

Achieving great art for everyone

Consultation report on the process and the views received: Appendices

22 July 2010

A report to Arts Council England
Prepared by Dialogue by Design

dialoguebydesign
making consultation work

Email: info@dialoguebydesign.com

Website: www.dialoguebydesign.net

This report contains a summary of responses to a consultation that was managed by Arts Council England and analysed by Dialogue by Design. The views reflected in the report are those of the respondents who took part in the consultation and may not reflect the views of the Arts Council or Dialogue by Design.

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A Appendices

A.1 Consultation questions

Where are we now?

1. Do you broadly agree with our analysis of achievements, challenges and opportunities contained within this paper and the supporting research? (yes/no)
Are there other factors we should consider?

Our vision for the future

2. Do you share our vision for the arts? (yes/no) Do you have any other comments?
3. What do you think are the most important things to focus on in order to ensure talent and artistic excellence are thriving and celebrated?
4. What do you think are the most important things to focus on in order to ensure the arts leadership and workforce are diverse and highly skilled?
5. What do you think are the most important things to focus on in order to ensure more people value and enjoy the arts?
6. What do you think are the most important things to focus on in order to ensure every child and young person has opportunities to experience the richness of the arts?
7. What do you think are the most important things to focus on in order to ensure the arts sector is sustainable, resilient and innovative?

Realising our vision

8. Do you agree with our thinking regarding the future role the Arts Council will play in partnership with others? (yes/no) Do you have alternative ideas?
9. Do you agree that more flexible funding mechanisms will be required to achieve our goals? (yes/no) Please tell us whether you think we are taking the right approach, or if there are other approaches we might take.
10. What implications for artists and arts organisations should the Arts Council take account of if these proposals are developed further?

Further comments

If you have any other comments on any aspect of the consultation paper, please tell us here.

A.2 List of headings under which responses have been collated

As outlined in section 2.3 'Analysis', collation headings are designed for use primarily by the Arts Council in considering comments on the strategic framework. While many of the headings indicate the issues mentioned in participants' comments and provide an indication of where participants' interests lie, some are more generic and provide other information about participants' views and, in particular, where they specifically support or challenge the strategic framework.

A.2.1 Collation headings for online and written consultation

Question 1: Do you broadly agree with our analysis of achievements, challenges and opportunities contained within this paper and the supporting research? (yes/no)

Are there other factors we should consider?

702 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – bureaucracy	2
Arts Council England – challenges / priorities	10
Arts Council England – development role	6
Arts Council England – general / other	3
Arts Council England – leadership	2
Arts Council England – lobbying / advocacy role	15
Arts Council England – regional approach	4
Arts Council England – relationships / communication	15
Arts Council England – role as a broker / facilitator	6
Arts Council England – role in audience development	3
Arts Council England – support research	6
Arts Council England – vision / strategy	3
Analysis – challenge	25
Analysis – support	71
Artform – combined arts	3
Artform – dance	8
Artform – literature	9
Artform – music	15
Artform – outdoor arts	3
Artform – performing arts touring	6
Artform – theatre	6
Artform – visual arts	9
Audiences – accessibility	29

Audiences – awareness / publicity	9
Audiences – education / development	18
Audiences – general / other	5
Audiences – participation / communities	53
Audiences – young people / school / higher education	12
Comment on consultation document / consultation	22
Comment on goals / strategy	17
Define excellence / talent	8
Focus – business models / income streams	14
Focus – carbon footprint / climate change	17
Focus – celebrate identity / heritage	9
Focus – challenge inequality	4
Focus – digital / new technologies	58
Focus – diversity	56
Focus – education	15
Focus – emerging artists	12
Focus – further consultation	2
Focus – grassroots / amateur	25
Focus – individual artists / smaller organisations	34
Focus – internationalism	23
Focus – joined-up / partnership delivery	45
Focus – nature / value of arts	28
Focus – older people	9
Focus – Olympics / Cultural Olympiad	10
Focus – other specific art / artist type	11
Focus – quality / excellence	25
Focus – regions / non-urban areas	33
Focus – risk and innovation	31
Focus – salaries / rewards / incentives	1
Focus – wider agenda / civic society	54
Focus – young people	13
Funding – application process	4
Funding – National Lottery	1
Funding – priorities	23
Funding – recession	30
Funding – reporting / monitoring	1
Funding – regularly funded organisations	7

Funding – security / amount	12
Funding – stability / sustainability	8
Funding – system	26
General comment / other	25
Infrastructure – production / promotion	3
Infrastructure – venues / workspaces	35
Less bureaucracy	1
More information / clarity needed	7
No comment	1
No response	172
Nothing else to consider	8
Refer to experience from other sector / country	1
Refer to other response	4
Skills / development – accessibility / diversity	1
Skills / development – apprenticeships	2
Skills / development – business	1
Skills / development – general / other	4
Skills / development – pathways / opportunities	5
Skills / development – training / education	18
Work with – artists / arts organisations	4
Work with – central government	6
Work with – creative industries	10
Work with – health sector	5
Work with – heritage / tourism sector	2
Work with – local / regional government	27
Work with – media / broadcasting	1
Work with – other funders	9
Work with – science sector	1
Work with – sport / Olympics	1
Work with – stakeholders / general	11
Work with – third sector	2
Work with – universities / schools	6

Question 2: Do you share our vision for the arts? (yes/no) Do you have any other comments?

666 respondents submitted comments to this question.

Group heading	Number of responses
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Arts Council England – challenges / priorities	10
Arts Council England – general / other	5
Arts Council England – lobbying / advocacy role	14
Arts Council England – relationships / communication	4
Arts Council England – resourcing / capacity / staffing	12
Artform – dance	3
Artform – literature	6
Artform – music	3
Artform – theatre	6
Artform – visual arts	5
Audiences – accessibility	21
Audiences – awareness / publicity	7
Audiences – general / other	5
Audiences – participation / communities	29
Audiences – research / understand	2
Comment on consultation document / language	2
Focus – artist develop / talent / living standard	25
Focus – carbon footprint / climate change	22
Focus – digital / new technologies	24
Focus – diversity	33
Focus – evidence and evaluation	4
Focus – grassroots / community	19
Focus – individual artists / smaller organisations	26
Focus – internationalism	15
Focus – joined-up / partnership delivery	19
Focus – mixed economy / resilience	14
Focus – nature / value of arts	34
Focus – older people	8
Focus – organisational structures / ways of working	3
Focus – other specific art / artist type	8
Focus – quality / excellence	38
Focus – regions / non-urban areas	14
Focus – risk and innovation	25
Focus – timeframe	1
Focus – touring	3
Focus – wider agenda / civil society	22
Focus – world leading / global hub	18

Funding – priorities	40
Funding – security / amount	9
Funding – system	15
General comment / other	5
Goal 1 / talent and excellence	6
Goal 2 / leadership and workforce	10
Goal 3 / more people	8
Goal 4 / young people	34
Goal 5 / sustainable and resilient	6
Goals – general comment	17
Infrastructure – venues / workspaces	3
No comment	17
No response	173
Refer to existing UK initiative / practice	1
Refer to other programmes	4
Refer to other response	19
Vision – challenge	39
Vision – communication	1
Vision – support	67
Vision – support with caveats	124
Vision – wording / language	18
Work with – commercial / business sectors	5
Work with – creative industries	13
Work with – local / central government	15
Work with – media / broadcasting	4
Work with – sports / Olympics	3
Work with – voluntary sector / amateur art	2

Question 3: What do you think are the most important things to focus on in order to ensure talent and artistic excellence are thriving and celebrated?

663 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – bureaucracy	1
Arts Council England – general / other	11
Arts Council England – knowledge / skills of staff	9
Arts Council England – lobbying / advocacy role	41
Arts Council England – relationships / communication	19

Arts Council England – support broad arts spectrum	1
Artform – combined arts	2
Artform – dance	13
Artform – literature	16
Artform – music	12
Artform – outdoor arts	1
Artform – performing arts touring	9
Artform – theatre	14
Artform – visual arts	7
Audiences – accessibility	32
Audiences – awareness / publicity	36
Audiences – diversity	6
Audiences – education / development	38
Audiences – participation / communities	42
Comment on consultation document / language	16
Define excellence / talent	45
Focus – artist development	109
Focus – carbon footprint / climate change	3
Focus – celebrate / value art and artists	37
Focus – celebrate identity / heritage	1
Focus – collaboration / partnership	95
Focus – cultural value of arts	27
Focus – digital / new technologies	25
Focus – diversity	76
Focus – education / schools	69
Focus – emerging artists / arts organisations	51
Focus – evidence and evaluation	41
Focus – governance	10
Focus – grassroots	28
Focus – individual artists / smaller organisations	62
Focus – internationalism	51
Focus – Olympics / Cultural Olympiad	1
Focus – other specific art / artist type	30
Focus – overall strategy / cohesion / ecology	29
Focus – quality / excellence	78
Focus – regions / non-urban areas	46
Focus – risk and innovation	120

Focus – sustainability	3
Funding – other	9
Funding – priorities	80
Funding – regularly funded organisations	13
Funding – security / amount	75
Funding – system	78
General comment / other	20
Infrastructure – database / website	3
Infrastructure – general	37
Infrastructure – production / promotion	11
Infrastructure – venues / workspaces	65
No comment	2
Question commercial involvement	3
Refer to experience from other sector / country	9
Refer to good practice	28
Refer to other response	15
Role of non-regularly funded organisations	6
Role of regularly funded organisations	31
Skills / development – business	11
Skills / development – knowledge	7
Skills / development – pathways	55
Skills / development – training / education	48
Strategy – support	15
Work with – central government	14
Work with – commercial sector	22
Work with – creative industries / other artists	16
Work with – education sector	15
Work with – health sector	2
Work with – local / regional government	25
Work with – media	34
Work with – other stakeholders	8
Work with – voluntary sector / amateur art	10

Question 4: What do you think are the most important things to focus on in order to ensure the arts leadership and workforce are diverse and highly skilled?

644 respondents submitted comments to this question.

Group heading	Number of
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	responses
Arts Council England – general / other	22
Arts Council England – lobbying / advocacy role	14
Arts Council England – relationships / communication	3
Arts Council England – role as a broker / facilitator	2
Arts Council England – should be more representative	10
Artform – combined arts	1
Artform – dance	9
Artform – literature	6
Artform – music	3
Artform – performing arts touring	2
Artform – theatre	6
Artform – visual arts	2
Audiences – accessibility	9
Audiences – awareness / publicity	4
Audiences – education / development	4
Audiences – outreach work	8
Comment on consultation document / language	14
Diversity – age	1
Diversity – artforms / art work	10
Diversity – definition	10
Diversity – disabilities	5
Diversity – gender equality	12
Diversity – general	91
Diversity – hard-to-reach / disadvantaged	13
Diversity – race and ethnicity	15
Diversity – sexuality	1
Focus – artist development	6
Focus – carbon footprint / climate change	1
Focus – cultural value of arts	5
Focus – digital / new technologies	13
Focus – emerging artists	8
Focus – evidence and evaluation	13
Focus – grassroots	2
Focus – individual artists / smaller organisations	20
Focus – internationalism	6
Focus – joined-up / partnership delivery	29

Focus – networking / sharing / exchange	48
Focus – quality / excellence	11
Focus – recognise artist roles / skills / portfolio	11
Focus – recruitment process / policies	19
Focus – regions / non-urban areas	16
Focus – risk and innovation	10
Focus – salaries / rewards / incentives	56
Focus – support / resources – general	8
Focus – transparency	1
Funding – criteria	6
Funding – priorities	17
Funding – security / amount	9
Funding – system	14
General comment / other	30
Infrastructure – venues / workspaces	2
Leadership – access / appeal	14
Leadership – bring in experience from other sectors	3
Leadership – definition	6
Leadership – diversity	31
Leadership – lost generation	1
Leadership – other	22
Leadership – style / model	36
No comment	3
Refer to experience from other sector / country	10
Refer to good practice	30
Refer to other response	10
Skills / development – accessibility / diversity	41
Skills / development – business skills	30
Skills / development – funding / investment	70
Skills / development – general training / education	68
Skills / development – leadership skills	78
Skills / development – other specific skills / gaps	45
Skills / development – pathways / progression	177
Skills / development – quality of training	14
Skills / development – role models / mentors	49
Skills / development – school / university curriculum / young people	64

Skills / development – standards	12
Strategy – challenge	17
Strategy – support	26
Work with – commercial / business sectors	6
Work with – creative industries / other artists	4
Work with – education sector	24
Work with – local government / health sector	7
Work with – other stakeholders	19
Work with – voluntary sector /amateur art	5

Question 5: What do you think are the most important things to focus on in order to ensure more people value and enjoy the arts?

644 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – general / other	7
Arts Council England – lobbying / advocacy role	9
Arts Council England – relationships / communication	2
Arts Council England – role in audience development	12
Artform – combined arts	2
Artform – dance	7
Artform – literature	4
Artform – music	9
Artform – performing arts touring	48
Artform – theatre	11
Artform – visual arts	5
Audiences – accessibility	126
Audiences – affordability	60
Audiences – awareness / publicity	53
Audiences – contact with artists	7
Audiences – development / general	25
Audiences – education / learning	21
Audiences – local / community / rural	101
Audiences – outreach work	75
Audiences – participation	65
Audiences – relevance / meaning to participant	85
Audiences – research / understand	35
Audiences – sensory awareness	2

Audiences – young people / school / higher education	87
Broadening definition of art	23
Challenge – everyone involved / quantity over quality	22
Comment on consultation document / language	5
Focus – celebrate / value art and artists	21
Focus – digital / new technologies	71
Focus – diversity – choice of work available	35
Focus – diversity – general	16
Focus – do not patronise / dumb down	12
Focus – evidence and evaluation	25
Focus – individual artists / smaller organisations	7
Focus – internationalism	6
Focus – joined-up / partnership delivery	64
Focus – Olympics / special programmes	12
Focus – quality / excellence	89
Focus – risk and innovation	19
Focus – wider agenda / civic society	10
Funding – general	28
Funding – priorities	43
Funding – regularly funded organisations	5
General comment / other	10
Infrastructure – production / promotion	6
Infrastructure – venues / workspaces	17
No comment	1
Refer to good practice	35
Refer to other response	10
Skills / development / capacity building	9
Strategy – challenge	20
Strategy – support	13
Work with – audience experts	5
Work with – business / commercial sector	6
Work with – central government	3
Work with – creative industries	5
Work with – local government / health sector	32
Work with – media / broadcasting / campaign	64
Work with – stakeholders / general	3
Work with – voluntary sector / amateur art	26

Question 6: What do you think are the most important things to focus on in order to ensure every child and young person has opportunities to experience the richness of the arts?

643 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – challenges / priorities	6
Arts Council England – lobbying / advocacy role	70
Arts Council England – relationships / communication	7
Artform – combined arts	1
Artform – dance	10
Artform – literature	6
Artform – music	13
Artform – performing arts touring	14
Artform – theatre	8
Artform – visual arts	5
Audiences – accessibility	105
Audiences – affordability	58
Audiences – awareness / publicity	19
Audiences – education / development	11
Audiences – relevance / meaning to participant	28
Comment on consultation document / language	9
Focus – child protection / CRB checks	3
Focus – competitions / incentives	10
Focus – contact with artists / the arts	122
Focus – cultural value of arts	15
Focus – digital / new technologies	1
Focus – diversity	34
Focus – evidence and evaluation	29
Focus – extracurricular / field trips	59
Focus – family / community	62
Focus – internationalism	2
Focus – joined-up / partnership delivery	100
Focus – new technologies – concerns	3
Focus – new technologies – embrace	20
Focus – Olympics	3
Focus – parents / carers / guardians	30
Focus – participation of children / young people	144

Focus – quality / excellence	65
Focus – regions / non-urban areas	4
Focus – risk and innovation	15
Focus – school curriculum	174
Focus – sustainability	2
Focus – teachers / deliverers – skills / support / numbers	90
Focus – wider than children and young people	47
Funding – general	124
General comment / other	7
No comment	1
Refer to existing UK initiative / practice	87
Refer to experience from other sector / country	11
Refer to other response	40
Skills / development – pathways	36
Strategy – challenge	10
Strategy – support	34
Unsure / do not know	2
Work with – arts organisations	35
Work with – government	33
Work with – health sector	1
Work with – media / broadcasting	9
Work with – private sector	6
Work with – schools / local authorities	65
Work with – voluntary sector / amateur art	4

Question 7: What do you think are the most important things to focus on in order to ensure the arts sector is sustainable, resilient and innovative?

639 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – development role	21
Arts Council England – general / other	25
Arts Council England – lobbying / advocacy role	77
Arts Council England – relationships / communication	22
Arts Council England – resourcing / capacity / staffing	9
Arts Council England – role as a broker / facilitator	14
Artform – combined arts	3
Artform – literature	1

Artform – music	3
Artform – performing arts touring	5
Artform – theatre	5
Artform – visual arts	2
Audiences – accessibility	14
Audiences – awareness / publicity	20
Audiences – education / development	18
Audiences – participation	8
Audiences – relevance / meaning to participant	25
Challenge – sector is resilient / innovative / sustainable	20
Comment on consultation document / language	17
Focus – business models / income streams	153
Focus – carbon footprint / climate change	44
Focus – digital / new technologies	20
Focus – diversity	5
Focus – emerging artists	11
Focus – evidence and evaluation	49
Focus – internationalism	13
Focus – joined-up / partnership delivery	170
Focus – local / small scale / grassroots	48
Focus – quality / excellence	26
Focus – risk and innovation	84
Focus – share good practice / lessons	31
Focus – staffing / management / board	29
Focus – wider agenda / civic society	33
Funding – priorities	131
Funding – security / amount	120
Funding – system	84
General comment / other	21
Infrastructure – venues / workspaces	40
No comment	1
Refer to good practice / examples	31
Refer to other response	24
Skills / development / capacity building	81
Strategy – challenge	8
Strategy – support	24
Work with – audience experts	1

Work with – commercial / business sectors	24
Work with – creative industries	4
Work with – local / central government	41
Work with – media / broadcasting	3
Work with – other funders	2
Work with – voluntary sector /amateur art	1

Question 8: Do you agree with our thinking regarding the future role the Arts Council will play in partnership with others? (yes/no) Do you have alternative ideas?

635 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – bureaucracy	12
Arts Council England – challenges / priorities	17
Arts Council England – development role	30
Arts Council England – effects of budget cuts	16
Arts Council England – knowledge / skills of staff	14
Arts Council England – leadership	7
Arts Council England – lobbying / advocacy role	40
Arts Council England – monitoring role	5
Arts Council England – regional approach	11
Arts Council England – relationships / communication	63
Arts Council England – reputation	5
Arts Council England – resourcing / capacity / staffing	5
Arts Council England – role as a broker / facilitator	28
Arts Council England – support broad arts spectrum	8
Arts Council England – support research	11
Approach – centralisation / regionalisation	4
Approach – localised / community	15
Artform – dance	3
Artform – literature	3
Artform – music	7
Artform – performing arts touring	5
Artform – theatre	6
Artform – visual arts	8
Audiences – development / general	6
Audiences – general / other	1

Audiences – research / understand	2
Balance – collaboration with individuality	1
Comment on consultation document / language	4
Continued consultation / collaboration	13
Diversity – disabilities	2
Diversity – hard-to-reach / disadvantaged	3
Diversity – race and ethnicity	1
Focus – artist development	3
Focus – business models / income streams	4
Focus – carbon footprint / climate change	2
Focus – collaboration / partnership	1
Focus – cross-sector	2
Focus – digital / new technologies	3
Focus – diversity / inclusiveness	18
Focus – education	1
Focus – emerging artists / arts organisations	5
Focus – evidence and evaluation	13
Focus – grassroots / amateur	2
Focus – grassroots / community	7
Focus – individual artists / smaller organisations	9
Focus – internationalism	9
Focus – joined-up / partnership delivery	6
Focus – local identity	2
Focus – local priorities	1
Focus – mainstream arts	1
Focus – nature / value of arts	1
Focus – networking / sharing / exchange	7
Focus – organisational structures / ways of working	2
Focus – quality / excellence	6
Focus – risk and innovation	15
Focus – transparency	9
Focus – wider agenda / civic society	5
Funding – capital programme	2
Funding – general / other	52
Funding – priorities	24
Funding – regularly funded organisations	8
Funding – system	19

General comment / other	16
Infrastructure – database / website	1
More information / clarity needed	34
No comment / no alternative ideas	23
No response	217
Partnerships – balance / hierarchy	38
Partnerships – criteria / conditions	34
Partnerships – opportunities / benefits	22
Partnerships – role of regularly funded organisations	12
Partnerships – types / mechanisms	29
Refer to good practice	6
Refer to other response	10
Refer to specific location / region	2
Skills / development – general	7
Strategy – challenge	27
Strategy – support	55
Work with – artists / arts organisations	12
Work with – business / commercial sector	19
Work with – central government	14
Work with – local / regional government	37
Work with – media / broadcasting	7
Work with – other funders / agencies	25
Work with – other stakeholders	2
Work with – sport / Olympics	3
Work with – stakeholders / general	14
Work with – third sector	3
Work with – universities / schools	6
Work with – voluntary sector / amateur art	6

Question 9: Do you agree that more flexible funding mechanisms will be required to achieve our goals? (yes/no) Please tell us whether you think we are taking the right approach, or if there are other approaches we might take.

654 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – development role	6
Arts Council England – general / other	20
Arts Council England – knowledge / skills of staff	4

Arts Council England – lobbying / advocacy role	12
Arts Council England – regional approach	9
Arts Council England – relationships / communication	29
Artform – dance	3
Artform – literature	5
Artform – music	3
Artform – outdoor arts	1
Artform – performing arts touring	5
Artform – theatre	1
Audiences – accessibility	7
Audiences – awareness / publicity	3
Audiences – education / development	3
Audiences – participation / communities	11
Comment on consultation document / language	5
Focus – carbon footprint / climate change	5
Focus – celebrate / value art and artists	4
Focus – competitions / incentives	1
Focus – digital / new technologies	3
Focus – diversity	10
Focus – do not patronise / dumb down	1
Focus – emerging artists	7
Focus – individual artists / smaller organisations	11
Focus – joined-up / partnership delivery	30
Focus – Olympics	2
Focus – regions / non-urban areas	17
Focus – risk and innovation	21
Focus – wider agenda / civic society	8
Funding – application process	34
Funding – capital programme	67
Funding – consult stakeholders	15
Funding – direct funding of artists / small organisations	39
Funding – fixed term	51
Funding – general / other	63
Funding – learn from other models	19
Funding – National Lottery	6
Funding – proactive programme	37
Funding – reporting / monitoring	21

Funding – regularly funded organisations	80
Funding – specific criteria / mechanisms	57
Funding – specific streams / areas	54
Funding – stability / sustainability	58
Funding – system	64
Funding – transparency	36
General comment / other	5
Infrastructure – venues / workspaces	4
More information / clarity needed	45
No comment	6
No response	114
Refer to other response	30
Skills / development – pathways / opportunities	5
Skills / development – training / education	4
Strategy – challenge	18
Strategy – support	154
Strategy – support with caveat	38
Unsure / do not know	20
Work with – local / regional government	18
Work with – other funders	12
Work with – voluntary sector / amateur art	1

Question 10: What implications for artists and arts organisations should the Arts Council take account of if these proposals are developed further?

533 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – bureaucracy	3
Arts Council England – challenges / priorities	22
Arts Council England – development role	2
Arts Council England – knowledge / skills of staff	2
Arts Council England – leadership	1
Arts Council England – lobbying / advocacy role	19
Arts Council England – monitoring role	7
Arts Council England – regional approach	4
Arts Council England – relationships / communication	65
Arts Council England – resourcing / capacity / staffing	12
Arts Council England – role as a broker / facilitator	17

Arts Council England – support broad arts spectrum	5
Arts Council England – vision / strategy	19
Approach – localised / community	3
Artform – combined arts	2
Artform – dance	8
Artform – literature	5
Artform – music	8
Artform – outdoor arts	2
Artform – performing arts touring	5
Artform – theatre	7
Artform – visual arts	10
Audiences – diversity	0
Audiences – education / development	3
Audiences – local / community / rural	1
Audiences – participation / communities	1
Balance – accountability with flexibility	9
Balance – collaboration with individuality	17
Comment on consultation document / language	18
Continued consultation / collaboration	16
Diversity – disabilities	1
Focus – artist development	3
Focus – business models / income streams	7
Focus – carbon footprint / climate change	10
Focus – contact with artists / the arts	4
Focus – digital / new technologies	22
Focus – diversity	28
Focus – emerging artists	5
Focus – evidence and evaluation	8
Focus – governance	3
Focus – grassroots	3
Focus – individual artists / smaller organisations	47
Focus – internationalism	13
Focus – joined-up / partnership delivery	10
Focus – mixed economy / resilience	1
Focus – networking / sharing / exchange	15
Focus – organisational structures / ways of working	2
Focus – other specific art / artist type	8

Focus – quality / excellence	23
Focus – recognise artist roles / skills / portfolio	3
Focus – regions / non-urban areas	12
Focus – risk and innovation	14
Focus – share good practice / lessons	10
Focus – support / resource – general	10
Focus – sustainability	25
Focus – touring	7
Focus – transparency	12
Focus – wider agenda / civic society	6
Focus – young people	9
Funding – application process	11
Funding – capital programme	4
Funding – direct funding of artists / small organisations	6
Funding – priorities	45
Funding – reporting / monitoring	9
Funding – regularly funded organisations	19
Funding – security / amount	27
Funding – specific streams / areas	9
Funding – system	37
General comment / other	8
Implications – beneficial	5
Implications – detrimental	17
Implications – none	1
Implications – other	13
Infrastructure – production / promotion	2
Infrastructure – venues / workspaces	6
Leadership – access / appeal	1
Leadership – other	17
More information / clarity needed	6
No comment	5
Partnerships – balance / hierarchy	15
Partnerships – criteria / conditions	32
Partnerships – general comment	40
Partnerships – opportunities / benefits	12
Partnerships – role of regularly funded organisations	15
Partnerships – types / mechanisms	19

Refer to experience from other sector / country	2
Refer to other response	22
Skills / development – apprenticeships	1
Skills / development – general	4
Skills / development – pathways	3
Skills / development – training / education	10
Strategy – challenge	5
Strategy – support	46
Timescales	25
Unsure / do not know	6
Work with – business / commercial sector	2
Work with – commercial sector	8
Work with – creative industries / other artists	1
Work with – local / regional government	11
Work with – media / broadcasting	3
Work with – other funders	6
Work with – stakeholders / general	6
Work with – universities / schools	4
Work with – voluntary sector / amateur art	2

Question 11: If you have any other comments on any aspect of the consultation paper, please tell us here

(Note: This question gave respondents the opportunity to share any other comments on any aspect of the consultation. In some cases, respondents referred to the artform-specific appendices of the strategy in their comments to this question. Respondents tended to reiterate points made in previous questions and these have been reflected in the related narratives in Chapters 3 to 11.)

128 respondents submitted comments to this question.

Group heading	Number of responses
Arts Council England – general / other	4
Arts Council England – lobbying / advocacy role	7
Arts Council England – relationships / communication	6
Arts Council England – resourcing / capacity / staffing	2
Artform – combined arts	2
Artform – dance	4
Artform – festivals	2
Artform – literature	15
Artform – music	5

Artform – performing arts touring	7
Artform – theatre	5
Artform – visual arts	3
Audiences – accessibility	2
Audiences – awareness / publicity	1
Audiences – development / general	7
Audiences – participation / communities	5
Comment about the respondent	31
Comment on consultation document / language	8
Comment on consultation process	25
Comment on further consultation	7
Contact details	2
Focus – action plans	2
Focus – architecture	1
Focus – archives	1
Focus – business models / income streams	6
Focus – carbon footprint / climate change	6
Focus – collaboration / partnership	17
Focus – digital / new technologies	9
Focus – diversity	11
Focus – evidence and evaluation	8
Focus – faith organisations	1
Focus – governance	1
Focus – individual artists / smaller organisations	5
Focus – internationalism	5
Focus – nature / value of arts	4
Focus – Olympics	1
Focus – overall strategy / cohesion / ecology	5
Focus – quality / excellence	4
Focus – regions / non-urban areas	1
Focus – risk and innovation	3
Focus – salaries / rewards / incentives	1
Focus – wider agenda / civil society	4
Focus – wider than children and young people	4
Funding – application process	1
Funding – priorities	10
Funding – security / amount	4

Funding – system	11
General comment / other	7
Goal 1 / talent and excellence	2
Goal 2 / leadership and workforce	4
Goal 3 / more people	4
Goal 4 / young people	10
Goal 5 / sustainable and resilient	3
Goals – general comment	1
Infrastructure – venues / workspaces	5
No comment	1
Refer to existing UK initiative / practice	16
Refer to other documents	2
Refer to other response	7
Refer to specific location / region	1
Skills / development – pathways / progression	5
Skills / development – training / education	3
Strategy – challenge	11
Strategy – support	23
Strategy – support with caveat	9
Work with – commercial sector	1
Work with – creative industries	3
Work with – local / regional government	5
Work with – media / broadcasting	3
Work with – other stakeholders	5
Work with – voluntary sector /amateur art	1

A.2.2 Group headings for online discussion board

If you have any comments on any aspect of the discussion board topics, please tell us here

37 respondents submitted a total of 46 comments to the discussion board topics.

Group heading	Number of responses
Arts Council England – challenge	2
Arts Council England – general / other	4
Arts Council England – lobbying /advocacy role	2
Arts Council England – management / staff	5
Arts Council England – mission	4
Artform – music	1

Artform – theatre	1
Artform – visual arts	2
Audiences – accessibility	3
Audiences – development / education	1
Audiences – participation / communities	7
Comment about consultation document / language	6
Define excellence / talent	1
Education / schools	1
Focus – accessibility	2
Focus – carbon footprint	2
Focus – digital / new media	3
Focus – diversity	6
Focus – grassroots	1
Focus – individual artists / small organisations	5
Focus – quality	6
Focus – regions / non-urban areas	2
Focus – risk and innovation	3
Focus – wider agenda / civic society	4
Focus – young people	2
Funding – application process	8
Funding – consult stakeholders	1
Funding – general / other	5
Funding – learn from other models	1
Funding – priorities	7
Funding – regularly funded organisations	1
General comment / other	2
Nature / value of arts	3
Refer to other post	12
Refer to think piece	11
Refer to website / document	5
Skills / development	2
Strategy – challenge	5
Strategy – support	1
Work with – local government	1

A.2.3 Group headings for event and meeting reports

Question 1: Do you broadly agree with our analysis of achievements, challenges and opportunities contained within this paper and the supporting research? (yes/no)

Are there other factors we should consider?

Group heading	Number of responses
Arts Council England – lobbying / advocacy role	1
Focus – collaboration / partnership / efficiencies	1
Focus – digital / new technologies	1
Focus – diversity	1
Focus – risk and innovation	1
Funding – system	1
General comment / other	1
Goals / strategy – general comment	1

Question 2: Do you share our vision for the arts? (yes/no) Do you have any other comments?

Group heading	Number of responses
Arts Council England – alternative funding sources	2
Arts Council England – capacity / resources	1
Arts Council England – general / other	5
Arts Council England – lobbying / advocacy role	9
Arts Council England – relationships / communication	2
Audiences – accessibility	7
Audiences – general / other	7
Audiences – participation / communities	5
Audiences – publicity / awareness	1
Audiences – relevance / meaning to participant	4
Comment on document / consultation	4
Focus – artist development / talent	9
Focus – carbon footprint / climate change	8
Focus – celebrate arts / artists	1
Focus – creative economy / mixed income streams	5
Focus – digital / new technologies	4
Focus – diversity	3
Focus – England or UK	2

Focus – evaluation and evidence	14
Focus – everyone vs quality	8
Focus – grassroots / community / touring	5
Focus – individual artists	8
Focus – internationalism	8
Focus – nature / value of the arts	4
Focus – partnerships / collaboration	15
Focus – quality / excellence	15
Focus – regions / non-urban areas	8
Focus – regularly funded organisation comments	5
Focus – risk and innovation	5
Focus – wider agenda / civic society	18
Focus – young people and/or older people	5
Funding – priorities	4
Funding – security / amount	2
Funding – system	4
General comment / other	5
Goals – general comment	5
Goals – SMART / measurable	4
Refer to experience from other sector / country	1
Vision / strategy – challenge	17
Vision / strategy – other comment	11
Vision / strategy – support	7
Vision / strategy – support with caveats	16
Vision / strategy – timeframe	2
Vision / strategy – wording / language	17
Work with – local / central government	5
Work with – other stakeholders	2

Question 3: What do you think are the most important things to focus on in order to ensure talent and artistic excellence are thriving and celebrated?

Group heading	Number of responses
Arts Council England – lobbying / advocacy role	2
Arts Council England – relationships / communication	5
Artform – theatre	1
Audiences – accessibility	2
Audiences – awareness / publicity	1

Audiences – diversity	1
Audiences – participation / communities	1
Comment on consultation document / language	10
Define creative economy	2
Define excellence / talent	17
Focus – artist development	7
Focus – business models	2
Focus – digital / new technologies	1
Focus – diversity / access for artists	17
Focus – emerging artists	6
Focus – evidence and evaluation	3
Focus – individual artists / smaller organisations	4
Focus – other specific art / artist type	1
Focus – partnerships / collaboration	3
Focus – quality / excellence	11
Focus – regions / non-urban areas	2
Focus – risk / innovation	7
Funding – other	2
Funding – priorities	3
Funding – regularly funded organisations	3
Funding – security / amount	1
Funding – system	2
General comment / other	9
Infrastructure – venues / workspaces	4
Refer to good practice	1
Refer to other goal	1
Skills / development – networks / communication	2
Skills / development – pathways	3
Work with – commercial sector	1
Work with – creative industries / other artists	2
Work with – higher education	2
Work with – local / regional government	2

Question 4: What do you think are the most important things to focus on in order to ensure the arts leadership and workforce are diverse and highly skilled?

Group heading	Number of responses
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Arts Council England – lobbying / advocacy role	4
Arts Council England – relationships / communication	6
Artform – theatre	1
Audiences – diversity	1
Audiences – education / development	1
Audiences – participation / communities	3
Comment on consultation document / language	7
Diversity – disabilities	1
Diversity – education / curriculum	3
Diversity – general	8
Diversity – race and ethnicity	1
Focus – digital / new technologies	1
Funding – priorities	7
Funding – security / amount	3
General comment / other	5
Infrastructure – producing / PR	1
Leadership – access / appeal	7
Leadership – challenge existing leaders	2
Leadership – definition	8
Leadership – diversity	10
Leadership – lost generation	3
Leadership – style / model	10
Refer to experience from other sector / country	1
Refer to good practice	4
Refer to other goal	2
Skills / development – business	1
Skills / development – knowledge	2
Skills / development – networks / communication	4
Skills / development – pathways	11
Skills / development – training / education	13
Strategy – challenge	2
Work with – commercial sector	2
Work with – creative industries / other artists	1
Work with – education sector	4
Work with – stakeholders / general	2

Question 5: What do you think are the most important things to focus on in order to ensure more people value and enjoy the arts?

Group heading	Number of responses
Arts Council England – other	2
Arts Council England – relationships / communication	4
Artform – performing arts touring	2
Audiences – accessibility	9
Audiences – affordability	1
Audiences – awareness / publicity	4
Audiences – consumer focus	3
Audiences – cultural value of art	6
Audiences – diversity	5
Audiences – education / development	8
Audiences – participation / communities	12
Audiences – research / understand	3
Audiences – role	1
Challenge approach	2
Comment on consultation document / language	18
Excellence vs engagement	6
Focus – digital / new technologies	5
Focus – diversity	2
Focus – evidence and evaluation	6
Focus – quality	3
Focus – risk / innovation	4
Funding – priorities	2
General comment / other	6
Infrastructure – venues / workspaces	2
Refer to experience from other sector / country	3
Refer to good practice	2
Refer to other goal	5
Role of tourism	1
Skills / development – training / education	1
Support approach	1
Work with – central government	1
Work with – commercial / business sector	2
Work with – creative industries / other artists	2

Work with – local / regional governments	5
Work with – sports / Olympics	2
Work with – voluntary sector	2

Question 6: What do you think are the most important things to focus on in order to ensure every child and young person has opportunities to experience the richness of the arts?

Group heading	Number of responses
Arts Council England – lobbying / advocacy role	8
Approach – joined-up / partnership delivery	3
Artform – music	2
Artform – performing arts touring	1
Artform – theatre	2
Audiences – accessibility	8
Audiences – consumer focus	2
Audiences – diversity	5
Audiences – education / development	6
Audiences – participation / communities	4
Audiences – role	2
Comment on consultation document / language	8
Focus – digital / new technologies	2
Focus – diversity	1
Focus – early years	3
Focus – evidence and evaluation	2
Focus – parents / families	4
Focus – quality	1
Focus – schools / teachers	1
Focus – wider than children / young people	17
Funding – priorities	2
General comment / other	3
Leadership – diversity	1
Refer to experience from other sector / country	2
Refer to other goal	8
Role of education sector / curriculum	6
Skills / development – pathways	3
Skills / development – training / education	6
Support approach	4

Work with – government	4
Work with – media	1
Work with – schools / local authorities	1

Question 7: What do you think are the most important things to focus on in order to ensure the arts sector is sustainable, resilient and innovative?

Group heading	Number of responses
Arts Council England – lobbying / advocacy role	5
Arts Council England – other	2
Arts Council England – relationships / communication	7
Artform – performing arts touring	1
Artform – theatre	2
Challenge approach	4
Comment on consultation document / language	7
Focus – art as business / part of economy	4
Focus – audiences and accessibility	3
Focus – business models	1
Focus – collaboration / partnership / efficiencies	5
Focus – digital / new technologies	3
Focus – diversity	3
Focus – environmental sustainability	2
Focus – evidence and evaluation	5
Focus – internationalism	3
Focus – leadership	1
Focus – regions / non-urban areas	3
Focus – risk / innovation	4
Focus – smaller venues / organisations	2
Focus – staffing / management	2
Funding – amount / security	1
Funding – priorities	2
Funding – regularly funded organisations	1
Funding – system	3
General comment / other	8
Infrastructure – venues / workspaces	2
Refer to experience from other sector / country	1
Refer to good practice	3
Refer to other goal	1

Relationship – sustainability / innovation / risk	10
Skills / development – networks / communication	2
Work with – central government	1
Work with – commercial sector	3
Work with – creative industries / other artists	1
Work with – health sector	1
Work with – local / regional governments	3
Work with – stakeholders / general	1

Question 8: Do you agree with our thinking regarding the future role the Arts Council will play in partnership with others? (yes/no) Do you have alternative ideas?

Group heading	Number of responses
Arts Council England – effects of budget cuts	6
Arts Council England – knowledge / skills of staff	4
Arts Council England – lobbying / advocacy role	11
Arts Council England – relationships / communication	2
Arts Council England – reputation / positioning	12
Arts Council England – resource / knowledge management	6
Arts Council England – role as a broker / facilitator	13
Arts Council England – support broad arts spectrum	2
Arts Council England – support research	2
Comment on consultation document / language	5
Focus – access	4
Focus – art as business / part of economy	4
Focus – collaboration / partnership / efficiencies	3
Focus – digital / new technologies	2
Focus – diversity	1
Focus – evidence and evaluation	3
Focus – internationalism	3
Focus – leadership	3
Focus – smaller venues / organisations	1
Focus – staffing / management	1
Funding – partnerships	3
Funding – priorities	3
Funding – system	8
General comment / other	5

Overarching role / priorities for arts sector	3
Partnerships – definition	3
Partnerships – general comment	15
Partnerships – role	4
Refer to experience from other sector / country	3
Refer to good practice	3
Refer to other response	1
Skills / development – business	1
Skills / development – pathways	2
Work with – central government	5
Work with – commercial sector	11
Work with – creative industries / other artists	2
Work with – education sector	3
Work with – local / regional governments	17
Work with – third sector	3

Question 9: Do you agree that more flexible funding mechanisms will be required to achieve our goals? (yes/no) Please tell us whether you think we are taking the right approach, or if there are other approaches we might take.

Group heading	Number of responses
Arts Council England – development role	4
Arts Council England – knowledge / skills of staff	4
Arts Council England – lobbying / advocacy role	2
Arts Council England – relationships / communication	7
Arts Council England – role as a broker / facilitator	10
Artform – literature	1
Artform – performing arts touring	4
Comment on consultation document / language	11
Focus – audiences and accessibility	3
Focus – beyond funding	6
Focus – digital / new technologies	1
Focus – quality / excellence / best practice	9
Focus – risk / innovation	12
Funding – advertising / information	2
Funding – application process	14
Funding – capital programme	7
Funding – central vs regional	13

Funding – comments on flexibility	40
Funding – core funding	9
Funding – do not penalise success	2
Funding – fixed term	8
Funding – fundraising / reserves	9
Funding – general / other	22
Funding – internal capacity	6
Funding – loss of autonomy	1
Funding – mechanisms / criteria	26
Funding – more consultation	3
Funding – new sources / diversity / creativity	14
Funding – of artists / small organisations	13
Funding – partnerships	14
Funding – priorities / distribution	22
Funding – proactive programme	2
Funding – reporting / monitoring	18
Funding – regularly funded organisations	27
Funding – specific streams / areas	16
Funding – stability / sustainability	10
Funding – timescales	22
Funding – transparency / simplicity	24
General comment / other	10
Refer to experience from other sector / country	6
Refer to good practice	8
Skills / development – training / education	3
Support approach	8
Work with – other funders / partners / stakeholders	32

Question 10: What implications for artists and arts organisations should the Arts Council take account of if these proposals are developed further?

Group heading	Number of responses
Arts Council England – lobbying / advocacy role	3
Arts Council England – relationships / communication	10
Arts Council England – responsiveness to change	2
Arts Council England – role as a broker / facilitator	1
Audiences – accessibility	2
Audiences – consumer focus / influence	1

Audiences – education / development	2
Back office agency / function	3
Comment on consultation document / language	6
Context – funding cuts	3
Context – interdependency	1
Context – political	2
Delivering on goals	3
Focus – artist development	3
Focus – beyond funding	1
Focus – collaboration / partnership / efficiencies	3
Focus – digital / new technologies	1
Focus – diversity	4
Focus – environmental sustainability	1
Focus – evidence and evaluation	4
Focus – internationalism	2
Focus – regions / non-urban areas	4
Focus – risk / innovation	3
Focus – support networks	5
Funding – general	7
Funding – new sources / creativity / diversity	4
Funding – priorities / distribution	6
Funding – stability / sustainability	5
General comment / other	7
Implications for – artists / art organisations	15
Implications for – Arts Council England	7
Implications for – general public	1
Implications for – local authorities	2
Implications for – regularly funded organisations	5
Implications for – third sector	1
Partnerships – general comment	8
Partnerships – shared goals / making the case	8
Partnerships – shared services / delivery	3
Refer to experience from other sector / country	2
Skills / development – pathways	2
Skills / development – training / education	3

Question 11: If you have any other comments on any aspect of the consultation paper, please tell us here

Group heading	Number of responses
Arts Council England – approach	5
Arts Council England – general / other	6
Arts Council England – knowledge	6
Arts Council England – lobbying / advocacy role	7
Arts Council England – relationships / communication	12
Arts Council England – role as a broker / facilitator	4
Balance – accountability with flexibility	1
Broadening definition of art	2
Comment on overall consultation process	7
Consultation document – audience / use	6
Consultation document – clarify specific terms	2
Consultation document – goals / priorities	15
Consultation document – language	6
Consultation document – structure / focus	6
Consultation document – support specific elements	5
Event – feedback / actions	25
Event – structure	43
Focus – carbon footprint / climate change	1
Focus – celebrate arts / artists	4
Focus – digital / new technologies	8
Focus – diversity	5
Focus – education	4
Focus – evaluation and evidence	2
Focus – internationalism	3
Focus – Olympics	2
Focus – partnerships / collaboration	17
Focus – quality / excellence	4
Focus – risk and innovation	8
Focus – wider agenda / civic society	17
Focus – young people	4
Funding – general	22
General comment / other	13
More information / clarity needed	7

Refer to experience from other sector / country	2
Skills / development – pathways / opportunity	3
Skills / development – training / education	1

Question 12: If you have any general comments about the goals, please tell us here

Group heading	Number of responses
Arts Council England – resources / capacity	3
Audiences – awareness / publicity	2
Audiences – general comments	2
Focus – accessibility	5
Focus – advocacy	2
Focus – artist development / talent	6
Focus – audience development / engagement	0
Focus – carbon footprint	1
Focus – creative economy / mixed income streams	1
Focus – digital / new technologies	3
Focus – diversity	3
Focus – everyone vs quality	3
Focus – governance	2
Focus – internationalism	2
Focus – on artists	3
Focus – participation	4
Focus – partnership/collaboration	7
Focus – quality / excellence	5
Focus – recession	1
Focus – risk and innovation	3
Focus – share good practice / achievements	8
Focus – value of the arts	3
Focus – wider agenda/ civic society	5
Focus – young people / education	9
Funding – flexible trial programmes	2
Funding – priorities	3
Goals – additional goal	4
Goals – challenge	7
Goals – language / definitions	16
Goals – links between goals	11

Goals – need to inspire / identity for sector	7
Goals – other comments	6
Goals – prefer goals to vision	2
Goals – setting priorities	4
Goals – SMART / measurable	12
Goals – support	4
Goals – support with caveats	2
Link between goals and vision	3
Work with – commercial sector	1
Work with – local / central government	3
Work with – media / broadcasting	1

A.2.4 Group headings for research reports

Overview of themes within the ‘Children and young people’ research report

Consultation themes	Flavour of points being made against these themes
<ul style="list-style-type: none"> Background 	<p>The findings suggest that the arts play a bigger role in the lives of females compared to males. There also appears to be a growing perceived importance of the arts with each increment in age group, ie: 11–15; 16–20; 21–25.</p>
<ul style="list-style-type: none"> Excellence Relevance / value of art 	<p>Just over half of respondents feel the arts are for them, with this figure being particularly high for 21–25-year-olds and those at university. Around three in 10 said they are not sure if the arts are relevant – this might arise from people not being clear about how ‘the arts’ is defined and what it includes.</p>
<ul style="list-style-type: none"> Schools Young people 	<p>The younger age group find out about the arts through school. Respondents are likely to find out about the arts through friends as they get older, which highlights an important change in the sources they trust and will respond to.</p>
<ul style="list-style-type: none"> Local Participation 	<p>Over half would like to see more arts opportunities in their local area; with ‘groups’, ‘classes’ and ‘workshops’ being common words arising from open responses. This suggests they are looking for more support or development, through more structured activity.</p>
<ul style="list-style-type: none"> Participation Defining art 	<p>79% say they create their own art at some point; with open-ended answers showing words like draw/drawing, paint/painting occurring more often than words related to dance, drama or music. This may be connected to their own definition of what is included in the term ‘the arts’ and would benefit from further investigation.</p>
<ul style="list-style-type: none"> Young people Schools 	<p>The younger group (11–15) are less likely to create art on their own than the two older groups, and are more likely to create art with teachers. Overall, there is less engagement with groups or clubs and other members of the community such as other adults and youth workers, which may be due to a lack of participation in organised activities.</p>
<ul style="list-style-type: none"> Value / meaning of art Accessibility 	<p>As young people get older, they appear to place more value on experiences of the arts. This may be due to recognition in hindsight of the impact this participation may have had on their own enjoyment and personal development. Those in their early twenties could be useful influencers/ambassadors for the arts sector in promoting activities and conveying the benefits to younger groups.</p>

<ul style="list-style-type: none"> • Participation • Role of the Arts Council 	<p>Supporting young people to develop their art skills is perceived to be the most important action Arts Council England could take in helping to maximise opportunities. This may be about equipping young people with greater confidence and self-belief in creating and performing, which can, in turn, help increase their participation in group activities and organised projects – something to which they appear to aspire.</p>
<ul style="list-style-type: none"> • Accessibility and affordability 	<p>Some young people, particularly those who attended the events, felt that many arts activities had quite a high cost. This was seen as a barrier to the arts, particularly for those from more disadvantaged backgrounds.</p>
<ul style="list-style-type: none"> • Audience promotion 	<p>Many young people report that going to an arts event inspires them to want to see and do more. There may be significant benefits in promoting future organised events and other ways in which they can get involved when they are in attendance and already engaged in this activity. This may help ensure other opportunities remain more front of mind.</p>

Overview of themes within the ‘Public’ research report

Consultation section	Flavour of points being made
Background	<ul style="list-style-type: none"> • Public view – focus groups in London and Cheshire • Range of age groups, socio-economic backgrounds and arts engagement
General points about vision and goals	<ul style="list-style-type: none"> • Qualified support – in some cases it was felt they appear too vague, obvious and ambitious • Approve of the goal ‘we want more people to enjoy the arts’ but felt it was no more than what they would expect • More detail required around how the vision will be achieved or how success will be measured
Vision	<ul style="list-style-type: none"> • Received conditional support. Many felt it was insufficiently specific and questioned if it gave a clear direction and whether or not evaluation of progress would be possible • Making art open to everyone from all walks of life was picked out for praise • Specific elements were criticised, ie terms like ‘global leader’ and ‘low carbon’. It was felt that successes and arts available were not acknowledged • Language and phrasing of the vision was condemned as vague and difficult to understand
Goal 1	<ul style="list-style-type: none"> • Key themes: infrastructure, funding and excellence • Seen by many as something that the Arts Council should

	<p>already be doing</p> <ul style="list-style-type: none"> • To achieve the goal, need to propose making venue space available, and propose financial and practical support for arts organisations • Talent and excellence are associated with mainstream artists and public demand, rather than critics/establishment, was deemed a key determinant
Goal 2	<ul style="list-style-type: none"> • Key themes: diversity and accessibility • Opportunities for artists and administrators from minority ethnic backgrounds • A good number felt that diversity is an important issue, but that class, not race, is the major obstacle to participation in the arts; efforts should be directed towards making arts performance and arts careers more welcoming to people from non-middle class backgrounds
Goal 3	<ul style="list-style-type: none"> • Key themes: audience accessibility and audience publicity • Suggestions are made for cheaper tickets, and better promotion, advertising and marketing of the arts. Almost all see digital media playing a major role. A few saw the potential downside, ie that future generations may not choose to physically see artworks or shows
Goal 4	<ul style="list-style-type: none"> • Key themes: young people • Goal widely supported, despite some scepticism that the Arts Council would reach 'every child' • Suggestion to integrate artistic activities and appreciation into the national curriculum
Goal 5	<ul style="list-style-type: none"> • Key themes: funding, excellence and low carbon • Arts organisations should increase their financial self-reliance – if their output is valued people will be willing to pay and so funding can then be freed up to give new artists the chance to prove themselves • Many felt that low carbon is an inappropriate goal for the Arts Council • Although many are keen that the arts are promoted and funded, for many the arts is not the top economic priority; and for many, public, rather than critical, acclaim should determine survival
Communications	<ul style="list-style-type: none"> • Key themes: language and publicity • Suggestion to redraft the goals in clear simple language and set out specific, concrete targets • Make clear the Arts Council contribution to success of mainstream popular shows by publicising ways in which it has funded venues or assisted the careers of performers and artists

A.2.5 Group headings for linked consultation reports

Overview of themes within the UK Music Report *Liberating Creativity*, published April 2009

Consultation themes	Flavour of points being made against these themes
<ul style="list-style-type: none"> • Artform – music • Arts Council England support research • Work with creative industries • Work with central government 	<p><i>1. Policy making</i></p> <ul style="list-style-type: none"> • Cabinet committee for the creative industries bringing together ministers with aspects of the creative industries in their responsibilities and leaders for the industry to coordinate policies • Same committee to commission research
<ul style="list-style-type: none"> • Work with central government • Work with creative industries • Work with other funders 	<p><i>2. Investment and commerce</i></p> <ul style="list-style-type: none"> • Government should acknowledge the difficulties of the sector gaining access to government-backed funding • Government should work with music industry to develop a source of funding that stimulates investment in the industry • Industry will put resources into making investment into sector more attractive
<ul style="list-style-type: none"> • Work with central government • Digital / new technologies • Business models / income streams 	<p><i>3. Copyright</i></p> <ul style="list-style-type: none"> • Government to ensure strong copyright protection regime suitable for digital age • Government to implement Digital Economy Bill • Government negotiate with other European governments for extension to copyright term • Government to implement changes from review of Copyright Tribunal • Industry to develop new legal business models for music distribution and use
<ul style="list-style-type: none"> • Joined-up / partnership delivery • Support / resource – general 	<p><i>4. Public sector expenditure</i></p> <ul style="list-style-type: none"> • Partnerships vital to maximise benefits of public expenditure • Local governments should publish their funding to support music enterprise • UK Music to develop ties with Business Link to position UK Music as the source of support for sector-specific businesses. Will work with others to ensure investment is most effectively targeted
<ul style="list-style-type: none"> • Infrastructure – venues / workspaces • Work with central government 	<p><i>5. Live music and rehearsal space</i></p> <ul style="list-style-type: none"> • Government to transfer funds planned for rehearsal space scheme to a charitable fund administered by UK Music. Industry will fund its administration

<ul style="list-style-type: none"> • Joined-up / partnership delivery • Funding system • Audience accessibility 	<ul style="list-style-type: none"> • Government to modify licensing law to make it easier for venues to host live music
<ul style="list-style-type: none"> • Work with central government • Work with education sector • Skills / development – standards • Skills / development – general training / education 	<p><i>6. Skills and training</i></p> <ul style="list-style-type: none"> • Need for a highly skilled workforce • Government should ‘adopt’ successful industry apprenticeship schemes and fund their running and expansion • Industry to create an accreditation scheme with colleges and universities
<ul style="list-style-type: none"> • Skills / development – school / curriculum / young people • Joined-up / partnership delivery • Work with other stakeholders 	<p><i>7. Education</i></p> <ul style="list-style-type: none"> • Build on successful music education in primary schools by improving secondary school provision • Government to create strategy to deliver this improvement • UK Music to coordinate scheme to get manufacturers of instruments and musical equipment to partner schools

Overview of themes within the Arts Council conference workshop report *A low-carbon future for the arts*, 25 February 2010

Consultation themes	Flavour of points being made against these themes
<ul style="list-style-type: none"> • Carbon footprint / climate change • Leadership • Innovation • Partnership / collaboration 	<p><i>1. Could your organisation commit to the principles of staff engagement, measurement, reduction and disclosure of greenhouse gas emissions, as developed within the Industry Green Framework? What steps might be needed to gain your commitment and what, if any, support might you need?</i></p> <ul style="list-style-type: none"> • Acknowledge that there is a lot already happening with regards to carbon reduction. Barriers include management time, lack of knowledge, lack of investment, ageing building stock and the need to prepare for forthcoming legislation • Need advice, toolkits. Innovation should be encouraged and tools and information shared. Should work collectively to share best practice – consider buddying and mentoring • Funding conditions should drive change. Carbon reduction should be seen as top goal
<ul style="list-style-type: none"> • Carbon footprint / climate change 	<p><i>2. Is there a meaningful collaborative position on climate change that the arts sector could share publicly? If so,</i></p>

<ul style="list-style-type: none"> • Partnership / collaboration • Internationalism • Vision • Accessibility 	<p><i>what is it and who should be involved?</i></p> <ul style="list-style-type: none"> • The whole industry should be involved. However, public commitment would be counterproductive without credible action and capacity to deliver further. A statement could address business process, engagement and/or the nature of the arts. Other issues relate to audience and artistic travel, contextual frame, vision
<ul style="list-style-type: none"> • Artforms • Arts Council's role • Approach – joined-up / partnership delivery • Relationships / communication • Leadership 	<p><i>Conclusion</i></p> <ul style="list-style-type: none"> • Complex area of high significance and feeling. Arts organisations should work together and have support of Arts Council. Several participants call for the Arts Council to lead on this, as long as the correct balance of support, encouragement and artistic licence could be articulated

**Overview of themes within the Arts Council England consultation report
Revisiting the Arts Council's international policy January to February 2010**

Consultation themes	Flavour of points being made against these themes
<ul style="list-style-type: none"> • Funding system • Funding regularly funded organisations • Arts Council England – leadership • Arts Council England – broker / facilitator • Joined-up / partnership delivery 	<p><i>What have we done well since 2005?</i></p> <ul style="list-style-type: none"> • Appreciation of funding for contemporary arts – many countries do not do • Regularly funded organisations feel it is their funding that enables them to look to working internationally • Feeling the Arts Council had been good at not interfering too much. Must not move towards micro-managing. • Initiatives to encourage international work through collaboration, networking, knowledge-sharing valued • Touring consortia and consortium-based promoters seen as useful – help promote and tour work and spread expertise
<ul style="list-style-type: none"> • Internationalism • Funding system • Quality / excellence • Arts Council England – regional approach • Digital / new technologies • Other specific art / artist type • Arts Council England – lobbying / advocacy role 	<p><i>What could be improved?</i></p> <ul style="list-style-type: none"> • Arts Council seen as not active enough at encouraging and supporting international working. Failure to recognise that nearly everyone is working internationally. Unable to act on opportunities for the sector. Examples of good practice seen as result of personal motivation of individual officers within Arts Council • Need for more global view when considering funding work abroad. Nationalism not appropriate • Fewer technical barriers to funding • Language such as ‘world class’ seen as inappropriate in international context, feeling it has arrogant connotations • Unhappiness about having Arts Council dictate geographical areas in which artists can work. Happy to have funding schemes that organisations can take advantage of should they wish, not be forced into one • Concern that regions appear to have big differences in approach to international work. Will centralisation of Arts Council make this more consistent? • Uncertainty about Arts Council’s approach to digital work • Benefits of digital technologies seen to be under-exploited • Arts Council encouraged to be more proactive in removing barriers to international travel for artists, particularly in getting visas to the UK. Encouraged to lobby actively for changes • Calls for more flexible funding for international work,

	especially short-term, short-notice funding for urgent needs
<ul style="list-style-type: none"> • Internationalism • Audiences – education / development • Skills / development – general / other • Work with universities / schools • Diversity • Nature / value of the arts • Arts Council England – relationships / communication • Joined-up / partnership delivery • Arts Council England – resources / capacity / staffing • Funding system • Arts Council England – lobbying / advocacy role • Arts Council England – role as a broker / facilitator 	<p><i>What should be in a future policy?</i></p> <ul style="list-style-type: none"> • International working is natural to artists, desirable, good for development of audiences and artists • Working internationally becoming more common and occurring earlier in artists' careers than previously • Arts Council should listen to other organisations in sector and be flexible to allow sector to generate its own initiatives • Foreign residencies and exchanges organised through higher education • International work enriches our culture • International work travelling to UK aids diversity and community • Makes sure internal work visiting UK gets outside London • More formal opportunities for artists to meet Arts Council staff • Website for artists to share knowledge about places, problems and venues • Big organisations to support smaller ones • Efforts needed to make UK audiences more open to trying foreign art – particularly literature and theatre • Arts Council staff need to be more knowledgeable about international work and opportunities, funding available • Organisations want longer-term funding to be able to plan and put more money into development • Arts Council could make connections with similar organisations internationally and put arts on the world agenda • Arts Council should help build international connections. Have special international department?
<ul style="list-style-type: none"> • Carbon footprint / climate change 	<p><i>How have climate change issues affected your work?</i></p> <ul style="list-style-type: none"> • Fairly new, ongoing and divided debate on how artists and art organisations should change their way of working • New awareness that is beginning to influence how artists travel and use resources
<ul style="list-style-type: none"> • Joined-up / partnership delivery 	<p><i>Who else do you work with?</i></p> <ul style="list-style-type: none"> • British Council • United Kingdom Trade and Investment (UKTI) • Visiting Arts • Elucid

Overview of themes within the Arts Council England international cultural exchange report *Points of Contact – UK / Brazil Cultural Exchange 2010*, 22 April

Consultation themes	Flavour of points being made against these themes
<ul style="list-style-type: none"> • Diversity • Learning from other models / countries 	<p>In Brazil, culture is seen as a potent means of addressing major social and political changes. There is a ministerial role for diversity and identity, and a deliberate focus on identity and diversity in order to drive social change. A Foundation for the Arts has been set up by the state. It has limited funds as the state does not recognise the need for an independent body with a specialist overview of the arts across the country. Similar issues are faced in Brazil and UK around diversity and race.</p>
<ul style="list-style-type: none"> • Collaboration / partnerships • Learning from other models / countries 	<p>The private sector plays a prominent role with some government input. A more strategic and coordinated approach to increasing engagement is possible – a number of cultural projects have partnerships with professional artists and arts organisations creating mutual benefit.</p> <p>Arts Council England has funded a programme, Forming Ideas, over the last two years as part of its work to support contemporary crafts. It aims to establish sustainable networks with overseas colleagues and provide co-commissioning opportunities and collaboration across boundaries.</p> <p>Sharing of experience is expected to continue with more visits to Brazil planned and Brazil artists and policy makers are expected to visit the UK in 2010.</p>
<ul style="list-style-type: none"> • Funding • Learning from other models / countries 	<p>A number of existing initiatives around Points of Contact (a cultural knowledge exchange programme between Brazil and the UK), participatory budgeting and other innovative projects, including the Open Stage programme, are highlighted and it is agreed that these should be explored further. Marginal activity is celebrated and funded in Brazil.</p> <p>NB: Further details about the Open Stage programme are provided in some depth within the report.</p>
<ul style="list-style-type: none"> • Leadership • Culture 	<p>Highlight the need to consider how far we should go to encourage greater civic leadership from the arts sector and advance approaches to supporting collaborative efforts between professional and voluntary arts groups.</p> <p>Brazil is keen to develop its cultural profile in association with the Arts Council, but this initiative needs to be explored within the government's wider agenda and understand the priorities</p>
<ul style="list-style-type: none"> • Olympics 	<p>It is believed there is strong potential for relationships to be established with Brazil for handover activities</p>

A.3 Stakeholder types

Stakeholder types were defined as:

- Artists: all who self-identified as artists (people could self-identify as artists in the registration process for the online questionnaire, or through giving an arts profession as their job title in a letter or email submission)
- Frontline arts: people working for organisations whose main role is the direct creation and delivery of arts opportunities (including arts participation activities aimed at the public)
- Broader arts sector: first, people working for organisations whose main role is supporting the arts in varying ways, including umbrella and representative bodies, advocacy bodies, and information and professional development bodies. Second, people working for organisations whose focus is on social aims (such community development, education, health) and who use arts as a key part of this work
- Local and regional government: people working for local or regional government or for local government umbrella bodies
- Partner bodies: people working for organisations including central government departments, cultural non-departmental bodies, audience development agencies, cultural trusts and foundations, public broadcasting authorities, think tanks, further and higher education bodies, and regional public bodies
- Other: includes all respondents who do not correspond to any of the above categories, or who could not be identified