



# Arts Council England Corporate Plan 2015-18



Area appendices:  
South East

## Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries

We will:

- promote and share the South East's artistic excellence, supporting the development and delivery of high-quality commissioning and showcasing models
- support new talent development programmes, and strengthen existing programmes
- use our investment to support projects, such as our major festivals, that develop and showcase talent
- work with our strong and diverse range of higher education providers, including the Open University and the Universities of Oxford Cambridge, Bedfordshire and Essex, to nurture creative talent, carry out research, build partnerships, and ensure that our investment in such university organisations as Kettle's Yard Centre Norwich supports strengthening talent development
- ensure that our Major partner museum investment in world-class universities results in increased public access to exceptional collections
- support artists based in the South East who wish to apply to the Artists international

development fund and exploit our proximity to Europe and international transport hubs, and enable artists and audiences in the area to benefit from the work of international artists

- encourage libraries in the South East to access Grants for the arts to develop their artistic offer and create partnerships with artists and arts organisations
- work with the British Council to develop and strengthen festivals such as the Cambridge Iranian Festival and the Norwich International Literature Showcase

## Goal 2: Everyone has the opportunity to experience and be inspired by the arts, museums and libraries

We will:

- implement the Grants for the arts and Strategic funds advice framework, engaging with partners inside and outside the sector to extend and diversify the uptake of our funding programmes and to address the equality impact of the recent National portfolio organisation funding decisions, as identified in the area and National equality impact analyses
- work with partners such as The Audience Agency to help funded organisations collect

and analyse data, which we will ensure is shared. This will help National portfolio organisations to identify new audiences, understand audience behaviour and patterns of travel, and target new sources of revenue

- develop the digital skills of the individuals and organisations we fund with a view to developing new and more effective ways of engaging with audiences
- develop a touring infrastructure with particular emphasis on supporting small-scale and rural touring, emerging diverse artists from the South East who want to tour, strengthening links with venues in outer London, and exploiting the South East's suitability as a touring-in destination for high-quality work produced in the UK and abroad
- strengthen the provision of arts and culture in Swale and Medway, Slough, East Cambridgeshire and Peterborough, where engagement is low
- help build arts and culture infrastructure in places with potential for growth such as Milton Keynes, Colchester, Great Yarmouth, East Kent and Reading
- work with libraries, especially in areas of low cultural provision, to develop their potential as spaces for art and artists
- work with our partners to strengthen the reach and excellence of arts and culture in

Luton, using ring-fenced strategic funds in partnership with Creative people and places programmes

- support museums to widen access through digital engagement

### Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

We will:

- invest in buildings and spaces using Capital grants and Grants for the arts, putting particular emphasis on supporting good business models and increased resilience for new capital projects, and ensuring that existing capital investment is not put at risk
- explore the potential for joint investment strategies with selected Local Enterprise Partnerships and other stakeholders in order to create sustainable cultural provision and target small and medium sized organisations with a match-funded capacity building programme
- assess the impact of the Catalyst programme on the infrastructure and resilience of funded organisations and individuals in the South East, and use that knowledge to inform future interventions
- monitor the financial health of National portfolio organisations through our

risk framework, and target appropriate interventions at the earliest possible stage

- help increase funds to arts and cultural organisations and seek to research the number of wealthy individuals and companies in the South East, encouraging initiatives to tap into these
- continue to support coastal towns, including Margate, Folkestone, Bexhill, Hastings, Southend, Great Yarmouth and Eastbourne, where our joint investment with local authorities has demonstrated the key role arts and culture plays in regeneration
- support the work of Julie's Bicycle to ensure our funded organisations have taken action to reduce energy costs and CO<sub>2</sub> emissions

### Goal 4: The leadership and the workforce in the arts, museums and libraries are diverse and appropriately skilled

We will:

- monitor and appraise the equality action plans of our funded organisations and use our increased investment in the disability-led National portfolio organisation Carousel and disability-focused National portfolio organisation Project Artworks to support their growth as sector leaders in promoting a diverse workforce

- use the digital landscape survey for 2015-16 to analyse the needs of the arts and cultural sector and target our funds accordingly
- exploit the benefits of strong digital economies in Brighton, Oxford, Cambridge and the South Midlands to promote talent development and wealth creation
- work with Creative and Cultural Skills to build skills and capacity across the South East Area and more widely

### Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

We will:

- ensure that provision of arts and culture for children and young people is integrated into the work of our National portfolio organisations and Major partner museums and that the quality principles, Artsmark and Arts Award are part of organisations' business planning
- support joint arrangements for children's and young people's learning and progression, including Norwich University of the Arts, the Gulbenkian in Canterbury and The Forum in Southend
- seek to advertise and share the work of South East Bridge organisations more widely