



Making culture visible, valued, enjoyed and easily accessed

Culture Swindon

Business Plan 2009/10



SWINDON
BOROUGH COUNCIL

Our mission statement

Culture Swindon exists to make culture **visible, valued, enjoyed and easily accessed** by the people of Swindon

Our key theme

Maximising the social and economic impact of our cultural programmes and services.

A bit about us

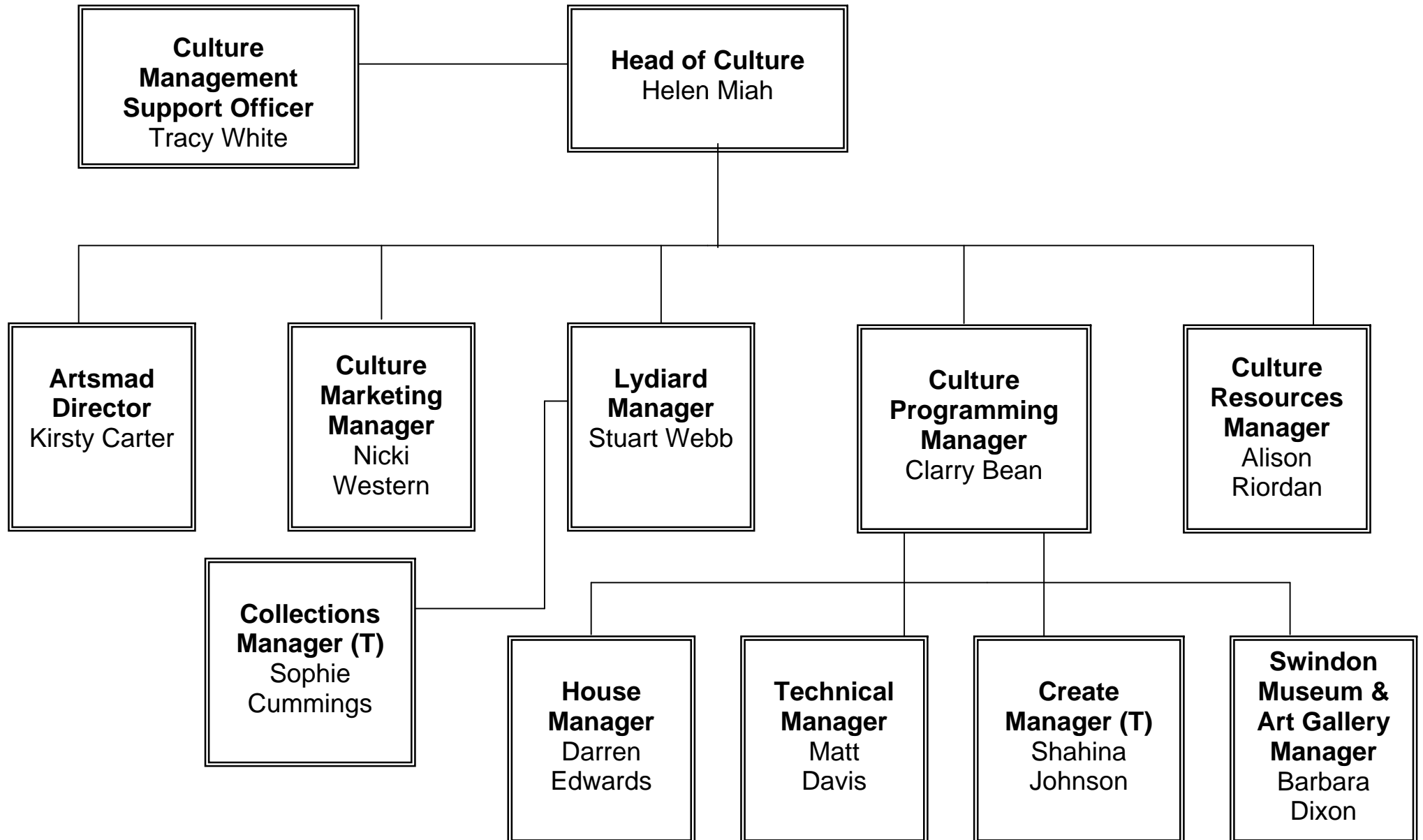
Culture Swindon embraces all of the following direct and indirect delivery services:

- The Swindon Arts Centre
- The Swindon Museum and Art Gallery
- Create Studios including Mobile Media
- Lydiard House and Park
- Artsmad [in partnership]
- Artsminds
- The Swindon Media Group
- The Swindon Music Forum
- White Hill Farm Stores
- Richard Jefferies Museum
- Coate Water Agricultural Museum

Grant/contract funding to:

- Sixth Sense Theatre for Young People
- Swindon Dance
- Reach Inclusive Arts
- The Swindon Festival of Literature
- The Swindon Cultural Partnership
- The Wyvern Theatre

Our management structure



Objective	Developing a Cultural Strategy for Swindon 2010 – 2015				
Activities	Responsible	Completion date	Resources	Partners	Outcomes
Draft document	HM&MP	June 09	£ for public consultation, design, publication and distribution – not yet identified staff time absorbed	Swindon Cultural Partnership SBC Culture Group Key Cultural Organisations NDPB's	<ul style="list-style-type: none"> • Strategically aligned cultural infrastructure. • Increased public understanding of cultural value.
Consult with SBC Culture Group	HM&MP	June 09			
Consult with key stakeholders & partners	HM&MP	July 09			
Consult with public	HM&MP	Aug 09			
Cabinet and SSP Board approval	HM&MP	Nov 09			
Publication & distribution	HM&MP	Jan 10			

Objective	Delivering the Big Arts Plan				
Activities	Responsible	Completion date	Resources	Partners	Outcomes
Review and realign support for Festivals and Events	CB	Sept 09	Staff time absorbed	Key stakeholders: Swindon Festival of Literature The Swindon Mela	<ul style="list-style-type: none"> • Increased value for money for SBC Festivals revenue budgets • Clear process for allocation and monitoring of grant funding

Review and realign grant funding to external bodies	CB&HM	Sept 09	Staff time absorbed Support from DPA	Swindon Dance Sixth Sense Theatre for Young People Reach Inclusive Arts Festival of Literature Cultural Partnership	<ul style="list-style-type: none"> • Clear process for allocation and monitoring of grant/contract funding • Strategically aligned services
Continue to develop and deliver a coordinated programme	CB & Programming Team	Mar 10	Staff time absorbed		<ul style="list-style-type: none"> • Coordinated cultural programme • Aligning resources to outcome
Understand and develop our audiences, both current and future	NW	Mar 10	Staff time absorbed Support from DPA Support from Audiences SW [ACE SW Regional Support programme]	Audiences South West	<ul style="list-style-type: none"> • Increased audiences across all venues and activities • Programming strategy informed by outcomes
Meeting NI11 target	All	Mar 10	Staff time Renaissance group time External funding (ACE grant)	Swindon Renaissance partners	<ul style="list-style-type: none"> • Range of targets and activities developed to engage participation • Deliver big arts plan marketing strategy
Host nalgao conference - 7-9 October 2009	HM	Oct 09	Staff time absorbed £ identified for Civic Reception commission	Civic Reception: Sixth Sense Swindon Dance Swindon Music Service Create Studios HQ Theatres	<ul style="list-style-type: none"> • raised profile of Swindon arts and culture nationally and locally
Planning for The 2010 Big Culture Thing	CSMT	Mar 10	Staff time absorbed Fundraising strategy	SBC Culture Group Key cultural organisations Vol and comm. groups SCP Renaissance group?	<ul style="list-style-type: none"> • NI11 targets met • Raised profile • Plan in place for 2010

Develop and deliver a new business plan for the Arts Centre	CB	Sept 09	Staff time absorbed Support from DPA £ capital investment (IT, phones, catering)	Commercial catering	<ul style="list-style-type: none"> Increasing usage of facility Increasing day time activity Developing programming strategy
Develop and deliver a new business plan for Create Studios	SJ	Sept 09	Staff time absorbed Support from DPA £ revenue for refocused team	DPA SW Screen ACE SW	<ul style="list-style-type: none"> Refocused priorities – NI11 and LAA II and staffing structure around this
Planning for Cultural Olympiad	HM/CB	Mar 10	Staff time £ identified	W&SAA Renaissance Group Culture Group Richard Crowe	<ul style="list-style-type: none"> Develop programme for cultural Olympiad Resources and funding identified

Objective	Developing a Big Heritage Plan				
Activities	Responsible	Completion date	Resources	Partners	Outcomes
Develop a Heritage Quarter strategy, including creating a Swindon Heritage Forum	HM	Mar 10	Staff time	Parks and Green spaces STEAM National Trust English Heritage SMAG Lydiard Postal museum	<ul style="list-style-type: none"> Raised profile of Swindon heritage Strategic development of heritage sector
Promise 27 – identify a site/sites, allocate capital funding	HM/CB/BD	Sept 09	Staff time Capital resources	Consultants – Barker Langham	<ul style="list-style-type: none"> Clarification regarding development of initiative
Promise 19 – complete Phase II	SW	Sept 09	Staff time	HLF and restoration partners.	<ul style="list-style-type: none"> Restoration of Lydiard Park complete.

Develop and deliver a new business plan for Lydiard	SW	Sept 09	Consultants – DPA Staff time Capital investment	Consultants – DPA	<ul style="list-style-type: none"> • Vision clarified. Economic and social impact of site maximised
Develop a conservation strategy	SW/BD/SC	Mar 10	Heritage projects budgets Staff time	Wiltshire Conservation Service	<ul style="list-style-type: none"> • Strategy developed as sub-set of business plans
Develop an Acquisition strategy	SW/BD/SC	Mar 10	Heritage project budgets Staff time	SMAG, Lydiard. Heritage partners	<ul style="list-style-type: none"> • Strategy developed as sub-set of business plans

Objective	Developing a Big Children, Young People and Families Plan				
Activities	Responsible	Completion date	Resources	Partners	Outcomes
Complete the Flux project	KC	Aug 09	identified	Artsmad partners	<ul style="list-style-type: none"> • Maximise pr • Fully disseminate finances – all reconciled and closed
Deliver the Artsmad/Flux legacy plan with Create, SMAG and Lydiard	KC	Aug 09	Staffing budget Premises	Artsmad partners	<ul style="list-style-type: none"> • Sustainable high quality organisation with high profile
Develop a partnership of key stakeholders (review current Artsmad steering group)	KC & HM	July 09	Staff time	To be reviewed	<ul style="list-style-type: none"> • New skills to group • Wider advocacy • New funding streams
Develop a charging policy for schools across cultural sites	KC	Aug 09	Staff time Marketing budget Sponsorship for ticket bursary scheme	SMAG Create Arts Centre Lydiard	<ul style="list-style-type: none"> • Clarity for public • Consistent charging policy in place • Bursary scheme

Commission key partners to deliver Civic Reception performance for nalgao conference (HM)	HM	Oct 09	£4k contribution from SBC	nalgao Sixth sense Swindon dance Create Swindon Music Service Wyvern	<ul style="list-style-type: none"> • Advocacy/pr opportunity • Export of partner services beyond Swindon
Investigate a pilot Cultural Passport scheme (KC)	KC	Aug 09	Time Money	Artsmad partners Local venues Children services Specialist arts colleges	<ul style="list-style-type: none"> • Swindon ready for national roll out • Good practice developed in Swindon Borough Council • Good PR
Deliver targeted programmes: <ul style="list-style-type: none"> • ArtsAward/Artsmark • 14-19 Diplomas • Apprenticeships • Mobile Media projects • Artsmad projects • NEET • Free Theatre Tickets for Young People • Young Wardens 	KC KC/SJ/KP KC SJ KC SJ/KP NW SW/ME/MC	ongoing	Time	Children Services 14-19 team Wyvern Theatre Arts Centre	<ul style="list-style-type: none"> • More young people attending theatre • Programming policy more geared towards young person needs • Long term – increased audiences
Create more opportunities for family learning/family engagement	All	Mar 10	Staff time to plan and apply for funds where relevant Resources	Leisure Libraries Lydiard SMAG Community Children's Services	<ul style="list-style-type: none"> • Cohesive communities • Re-engagement in learning process • Better education outcomes for children • More quality learning taken up • Developing culture venues as family destinations

Objective	Developing our organisation				
Activities	Responsible	Completion date	Resources	Partners	Outcomes
Phase 2 Restructuring: right people, right place, right skills	CSMT	Sept 09	Staff time		<ul style="list-style-type: none"> • Appropriate staffing structure to match priorities and budget • Manage staffing budgets within allocated funds
Standardise Volunteer policies and practices	House Manager	Aug 09	Staff time Consultation time	To be agreed but including all venues and SBC central volunteer team	<ul style="list-style-type: none"> • Standard approach to volunteer policies and practices
Budget management and financial control	AR	Mar 10	Staff time	All Culture Swindon David Pratley Associates	<ul style="list-style-type: none"> • Clear understanding of true service costs
Improved use of IT	TW	Mar 10	Staff time Capital for new Box Office at Arts Centre	Capita All Culture Swindon	<ul style="list-style-type: none"> • Improved use of IT • Fit for purpose systems
Managing our performance & embedding intouch	All	Mar 10	Staff time	All Culture Swindon	<ul style="list-style-type: none"> • All staff fully engaged and utilising in touch
Site and venue management	SW/CB/BD/SJ	Mar 10	Staff time	Culture Swindon venues	<ul style="list-style-type: none"> • All sites adhering to SBC policies and processes for venue management, e.g. Fire, H&S, Risk Asses
Health & Safety	MD& Head Warden	Mar 10	Staff time	All venues, sites and activities	<ul style="list-style-type: none"> • Ensuring that Culture Swindon complies with SBC H&S policy & all staff are appropriately trained and competent.

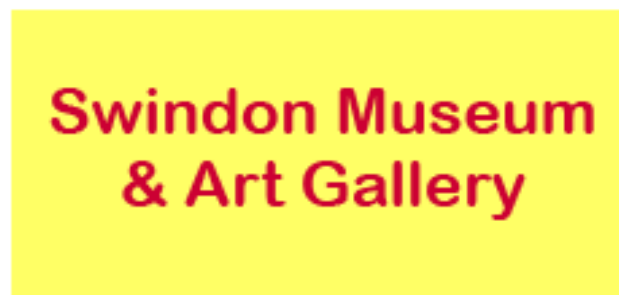
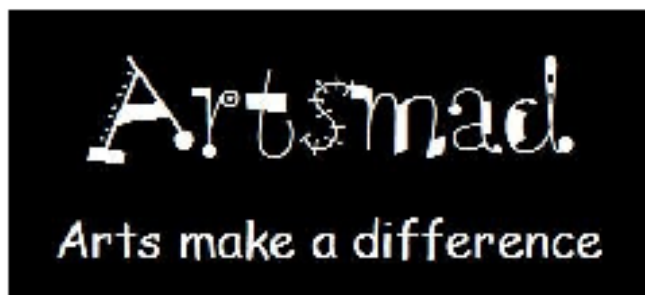
Standardise Customer Care procedures and quality	House Manager NW/SC All	Aug 09	Staff time In house training as required	All Culture Swindon	<ul style="list-style-type: none"> • Ensure consistent customer experience across sites and in line with SBC customer care policies
Develop a Culture Swindon marketing strategy	NW	Oct 09	Staff time DPA support	All Culture Swindon	<ul style="list-style-type: none"> • New policy on branding • Ensure we get value for money • Visible and valued services • Increase visitors/audiences
Develop Culture Swindon programming strategy	CB	Oct 09	Staff time	All Programmers	<ul style="list-style-type: none"> • Cohesive and coordinated programme • Relevant to priorities and meeting local demand • Maximising audience development and cross-service opportunities • Increase visitors/audiences
Develop Culture Swindon management team	HM TW	Mar 10	Staff time Training budget	Management Team	<ul style="list-style-type: none"> • Strong effective leadership team • Motivated workforce • Intouch behaviours actively modelled • 'One Service, One Team'

Equalities - Continuing to ensure equality of access to all our services	NW	Ongoing	Staff time Promise 27	All Culture Swindon	<ul style="list-style-type: none"> • Physical access to SMAG • Diverse range of programme and activities • Activities for older people and hard to reach groups
Environment - Ensuring that carbon footprint of culture swindon is minimised.	SW	Ongoing	Staff time	All Culture Swindon	<ul style="list-style-type: none"> • Paperless office • Good housekeeping • Energy consumption • Car sharing and travelling to meetings • Seek increased recycling opportunities

Key

HM Helen Miah
 MP Mike Pringle
 CB Clarry Bean
 NW Nicki Western
 CSMT Culture Swindon Management Team
 SJ Shahina Johnson
 SW Stuart Webb
 BD Barbara Dixon

KC Kirsty Carter
 KP Keith Phillips
 DPA David Pratley Associates
 AR Alison Riordan
 TW Tracy White
 SCP Swindon Cultural Partnership
 ACE SW Arts Council England South West



Literature Development



visible valued enjoyed easily accessed