

ARTS AND EVENTS SERVICE REVIEW

ACTION /IMPROVEMENT PLAN

Service Area Issue		Actions as approved in Service Review	Progress Report
1.	<u>Arts Policy/Development</u>		
1.1	Local Cultural Strategy embracing tourism, leisure, arts, heritage, play and sport. To provide an agreed and shared direction to promoting the cultural well-being of the City to give a clear rationale why the local authority funds, manages, supports, encourages or regulates certain services and activities, clearly linking its cultural programme to its corporate objectives.	<ul style="list-style-type: none"> • Strategy completed with due consultation and involvement of key organisations as partners, funders, stakeholders or deliverers. • Annual monitoring and review of progress with implementation of key actions against agreed objectives. 	<ul style="list-style-type: none"> • Local Cultural Strategy completed in conjunction with Head of Leisure and Museums approved December 2002 • Arts and Media Strategy approved January 2004 • Arts and Media Strategy review January 2005 and annually thereafter
1.2	Systematic monitoring and evaluation of users/non-users of overall arts policy and broad activity.	<ul style="list-style-type: none"> • Establish bi-annual approach through residents' survey. 	<ul style="list-style-type: none"> • First survey March 2002 • Next survey to be undertaken in 2004 timing to be negotiated with Policy Unit
1.3	Cross city co-ordination of arts development activity to facilitate a collaborative approach to longer term planning and more effectively realise short-term improvements.	<ul style="list-style-type: none"> • Development of co-ordinating forum across art forms to support and complement City Council activity. • Short term improvements to focus on: <ul style="list-style-type: none"> - promoting and raising awareness of the scale and quality of what already exists and is happening through a single marketing/information source - providing a single information source of the calendar of events as a basis for improved forward planning, collaboration, promotion and avoidance of clashes - improving the linkages between existing activities to support other "cross-cutting" projects in health and education 	<ul style="list-style-type: none"> • Consortium of Arts Promoters (CAPE) established May 2002 • Focus is on marketing Exeter Culture Map and Guide 2003 • Events planning calendar established May 2002 • City wide What's On developments on-going in conjunction with local publications • Links made with Exeter Health Care Arts regarding a major arts and health exhibition, ARTERY, bringing several arts organisations and projects together in 2005.

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1.	<u>Arts Policy/Development (continued)</u>		
1.3	Cross city co-ordination of arts development activity to facilitate a collaborative approach to longer term planning and more effectively realise short-term improvements.	<ul style="list-style-type: none"> - enabling wider accessibility to events and to more accurately determine development needs to address issues arising related to relevance, accessibility and balance of provision supported to meet objectives. 	<ul style="list-style-type: none"> • Non-attender survey for festivals undertaken July 2003. Development of youth orientated festival, Vibrasonic 2004 • Arts audit to assess development needs of professional and amateur arts groups and individuals undertaken 2003. This informed review of Arts and Media Strategy.
1.4	Establishment of consistent set of performance indicators.	<ul style="list-style-type: none"> • Setting specific benchmark and performance indicators in order to support and monitor policy direction and the performance of individual activities. 	<ul style="list-style-type: none"> • Indicators Agreed for Service Agreements March 2002. Revised Jan 2004 as part of approved Arts and Media Strategy and Service Agreement Review
2	<u>Third Party Support</u>		
2.1	Establish the Service Agreement (SA) relationships with all third-party funded organisations as the basis for formal evaluation and review of this aspect of the service to determine the comparative effectiveness and cost benefits of this approach, and the organisations supported.	<ul style="list-style-type: none"> • SAs determined and agreed with all organisations supported • Within the monitoring processes covered by the SA's develop and include mechanism for obtaining the views of users and non-users of the activities provided by supported organisations. • Determine detailed framework for the review of this aspect of the service to start in April 2003 	<ul style="list-style-type: none"> • Completed March 2002 • Organisations not able to undertake non-user surveys. Need to organise through targeted surveys or resident surveys • Review compared service agreements with other local authorities, sought feedback from co funders, revised priorities and objectives in line with current corporate objectives.

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	<u>Third Party Support (continued)</u>		
2.2	Improvements to current approach arising from the review.	<ul style="list-style-type: none"> • Improve efficiency and delivery through collaboration over funding arrangements and revised and co-ordinated monitoring arrangements with co-funders. • Move to "tendering" services delivered in order to ensure cost effectiveness and provide opportunity for new deliverers where improvements can be secured. • Review of any improvements/changes made • Mechanism for enabling "value for money" comparison between varying applicants for grants, also against non-art provision, to be determined and agreed. 	<ul style="list-style-type: none"> • Joint reviews with co-funders established 2002. Joint monitoring with Devon County Council in progress. • Process not initiated as review confirmed satisfaction with current providers operating within process of Service Agreements. • Reviewed as part of annual Service Agreement reviews. • Process has been initiated and evaluation available on completion of revised performance indicators in July 2005 will provide comparative measures.
2.3	Ensure supported organisations and activities are accessible to as wide a spectrum of residents and visitors to the City as possible.	<ul style="list-style-type: none"> • Review the nature, content and accessibility of services provided in advance of full review of the effectiveness of the Council's approach to supporting third party service delivery 	<ul style="list-style-type: none"> • Revised Service Agreements reinforce equality of access and monitors target audiences for activities.

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3	<u>Major Events</u>		
3.1	Agree an annual programme of events which have focused and measurable objectives related to the Cultural, Economic Development and Tourism Strategies to directly contribute to the Council's over-arching objectives.	<ul style="list-style-type: none"> • Obtain formal approval for draft programme and allocate lead responsibilities and resources to set the basis for more focused event definition and clarity of objectives, longer planning and programming time-frame, and to offer opportunities to put into effect lessons learnt from external evaluation of individual events. 	<ul style="list-style-type: none"> • Outline approval March 2002. Revised Festivals programme approved July 2003

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3	<u>Major Events (continued)</u>		
3.2	Pursue operational improvements to achieve cost and service delivery enhancements.	<ul style="list-style-type: none"> • Following the clarification of lead responsibilities, put in place the following through the direct project management of each event:- <ul style="list-style-type: none"> - pooling of marketing/promotional expertise, design and distribution of literature and data to undertake promotion and post-event evaluation - co-ordinated purchase and use of equipment and holding of inventory to minimise costs and make equipment available for wider use • lead responsibilities to be allocated on the basis of the primary objectives of each event. 	<ul style="list-style-type: none"> • Agreed September 2002 Project management of by re-configured Arts, Festivals and Events Team, other E&T, and cross-directorate officers on-going. • Lead for Animated Exeter, Vibraphonic, Summer Festival, Living History Festival and Autumn Festival agreed.
3.3	Establish a more co-ordinated approach to securing higher levels of external funding.	<ul style="list-style-type: none"> • Centralise co-ordination of sponsorship in one section of the Council. • Review revised arrangements 	<ul style="list-style-type: none"> • City Marketing Officer coordinates sponsorship • Arrangements to be reviewed by October 2004
3.4	Ensure events are accessible to as many sections of the community as possible, whilst enhancing the cultural image of the City and attracting visitors.	<ul style="list-style-type: none"> • Utilise monitoring information obtained on age, home, residence and perceptions/comments/desires of users and non-users to inform programming, improve information promotion and box office arrangements, and access by public transport. • Examine the option of transferring the Festival box office operation to an existing arts/events provider. 	<ul style="list-style-type: none"> • Exeter Festival and Animated Exeter Reports produced recommendations which have been used to inform this year's activity. Non-user Exeter Festival survey also undertaken in 2003. Festivals evaluation is on-going • Box office counter bookings provided by Exeter Arts Box Office and Information Centre 2003. In view of various operational issues Box Office counter booking is being operated by City Council in the Guildhall for the 2004 festival.

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	<u>Major Events (continued)</u>		
3.4	Ensure events are accessible to as many sections of the community as possible, whilst enhancing the cultural image of the City and attracting visitors. (cont.)	<ul style="list-style-type: none"> • Establish a pricing policy which combined with programming ensure a spread and breadth of opportunity for attendance and participation. • Establish more effective, wider external involvement to contribute directly to programming, and to the development of each major event following the example of Animated Exeter. • Review effect of changes made and make further recommendations if necessary to achieve improvements in access. 	<ul style="list-style-type: none"> • Revised Exeter Festival concessions introduced 2003 and 2004. • New partnerships and co-promotions initiatives established 2003. Implemented 2004. • Review of festivals December 2004
3.5	Co-ordinated ticketing/box office.	<ul style="list-style-type: none"> • Review with other major arts/events providers benefits and opportunity for improved and more cost-effective box office arrangements including longer term option for a unified information and box office facility. 	<ul style="list-style-type: none"> • Long-term, solution being considered in light of Festival changes with unified facility in the new Tourist Information Centre in the Princesshay Development

4	<u>Other Events</u>		
4.1	Improve process of prior approval of public events to ensure objectives and expectations are clear and to facilitate monitoring and evaluation of service delivery.	<ul style="list-style-type: none"> • Each service area to obtain approval for criteria and process for resource allocation to events based on their measurable contribution to Council objectives and relevant Council strategies. • Establish annual forward plan of events across the Council to provide the basis for better co-ordination of internal resources and staff inputs and for encouraging external agencies and individuals in planning, delivery and sponsorship prior to agreeing event programmes. 	<ul style="list-style-type: none"> • Revised festivals programme approved July 2003 • Programme approved in July 2003 and activities of CAPE mentioned at 1.3 has resulted in enhanced programme.

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4.2	Ensure events are accessible to as many sections of the community as possible, whilst enhancing the cultural image of the City and attracting visitors.	<ul style="list-style-type: none"> • Utilise monitoring information obtained, where practical, on age, residence and perceptions/comments/desires of users and non-users to inform programming, improve information promotion and box office arrangements and accessibility. • Examine alternative options for venues, particularly in less central locations for programming of events, encouraging others to locate events across the City. • Review effect of changes and make further recommendations if necessary to achieve improvements in access. 	<ul style="list-style-type: none"> • Living History Weekend surveys have indicated good customer feedback. 2004 plans to incorporate events on the Quay to attract wider audience. • The 2004 Summer Festival and Vibraphonic festival have developed new partners and programmed events in new venues including Riverside, Escott House and bars and clubs. • Jazz on Quay user and non-user surveys will be undertaken during the summer 2004.
4.3	Comparison of best value between supporting targeted smaller events and major events.	<ul style="list-style-type: none"> • Establish monitoring processes for events which ensure consistent collection of data to enable comparisons to be made. • Review comparative benefits of events on the basis of data collected. 	<ul style="list-style-type: none"> • The agreed Performance Indicators for the Service Agreements will be applied to events and Festivals from April 2004. • Comparative review of Jazz on Quay , Living History Weekend and festivals will be completed April 2005