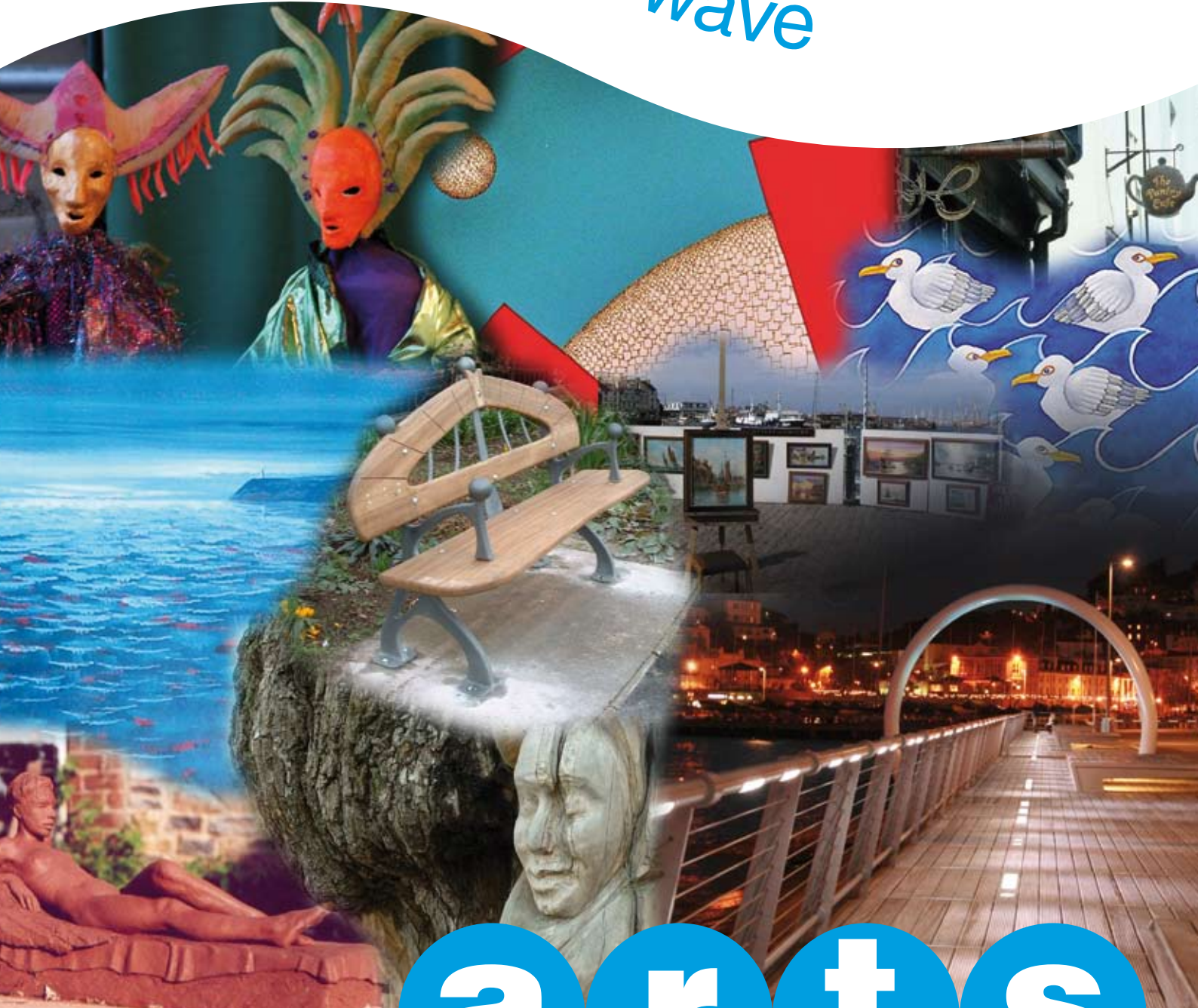


on the crest of a wave



# arts



A Strategy for the Arts and  
Creative Industries in Torbay  
2006-2016

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## Executive Summary

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*“Provision of a range of cultural facilities, coupled with a good quality environment, can be a major attractor to businesses and workers. Cultural facilities and events, including the creation of a cultural sector .. can enhance the image of an area, creating a sense of place and civic pride. A coherent “cultural offer” across a region promotes the area on a regional, national and international stage and could provide a substantial attraction to businesses and individuals in taking location and investment decisions”*

*(Strong and Prosperous Communities White Paper, Nov 2006)*

The strategy is based on consultation carried out with the arts sector over the past year. It covers the period from 2006-2016 with annual reviews of the Action Plan.

The strategy explores the current issues facing the arts sector and barriers which restrict growth of the industry in Torbay, and limit access to good quality arts product.

The themes and actions identified in the strategy act as a roadmap for all agencies and individuals within the arts sector to have a strategic overview of the issues and actions proposed for their sector. (Subject to available funding and resources).

The arts has a key role within the creative industries and is internationally acknowledged as a catalyst for regeneration of many towns and cities and has been identified as one of the key ‘drivers of change’.

The huge growth in cultural tourism will continue to drive up demand for cultural and creative product in Devon, where tourism is such an important part of the economy and where it currently enjoys a market share advantage over other areas in the South-west (Devon enjoys around one third of the SW tourism market). Increased demand for culture will lead to increased demand for places to provide it. Competition in cultural tourism will drive up the demand for quality and innovation in creative/cultural product. Hubs and spokes which provide well designed and appropriate workspaces and which encourage the opportunity to work collaboratively with others on developing innovative new products will help to meet this demand. This is crucial in Devon where much of the cultural tourism offered will be based on the combination of Devon’s superb environmental and rural advantages combined with the opportunity to consume product from craft makers, galleries, theatres, festivals, etc

The results of a recent study showed that Torbay was struggling to retain its place within the growth in the creative industries. Although Devon overall is sustaining significant growth, Torbay

has shown a substantial decline between 1998- 2003 with a reduction of 49% in the creative industries. It is, however, important to note that standards set by the Department of Culture, Media and Sport (DCMS) state that audio visual manufacturing are included in these figures. The closure of units such as Nortel has therefore had a big impact on this figure. When this element is removed, the charts show a growth of around 5-10%, which is more in line with Devon as a whole. The strategy will look to how to increase growth in the sector and ensure that Torbay is fit for the future to exploit the benefits of the arts, to increase tourism, secure employment opportunities, be a catalyst for regeneration, and create an environment where businesses, whatever size can flourish. This in turn will give greater public access to good quality arts product. Initial consultation with those in the creative sector suggested the following elements that have now made up the Strategy Action Plan:

- develop public art through planning guidance and as a catalyst for regeneration
- develop cultural clusters and partnership brokerage
- working in partnership with the community, developers and agency partners to develop arts projects to deliver against cross cutting themes
- an increasing understanding of developing audiences by co-ordinating marketing including developing a quality arts mark brand for Torbay
- create arts spaces incorporating both the professional studio and exhibition space and opportunities for networking
- improve the understanding of, and the development of, Cultural Tourism
- business support, sponsorship and financial resource development
- raising Torbay's profile within the region
- developing access to cultural provision in terms of transport, cost and programming
- encouraging access and provision for hard to reach groups

## Background

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The arts sector that does exist is thriving, but it is one of Torbay's hidden assets. Whilst there is wealth of activity and events, there seems to be a fragmented approach to delivering the offer to the market place. The quality of product exhibited locally is inconsistent and although there is some extremely high quality work being produced, this is often mixed with work purely created for pleasure, which may be of a lower standard. This may be partly due to the lack of curatorial expertise across the Bay and art organisations and associations not having any quality criteria when exhibiting.

In the performing arts there is a lot of grass roots activity, although this tends to be either focused on the tourism/hotel market or at performance in education. There are very good performing youth companies namely The Acting Factory, Stage One and Stagecoach. With the development of Brixham College's visual arts status and arts featuring highly in the new South Devon College prospectus, there is a good opportunity for Torbay to improve its status in the arts and its standing in the region.

Torbay is currently 98th in the deprivation register and has some of the lowest paid employees both in the region and nationally. This is due to the high level of seasonal work linked to the tourist industry. The population has a retired population of 26% which is one of the highest in the country. This is a benefit for the arts sector as many retired people become artists late in life and good work is often produced.

The recent report on the Economic Impact of the Creative Industries in Torbay (published in February 2006) showed that in 2001 the creative industries made up 5.1% of the workforce and now is around 2.8%. Although the figures do include the technology sector, which has been in decline, anecdotal evidence throughout the consultation suggests that creative people are moving out of Torbay, usually to other parts of the South-west.

## Overall Vision

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The Strategy incorporates all the aims in the Community Plan for Torbay – Turning the Tide (currently in draft form, November 2006). The Plan identifies four key themes in the wheel of economic prosperity:



The arts can be identified within each of these themes which outline the vision for Torbay in the coming years. The development of our Creative Industries in particular fits with this vision – both in terms of the economy and addressing skills gaps.

Torbay's Strategic Partnership recognise that there is a high level of activity already taking place, however, it needs to be given a higher profile and its successes celebrated. It is acknowledged that if individuals joined together in partnerships, they would benefit by sharing skills and best practice. Providing quality space (including rehearsal space) for community performances, exhibitions and events was identified as a barrier to this cultural sector. The economic health of the arts sector is currently not meeting its potential and should not be underestimated as a high revenue earner and a boost to the tourism industry.

The arts and creativity are key drivers in developing innovative education opportunities and in raising the understanding of cultural diversity. The sector has not yet exploited this opportunity which could be a key to unlocking large amounts of external funding. With the development of Brixham College as a visual arts specialist school there are new opportunities for arts to become significant in delivering Torbay's curriculum. This linked to the development of South Devon College for further education within the arts will ensure that local and regional talent can reach its full potential. In a regional context there are opportunities to link with leading arts establishments like Dartington College, Falmouth College of Arts and Plymouth College of Art and Design.

In developing a strategy for the arts in Torbay there must be links to other associated plans and strategies which are already in place. The Cultural Strategy, Streetscape Strategy and Heritage Strategy feature elements which are linked to the arts and it will be crucial to bring additional support and improve the quality of their delivery. The key partner strategy to the Arts Strategy is the research into Economic and Skills Issues for Creative Industries in Devon and Torbay areas. This was recently developed and establishes a mapping of the cultural sector, a health check on its economic impact in the region and the skills gap within Devon

## Scope of the Strategy

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The strategy will address the arts and creative sector linking to enjoyment and prosperity. The elements being included are as follows:-

- visual arts
- performing arts
- arts media
- arts in the environment
- literature

design  
craft  
music  
arts based events and festivals  
photography  
architecture  
film

In the context of this document which is looking at an over-arching strategic approach to developing the sector, the word arts and culture are in reference to all of the above.

The strategy has been developed as a result of consultation throughout the sector, by establishing the barriers which prevent cultural activity to flourish, and identifying the future development opportunities to meet current and future needs. In addition, this document provides a link to the wide range of activity taking place outside of Torbay at a national or regional level which impacts on Torbay's future. Thus the strategy is influenced by and concerned with national priorities such as education and learning, crime and safety, social inclusion, healthy living, children's services, economic and social regeneration. For example, the strategy takes account of the recent report by the Local Government Association on the part which cultural activities can play in enriching the national curriculum within schools, improving the quality of life for children and young people, and providing informal lifelong learning opportunities. ("Raising Educational Standards in Schools and Beyond" – November 2003).

In the past 18 months, surveys of both the creative industries and the wider DCMS defined Cultural Sector in the South-west have been commissioned by Culture South West, the South West RDA and South West Screen. In addition, a number of sub regional mapping initiatives have been undertaken in Bristol, Cornwall, Gloucestershire, Swindon and Somerset. All have identified the creative industries sector as one, which has actual and potential strategic significance in both the economic and social profile of the region. Torbay in partnership with Devon County Council and Arts Council SW has commissioned an in-depth analysis of the cultural industries sector which the results will form part of the final strategy and inform future developments for Torbay and the region.

## Market Sector Research and the Cultural Economy

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Among the key quantitative economic indicators (presented and analysed in more detail below) and according to recent (2004) research the sector: -

**is a significant employer**, providing direct employment for 89,000 people in the South-west, or 3.6% of the regional workforce;

**is growth-oriented**: two thirds of all creative businesses have ambitions to grow over the coming year, and business start-up rates are almost twice that found in the creative industries sector on a national level;

**is private-sector focused**: private sector businesses predominate (83%), in a region in which the public sector has accounted for a disproportionate component of recent employment growth;

**is growing faster in the South-west than elsewhere**: the period 1998 – 2001 saw an 8.2% growth in employment across the sector in the South-west, compared to 2.6% nationally, despite the concentration of Creative Industries activity in London). In Torbay (removing the Audio Visual elements), there was a growth of between 5-10%;

**responds positively to intervention**: in Cornwall, Objective One investment is reflected in employment growth rates of 30% during the period 1998 – 2001;

**creates significant added value**: in comparison with a regional average of £14.9K per annum, per employee, the creative industries sector produces an average of £25.8K;

**has strong identified clusters**: in TV and film production, computer graphics and interactive media; and,

**is capitalising on**: the development of broadband services and digital interactive media for purposes of creation, production and reproduction, marketing, distribution and point of sale.

The section below explores the impact of the creative industries sector in terms of economic development (GDP/GVA, employment and business count):

### GVA and factor productivity

Gross Value Added of the sector in the region is calculated at £1.68 billion or 2.8% of regional GVA. This is below the GB average of 4.1% but, excluding London, which has the lion's share of sector activity, is only marginally below the average for all other regions (2.9%).



Factor productivity – GVA per FTE worker – is £33,514 which is high and above the regional average for all industries in the South-west but slightly lower than the average for the sector in other regions excluding London (£36,646).

## Employment

Employment (including FTE employees and FTE self-employed) is calculated at 59,500 on a low count<sup>1</sup> or 89,000 on a high count<sup>2</sup>. 27% of the sector is self-employed against a GB average of 14% for all sectors. The employment location quotient against other regions, excluding London, is 1. This means that the relative importance of the sector in the South-west is in line with all other regions excluding London.

The creative industries across the county of Devon (including Plymouth and Torbay) employ around 15,739 people. This is 3.7% of the statistically visible workforce (the national figure is closer to 5%).

These figures are statistically visible. The recent Somerset Study has shown that up to 30% of the key sub-sectors may be 'invisible' as their earnings are below the VAT registration threshold (£58,000 p.a), or they do not run a PAYE scheme. The picture for Devon is likely to be a mix of around 25% for urban areas and up to 50% for more rural areas.

## Business count and clustering

The total number of businesses is calculated at 8608 or 3.7% of all sites in the region with small enterprises accounting for 98% of all sites. The stock of businesses grew by 9% in the 1998-2001 period.

The highest employment location quotients, indicating critical mass of clusters are, in descending order, the West of England (Bristol, Bath and North East Somerset, South Gloucestershire), Gloucestershire, and Wiltshire and Swindon.

## The impact of the creative industries sector on regeneration

There is no consolidated record of – or analytical work on - the impact of the sector on regeneration projects in the region. However, there are major infrastructure-based regeneration

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<sup>1</sup> As reported in Arthur D. Little, *State of the Key Sectors*, South West RDA, 2004.

<sup>2</sup> As reported in Burns Owen Partnership and the School of Performance and Cultural Industries, University of Leeds, *Creative Industries Mapping and Economic Impact Study*, Culture South West and South West RDA, 2004.

initiatives which have gained significant national and regional impetus and recognition, including:

- Tate St Ives, Cornwall
- The Eden Project, St Austell, Cornwall
- Lemon Street and Quay developments, Truro, Cornwall
- National Maritime Museum, Falmouth, Cornwall
- Newquay Beach Hut Café and Extreme Academy, Cornwall
- Barbican Maritime Village, Barbican Glassworks and Theatre Royal Production Centre, Plymouth
- Consolidated and ongoing Bristol Harbourside, Montpellier and St Pauls district developments
- Swindon Town regeneration
- Bath, Walcot Street area
- Gloucester Docks

There are many others in which culture and the creative industries are – or could be playing an important role in regeneration in, for example, South West RDA's Creating Excellence programme involving the Market and Coastal Towns Initiative (MCTi), Rural Renaissance and Building Communities. The implications of both and for the sector have not been mapped in any systematic way. However, it is clear that there is a strong actual or potential link between creative industries and regeneration in the provision of workspace and incubators, production centres, the role of visual and performing arts institutions in reviving local economies, in stimulating cultural tourism and attracting highly skilled workers to an area.

The ADL report (The Arthur D Little Report for SWRDA, State of the Key Sectors 2004) notes the following skills issues for the sector and sub-sectors:

- web design, production accounting, graphic design and software applications for the Audio Visual sub -sector.
- technical and ICT skills in Performing Arts
- new media, web design, advanced IT, software and digital imaging for Publishing.
- ICT, business and management skills at all levels across the sector
- entrepreneurship and commercial skills across the sector

Additionally, the BOP/UL report identified the need for the expansion of diagnostic skills audits and a number of skill gaps identified by sector businesses, in order of importance, as follows:

technical and job specific skills including 'Advanced IT and software skills'  
entrepreneurial and business management skills including 'Project Management' and  
'Business Planning'  
communication and customer handling skills including 'Marketing', 'Client-customer  
relationships', 'identifying sales' and 'selling products'

The BOP/UL (Burns Owen Partnership/University of Leeds, Regional Mapping Report) report also notes the following specific skills issues:

certain specific skills shortages were reported in the region in specialist areas of expertise, typically related to innovation or better quality product (e.g. new writing and commercial entertainers respectively).  
skills gaps associated with a general lack of entrepreneurial aptitude were also identified in many new entrants to the labour market.  
the seeming lack of desire to attempt the change the sales base – as indicated by a similar focus on the South West in the market most regularly identified for growth – may be linked to businesses' perceived lack of skills in sales and marketing.

The ADL report also notes the problem of qualified graduates leaving the region to work elsewhere. The South West RDA calculates that 8% of all students in the region (7,700) are in courses related to the creative industries sector.

The visual arts domain produces markedly high levels of Gross Value Added per employee, in comparison to other Creative Industries sub-sector and to the economy as a whole.  
(The visual arts domain produces £35K GVA per employee per annum, in comparison with an average of £25.8K for the sector in the region.

Torbay Council spends some £5.5 million each year on culture; libraries, sport, leisure and event related activity. Based on 2004/5 figures, the council spends £41.98 per head of population on such net expenditure. This is broadly in line with that spent by similar areas such as Bournemouth, Plymouth, Poole and Southend; although considerably less than other areas such as Brighton and Portsmouth.

National figures show the creative industries accounted for 8% Gross Value Added (GVA) in 2002. They grew by an average of 6% per annum between 1997 and 2002, compared to an average of 3% for the whole economy over this period. (DCMS Creative Industries Economic Estimates Statistical Bulletin August 2004).

It is also acknowledged that there are elements within the heritage sector and in terms of regeneration and economic development, which can include planning, transport and

streetscape. The delivery of these elements will be considered all activities undertaken by amateur, commercial, voluntary and professional artists.

Devon has a strong rural craft sector, which has a range of artists delivering anything from traditional building crafts such as thatching to ornamental pottery and ironwork. The craft artists follow traditions that go back for generations and embedded in Devon's culture, and Torbay's role particularly in terms of pottery and ceramics feature in the rural craft economy. There has been a real decline in craft workers in Torbay in recent years, but with the introduction of an arts and craft centre at Cockington Court this is now beginning to show signs of marginal growth in this sector.

## Current Provision

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The range and participation in the arts sector in Torbay is extremely strong. However, sustainability and the health of the sector is currently of some concern:

Torbay has a range of theatre venues used by local people and visitors. They include the Princess Theatre, Torquay (150,000 visitors pa), the Babbacombe Theatre (40,000 visitors pa), the Palace Theatre, Paignton (26,400 visitors pa), the Little Theatre, Torquay and the Brixham Theatre, both of which offer a range of amateur performances each year.

There is a strong voluntary sector commitment to cultural activity as demonstrated by the large number of local arts groups (both professional and amateur).

There are a number of strong visual arts groups, including Brixham Shoal of Artists. Brixham has a strong creative industries background and has recently been suggested as the next St Ives.

The fragile position of many of the area's cultural organisations and creative industries, with a good number operating on a financial knife edge

There is a need for a more recognised and visible physical base for cultural activities to complement what is already in place; in terms of space for exhibitions, performances, events, rehearsals and, particularly for local young people, for informal leisure activities. Creative solutions with the limited funding available is needed to make this a reality.

That enabling role will be a key feature of the council's future activity and involves providing:

- more effective leadership for cultural matters
- greater advocacy for cultural activities, across Torbay
- improved co-ordination of cultural activities
- the means of securing better partnership working with local creative industries and cultural organisations
- develop opportunities for arts and creative work/exhibition spaces within Torbay

The sustainability of the sector is a concern with many businesses struggling to survive in the arts business alone. The quality of the work is high but the price they are achieving for this work is amongst the lowest in Devon. What is needed is a 'cluster' of activity, which can be marketed to ensure that those wishing to purchase good quality works of arts and creative craft, choose Torbay as a destination.

A recent report on evaluation of the Cultural Industries sector commissioned by Devon County Council, Torbay Council and Arts Council South West identified a skills gap within the professional arts sector: The issue seems to be skills gap rather than skills shortage. Over the last 5 years a number of national, regional, and sub regional studies have been carried out into the skills issues facing creative businesses. Much of these findings will be relevant to the Devon and Torbay businesses and these are being checked further as part of this study. The main issues can be summarised as follows:

## **Sector profile**

Nationally the sector is made up of a small number of very large companies and a large number of small companies, self-employed, freelancers, part-time workers – the so called ‘hour glass’ model

There are high levels of freelance across the sectors (from c 50% in the Arts and Entertainment world to 80% in the Audio Visual sector)

The creative industries demand a complex cocktail of high level skills (creativity, innovation, communication, adaptability, etc) combined with highly developed social and personal skills.

Networking is a strong operational and organisational form for the sector.

It is also impossible to ignore the impact of the rapid technological changes affecting the global economy. Apart from some aspects of the performing arts hardly any sub-sector has been untouched and the need for ICT skills is becoming keener.

## **Qualifications and accreditation**

The creative industries sector is composed of a highly qualified workforce with many having at least a degree (or Level 4) or post graduate qualification (Level 5)

## **Skills gaps and shortages**

More businesses suffer from internal skills gaps than skills shortages.

Some of the main cross-sector skills gaps are generally in ICT or business skills (Finances, Marketing, Sales etc) as confirmed in the regional SWOT analysis of the creative industries in the Arthur D Little report for SWRDA.

The most common response to skills gaps is to provide further training (61%)

One of the issues facing the sector is the transition from full-time education to the workforce: pathways from school to college to the workplace need to be clear and easily accessible.

Affordability and time are still the major barriers for training and development. In the National Employers Skills Survey, the main barriers given were lack of time for training (54%) and lack of funding for training (54%)

In terms of learning and skills, for major agencies the overriding challenge in the forthcoming years is to develop strategies and actions that recognise the fragmented nature of the sector, address long-standing inequities by improving access, participation, entry points, and career paths, and match provision with demand by delivering exactly what the sector needs based on reliable research.

## Consultation

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In assessing the current position and the future needs of the arts sector, two visioning events took place in 2004/5. The groups were made up of decision makers and key stakeholders from the arts community across Torbay.

Those who were consulted considered that the following, were barriers to a flourishing cultural sector:-

**lack of public art** – in comparison to other towns and cities, Torbay has a real lack of public art both as art in its own right as well as integrated into buildings and development design. Public art is a catalyst for creating dialogue for the arts in any community and it also increases the understanding and appreciation of art in the greater sense. By having good quality art pieces in everyday locations is an educational experience for the general public and raises the profile of arts in the community. By investing in public art as an initial step in developing the arts in Torbay, this will raise the profile of the sector, increase the value of the artist's work and encourage local art organisations to work in partnership for the benefit of the sector. However, despite this, it is important to note that over the recent year a number of schemes began which has involved public art and integrated design – for example, Beacon Quay, Winner Street Paignton and Sharkham Village Brixham.

**low arts product value** – professional artists are unable to get a reasonable price for their work and feel that the only alternative is to produce the work in Torbay, but sell it elsewhere. There are a number of factors which are felt contribute to this barrier. These are: low numbers and quality of retail outlets and a lack of an “arts quarter” with businesses spread across the Bay mostly in back street locations. The lack of high spend tourists currently using Torbay as a destination contributes to the price of the product being kept at an unacceptably low level compared to other locations. Both day visitors and holiday makers do not perceive Torbay as a cultural or arts destination. More development of cultural clustering will be needed before there is adequate numbers of good quality artists who will attract people that specifically want to use Torbay as a cultural destination.

**skills gap in business development** – representatives of organisations and arts groups across Torbay require key business development skills in order to improve the quality of the

arts offer. Arts organisations do not have sufficient knowledge and understanding of the market and the product to ensure that a high quality and consistent offer is maintained. Creative people tend to not be business orientated and therefore a support network with a high level of business acumen is required. Artists need to have trust in any support network or agencies with which they work and therefore this must be of the highest quality.

**maintaining existing and developing new audiences** – research shows that particularly in the performing arts, the most successful theatres and theatre companies obtain 80% of their income from 20% of their audience. The loyalty of a regular audience can be financially more beneficial than continually looking for new audiences. In Torbay there is limited intelligence of existing audiences, their tastes and habits and their origin. Before any loyalty can be achieved the regular audience needs to be identified. Many of the existing arts organisations do not undertake any audience monitoring whatsoever. In all areas of the arts, intelligence needs to be pooled to gain a better understanding of who the audience is, who is buying product and what product they are purchasing.

**lack of dedicated arts spaces** – although there is considerable activity both with temporary exhibitions and touring performing arts, there is limited dedicated space for local practitioners to have a permanent presence. There is plenty of space which can be used on a temporary basis and either some of this could be developed into permanent arts exhibition and performance locations or new spaces need to be developed. In addition there needs to be informal social spaces with an arts agenda where practitioners and support groups establish and maintain networks.

**ineffective marketing locally and to the visitor** – whilst individual organisations utilise marketing at a local level, there is little cohesion or shared vision across Torbay. This is due to a number of factors: fragmented intelligence on what is available both locally and to the visitor, weak branding and image, poor quality publicity material and ineffective distribution. By marketing it jointly there is the ability to reach a wider audience and improve the quality and image of the arts product across Torbay. Rather than continuously bombarding the known audience with individual publicity material it will be more effective to pool resources together to enable the customer to gain a cohesive picture of events and exhibitions.

**under-exploited development of the arts in addressing national priorities** - the creative industries could be used to help achieve national priorities in cross-cutting themes: safer communities, being healthy, life long learning and developing young people, diversity and sustainable communities. Torbay has not yet exploited the role arts could have in delivering on these themes. The new Local Area Agreements give the arts an opportunity to work across sectors to achieve aims of these cross cutting themes.

**the dominant evening economy** – the current culture of those people who are attending events and activities during the evening particularly revolving around music are from a particular section of the community. There is a thriving music scene based around club culture, there is limited opportunities for a much wider audience to participate in live music. There needs to be a greater emphasis on a wider “café culture” which encompasses music,



street entertainment, comedy, dance and contemporary arts activities. An increase in venues could be achieved by encouraging landlords of these establishments to re-focus to provide a wider programme which is more inclusive.

**lack of funding** – There are a number of issues relating to funding that have been identified as barriers, these include: a lack of knowledge of what is available and how to access funding, the inability to market their product to a business sponsorship audience, and a lack of funding from the regional Arts Council and other external agencies being focused on Torbay. This may be as a result of lack of confidence of the artists to apply for funding for projects they are developing, and a lack of confidence by the regional bodies, in Torbay, to deliver in line with the criteria expected by those agencies.

Acknowledging the above barriers, the following key themes have been identified as the priority areas needing future development:-

develop public art through planning guidance and as a catalyst for regeneration

develop cultural clusters and partnership development

an increased understanding of and developing audiences by co-ordinating marketing including developing a quality arts brand for Torbay

create arts spaces incorporating both the professional studio and exhibition space and opportunities for networking

improve the understanding of, and the development of cultural tourism

business support, sponsorship and financial resource development

raising Torbay's profile within the region

re-focusing of programmes at existing venues

## Priorities from 2006-2016

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Following the consultation results listed below are the proposed priorities identified to tackle barriers to participation and encourage sustainable growth in the creative industries in the future.

**Develop public and performing art through planning guidance, working in partnership with others on cross-cutting themes, and use development opportunities as a catalyst for regeneration.**

Through the Partnership Agreement with the Arts Council South West to part fund the employment of a full-time Partnership Development Officer (Culture) for Torbay for the next

2 years. In order to keep this post after the 2 years, external funding options will be explored.

Carry out a mapping exercise to identify key locations appropriate for development of the arts.

Work with local professional artists to develop skills through a “Creative Academy” to deliver the arts in Torbay.

Develop with the remainder of the cultural sector, a planning guidance to be linked to the new Local Development Framework (to go alongside the Torbay Urban Design Guide which introduces the issue of art and design)

Work in partnership with other agencies to develop the arts in delivering crosscutting themes.

#### **Develop cultural clusters and partnership development**

Establish geographical areas where cultural quarters can be developed. Key initial areas include Cockington Court, Brixham Breakwater, St Marychurch/Babbacombe and Winner Street/Palace Avenue where businesses are already developing.

Further cultural centres can be identified once the mapping exercise has been completed.

Further establish the existing Arts Base organisation as the key network.

To build partnership arrangements with Brixham Community and Arts College and South Devon College to identify gaps in the skill base and identify talented local young people to maintain the cultural sector in Torbay. This will include developing start up units for practising artists and organisations linked to this education resource.

Develop a ‘Creative Academy’ for Torbay to give a spring board to local talent and enable budding artists to reach their full potential.

#### **An increased understanding of developing audiences by co-ordinating marketing including developing a quality arts brand for Torbay**

Develop an arts brand quality mark for arts practitioners across Torbay who meet a criteria which shows good management, continuous development and quality of product.

Agree a Bay-wide marketing strategy to develop audiences and establish intelligence data on existing loyal customer base.

Agree a methodology for developing a web based data management hub to collect, order and disseminate audience figures and critical market information.

Co-ordinate a publicity campaign for Torbay as an arts destination. This will figure as part of the Torbay Development Agency’s niche market proposals for marketing the shoulder periods.

### **Create arts spaces incorporating both the professional studio and exhibition space and opportunities for networking**

In the period before an arts space are established, to begin creating an arts trail which links all the existing practitioners and organisations which can be marketed as a cultural package to residents and tourists.

Create innovative opportunities to exhibit and perform in spaces not normally associated with the arts e.g. on buses, boats or at stations.

Investigate an “arts lease” programme to enable artists to feature their work on a rental basis to local businesses, hotels and tourist attractions.

In conjunction with South Devon College establish start-up units for practising artists and organisations as part of the new college site.

Identify venues for use as studio/rehearsal space including unusual or non-traditional locations.

Develop a multi-purpose centre with particular emphasis on the visual arts for permanent and temporary exhibitions. A new build would be preferable – sites to be identified.

To co-ordinate Council owned venues to develop more spaces where visual and performing arts can take place. To offer a single point of booking and a co-ordinated marketing of these venues.

Further development of open studios giving opportunities to view artists at work.

### **Improve the understanding of, and the development of cultural tourism**

Research why the cultural tourist is not choosing Torbay as a cultural destination, including looking at successful destinations and drawing from their experience.

Identifying projects within the Torbay area that currently have a high quality offer, for example the Torbay Poetry Festival.

To develop and enhance “festivals” which are unique to Torbay and has a local significance for example the Crime Writers Festival and the proposed Cockington Christmas Festival of Light.

Arts organisations to link with the Torbay Development Agency to develop niche markets to attract tourists for the arts product.

### **Business support, sponsorship and financial resource development**

Identify business support networks for practising artists and disseminate business development information across the sector, for example Arts Base newsletter.

Establish training and workshops on key business skills and developing financial resources.

On the events partnership web site, develop a more comprehensive and up-to-date funding information guide.

Develop intelligence on potential sponsorship opportunities for the sector.

Through the Funding Group, establish a co-ordinated approach to bid for external funding.

### **Raising Torbay's profile within the region**

To ensure that Torbay is represented at a strategic level in all regional organisations relating to arts and culture.

To ensure the profile of Torbay and its arts activity is high on the agenda of regional agencies i.e. Culture South West, Arts Council South West, the SWRDA, GOSW, CABE and the MLA, Creative and Cultural Skills.

Celebrate Torbay's successful art programmes through local and regional media.

### **Re-focusing of programmes at existing venues**

Encourage existing venues to develop a wider range of live entertainment to cover everything from folk music to comedy, from poetry reading to cabaret.

### **Using the arts to deliver future Local Area Agreements**

To work in partnership with Torbay's Strategic Partnership, Ward Partnerships and the Cultural Partnership to develop arts within future Local Area Agreements.

To work with communities to develop 'creative neighbourhoods' in the most deprived communities in Torbay.

To work with partners to develop arts provision to help with national priorities.

## **Participation and inclusion**

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In addition to the key themes and priorities identified, an increase in participation particularly those from under-represented groups needs to be addressed. Under new Government policy there is a target of increasing participation within the cultural sector by 1% each year. In particular they are focusing on reaching those from black minority communities and those in the D&E categories.

The development of the Leisure/Cultural Discount Card will address affordability of participating in arts and cultural activity by targeting those specifically on low incomes or who are income deprived.

Although there is a fairly small black minority ethnic community in Torbay and across Devon as a whole, there needs to be developed a greater understanding of cultural diversity by the general population. Arts and cultural activity is a way of developing an understanding of alternative cultures and preparing children and young people with a greater understanding of cultural diversity. Torbay has a growing Chinese population and number of residents from mainland Europe.

There are issues with racism in Torbay and the majority seem to be focused between foreign and Torbay students. Arts and culture are already addressing this with Operation Columbus, through Section 17 of the Crime and Disorder Act, which gives young people an opportunity to explore their discrimination of different groups of students.

Torbay Council's Cultural Services department has developed equality impact assessments for its services and buildings. This has identified a number of key actions and improvements which are already being addressed.

With the ageing population nationally, a greater focus is on developing services and activities for older people. The Government's new strategy for older people has identified transport as one of the key barriers to participating in a range of activities. Additionally from local research older people have identified a fear of crime at night as a barrier to them attending evening performances. A survey is in progress to look further at the needs of the elderly in terms of leisure and cultural activities.

As stated in the Local Transport Plan, 30% of Torbay households do not have access to a car – therefore it is vital that cultural provision takes this into account. These barriers are considered in the Local Transport Plan 2006-2011. There also needs to be considered a range of performance times to meet the needs of the whole community.

In addition, actions taken forward in this strategy must ensure access for those with disabilities – this is being addressed in terms of physical disabilities with refurbishments such as Torre Abbey and the Palace Theatre. We must continue to build on this and encompass learning and sensory disabilities as well as physical.

This Strategy will receive a full Equality Impact Assessment (EIA), which will be monitored continually. As the Action Plan is reviewed annually, as will the EIA, in order to ensure that our aims and objectives are in line with current legislation and that we are meeting the needs of the community.

| <b>Arts Strategy Action Plan</b>   |   |                          |   |                    |
|--|---|--------------------------|---|--------------------|
| <b>Theme</b>   | <b>Action</b>   | <b>Lead Organisation</b> | <b>Partners and Funding</b>   | <b>Target Date</b> |
| <b>Develop public art through planning guidance and as a catalyst for regeneration</b> | Through the Partnership Agreement with Arts Council England South West, fund the employment of a full-time post in Cultural Partnership Development for Torbay for the next 2 years. It is expected that from year 2, this post will be self funded through contributions from developers, partner organisations and external grants. | Torbay Council           | Funded through existing resources and Arts Council England South West via Partnership Agreements              | Done               |
|  | Carry out a mapping exercise to identify key locations appropriate for developing public art.   | Torbay Council           | Public Art South West (Funded through existing resources)   | March 2007         |
|  | Work with local professional artists to develop skills through a "Creative Academy" to deliver the arts in Torbay.  | Torbay Council           | Local colleges and organisations (Funded through existing resources with the possibility of external funding) | August 2007        |

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| <b>Theme</b>   | <b>Action</b>   | <b>Lead Organisation</b> | <b>Partners and Funding</b>   | <b>Target Date</b> |
|  | Develop with the remainder of the cultural sector, a planning guidance to be linked to the new Local Development Framework – to work alongside the Urban Design Guide.  | Torbay Council           | Local developers (Funded through existing resources)                                      | August 2007        |
| <b>Develop cultural clusters and partnership brokerage</b> | Develop existing geographical areas where cultural quarters can be developed. Key initial areas include Cockington Court, Brixham Breakwater and Winner Street/Palace Avenue where businesses are already developing. | Cultural Partnership     | Arts Base & TCCT (External funding tbc)   | Done               |
|  | Further establish the existing Arts Base organisation as the key network.   | Arts Base                | Torbay Council and Cultural Partnership (Funded through existing resources plus external) | Ongoing            |

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| <b>Theme</b>                     | <b>Action</b>   | <b>Lead Organisation</b> | <b>Partners and Funding</b>   | <b>Target Date</b> |
|                                  | To build partnership arrangements with Brixham College and South Devon College to identify gaps in the skill base and identify talented local young people to maintain the cultural sector in Torbay. | Torbay Council           | project funding)<br>Cultural Partnership<br>Arts Base<br>(Funded through existing resources with possible external project funding) | December 2007      |



| <b>Arts Strategy Action Plan</b>  |   |                          |  |                    |
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| <b>Theme</b>  | <b>Action</b>   | <b>Lead Organisation</b> | <b>Partners and Funding</b>  | <b>Target Date</b> |
| <b>Working in partnership with the community, developers and agency partners to develop arts projects to deliver against cross cutting themes</b> | Through the new post Partnership Development Officer (Culture), develop partnerships to deliver projects and assist the growth of our creative industries.                                  | Torbay Council           | Arts Council England SW (Funded through our existing Partnership Agreement)  | Ongoing until 2008 |
|   | Develop long term relationships with agencies including, PCT, Police and Torbay Strategic Partnership to use the arts in delivering outcomes against cross cutting themes – for eg, racism. | Torbay Council           | Arts organisations & practitioners<br><br>Other agencies<br>Torbay Strategic Partnership (Funded through existing organisational resources plus possible external project funding) |                    |

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| <b>Theme</b>  | <b>Action</b>   | <b>Lead Organisation</b> | <b>Partners and Funding</b>   | <b>Target Date</b> |
| <b>An increased understanding of developing audiences by co-ordinating marketing including developing a quality arts brand for Torbay</b> | Develop an arts brand quality mark for arts practitioners across Torbay who meet a criteria which shows good management, continuous development and quality of product. | Arts Base                | Torbay Council<br>(Funded through existing resources)   | October 2007       |
|   | Agree a Bay wide marketing strategy to develop audiences and establish intelligence data on existing loyal customer base.   | Torbay Council           | TDA (funded through existing resources plus possible external funding)  | December 2007      |
|   | Agree a methodology for developing a web based data management hub to collect, order and disseminate audience figures and critical market information.                  | Torbay Council           | Arts organisations, practitioners and TDA (Funded through existing organisational resources plus possible external project funding) | April 2008         |

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| <b>Theme</b>  | <b>Action</b>  | <b>Lead Organisation</b>                    | <b>Partners and Funding</b>   | <b>Target Date</b>                 |
|   | <p>Encourage access to cultural provision for hard to reach groups and our ethnic minorities – in particular the elderly, disabled and other minority groups</p> <p>Co-ordinate a publicity campaign for Torbay as an arts destination. This will figure as part of the Torbay Development Agency's niche market proposals for marketing the shoulder periods.</p> | <p>Torbay Council</p> <p>TDA</p>            | <p>Arts organisations &amp; practitioners (Funded through external sources such as Arts Council)</p> <p>Arts Base (External funding required – tba)</p> | <p>Ongoing</p> <p>October 2007</p> |
| <b>Create arts spaces incorporating both the professional studio and exhibition</b> | <p>In the period before an arts space is established, to begin creating an arts trail which links all the existing practitioners and organisations which can be marketed as a cultural package to residents and tourists.</p> <p>Create innovative opportunities to exhibit and perform in spaces not normally</p>   | <p>Torbay Council</p> <p>Torbay Council</p> | <p>Arts Base (Funded through existing resources)</p> <p>Arts organisations &amp; practitioners</p>  | <p>April 2007</p> <p>Ongoing</p>   |

| <b>Arts Strategy Action Plan</b>              |  |                            |   |                    |
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| <b>Theme</b>                                  | <b>Action</b>  | <b>Lead Organisation</b>   | <b>Partners and Funding</b>   | <b>Target Date</b> |
| <b>space and opportunities for networking</b> | associated with the arts e.g. on buses, boats or at train stations.  |                            | (Funded to be sourced externally)                                     |                    |
|   | Investigate an “arts lease” programme to enable artists to feature their work on a rental basis to local businesses, hotels and tourist attractions. | Torbay Council & Arts Base | Local businesses and hoteliers<br>(Funded through existing resources) | December 2007      |
|   | Capitalise on new opportunities to establish start-up units for practising artists and organisations   | Torbay Council             | TDA (To be funded externally)   | Ongoing            |
|   | Identify or establish venues for use as exhibition studio/rehearsal space including unusual or non-traditional locations.                            | Torbay Council             | Venue owners & developers (To be sourced externally)                  | Ongoing            |
|   | Develop a multi-purpose centre with particular emphasis on the visual arts for permanent and temporary exhibitions.                                  | Torbay Council             | Developers and planners (External funds required)                     | March 2012         |
|   | Further development of open studios giving opportunities to view artists at work.  | Torbay Council             | Brixham Shoal of Artists & Devon                                      | Ongoing            |

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| <b>Theme</b>   | <b>Action</b>   | <b>Lead Organisation</b> | <b>Partners and Funding</b>   | <b>Target Date</b> |
|  | Maximise the potential of our historic buildings and natural environment  | Torbay Council           | Artist Network<br>TDA (Existing project funding, existing resources plus external project funding)<br><br>TCCT (Funded through existing resources plus possible external project funding) | Ongoing            |
| <b>Improve the understanding of, and the development of cultural tourism</b> | Research why the cultural tourist is not choosing Torbay as a cultural destination, including looking at successful destinations and drawing from their experience. | Torbay Council           | Devon County Council, Arts Council and TDA (Funded through existing resources plus external project funding)  | January 2008       |

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| <b>Theme</b>                     | <b>Action</b>   | <b>Lead Organisation</b>  | <b>Partners and Funding</b>   | <b>Target Date</b>                                 |
|                                  | <p>Identifying projects within the Torbay area that currently have a high quality offer, for example the Torbay Poetry Festival – looking at continued development</p> <p>To develop “festivals” which are unique to Torbay and have a local significance for example the proposed Crime Writers Festival and Cockington Christmas Festival of Light.</p> <p>Arts organisations to link with the Torbay Development Agency to develop niche markets to attract tourists for the arts product.</p> | <p>Torbay Council</p> <p>Cultural Partnership</p> <p>Artsbase</p> | <p>Arts Base (Internal Resources plus external project funding)</p> <p>Torbay Council (Through existing resources plus external sponsorship and funding)</p> <p>Cultural Partnership (Through existing resources plus external sponsorship and funding)</p> | <p>Ongoing</p> <p>Ongoing</p> <p>December 2007</p> |

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| <b>Theme</b>  | <b>Action</b>  | <b>Lead Organisation</b> | <b>Partners and Funding</b>   | <b>Target Date</b> |
| <b>Business support, sponsorship and financial resource development</b> | Identify business support networks (such as Arts Matrix) for practising artists and disseminate business development information across the sector, for example through the Lighthouse Magazine. | Torbay Council           | Artsbase (Funded through existing resources)  | June 2007          |
|   | Establish a provision for sector specific training and workshops on key business skills and developing financial resources.  | Torbay Council           | South Devon College, Arts Matrix (Through existing resources plus external sponsorship and funding) | July 2007          |
|   | Develop intelligence on potential sponsorship opportunities for the sector.  | Torbay Council           | Arts organisations (Funded through existing resources)  | Ongoing            |
|   | Through the Funding Group, establish a co-ordinated approach to bid for external funding.  | Torbay Council           | TDA (Funded through existing resources)   | Ongoing            |

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| <b>Theme</b>  | <b>Action</b>   | <b>Lead Organisation</b>       | <b>Partners and Funding</b>  | <b>Target Date</b> |
| <b>Raising Torbay's profile within the region</b>   | To ensure that Torbay is represented at a strategic level in all regional organisations relating to arts and culture.   | Cultural Partnership           | Torbay Council (Funded through existing resources)                   | Ongoing            |
|   | To ensure the profile of Torbay and its arts activity is high on the agenda of regional agencies i.e. Culture South West, Arts Council South West, the SWRDA, GOSW, CABE and the MLA, Creative and Cultural Skills. | Torbay Council                 | Cultural Partnership<br>Artsbase (Funded through existing resources) | Ongoing            |
|   | Celebrate Torbay's successful art programmes through local and regional media.  | Artsbase                       | Torbay Council (Funded through existing resources)                   | Ongoing            |
| <b>Re-focusing of programmes at existing venues</b> | Re-opening of the Spanish Barn and Torre Abbey complete with new contemporary exhibition spaces   | Torbay Council                 | Friends of Torre Abbey & HLF (Funded through existing resources)     | June 2008          |
|   | Encourage existing venues to develop a wider range of live entertainment to cover everything from folk music to comedy, from  | Venue owners<br>Torbay Council | Arts (Funded through existing  | Ongoing            |



| <b>Arts Strategy Action Plan</b> |                            |                          |                             |                    |
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| <b>Theme</b>                     | <b>Action</b>              | <b>Lead Organisation</b> | <b>Partners and Funding</b> | <b>Target Date</b> |
|                                  | poetry reading to cabaret. |                          | resources)organisations     |                    |

We would very much like to hear your thoughts on this strategy. Please send your comments to [arts@torbay.gov.uk](mailto:arts@torbay.gov.uk) or by post to Arts Development, Torbay Council, Cultural Services, Tor Hill House, Union Street, Torquay TQ2 5QW.