

Bath and North East Somerset CULTURAL STRATEGY 2011-2026



Making Bath & North East Somerset an
even better place to live, work and visit

Bath & North East Somerset Council



Bath & North East Somerset Council 2011
in partnership with
Cultural Forum for the Bath Area and Future Bath Plus

Authors

Peter Salt

Ann Cullis

Cover photo: Keynsham Music Festival, courtesy of Keynsham Town Council

Produced by Bath & North East Somerset Council's Tourism Leisure & Culture Division and published by
Bath & North East Somerset Council's Print Services, Dartmouth Avenue, Oldfield Park, Bath BA2 1AS
DP 5259 07/11 SC

Bath and North East Somerset Cultural Strategy 2011- 2026

Executive Summary

Contents

The Bath and North East Somerset Cultural Strategy 2011-26 contains the following information:

- the role of culture in the district in 2011
- ambitions for culture in the district by 2026
- evidence of need and the drivers for development and change
- the role that culture can play in development and change
- partnerships and resources required to achieve this
- the local, regional and national policy context for culture
- an implementation plan with measurable steps for monitoring progress

Purpose

The purpose of the Cultural Strategy is to set out the importance of culture to the life of our district and to provide a framework for the development of cultural events activities and resources that will:

- enable further development of existing activities and services
- encourage new and different activities
- assist in widening their relevance and appeal
- build wider partnerships and cultural networks that will strengthen community bonds, build understanding and friendships
- bring a unique flavour to the district that will:
 - encourage more visitors;
 - contribute to growing economic strength;
 - further develop civic pride and pride in the community
 - build capacity within the 'not for profit' and voluntary sector

Conclusions

The Strategy concludes that culture touches the lives of everyone in Bath and North East Somerset, whether local residents, local businesses, or visitors. Participation in heritage, sports, arts, leisure-time activities and hobbies of all kinds contribute to the character and quality of the district, enabling people to celebrate, grow, learn, think and debate.

The Strategy demonstrates the importance of culture to the economic life and prosperity, health and wellbeing of Bath and North East Somerset.

CONTENTS	page
Foreword: Councillor Terry Gazzard	7
Introduction: David Lawrence	7
Statement: A joint commitment by the partners	8
1. What is culture?	9
2. About this Strategy	9
2.1 Policy context.....	9
2.2 Audience and readership	9-10
2.3 Authorship and ownership.....	10
2.4 The specific roles of the partners.....	10
2.4.1 The role of the voluntary sector: Cultural Forum for the Bath Area	10
2.4.2 The role of the private/commercial sector: Future Bath Plus.....	10-11
2.4.3 The role of the public sector: Bath & North East Somerset Council	11
2.5 The six objectives of the Cultural Strategy 2011-2026	11
2.6 Monitoring and review.....	11
3. A snapshot of Bath and North East Somerset in 2011	12
3.1 Population	12
3.2 Physical character	12
3.3 Economy	12
3.4 Infrastructure.....	12
4. Drivers for development and change	13
4.1 What issues does Bath and North East Somerset face, now and over the coming 15 years?....	13
4.2 What role should culture have in development and change?.....	13
4.3 What is cultural provision in Bath and North East Somerset like in 2011?.....	14
4.4 What other factors must we consider?.....	15
4.5 What do we want cultural provision to be like in 2026?	15
4.6 What are the steps to achieving this?	15
5. Delivering the aims of the Sustainable Community Strategy through Culture	16
5.1 What is the Sustainable Community Strategy?	16
5.2 How cultural provision contributes to each Sustainable Community Strategy theme	17
5.2.1 Economic Development and Enterprise	17
CASE STUDY 1: Heritage Services, Bath & North East Somerset Council.....	17
5.2.2 Environmental Sustainability and Climate Change	18
CASE STUDY 2: Bath Abbey Development Project	18
5.2.3 Stronger Communities	19
CASE STUDY 3: RE:generate – The Changes Programme.....	19
5.2.4 Safer Communities.....	20
CASE STUDY 4: Keynsham Memorial Park improvements – Multi-wheeled Facility and Bandstand.....	20

5.2.5	Children and Young People	21
	CASE STUDY 5: Arts at the Heart of the Royal United Hospital	21
5.2.6	Health and Wellbeing.....	22
	CASE STUDY 6: The Goal Posts and Community Football Project	22
6.	Footnotes and references	23
7.	Implementation plan	25-39
8.	Appendices	41
8.1	Policy context.....	41-43
8.2	Source data and background material.....	44-46
8.3	Evidence base: social trends.....	47-49

Foreword:

Councillor Terry Gazzard,
Cabinet Member, Development &
Major Projects.

In my role as Cabinet Member for Development & Major Projects, it has been my great pleasure to have responsibility for Tourism, Leisure and Culture over the past few years.

Culture is such an important aspect of the economic and business life of Bath and North East Somerset: tourism provides significant employment locally, sustains a healthy hotel and restaurant trade, attracts visitors from the UK and abroad to visit our beautiful area, and builds on our national and international reputation as a destination.

Equally, culture plays a significant part in our individual communities. Youth clubs in village halls, the work of churches and other faith groups, pub football teams, local charities, theatre and music groups – all are led by dedicated volunteers whose hard work makes these things happen, week in and week out, engaging thousands of people.

I know from my work as a local Councillor just how important cultural activities are to residents. I welcome this Cultural Strategy as a strong statement of the value of culture to the local community, and as a clear commitment to working together to increase participation in cultural activity of all kinds.

Councillor Terry Gazzard

Cabinet Member for Development & Major
Projects
Bath & North East Somerset Council

Introduction:

David Lawrence,
Divisional Director, Tourism,
Leisure & Culture.

Culture is the life-blood of our community and cultural activity touches the lives of everyone in Bath and North East Somerset, whether local residents, local businesses, or visitors. Participation in heritage, sports, arts, and leisure-time activities and hobbies of all kinds enable people to celebrate, grow, learn, think and debate – the hallmarks of a community with a strong identity whose citizens are active in local democracy.

Bath & North East Somerset Council takes enormous pride in the wealth of cultural activity in the community, which is led very largely by volunteers giving up their own time. Whether it be coaching a local youth sports team or looking after a museum, singing in a choir or growing food on allotments – our residents contribute energy and passion in everything they do, and so bring pleasure and benefit to others.

Cultural activity has another important outcome: sharing experiences such as festivals with others can widen understanding of the diverse cultural inheritances that make up our communities, and introduce us to new ideas and different ways of thinking.

This Cultural Strategy sets out the importance of culture to the life of our district, and paves the way for how we can work together to enrich our community.

David Lawrence

Divisional Director, Tourism Leisure & Culture,
Bath & North East Somerset Council
Chief Executive, Future Bath Plus

Statement of joint commitment by the partners in the Cultural Strategy 2011-26

The aspirations, aims and objectives of this strategy have been developed in partnership by the bodies representing the public, voluntary* and private/commercial cultural sectors in Bath and North East Somerset.

Voluntary sector	Cultural Forum for the Bath Area
Private/commercial sector	Future Bath Plus
Public sector	Bath & North East Somerset Council

Hereafter, these three bodies are referred to as the partners.

The partners recognise and acknowledge that delivering the aims and ambitions of this strategy will require a joint commitment of time, financial resources and energy. All three partners have:

- confirmed their shared strategic role in ensuring co-ordinated cultural planning and development across the district, to achieve excellence, distinctiveness, and quality
- made a commitment to identify, support and enable cultural organisations within the area to:
 - assist in widening their appeal
 - further develop their activities and services
 - encourage a wider partnership with a cultural network that strengthens community bonds, builds understanding and friendships
 - bring a unique flavour to the city and surrounding area that will:
 - encourage more visitors;
 - contribute to growing economic strength;
 - further develop civic pride and pride in the community;
 - and enhance the capacity of the voluntary sector

Cultural Forum for the Bath Area

Future Bath Plus

Bath & North East Somerset Council

** The term voluntary sector is defined in paragraph 2.4.1, p10 of this document*

1. What is culture?

Raymond Williams, author of *Culture and Society*, described culture as “one of the two or three most complicated words in the English language”. When attempting to define what culture means in the context of our district, it is helpful to remind ourselves of our connection with the Romans. The root of the modern word culture lies in the Latin, *Colere*, which had a range of meanings including to inhabit, to cultivate, to protect and to honour.

Looked at in this way, culture can be seen as the sum of the ordinary and extraordinary things we encounter around us every day. Culture is what connects our past to our future. It includes what we have inherited from our ancestors and what we maintain and develop to pass on to future generations. It includes the things we aspire to as well as the things we share with and learn from others. It is what we celebrate and enjoy. Culture is both what we have in common and what makes us individual, distinctive and different. This is why it is important.

This Strategy seeks to establish a set of principles and development objectives for culture and sport across the district. The partners in the development of this strategy have agreed to adopt the following definition of culture and sport developed by the Department of Culture, Media & Sport:

By “*culture and sport*” we mean:

- the performing and visual arts, craft, and fashion
- the creative industries
- museums, artefacts, archives and design
- libraries, literature, writing and publishing
- the built heritage, architecture, landscape and archaeology
- sports events, facilities and development
- parks, open spaces, wildlife habitats, water environment and countryside recreation
- children's play, playgrounds and play activities
- tourism and visitor attractions
- festivals and attractions
- informal leisure pursuits

The ‘*value dimension*’ of culture:

- relationships
- shared memories, experience and identity
- diverse cultural, religious and historic backgrounds
- standards - the notional shared values of the community
- what we consider valuable to pass on to future generations¹

By jointly adopting this definition, the partners are agreeing that it is sufficiently relevant, flexible and inclusive. They agree that it expresses the fundamental principles and shared values necessary to build and maintain stronger communities.

2. About this Strategy

This Strategy establishes a set of principles and development objectives. It will be used throughout the coming 15 years as high-level strategic planning document, and will be formally monitored annually with full-scale revision every four years.

2.1 Policy context

Because there is a cultural dimension to many of the factors that shape and influence the development of the district, the aims and objectives of the Cultural Strategy intersect with a range of other key strategies and plans that cover the same timescale.

Appendix 1 provides a more detailed analysis of this wider policy context.

2.2 Audience and readership

There is a potentially diverse audience for the Cultural Strategy, ranging from those with a professional or business interest or expertise, to those with a more general interest because they enjoy and participate in cultural activities.

The primary audience for the Strategy are suppliers and providers of cultural services. These are the public, voluntary and private sector organisations, both large and small, which provide and deliver cultural activities of all kinds to our residents and visitors.

The secondary audience for the Strategy are members of the general public and those with an informed interest because they are volunteers or participants in cultural activities. It is recognised that this is a large audience comprising numerous small groups and individuals with a very wide range of cultural interests.

During spring 2011, a companion document to the Strategy will be produced, both in print and online. Its purpose will be to promote the strategy to a wider readership, to celebrate local cultural activity and to further encourage engagement and participation.

2.3 Authorship and ownership

Bath & North East Somerset Council is both a partner in and author of this strategy. The aspirations, aims and objectives have been developed jointly by all the partners.

The partners have a strategic overview of cultural activity across the district, and the responsibility and authority to make decisions about objectives and priorities. This document represents a consensus of their views.

2.4 The specific roles of the partners

Each of the three partners has a specific role in delivering the strategy aims and objectives. These roles are defined below.

2.4.1 The role of the voluntary sector: Cultural Forum for the Bath Area

The Cultural Forum for the Bath Area is an independent coalition of more than 70 cultural and sports organisations – all producing events, festivals and cultural activities or running venues in and around the Bath and North East Somerset area – who have agreed to work with one another for mutual benefit and the benefit of the area overall.

The term voluntary sector, sometimes called the third sector, refers to organisations which are neither public bodies nor private sector enterprises set up to make profit for shareholders. Voluntary does not mean at no cost, nor does it mean amateur. A voluntary organisation is one whose founders set it up voluntarily on their own initiative because they identified a need that was not being met. Voluntary organisations are those which:

“have aims other than for financial gain, are a self-governing body, and were formed by people who joined together voluntarily to take action for the benefit of the community”

definition from the National Council for Voluntary Organisations

The role of the Cultural Forum for the Bath Area in the delivery of the aims and objectives of this strategy is to:

- Provide leadership and advocacy on behalf of the voluntary cultural sector
- Act as a source of expert knowledge about the current and future activities of the voluntary cultural sector
- Develop the capacity and potential of the voluntary cultural sector through an annual programme of training, networking, mentoring and other initiatives that will build expertise in the sector
- Advocate for the value and benefits of cultural activity, both for those organisations that provide opportunities and for the individuals who participate.

2.4.2 The role of the private/commercial sector: Future Bath Plus

Future Bath Plus is a company limited by guarantee, jointly owned as a partnership between Bath Chamber of Commerce and Initiative and Bath & North East Somerset Council. It aims to increase economic prosperity of the district. Future Bath Plus oversees the management of Bath city centre and takes a co-ordinated approach to the organisation of tourism and cultural events and activities to make the most effective use of the resources provided by both the public and private sectors.

The role of Future Bath Plus in the delivery of the aims and objectives of this strategy is to:

- Drive commercial and business initiatives to raise the profile and reputation of Bath and the surrounding area
- Lead innovative commercial and business projects that will benefit our local economy
- Identify opportunities for business-to-business knowledge transfer, especially for small and micro businesses
- Act as cultural ambassador for Bath and the surrounding area, advocating for the district across national and international markets.

2.4.3 The role of the public sector: Bath & North East Somerset Council

Bath and North East Somerset Council occupies a different position to that of the other partners in the Cultural Strategy. As a major property owner, landlord and steward of the public realm, as the holder of public financial resources, and as a provider and enabler of public services, the Council is in a stronger position to exert leadership and to influence the direction and pace of future cultural development.

The Council's responsibility is to enable the provision of services that residents want and need. Effective cultural planning and development can only be achieved by working in partnership to harness the opinions, data and intelligence of the wider cultural sector. Rather than having a controlling interest, the Council will work in partnership with colleagues in the private/commercial and voluntary sector who will contribute their ideas, expertise and resources.

The role of the Council in the delivery of the aims and objectives of this strategy is to:

- Identify the range of initiatives and activities that need to take place
- Single out those programmes that the Council is in the best position to drive forwards
- Identify those programmes of activity to be co-ordinated and delivered by other partners

- Shape the roles of the commercial, not for profit and voluntary sectors in order to improve the delivery to our communities whilst at the same time promoting their interests
- Co-ordinate the monitoring and review of the Cultural Strategy

2.5 The six objectives of the Cultural Strategy 2011-2026

The objectives of the Cultural Strategy are to support, develop and invest in the cultural sector in order to achieve six high-level objectives:

- Growth of the creative industries, festivals and events
- Growth and promotion of tourism
- Enabling knowledge transfer across the cultural sector
- Provision of financially sustainable heritage and visitor attractions
- Promotion of a healthy and active resident and working population
- Enabling of activities in the commercial, social enterprise and voluntary sectors

The Strategy has the overarching principle of achieving value for money. The actions arising out of this document must create the greatest possible benefit from the most prudent use of resources.

2.6 Monitoring and review

Monitoring and reviewing progress towards delivering the aims and objectives of this strategy will be the shared responsibility of the partners. The Council's Tourism Leisure & Culture Division will have responsibility for co-ordinating the monitoring and review of the Cultural Strategy.

Progress will be reviewed and assessed annually, in collaboration with Cultural Forum for the Bath Area and Future Bath Plus.

A more detailed revision process will be undertaken every four years.

3. A snapshot of Bath and North East Somerset in 2011

3.1 Population

The population of Bath and North East Somerset is approximately 180,000. Just under half of the population of the district lives in the city of Bath; a further one third of the population lives in the sixty-nine villages in the surrounding rural area; the remainder live in the historic market towns of Keynsham, Midsomer Norton and Radstock.

Demographic information shows that the population of the district is well educated, with a high concentration of skilled professionals. The three 'high level' occupation groups, including managers, professionals and associate professionals, account for 46.2% of employed residents. This is above both the regional and national average².

Bath's two universities attract a transient population of more than 20,000 students to the city, many of whom are foreign nationals. This has a significant impact upon the city's culture and character.

3.2 Physical character

Bath and North East Somerset is situated about 100 miles to the west of London. The communities that comprise the district are set in attractive countryside, with two thirds of the area of the district being designated an Area of Outstanding Natural Beauty and Green Belt.

The Bath and North East Somerset Sustainable Community Strategy 2009-2026 describes the district as follows:

Bath & North East Somerset stretches from the outskirts of Bristol, south into the Mendip Hills and east to the southern Cotswold Hills and Wiltshire border. It is located in an area of the country well known for its beautiful natural environment, high quality of life and outstanding built environment. The district encompasses a diverse range of places, each with their own distinctive history, identity and communities, including the City of Bath which is a designated World Heritage Site.³

3.3 Economy

Bath and North East Somerset has an economy of above average size, being ranked as the 82nd largest of the 408 districts in Great Britain⁴.

The knowledge economy is of particular significance to the district. Employment in the knowledge sector is higher than the national average and the industrial structure in Bath and North East Somerset is more knowledge-driven than the average for the South West of England as a whole⁵.

The district also has the highest proportion of creative industries among all Upper Tier Local Authorities in the South West of England⁶.

3.4 Infrastructure

There are more than 525 venues of varying scale throughout the district used for cultural activities by residents and visitors, including public halls, churches, theatres and cinemas. More than half of these venues are outside the centre of the city. The largest venues are in Bath, and the Abbey, the Forum and the Pavilion are well used for concerts, dance events, and other activities. There are three theatres with a total of five auditoria, as well as a number of further theatre and performance spaces on university and school campuses.

There are sport and leisure centres run on behalf of the local authority in Bath, Keynsham, the Chew Valley, and Midsomer Norton. The district's public parks, gardens, and golf courses offer further opportunities for active leisure. The attractive rural area offers many opportunities for walking and other country pursuits. Waterways, including the Kennet and Avon Canal, the River Avon, Chew Valley and Blagdon Lakes, are popular for angling, boating, dinghy sailing and bird watching.

4. Drivers for development and change

4.1 What issues does Bath and North East Somerset face, now and over the coming 15 years?

The Sustainable Community Strategy sets out a complex range of issues which the Council and its partners must respond to over the coming 15 years. These are summarised as six 'drivers for change':

The requirements of the growth agenda

Housing and employment needs are likely to increase and growth will be required. This growth must be sustainable with the necessary infrastructure in place.

The causes and effects of climate change

Changing weather patterns, rising energy costs and the need to lead a lower carbon lifestyle.

The impacts of demographic change

The local population is increasing and there will be more elderly members of our communities.

Inequalities

There are notable life expectancy gaps in the area that need to be addressed.

A focus on locality

There needs to be local services everyone can access, plus more local food and sustainable, local energy production.

The impacts of the economic recession

The economic downturn means there are pressures on how we provide services. The Council will be reviewing how it provides services and looking at ways of working more closely with other areas and agencies.

The most recent Local Economic Assessment of the district⁷ and the Bath & North East Somerset Economic Strategy 2010-2026 together provide a more detailed appraisal of the factors that will significantly influence our ability to respond successfully to the drivers listed above.

4.2 What role should culture have in development and change?

A purely economic analysis of the issues facing the district cannot fully represent the more nuanced social dimension to development and change. Culture – our leisure interests, activities and social interactions - is not separate from our economic life but actively supports and sustains it. Consequently, our strategic cultural planning and cultural development must respond to and contribute to addressing many of the same drivers and issues identified in our economic strategy.

There is a growing recognition that quality of life and individual well-being contribute to productivity and economic growth, and are not simply by-products of economic prosperity. The Bath & North East Somerset Economic Strategy 2010-2026 recognises that a sense of place has a central role to play in the success of economies and that the district's wealth of natural and cultural assets make a huge contribution to the attractiveness and liveability of the district⁸.

It is clear that the district already has a high concentration of residents employed in knowledge-based industries. It is also clear that supporting and enabling the growth of knowledge-based businesses will be highly important to the district's future prosperity. Available data on attitudes to and patterns of cultural consumption show that those employed in knowledge-based industries are among the highest consumers of and participants in cultural activity. Further, they regard culture as a significant factor in the quality of life enjoyed by themselves and their families and actively choose to locate themselves and their businesses in locations rich in cultural provision.

4.3 What is cultural provision in Bath and North East Somerset like in 2011?

The following table shows the current strengths, weaknesses, opportunities and threats identified as relating to cultural provision in Bath and North East Somerset.

Strengths	Weaknesses
<ul style="list-style-type: none"> • UNESCO world heritage site status • Unique heritage assets and built environment • Area of Outstanding Natural Beauty • Attractive parks/public spaces • Strong heritage-based tourism offer of Bath, driven by quality/appeal of Roman archaeology and Georgian architecture • Bath is centre of strong local economy, driven by retail, tourism, hospitality/service sectors • Full employment • High level of employment in local government/health sectors • High level of managers/professionals and creative/ knowledge/sector workers • Flexible, adaptable workforce in retail, tourism, hospitality/service sectors • Growing private/commercial creative industries sector • Growing sector representation (Cultural Forum/Creative Bath) resulting in strategic growth in cultural sector activity • Highly educated and relatively prosperous resident population • High number of retired people with significant disposable income • Strong Higher Education sector • Large student population from Bath's two Universities • Above-average life expectancy • High concentration of arts/cultural festivals/events in Bath • Spread of community venues and facilities throughout the district • Cultural provision adds significant value to the profile and reputation of the district • High level of actual/potential cultural consumers within resident population • High level of volunteering 	<ul style="list-style-type: none"> • Tension between conservation and development • Tension between needs of visitors and residents • High property values • Lack of suitable/affordable workspace • Some significant pockets of deprivation • Low wage economy in retail, tourism, hospitality/service sectors • Significant out-commute of managers/professionals and creative/ knowledge sector workers • Reliance on economic performance of Bath • Reliance on relatively narrow tourism offer • Concentration of arts/cultural festivals/events in Bath • Less cultural provision outside central Bath • Transience/turnover of student population from Bath's two Universities (also an opportunity) • Reliance on subsidy/grant aid in some parts of cultural sector • Limited data/understanding of local cultural consumer base • Provision not consistently customer-focused • Elderly demographic – high number of 50-80yr olds, some of whom are on a fixed income • Ageing built infrastructure and facilities • Natural deterioration of public realm and street fixtures • Heritage venues offer restricted access to the elderly/those with impaired mobility • Heritage venues not well-suited to some contemporary cultural provision
Opportunities	Threats
<ul style="list-style-type: none"> • Scope for further development of the tourism offer • Scope for audience development activity • Scope to improve partnership working/joint strategic planning • Scope to increase data/understanding of local cultural consumer base • Potential to increase participation by both residents and visitors • Potential to increase attendance and participation by young people • Scope for work with other agencies to achieve wider social outcomes • Scope to improve built cultural facilities/infrastructure • Scope for improvement of public realm • Scope to develop cultural provision beyond Bath • Scope to improve sustainability by developing a greater plurality of funding streams • Scope for community venues and facilities throughout the district to be used for cultural provision • Scope to attract visitors from new and emerging international markets 	<ul style="list-style-type: none"> • Effect of global/domestic economic/political factors on tourism market • Impact of cuts on employment in local government/health sectors • Impact of Government/public sector cuts on grant-in-aid/subsidy • Impact of economic factors on cultural/leisure consumer spending patterns • Competition from other domestic/global destinations • Impact of ageing/unsuitable facilities/infrastructure on quality of customer experience • Impact of financial downturn on capacity of grant-giving trusts/foundations to provide support for culture • Impact of financial downturn on individual giving and business sponsorship/investment • Impact of increased tuition fees on student numbers • Changing technological/cultural trends (also an opportunity)

4.4 What other factors must we consider?

Cultural planning must also acknowledge and respond to the following tensions:

A culture for visitors ↔ A culture of/for residents

Conserving our heritage ↔ Promoting contemporary culture

Older people's cultural interests ↔ Younger people's cultural interests

The needs of urban communities ↔ The needs of rural communities

Addressing these tensions is one of the key challenges for the partners in delivering the aims and objectives of this strategy.

4.5 What do we want cultural provision to be like in 2026?

It is clear that there is both scope and need for development and change to cultural provision within the district. By 2026, we envisage that cultural provision will be:

- delivered by all sectors – public, private, voluntary – working together in an exemplary manner
- making better use of data and evidence about patterns of cultural consumption
- serving a more representative cross section of our community
- creating significant opportunities for local participation, from volunteering to promoting and performing
- working effectively in partnership with other agencies to address wider social and economic needs
- enhancing the reputation of the district nationally and internationally
- adding to the value and sustainability of the tourism offer
- supported by a mixed economy - earned income, business investment and sponsorship
- less reliant on public subsidy

4.6 What are the steps to achieving this?

The public, private and voluntary sector must work together, in alignment, to generate maximum impact and effectiveness.

Over the next 15 years, the three partners must look outwards and think differently. They must:

- increase their membership/representation
- enhance their joint strategic planning
- focus upon meeting the needs of customers
- understand what people want
- recognise what people need
- anticipate future demand
- stop doing things if they are no longer viable or needed

5. Delivering the aims of the Sustainable Community Strategy through culture

It is important that the development of cultural provision responds and contributes to achieving the aims of the Sustainable Community Strategy.

5.1 What is the Sustainable Community Strategy?

The Sustainable Community Strategy is the over-arching plan for the development of the whole district. It is an action plan that responds to the specific local issues affecting Bath and North East Somerset.

The aims of the Sustainable Community Strategy are organised thematically, as follows:

Six themes

- Economic Development and Enterprise
- Environmental Sustainability and Climate Change
- Stronger Communities
- Safer Communities
- Children and Young People
- Health and Wellbeing

Three cross-cutting themes

- Narrow the gap between the most and least deprived communities
- Reduce health inequalities
- Tackle the causes of and mitigate against the effects of climate change

5.2 How cultural provision contributes to each Sustainable Community Strategy theme

5.2.1 Economic Development & Enterprise

- Supporting new and existing cultural and creative industries
- Promoting and developing tourism which generates income into the district from visitors and from businesses
- Promoting attractions, events and festivals to draw in visitors

CASE STUDY 1: Heritage Services, Bath & North East Somerset Council

Heritage Services is a business unit within the Council which operates at no cost to the local taxpayer.

Bath and North East Somerset is home to some of the most impressive Roman and Georgian architecture in Europe. Bath owes its existence to its hot springs. The remains of the Roman Baths fed by the springs are among the best preserved in the world and a major international tourist destination. The Council's unique heritage assets, museums and collections are central to the prosperity of the district, together attracting around 1.2 million visitors annually.

Through its rolling 5-year business plan, Heritage Services maximise the commercial opportunities offered by the Council's world-class heritage assets. Through planned re-investment of a proportion of its earned income, the Service seeks to preserve and develop the Council's unique heritage assets, maintain and extend the audiences who enjoy them, and protect and enhance the income earned through them.

Heritage Services also manages the residents' Discovery Card scheme, by which local residents gain free admission to the Roman Baths and Fashion Museum and enjoy concessions at many other attractions in the district. More than 32,000 local residents have made use of the Discovery Card since its introduction and there are currently over 17,000 cards in circulation.

Key facts from 2009/10:

- 1.275 million visitors
- 74,140 external room hire guests
- 22,606 pupils and adults attended teaching sessions
- 20,000+ attended Heritage Open Week events

- £3.2 million profit on £11.04 million turnover
- £7.78 million admissions income
- £589,000 room hire income
- £446,000 net catering income
- £227,330 secured in grant aid
- £2.44 million invested in Roman Baths development



5.2.2 Environmental Sustainability & Climate Change

- Ensuring any new-build cultural venues and facilities, or improvements to existing ones, are exemplary in sustainable design for low-carbon operation
- Using cultural projects to raise awareness of and debate sustainability issues

CASE STUDY 2: Bath Abbey Development Project

Bath Abbey stands at the heart of the city on a site that has been a centre of Christian worship for twelve and a half centuries.

Whilst it is an historic building, the Abbey has an important role in the contemporary cultural life of the city. As well as being a place of worship it is a major visitor attraction, an important venue for local cultural events, and a centre for pastoral work with the disadvantaged.

Each year Bath Abbey achieves the following:

- Welcomes over 300,000 visitors
- Organises or hosts more than 60 public events, including concerts and exhibitions
- Supports the work of over 20 agencies working with homeless people
- Raises and distributes more than £80,000 for charitable purposes

As custodian of the building, the Diocese is keen to improve the Abbey's facilities. However,

any development must respond to the many complex issues that are central to managing and maintaining an ancient building.

At present, a major feasibility study of the Abbey is being conducted by award-winning local architects, Feilden Clegg Bradley. Seven archaeological digs are taking place within and around the Abbey in order to give a clearer picture of what lies beneath and alongside the building.

This is the initial phase of a development programme that will result in significant improvements to the Abbey's energy efficiency and visitor facilities, whilst being sensitive to its character, conservation and sustainability. This will enable the Abbey to play an even more important role in the cultural life of the district.



5.2.3 Stronger Communities

- Building on the existing large-scale volunteering activity in the district
- Encouraging participation in cultural activity

CASE STUDY 3: RE:generate – The Changes Programme

RE:generate is a charitable trust for the relief of poverty in all its forms, working throughout the UK and internationally.



In November 2008, Action to **RE:generate** were invited by the Local Strategic Partnership in Bath and North East Somerset to undertake an intense piece of community engagement work in Whiteway, Bath. This eventually became the 'Changes' programme.

The creation of community activists is central to RE:generate's approach. They achieve this by going door to door, listening to people's concerns. In this way, RE:generate enable people whose voices are not heard to speak for themselves and develop the networks, services and facilities that they themselves want and can sustain.

RE:generate worked to build trust, respect and relationships between individuals, groups and

professionals and identified local leaders who could develop enterprising solutions to tackle some of the issues faced by their community.

Over the last 18 months:

- over 600 people have been listened to about the things that matter most to them
- over 150 people have explored the development of projects that respond directly to community need
- 40+ volunteers are supporting local projects
- 2 social enterprises are now established
- 5 projects aspiring to be social enterprises have been established benefiting over 900 people from the local area.

5.2.4 Safer Communities

- Making cultural interventions that improve the existing public realm and increase the use of public space for community benefit
- Using opportunities of new developments to design safe and visually pleasing buildings and public space

CASE STUDY 4: Keynsham Memorial Park improvements – Multi-wheeled Facility and Bandstand

Following consultation with local residents, Keynsham Town Council has added two exciting new elements to the facilities in Keynsham Memorial Park.



The Council responded to demand from local children and young people for a space in which to practice skateboarding, scooter skills and BMX biking by creating a multi-wheeled facility within the park. Young people were involved in the design process and the finished facility includes a range of challenging ramps, slopes and obstacles.

In response to the success of local arts development work and the town's annual Music Festival, Keynsham Town Council also commissioned the building of a permanent bandstand with facilities for performers.

These two new amenities have:

- Created performance opportunities for local arts groups
- Increased public access to theatre, music and story-telling events
- Provided new facilities for local uniformed youth groups, including Scouts, Guides and Cadet groups
- Enhanced facilities for the annual Keynsham Music Festival
- Provided a focus for a local Youth Festival

5.2.5 Children & Young People

- Giving all young people opportunity to experience and participate in cultural activity, to learn about where they live, and to stretch their imagination
- Supporting young people who are gifted and talented to learn and excel
- Using cultural activity to address the difficulties that teenagers and young adults experience, to build self-esteem, and to help them become confident and articulate adults

CASE STUDY 5: Arts at the Heart of the Royal United Hospital

Arts at the Heart is an arts and health initiative based within the Royal United Hospital, Bath. It aims to enhance the healing environment through a programme of art projects, residencies, workshops and commissions for patients and staff that take place within and around the hospital buildings.



Artists have been working regularly in the hospital's Children's Ward, as well as with the Play Specialists, the RUH School Room, and the Home Education and Re-integration Service, which offers one-to-one workshops for convalescing children at home.

Arts at the Heart works to introduce innovative design ideas into the exterior spaces of the hospital, including the Paediatric Courtyard and Garden. A recent residency by an environmental artist has helped to create a space where children will be able to study plant and insect life and take part in arts projects in the garden as part of their schooling whilst they are in hospital.

Art at the Heart contributes to targets for reduction of:

- Length of patient stay
- Levels of prescription drugs and pain relief
- Levels of depression in patients
- Levels of stress and anxiety associated with treatments
- Numbers of professional NHS staff leaving for other posts

5.2.6 Health & Wellbeing

- Promoting physical exercise of all kinds as enjoyable, fulfilling and healthy
- Promoting cultural activity of all kinds, both individual and collective/social, as beneficial to mental health and emotional wellbeing

CASE STUDY 6: The Goal Posts and Community Football Project

In response to work in their neighbourhood by **Re:Generate**, a group of local boys from Whiteway devised and led a plan to raise money to install new goal posts in Rosewarn Field, Bath.

To raise the necessary funds, the boys arranged a community football tournament between themselves, other local teams and the Police. This raised a total of £150. The boys then applied to HSBC bank who kindly donated a further sum of £500 towards the project. Additional funds were raised from the Councillor's Initiative Fund and the goal posts were installed.

As a result of the new goal posts:

- More young people in Whiteway are involved in sport and fitness, with over 60 young people taking part in a football tournament
- SOMER Community Housing Trust have been able to use Rosewarn Field as a location for their new football league
- A local resident has set up a girls football team to encourage girls into football



6. Footnotes and references

- 1 *Local Cultural Strategy guidance, Department of Culture Media and Sport. 2000*
- 2 *Local Economic Assessment: Overview of Economic Data, May 2010, 5.10, p17*
- 3 *Bath and North East Somerset Sustainable Community Strategy 2009-2026, p2*
- 4 *The State of the District: An Economic, Social and Environmental Audit of Bath and North East Somerset, 2007, p9.*
- 5 *Bath & North East Somerset Economic Development Strategy 2010 – 2026, p29.*
- 6 *The Creative Industries in Bath and North East Somerset, GWE Business West for Creative Bath, July 2009, p1*
- 7 *Bath & North East Somerset Economic Development Strategy 2010 – 2026*
- 8 *Bath & North East Somerset Economic Development Strategy 2010 – 2026, p13*

7. Implementation Plan

The actions in the Implementation Plan are to be delivered in the first four-year period, 2011-15. Some actions are long-term or complex: these are shown as in development during 2011-15 and then continued into the next four-year period.

Progress will be reviewed and assessed annually by the partners.

The Strategy will be fully revised every four years.

1. Growth of the creative industries, festivals and events

Priority / action	Responsible: lead	In partnership with	Timescale	Success measures
1.1 Sustain and develop cultural and creative industries Continue to develop the Creative Bath initiative Provide support for member companies through a range of training, mentoring, networking, and development activities Facilitate the creation of workspaces for cultural and creative industries through the imaginative development of existing vacant premises	Creative Bath	Bath & NE Somerset Council Cultural Forum for the Bath Area Future Bath Plus	2011-15 and ongoing	Creative Bath membership numbers Creative Bath members' response Increased number of workspaces available
1.2 Develop existing festivals and events Make programming more responsive to audiences Understand and utilise existing market research about barriers to participation in cultural activity Undertake local market research with both users and non-users, including direct consultation Understand and anticipate medium and long term social trends, such as	Bath & NE Somerset Council	Bath Festivals Bath Tourism Plus Cultural Forum for the Bath Area	2011-15 and ongoing	Attendance numbers Audience response Use of MOSAIC and other tools to understand and predict audience tastes and to respond to them Use of Arts Audiences: Insight model to understand barriers to participation and to respond to them

use of leisure time, mobile and digital technologies, travel & transport	Future Bath Plus	Bath & NE Somerset Council Bath Tourism Plus Cultural Forum for the Bath Area	2011-15 and ongoing	Attendance numbers Audience response Use of T-Stats and other tools to analyse impact on the local economy (employment; visitor spend)
<p>1.3 Attract new festivals and events to the area</p> <p>Increase impact on local economy</p> <p>Encourage new local community-led events</p>				
<p>1.4 Attract film and television production to the local area</p> <p>Provide 'film-friendly' location support service</p> <p>Generate direct and indirect income into the local economy</p> <p>Direct: film location fees; local employment of crew and ancillary services</p> <p>Indirect: visitors attracted to area having seen Bath on film and television</p> <p>Create film and television opportunities based on local product (local writers; documentary)</p> <p>Enhance reputation of Bath and North East Somerset as a tourist destination</p>	Bath & NE Somerset Council	Bath Tourism Plus Future Bath Plus	2011-15 and ongoing	<p>Number of productions</p> <p>Scale of productions</p> <p>Visitor numbers</p> <p>Visitor response</p>

2. Growth and promotion of tourism

Priority / action	Responsible: lead	In partnership with	Timescale	Success measures
2.1 Increase visitor numbers Sustain reputation of Bath and surrounding area as tourist destination Improve promotion of the distinctiveness of the destination, through targeted marketing of the various visitor experiences offered in Bath - e.g. heritage, shopping, health and Spa, cultural events Investigate how conferencing facilities can be developed	Bath Tourism Plus	Bath & NE Somerset Council Future Bath Plus Cultural Forum for the Bath Area	2011-15 and ongoing	Visitor numbers Visitor response Use of T-Stats and other tools to analyse impact on the local economy (employment; visitor spend)
2.2 Improve visitor experience at Roman Baths Develop and open education facilities Develop and open café-restaurant	Bath & NE Somerset Council	Bath Tourism Plus	2011-15 Complete during this period, then ongoing operation	Visitor numbers Visitor response Use of T-Stats and other tools to analyse impact on the local economy (employment; visitor spend)
2.3 Deliver Public Realm & Movement Project Introduce improved way-finding and information signage	Bath & NE Somerset Council	Bath Tourism Plus Future Bath Plus	2011-15 Complete during this period, then	Visitor numbers Visitor response Use of T-Stats and other tools to analyse

<p>Introduce downloadable audio tours and information</p> <p>Improve design of street furniture and other features in the public realm</p> <p>Implement the Kingsmead Square pilot project</p>			ongoing operation	<p>impact on the local economy (employment; visitor spend)</p> <p>Resident, trader, and visitor response to improvements in Kingsmead Square</p>
<p>2.4 Implement and manage the World Heritage Site management plan</p> <p>Balance the responsibilities of managing the World Heritage Site, to: Conserve, respect and care for the site</p> <p>Promote it as a tourist destination</p> <p>Recognise that it is a contemporary city where people live and work</p> <p>Work with partners and stakeholders, locally , nationally and internationally, to discharge our obligations to the highest standard</p> <p>Learn from other World Heritage Sites in order to manage the responsibilities with an imaginative, sensitive and proactive approach</p>	<p>Bath & NE Somerset Council</p>	<p>Bath Tourism Plus</p> <p>Future Bath Plus</p> <p>World Heritage Site Steering Group</p> <p>Bath Preservation Trust</p> <p>English Heritage</p>	<p>2011-26</p>	<p>Visitor numbers</p> <p>Visitor response</p> <p>UNESCO monitoring and evaluation</p> <p>Peer group evaluation (other World Heritage Sites)</p>

3. Enabling knowledge transfer across the cultural sector

Priority / action	Responsible: lead	In partnership with	Timescale	Success measures
3.1 Build capacity of voluntary organisations through programmes of training and mentoring Engage commercial and private sector organisations to work with the voluntary sector and to provide mentoring, training and advice Develop leadership in the voluntary sector Utilise the expertise of the private sector on the Boards of voluntary organisations	Cultural Forum for the Bath Area	Bath & NE Somerset Council Future Bath Plus Creative Bath	2011-15 and ongoing	Voluntary sector engagement and response Voluntary sector organisations report improvements in their business operation, measured by efficiency and effectiveness Private sector businesses report benefits to their employees from using their skills in a different context
3.2 Equip voluntary organisations to be able to respond to new initiatives, locally and nationally Provide advice, guidance, information and support Provide targeted training based on training needs assessment Advise on applications and bids for funding and sponsorship	Bath & NE Somerset Council	Cultural Forum for the Bath Area Future Bath Plus	2011-15 and ongoing	Increase in success rate of voluntary organisations gaining commissions and other income to support local work Increase in success rate of voluntary organisations achieving sponsorship from local and national business Numbers attending training and development sessions

<p>3.3 Encourage and develop new graduates wishing to enter employment in the cultural sector</p> <p>Provide paid internships and short-term work experience opportunities</p> <p>Develop links with both local Universities and City of Bath College, enabling local cultural practitioners and cultural managers to undertake guest teaching, career advice and mentoring with students</p> <p>Promote volunteering opportunities to young people</p>	<p>Cultural Forum for the Bath Area</p>	<p>Higher and Further Education Institutions</p> <p>Bath & NE Somerset Council</p> <p>Cultural Forum for the Bath Area</p>	<p>2011-15 and ongoing</p>	<p>Number of paid internships</p> <p>Number of volunteers below age 25</p> <p>Number of short-term work experience placements</p> <p>Student response</p>
<p>3.4 Manage comprehensive information which can be shared across the cultural sector</p> <p>Provide regularly-updated websites, bulletins and newsletters supplying information for cultural organisations</p> <p>Ensure that representatives of local cultural organisations attend key industry events and share learning across the sector, formally and informally</p> <p>Collect consistent data across the sector and use it to evaluate performance and implement change</p>	<p>Bath & NE Somerset Council</p>	<p>Cultural Forum for the Bath Area</p>	<p>2011-15 and ongoing</p>	<p>Cultural sector contribution to supply of information – evidence of engagement</p> <p>Cultural sector response to information – evidence of learning and change</p> <p>Analysis of data and measurable actions arising</p>

4. Provision of financially sustainable heritage and visitor attractions

Priority / action	Responsible: lead	In partnership with	Timescale	Success measures
4.1 Deliver the Business Improvement District project Strengthen the local economy through strategic investment from the five-year BID project Improve the city centre experience for both residents and visitors through improved cleanliness, facilities, public realm, events, and other initiatives	Future Bath Plus	Bath & NE Somerset Council	2011-16	Visitor numbers Visitor response Residents response Business trading figures National recognition of improvements made in Bath
4.2 Complete improvement works to Bath Abbey Improve facilities (heating, ventilation, welfare, retail) Develop the Abbey's role as a place for faith, community use, and cultural activity in the heart of the city	Bath Abbey	Bath & NE Somerset Council Future Bath Plus Diocese of Bath & Wells	2011-15 Complete during this period, then ongoing operation	Visitor numbers Visitor response National recognition of the quality of architecture, design, and sustainability
4.3 Co-ordinate marketing and sales of cultural activity Introduce upgraded Box Office ticket sales software Re-locate Box Office to Tourist Information Centre premises	Bath Festivals	Bath Tourism Plus Bath & NE Somerset Council	2011-12 Complete during this period, then ongoing operation	Increase in online ticket sales for cultural events Increase in ticket sales for cultural events to visitors booking accommodation Customer response

<p>Create 'whats on' website linking to online ticket sales and to websites of individual venues and promoters</p> <p>Implement district-wide co-ordination of cultural events marketing, including:</p> <ul style="list-style-type: none"> • forward-planning systems to prevent clashes between events • utilisation of MOSAIC data and customer postcode data to better target marketing and promotion 				<p>Marketing and promotion is better targeted to prospective customers</p> <p>Use of MOSAIC and other tools to understand and predict audience tastes and to respond to them</p>
<p>4.4 Make accessibility improvements to heritage and other venues</p> <p>Make all possible reasonable adjustments to heritage and other buildings, so that they are accessible to people with a range of disabilities and impairments (mobility, hearing, visual)</p> <p>'Invest to save' by equipping buildings used for cultural events with suitable audio and lighting, so that promoters do not have to hire specialist equipment each time</p>	Bath & NE Somerset Council	Private sector property owners	<p>2011-15</p> <p>Partial completion during this period, then ongoing</p>	<p>Visitor response</p> <p>Promoters response</p> <p>Increased hire of buildings and venues</p>
<p>4.5 Maintain progress on the Bath Western Riverside development</p> <p>Include community / cultural facilities appropriate to the development</p>	Bath & NE Somerset Council	Future Bath Plus Private sector developers	<p>2011-15</p> <p>Partial completion during this period, then ongoing</p>	<p>Facilities are appropriate in type and scale, and meet the strategic objectives of this Strategy</p> <p>Response to community</p>

				consultation Robust business case for operation
4.6 Maintain progress on plans to develop The Forum as a music and performance venue Plan inclusion of office space for lease to cultural and creative businesses Plan flexible use for conferencing as part of the development	Bath & NE Somerset Council	Cultural Forum for the Bath Area Bath City Church	2011-15 Development during this period, then ongoing	Facilities are appropriate in type and scale, and meet the strategic objectives of this Strategy Response to community consultation Robust business case for operation

5. Promotion of a healthy and active resident and working population

Priority / action	Responsible: lead	In partnership with	Timescale	Success measures
5.1 Provide sports and exercise facilities that are fit for purpose Improve and develop existing sports and exercise facilities Encourage 'green gym' activities in parks and green spaces	Bath & NE Somerset Council	Aquaterra Leisure Schools	2011-15 and ongoing	Customer numbers Customer response Use of MOSAIC and other tools to understand and predict customer tastes and to respond to them
5.2 Improve levels of physical fitness in the local population Engage those reluctant to exercise or who exercise infrequently in appropriate initiatives and programmes Promote informal and individual activity such as walking, cycling, gardening	Bath & NE Somerset Council	Aquaterra Leisure Schools GP consortia	2011-15 and ongoing	Increased participation Customer response GPs report improved physical health and fitness levels in the population, measured by incidence of lifestyle-related conditions [conditions linked to poor diet, obesity, smoking, alcohol, lack of exercise]
5.3 Improve levels of mental health in the local population Engage those reluctant to participate socially or who participate infrequently in appropriate initiatives and programmes Promote informal and individual	Bath & NE Somerset Council	Cultural Forum for the Bath Area GP consortia	2011-15 and ongoing	Increased participation Customer response GPs report improved mental health in the population, measured by incidence of depression and mental illness conditions [conditions

activity such as walking, cycling, gardening, creative hobbies such as art and music, volunteering				linked to social isolation, bereavement, ageing, changes in relationships]
5.4 Secure a future for Bath Rugby in the city in order to provide maximum benefit to the local community Work with stakeholders and residents on options and implementation	Bath & NE Somerset Council	Bath Rugby	2011-12 Development during this period, then implementation 2012-15	Customer numbers Customer response Use of T-Stats and other tools to analyse impact on the local economy (employment; visitor spend)
5.5 Manage parks, open spaces and waterways Conserve and care for parks and open spaces across the district, including the stewardship of wildlife habitats Encourage engagement in and enjoyment of open spaces through walking and volunteering for conservation projects Encourage engagement in and enjoyment of the river and canal through active leisure and volunteering for conservation projects Promote sustainability and responsible choices through development of local food	Bath & NE Somerset Council	National Trust Cotswold Way National Trail English Nature British Waterways Transition Bath	2011-15 and ongoing	Participation numbers Volunteer numbers Wildlife habitat sustainability Increased local food production

production, re-cycling schemes, and 'green' transport					
<p>5.6 Create an Olympics legacy</p> <p>Deliver a successful Cultural Olympiad programme in 2011 and 2012</p> <p>Plan for follow-on activity from 2013, building on success and outcomes</p>	Bath & NE Somerset Council	Cultural Forum for the Bath Area Future Bath Plus	2011-13 2013-15 and ongoing	Participation numbers Volunteer numbers Participants response	

6. Enabling of activities in the commercial, social enterprise and voluntary sectors

Priority / action	Responsible: lead	In partnership with	Timescale	Success measures
6.1 Encourage the growth of new volunteer-led organisations based in local communities Encourage the development of small-scale local initiatives, building on the pilot projects in Whiteway	Bath & NE Somerset Council	Cultural Forum for the Bath Area Transition Bath Develop:ECS	2011-15 and ongoing	Number of new volunteers Decrease in anti-social behaviour Communities report greater community spirit and pride in their neighbourhood
6.2 Encourage the growth of projects and initiatives led by young people Support young people to access resources available to them Support young people to develop skills and competencies that can lead to training and employment in the cultural sector Work with the two local Universities and City of Bath College to encourage innovation and entrepreneurship	Cultural Forum for the Bath Area	Bath Festivals Bath & NE Somerset Council Future Bath Plus Higher and Further Education Institutions	2011-15 and ongoing	Number of volunteers below age 25 Young people report outcomes such as work experience, qualifications, access to further and higher education, training, and employment
6.3 Facilitate the growth and development of micro-businesses and small and medium sized enterprises in the cultural sector	Future Bath Plus	Bath & NE Somerset Council Cultural Forum for the Bath Area	2011-15 and ongoing	Number of micro and SMEs Use of local employment data and other tools to analyse impact on the local economy

Anticipate future trends and provide workspace for these businesses that is appropriately located and fit for purpose		Private sector developers		Empty business properties register
<p>6.4 Improve provision of cultural activities and opportunities in rural areas</p> <p>Commission activity to be delivered in rural areas, requiring providers to consult with residents on their interests and needs</p> <p>Support and enable rural communities to develop and provide their own activities, community celebrations and events</p>	Bath & NE Somerset Council	<p>Bath Festivals</p> <p>Cultural Forum for the Bath Area</p> <p>Town and Parish Councils</p>	2011-15 and ongoing	Increased participation in rural areas, measured by reported data from providers, Voicebox surveys

8. Appendices

APPENDIX 1 Policy context

At the highest level, the Cultural Strategy is determined by the Government's policy on culture (Department for Culture, Media & Sport - DCMS) and its requirements of local government (Department for Communities and Local Government - DCLG). Government policy will change throughout the lifetime of this strategy, as will the level of resources available to deliver it. Consequently it will require revision at regular intervals and priorities will almost certainly change.

The Cultural Strategy is also informed by the strategies of the national non-departmental public bodies (NDPBs) for culture:

- Arts Council England
- English Heritage
- Natural England
- Sport England
- Visit Britain

The Cultural Strategy correlates with a number of local strategies and plans:

- Bath World Heritage Site Management Plan
- Bath & North East Somerset Council Destination Management Plan
- Bath & North East Somerset Council Public Realm & Movement Strategy
- Bath & North East Somerset Council Green Infrastructure Strategy

The Cultural Strategy informs and influences:

- Bath & North East Somerset Council's Tourism Leisure & Culture Division annual Service Plan
- Cultural Forum for the Bath Area Business Plan and Manifesto
- Future Bath Plus Business Plan

IMPACT ASSESSMENT

The following exercise assesses the relationship of the Cultural Strategy to other relevant plans and strategies. It shows how the Cultural Strategy contributes and influences the delivery of the aims and objectives of other key policies.

Positive (denoted: +)

The Cultural Strategy contributes to the aims of this strategy, and enhances its ability to achieve its objectives

Neutral (denoted: =)

The Cultural Strategy does not directly relate to the aims of this strategy but has no negative impact on it achieving its objectives

Negative (denoted: -)

The Cultural Strategy contains objectives which do, or could, contradict the aims of this strategy or inhibit it meeting its objectives

Strategy name	Impact
<i>Bath and North East Somerset Sustainable Community Strategy</i> The Sustainable Community Strategy sets out the vision for Bath and North East Somerset, 2009-2026. It is overseen by the Local Strategic Partnership (LSP), representing the public, private and voluntary sector in the district, and is delivered by the LSP members.	+
<i>Local Area Agreement</i> The Local Area Agreement is the key delivery plan for the Sustainable Community Strategy. Targets are set for three years and the priorities are refreshed on a three year basis, so the Local Area Agreement functions as a short term action plan for the longer term Sustainable Community Strategy.	+
<i>Local Development Framework and Bath and North East Somerset Core Strategy</i> The Local Development Framework describes the Sustainable Community Strategy and the vision for the area in 'spatial', or planning and land use, terms. It comprises a number of planning policy documents that guide the future planning and development of the area. The main document within the Local Development Framework is the Core Strategy, which establishes the spatial vision and strategy for the district up to 2026, outlining how places will change, where future development will take place, and how this will be delivered.	+
Note: Positive Impact, but the Tourism Leisure & Culture Division must take care to assess and monitor certain objectives in the Cultural Strategy in order to ensure that they do not contradict the Core Strategy	
<i>Bath World Heritage Site Management Plan</i> Note: Positive Impact, but the Tourism Leisure & Culture Division must take care to assess and monitor certain objectives in the Cultural Strategy in order to ensure that they do not contradict the World Heritage Site Management Plan	+
<i>Bath & North East Somerset Council Destination Management Plan</i> Strong relationship	+
<i>Bath & North East Somerset Council Public Realm & Movement Strategy</i> Strong relationship	+
<i>Bath & North East Somerset Council strategies</i> Library Service - The Way Forward: 2004 Heritage Services Business Plan 2009-14 Get Active: Vision for Sport & Active Leisure 2005-2010 Arts Development Strategy 2011-14 Film Office service plan 2010-11 Bath Tourism Plus Draft Business Plan 2009-11 Bath and North East Somerset Play Strategy 2006-12 Bath and North East Somerset Green Space Strategy: March 2007 Economic Development Strategy for Bath & North East Somerset 2010-2026 Community Safety Plan 2009-12	 + + + + + + + + + +

Joint Rights of Way Improvement Plan 2007-2011	+
Green Infrastructure Strategy 2011-26	
Youth Service Plan 2009-10	+
Children & Young People's Plan 2011-14	+
Keynsham Arts Plan 2011-14	+
<i>Future Bath Plus Business Plan</i>	+
<i>Cultural Forum for the Bath Area</i>	+
See statement of aims at: http://www.cfba.org.uk	
National Strategies	
<i>Arts Council England</i>	+
'Achieving Great Art for Everyone, 2010-2020'	
<i>Sport England</i>	+
'Sport England Strategy 2008-2011'	
<i>English Heritage</i>	+
'Making the past part of our future: English Heritage Strategy 2005-2010'	
<i>Visit Britain</i>	+
'Visit Britain Business Plan 2009-10'	
<i>Natural England</i>	+
'Corporate Plan 2009-2012'	

APPENDIX 2 Source data and background material

Census 2001

B&NES	169,040
Bath	83,992
Rest of B&NES	85,048
Keynsham	15,533
Norton Radstock	21,325
Other settlements	48,190

Demographics

Population by ethnic group 2006 (mid-census)

White	94.5%
Mixed	1.4%
Asian/Asian-British	1.4%
Black/Black British	1.0%
Chinese or Other Ethnic Group	1.7%

ACORN data profile for Bath & North East Somerset compared to UK

	MOSAIC group	UK%	B&NES%
A	Career professionals living in sought after locations	9	18
B	Younger families living in newer homes	11	8
C	Older families living in suburbia	15	19
D	Close knit, inner city and manufacturing town communities	16	9
E	Educated, young, single people living in areas of transient population	8	11
F	People living in social housing with uncertain employment in deprived areas	6	3
G	Low income families living in estate based social housing	6	1
H	Upwardly mobile families living in homes bought from social landlords	11	9
I	Older people living in social housing with high care needs	4	4
J	Independent older people with relatively active lifestyles	8	10
K	People living in rural areas far from urbanisation	6	7

Voicebox survey

In autumn 2008, the Voicebox 14 survey asked residents a set of eleven questions about tourism, leisure and culture.

Q1.1 Below is a list of Tourism, Leisure and Culture services, facilities, events and activities which the Council supports. Which if any (a) are you aware of? and (b) have you attended or used in the last 12 months? **[22 services and facilities listed]**

Q1.2 Which of the following do you use to find out about tourism, leisure and cultural services, facilities, events or activities? **[12 media and information sources listed]**

Q1.3 In the last 12 months are you aware of having seen the Bath and North East Somerset area in the cinema or on television? **[yes / no]**

Q1.4 How interested are you in visiting or participating in each of the following services, events and activities? **[12 participatory activities listed]**

Q1.5 How important do you feel that services, events or activities like those listed above are for... **[improving quality of life / engaging young people / helping promote independence of older people / maintaining Bath & NE Somerset's reputation]**

Q1.6 Are you registered for a Resident's Discovery Card? **[yes / no]**

Q1.7 In the last 12 months, have you used the Resident's Discovery Card to visit **[museums in city of Bath / museums in rest of B&NES]**

Q1.8 How often do you use your local library service in a year? **[5 frequency options listed]**

Q1.9 Are you a signed up member of your local library service? **[yes / no]**

Q1.10 How do the following factors influence your decision about whether to undertake exercise or physical activity? **[6 factors listed]**

Q1.11 When deciding whether to go to a venue (e.g. theatre, concert, gallery) or take part in an arts activity (e.g. dance, music, art, festival) – How do the factors below influence your decision? **[6 factors listed]**

Data obtained from this survey was weighted for the whole population of Bath and North East Somerset. It confirms the trends noted in the SWOT analysis, p14, and gives a clear indication of opportunities for development and change.

Knight Kavanagh & Page report

'Bath & North East Somerset Council: A Review of Investment in Cultural Activities' draft report May 2009

In 2008-9 Knight Kavanagh & Page were commissioned to examine Bath & North East Somerset Council's investment in cultural activities, and to assess the Council's strategy and services against those of selected other local authorities which serve 'heritage' cities. The study particularly investigates two issues: the economic and other impacts of Bath's World Heritage Site status; and comparison of the Bath International Music Festival and other festivals in relation to potential economic impact, drawing on data from the British Arts Festivals Association.

The report is a thorough examination of available data, with a thought-provoking commentary and useful though un-costed recommendations.

Active People survey

Active People is a regular national survey undertaken by Sport England on behalf of Department for Culture, Media & Sport in order to measure participation and engagement in sports, the arts, libraries and museums/heritage activities. The survey results inform the Government's measurement of local authority performance against the relevant National Indicators.

Taking Part survey (Arts Council England)

'From indifference to enthusiasm: patterns of arts attendance in England' April 2008

'Arts Audiences: Insight' segmentation research August 2008

Sample = 29,000 adults (2005-6)

The survey concludes that there are four main types of arts attender across the adult population in England:

Little if anything	57%
Now and then	27%
Enthusiastic	12%
Voracious	4%

Quoted from executive summary of 'From indifference to enthusiasm':

- *84 per cent of the population fall into either the 'Little if anything' or the 'Now and then' groups, attending arts activities occasionally at most, and primarily attending the most popular, rather than niche, activities*
- *Two of the most important factors in determining whether somebody attends arts activities are education and social status – the higher an individual's level of education and social status, the more likely they are to have high levels of arts attendance*

- *Gender, ethnicity, age, region, having young children and health are also important factors. When all other factors are held constant women are more likely to attend the arts than men, older people more likely than younger people, white people more likely than Black or Asian people, Londoners more likely than those who live in other regions, people without children more likely than parents of young children, and people in good health more likely than those who define their health as moderate or poor*

- *When other factors – including social status – are held constant, income, social class (as measured by NS-SEC), and disability status have little or no significant effect on arts attendance*

- *Some of the barriers to arts attendance are practical, for instance having young children. However, many of the barriers appear to be psychological. The importance of social status in particular suggests that arts attendance is driven by some concept of identity – who we think we are, the type of people we perceive as our social status equals and the kind of lifestyle we deem appropriate – and that many people believe that the arts are 'not for people like me'*

The segmentation research 'Arts Audiences: Insight' analyses the population into 13 arts consumer profiles, summarising for each its demographic, typology, media consumption, leisure preferences etc.

APPENDIX 3

Evidence Base: Social Trends

Summary of data from Social Trends no.38, 2008
(Office For National Statistics)

The UK population is ageing

- The number of people aged 65 and over in the UK is expected to exceed the number aged under 16 in 2021.

Proportion living alone continues to rise

- The proportion of people living alone in Great Britain in 2007 (12 per cent) was double the proportion living alone in 1971.

Children happy at school

- In 2005, around eight in ten children aged 14 and 15 in England agreed that they were happy at school (82 per cent) and liked being at school (80 per cent).

Employment rates for men and women converging

- The UK employment rate of working-age men fell from 92 per cent in Q2 1971 to 79 per cent in Q2 2007.
- While the rate for working-age women rose from 56 per cent to 70 per cent.

Household net wealth doubled

- Household net wealth in the UK more than doubled in real terms between 1987 and 2006.

Nearly half have some form of unsecured debt

- In 2006, 42 per cent of individuals in Great Britain had some form of unsecured debt.
- 19 per cent owed money on a credit card.
- 16 per cent on a personal loan and a further 9 per cent on a car loan.

Increase in alcohol-related deaths

- Between 1991 and 2006, the number of alcohol-related deaths in the UK more than doubled from 4,144 to 8,758.

Nearly two-thirds believe there is more crime in the country than two years ago

- According to the 2006/07 British Crime Survey, 65 per cent of adults in England and Wales believed there was more crime in the country as a whole than two years ago.

Nearly half of all new dwellings are flats

- In 2006/07, 47 per cent of new dwellings completed in England were flats compared with 16 per cent in 1996/97.

Nearly one-third agree with non-environmentally friendly statements

- In England in 2007, nearly three in ten adults agreed or strongly agreed with the statement
- 'I don't believe my behaviour and everyday lifestyle contribute to climate change'.

Motoring relatively less expensive than a decade ago

- The 'All motoring' component of the retail prices index rose by 85 per cent in the UK between January 1987 and January 2007, compared with a rise in the 'All items' component of 102 per cent.
- The 'All fares and other travel' component rose by 130 per cent.

Nearly half believe it's more important to have close ties with family than with friends

- In 2006, 48 per cent of people in Great Britain felt it was more important to have close ties with family than to have close friends.

Chapter Summaries:

Chapter 1: *Population* shows that the UK population continues to grow, age and diversify. In 2006, the UK population reached 60.6 million and projections reveal that by 2021, the number of people aged 65 and over is expected to exceed the number aged under 16. Population change is driven by natural change, migration and the diversity which this brings. In England and Wales in 2006, one in five (22 per cent) births were to non-UK born mothers, compared with one in eight (13 per cent) a decade before. Over the same period, the net outflow of Britons leaving the UK more than doubled to 126,000.

Chapter 2: *Households* and families highlights that more people than ever are living alone and that the proportion of births outside marriage are increasing, reaching 44 per cent in 2006 in the UK. The majority of such births are jointly registered and much of the increase was the result of increasing numbers of births to cohabiting parents. In 2006, around one-quarter of unmarried men and women were cohabiting in Great Britain, nearly double the proportion 20 years earlier, although marriage remains the most common form of partnership.

Chapter 3: *Education* shows that participation in education in the UK has increased between two and threefold over the last 35 years or so and that in England in 2005, around eight in ten children agreed or strongly agreed that they were happy at school. Schools are also embracing technology in varying degrees. In England in 2006, lap tops used for teaching and learning could be found in between 90 and 95 per cent of primary and secondary schools respectively. Take up of virtual learning environments (VLE) and networks for off-site working were less well used, with 24 per cent of teachers using VLE compared to 46 per cent of secondary schools reporting VLE capability. The increased participation in education over the last 35 years was particularly notable among women, where enrolments in further education increased by three and a half times between 1970/71 and 2005/06.

Chapter 4: *Labour market* highlights that there has been a marked increase in participation rates of women in the labour market in the UK, from 56 per cent in Q2 (April to June) 1971 to 70 per cent in Q2 2007, whilst overall working-age employment rates have remained stable. Recent years have also seen changes in working practices which may have contributed to the change. These include an increase in the proportion working part-time and the introduction of more widespread flexible working arrangements, enjoyed by more than one-fifth of full-time employees in Q2 2007 in the UK. We also learn that on the whole, employees in Great Britain in 2006 were satisfied with their work and pay.

Chapter 5: *Income and wealth*, shows that the pay gap between men and women has narrowed from 17 per cent in 1997 to 12 per cent in the UK in 2006. In addition, over the last 20 years to 2006, household net wealth has more than doubled in real terms and in spring 2007, nearly 9 in 10 adults in England were very or fairly satisfied with their standard of living. Fewer (around six in 10) were satisfied with their future financial security however.

Chapter 6: *Expenditure* where the volume of expenditure by UK households has increased by two and a half times over the last 35 years, with particularly strong growth in expenditure on communication which grew more than nine times in real terms. Expenditure is not without debt however, and between 1993 and Q4 (October to December) 2007, the amount owed by individuals in the UK rose from £574 billion to £1,320 billion. In 2006, just over 42 per cent of adults in Great Britain had some form of unsecured debt.

Chapter 7: *Health* indicates that although we are living longer, we are spending more years in poor health. Initiatives for promoting healthy lifestyles and diet have had some impact, with higher proportions of girls and boys in England and Wales in 2006 having consumed at least five or more portions of fruit and vegetables per day than in 2004. Nevertheless, levels of obesity continue to rise in both children and adults and the proportion of alcohol-related deaths in the UK has more than doubled between 1991 and 2006.

Chapter 8: *Social protection* deals with the help given to those who are in need or at risk of hardship for reasons such as illness, low income, family circumstances or age. Over the last 30 years social security benefit expenditure in the UK has more than doubled in real terms to £134 billion in 2006/07. In this year, 2.9 million people in Great Britain were in receipt of Disability Living Allowance and 1.5 million received Attendance Allowance, both having increased by around 10 per cent since 2003/04. Charities offer another source of social protection in the UK. In 2005/06, the top 500 fundraising charities spent nearly £3.3 billion, an increase of £231 million from 2004/05. Of these, children's charities spent the most at £669 million.

Chapter 9: *Crime and justice*, overall levels of crime have remained broadly stable in the last few years. However, according to the 2006/07 British Crime Survey (BCS), 65 per cent of adults believed there was more crime in the country than two years ago and confidence in the criminal justice system is mixed. Nearly eight in ten interviewed as part of the BCS in 2006/07 were very or fairly confident that the criminal justice system (CJS) respects the rights of people who have committed a crime and treats them fairly but there was less confidence in the effectiveness in the CJS in dealing with young people accused of crime, protecting the public and dealing with victims.

Chapter 10: *Housing* shows that in England in 2006/07, nearly half of new dwellings completed were flats, compared with less than one-fifth in 1996/97, reflecting in part the increase in the number of one person households. Despite smaller new builds, access to the housing market remains a challenge for first time buyers. In 2006, 37 per cent of dwellings bought in the UK in 2006 cost over £200,000 with only 15 per cent costing less than £100,000. In the same year, average prices paid by first time buyers rose to three and a half times their average income, compared with two and a half times in 1996.

Chapter 11: *Environment* shows that in 2006, we are recycling more and that municipal waste disposed to landfill has fallen significantly over the last decade. However, domestic energy consumption has risen, possibly connected with the increase in smaller households which may have thwarted the gains to be had from more energy efficient practices. In contrast, energy use for cooking in the home has fallen by 35 per cent over the last 35 years or so, possibly indicating changes in technology, the availability of convenience food or even a tendency to eat out more often.

Chapter 12: *Transport*, the car remains the most popular form of transport in Great Britain in 2006, despite the UK being the fourth most expensive country in the EU-27 in which to buy a litre of petrol. Despite increased awareness of more environmentally friendly behaviour, such as sharing lifts or making greater use of public transport, the most common use of the car by car drivers was for commuting (28 per cent of all trips by car) while leisure was the main reason for trips made by car passengers. Indeed, in a survey which asked whether trips of less than 2 miles made by car could just as easily be walked, travelled by bus or bicycle, between 43 and 54 per cent of men and women disagreed or disagreed strongly.

Chapter 13: *Lifestyles and social participation* examines how we spend our free time. Watching TV is the most popular activity undertaken in free time, however 21 per cent of adults in England regularly took part in sport and active recreation in 2005/06. Spending time with family and friends is the second most popular way to spend free time with nearly half feeling that it was more important to spend time with family than with friends.

Author: Luke Byron-Davies, *Partnership & Development Officer, Corporate Projects.*

Bath & North East Somerset Council



Bath & North East Somerset Council 2011
in partnership with
Cultural Forum for the Bath Area and Future Bath Plus

Authors

Peter Salt

Ann Cullis

Cover photo: Keynsham Music Festival, courtesy of Keynsham Town Council

Produced by Bath & North East Somerset Council's Tourism Leisure & Culture Division and published by
Bath & North East Somerset Council's Print Services, Dartmouth Avenue, Oldfield Park, Bath BA2 1AS
DP 5259 07/11 SC

