire Council's vision is *"striving to be the best we can to deliver a better future for all"*.
6. The strategy will also link to Creative Scotland's five ambitions which are: excellence and experimentation; access; places; leadership and workforce; and connectivity.
7. A key aim for this strategy is to realise the value of arts and culture and the contribution they make to residents and communities in East Renfrewshire. Research was carried out into the current arts supply in East Renfrewshire through consultation with staff, other Council services, schools and local arts groups, as well as with Creative Scotland.
8. This process identified key perceived strengths and opportunities, weaknesses and threats. In summary, Eastwood Park Theatre was seen as a very valuable resource but the disproportionate amount of time that was being dedicated to its operation was felt to detract from the capacity to undertake arts development activity. There was an appetite for greater partnership working, both with East Renfrewshire partners and further afield.
9. There was a need identified for more effective communication to highlight the potential contribution of the arts to key agendas and outcomes.

Contribution to single outcome agreement (SOA)

10. Arts and culture's main contribution to the Single Outcome Agreement is to SOA2 :

East Renfrewshire Residents are fit and active and have the skills for learning, life and work.

although they also contribute to outcomes 1 and 5

All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

Vision

Our vision is to develop and sustain the best arts experiences we can to deliver a better future for all.

11. Key challenges in achieving this vision are:

- Developing and strengthening partnership working among Council services and with external agencies
- Ensuring a broad range and spread of quality activities and opportunities within current budget restraints
- Creating capacity by reducing the operational demand from the theatre
- Increasing participation and engagement through providing opportunities that are accessible and appealing

12. The core aim of the vision is to enhance the quality of life in places in East Renfrewshire through arts engagement. This transformation will be supported by three main strands of activity:

- Creative Learning
- Creative Communities
- Creative Partnerships

13. Underpinning these strands is enabling the Council's arts team to lead and/or support them by reducing their operational commitment in the theatre.

14. Eastwood Park Theatre is one of the leading venues in Scotland for amateur/community drama and performing arts. When the theatre was redeveloped in 2007, the aim then was to increase the professional programme content, thus increasing the range of cultural opportunities available to local residents

15. Research done in preparing this strategy indicates that the majority of residents would travel to Glasgow for professional performances. They would go locally to attend community arts work. The suggestion coming from that is that the theatre should play to its strengths and concentrate on the key, valuable role of supporting and developing local performing arts groups. That would not wholly exclude professional performances from the programme: it would mean that we would be very selective in what was programmed.
16. The Leisure Transformation project will provide more support for the facility management of the theatre. This, coupled with the shift in programme policy, will better equip the arts team to extend arts development activity.

Outcomes

SOA OUTCOME	INTERMEDIATE OUTCOMES	ARTS CONTRIBUTION
<p>1. All children in East Renfrews hire experience a stable and secure start to their lives and are supported to succeed.</p>	<p>1.1 Parents are supported to provide a safe, healthy and nurturing environment for their families.</p> <p>1.2 Our young children are healthy, active and included.</p> <p>1.3 Our young children are safe and cared for.</p>	<ul style="list-style-type: none"> ▪ Provision of arts activities for young children and families ▪ Partnership with Early Years Collaborative ▪ Joint programmes of activity with other services and agencies in support of the parenting strategy ▪ Opportunities for parents/carers to share activities with their children ▪ Arts activities to increase confidence and social skills
<p>2. East Renfrewshire Residents are fit and active and have the skills for learning, life and work.</p>	<p>2.1 Children are confident, effective learners and achieve their full potential.</p> <p>2.2 Children and young people raise their educational attainment and achievement, developing the skills they need during their school years and into adulthood.</p> <p>2.3 Residents have the skills for employment through increased take up of education and training opportunities.</p> <p>2.4 Residents are active and optimise their health and wellbeing</p>	<ul style="list-style-type: none"> ▪ Developing partnerships with schools to support achievement and attainment through extending experiences ▪ Creating pathways between school and community cultural involvement ▪ Increasing community capacity through support to local arts groups support to community arts groups ▪ Providing opportunities for volunteering and work experience ▪ Arts activities which promote confidence and well-being, including mental health

5. Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer	5.1 Older people are able to live as safely and independently as possible in the community and have control over their care and support 5.2 Older people feel included and empowered to make a valuable contribution to their local communities	Provision of activities for older people which provide social contact and engagement through the arts Providing opportunities for inter-generational working Providing volunteering opportunities within the arts
Customers	Our residents are well-informed, enabling them to access accountable and responsive services.	<ul style="list-style-type: none"> • Ensuring local residents are aware of their opportunities through communications which are clear, easy to access and up to date. • Seeking out and using customer feedback to drive service improvements and encourage participation.
Efficiency	<p>Our systems and processes are streamlined, enhancing customers' access to services.</p> <p>Residents benefit from cost effective and efficient services that comply with financial and legislative requirements.</p>	<ul style="list-style-type: none"> • Making the most of new technologies to increase efficiency and improve access to services. • Ensuring Eastwood Park Theatre operates as a cost effective venue
People	Our employees are skilled and supported to achieve on our outcomes.	<ul style="list-style-type: none"> • Developing staff to take on changing roles • Supporting the development of partners and volunteers

Indicators, targets and activities

17. To deliver these outcomes the Service will focus on three key and inter-linked areas of activity:

- Creative Learning
- Creative Communities
- Creative Partnerships

Creative Learning

18. The Creative Learning strand of this strategy aims to ensure that:

- Families with young children access arts opportunities which encourage participation and interaction.
- In conjunction with schools, enhanced arts opportunities and experiences support achievement for children and young people.
- Older adults have access to a range of arts activities which are enjoyable, stimulating and enhance their quality of life.

We know that early engagement with the arts has a positive impact on young people: raising aspirations, increasing confidence, improving communication skills and unlocking creativity

INDICATOR	TARGET	ACTIVITY
Levels of uptake on family and child focused arts programmes in terms of overall numbers and percentage of capacity. Percentage of participants reporting that opportunities led to increased / enhanced interaction. Number / percentage of early learning and childcare establishments entering into planned engagement with the Arts Service	Initial targets for uptake set as part of specific programme planning in Year 1 with broader targets being set after establishment of baseline levels. Increased / enhanced interaction through participation – 75% of respondents by 2016/17. 100% of early learning and childcare establishments have planned Arts engagement by 2016. Eastwood Park Theatre achieves Family Friendly accreditation by 2015/16.	Extend and develop Early Years Festival, with increased activity in Barrhead and Neilston Extend working with Early Years Collaborative to increase contribution of the arts to the prevention and early intervention agenda. Research with practitioners to establish clear statement of need and opportunity Explore funding opportunities for supporting additional arts activities for early learning and childcare establishments Contribute to design and delivery of programmes for children aged 0-8 years within the Barrhead Foundry
Percentage of teachers and pupils participating in additional arts experiences reporting that this improved achievement. Percentage of pupils taking part in arts activities (excluding reading for pleasure) at least once per week.	Arts experience improved achievement – 75% of respondents by 2016/17 55% of pupils take part in arts activity at least once per week by 2016/17.	Provide opportunities to showcase and celebrate work of young people Work with schools and the Instrumental Music Service to provide opportunities for community participation as a progression from school-based activity. Work with colleagues in schools to assess the extent of pupil participation.
Percentage of older adult participants reporting that taking part in arts activity enhanced their quality of	Initial targets for uptake set as part of specific programme planning in Year 1 with broader	Review and refocus programming to ensure this addresses the needs and aspirations of the older

life.	targets being set after establishment of baseline levels.	community. Develop arts element of programme at Barrhead Foundry, with particular reference to older people.
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Creative Communities

19. There is a significant link between participating in cultural activities which support a healthy, active lifestyle and people feeling satisfied with their community and their quality of life.

We believe the arts play a hugely valuable role in engaging excluded or hard-to-reach groups or communities who may not respond to traditional methods of health promotion¹

The Creative Communities strand of this strategy will aim to:

- Engage, enable and support local communities.
- Increase the local level of volunteering in the arts.
- Maximise the contribution of local artists.
- Support communities to develop and deliver their own events
- Promote a sense of pride and belonging for local people in East Renfrewshire, through engagement and participation in the arts.

INDICATOR	TARGET	ACTIVITY
Percentage of community arts organisations reporting that their views are sought out and acted upon. Community organisations reporting that Arts Service input / support contributed to the success of their events and initiatives.	Organisations reporting views are sought out and acted upon – 75% Organisations reporting Arts input and support contributed to success of events / initiatives – 75% Improved delivery on CHCP project outcomes – 100% Successful Creative Scotland bid by 2015/16.	Develop an arts outreach programme to work with more excluded communities, including Black and Minority Ethnic groups, disabled residents and areas of socio-economic deprivation. Develop and submit proposal for a Creative Scotland place partnership.
Attendances at Eastwood Park Theatre Number of individual theatre hirers using Eastwood Park Theatre Theatre percentage occupancy level (excluding statutory closing and planned maintenance) Cultural participation in East Renfrewshire (as per Scottish Household	Theatre attendances – 45,000 by 2016/17 Theatre hirers – 60 by 2016/17 Theatre occupancy level – 73% by 2016/17 60% of voluntary arts organisations report an increase in membership by 2016/17. Cultural participation in	Review and develop programme policy for EPT Work with partners to increase number of hires in Eastwood Park Theatre Work with local performing arts groups to develop viable programmes. Work with colleagues in schools to develop and map out pathways between school and community cultural involvement.

¹ Arts Council England: the arts, health and well-being

Survey)	East Renfrewshire is at least in line with national average by 2016 – 2% increase on 2012 figures	
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Creative Partnerships

20. The arts team is unable to deliver this strategy in isolation. Success depends on maximising partnership working in East Renfrewshire and uniting services, communities and external agencies in developing a co-ordinated approach to arts engagement.
21. The Creative Partnerships strand of this strategy will aim to:
- Develop new partnerships with community and voluntary organisations.
 - Develop links and expand partnerships with agencies and businesses in order to enhance joint outcomes and improve efficiency.

Some of these essential partnerships are included in the earlier sections: with the Early Years Collaborative, with schools, with local arts organisations and with regeneration partners.

INDICATOR	TARGET	ACTIVITY
Where services are delivered by a leisure trust or other third party, service level agreements are in place to define, monitor and evaluate the impact of these services. Extent to which partnership projects are value for money and deliver improved outcomes for the community. Extent to which consultation and communication with partner agencies is regular, structured, supportive and efficient.	Service level agreements are in place for 100% of key partnerships. 100% of partner organisations report that work with the Arts Service is supportive and efficient. 100% of partner organisations report that joint working with the Arts Service delivers improved outcomes and value for money. 80% of arts groups report they feel there is a positive relationship with the Council by 2016/17	Deliver an engagement event with local arts groups to establish how best to structure provide support Develop support plan from this Develop a framework for consultation and communication with the local arts community. Identify and develop opportunities for partnership working with local organisations. Build on partnership already established with CHCP to ensure the arts play a vital role in the new Eastwood Health Centre Develop partnership arrangements with services and agencies engaged in

		<p>Barrhead regeneration Develop further opportunities for working in partnership on inter-agency initiatives such as the Mental Health Arts and Film Festival Establish arts stakeholder group to bring together services and agencies involved in or with an interest in cultural activity Identify and develop opportunities for partnership working with local agencies and businesses</p>
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Additional information

Consultation

22. The strategy has been taken to this stage through extensive consultation with stakeholders. Further consultation will be carried out on the draft strategy

Equalities

20. An equality impact assessment was carried out. It found that the strategy did not provide any barriers to equality of access and was likely to promote equality. Specific impact assessments will be carried out on key projects.

Finance and efficiency

21. Implementing the strategy is supported through service budgets and takes account of budget scenarios agreed. It reflects the need to reduce operating costs and to increase income. Every effort will be made to secure external and partnership funding in support of the strategy.

Partnership working

22. Partnership working, with other services and agencies, and, critically, with local communities, is at the heart of this strategy.

Risk

23. There is the need to ensure that resources are aligned with key activities against a background of further financial constraint. The risk will be controlled through close monitoring of implementation arrangements and delivery of critical results.

24. There is the risk of failing to secure partner and stakeholder commitment. This risk will be mitigated through early and regular engagement with partners. The proposed formation of the Culture & Leisure Trust in 2015 presents an additional risk. The risk will be mitigated through reflecting this strategy in the SLA between Council and Trust for the delivery of services.

Performance Management Arrangements

25. The achievement of the strategy's outcomes and targets will be tracked through Covalent. Where it is merited, indicators and activities will be incorporated in the Outcome Delivery Plan with key actions being reflected in the service's improvement plan. There will be an annual performance report.