

Quest 2016 – Splus 38

Arts Development

Guidance Notes

Issue 2 July 2016



Outcomes

- To increase existing levels of public participation in the arts, working with appropriate partners and achieving stakeholder objectives
- To offer new opportunities to children, young people and non-traditional audiences, in particular those from disadvantaged backgrounds
- To develop opportunities that address inequalities, are inclusive and widen access – enabling more people to benefit from culture
- To attract and retain new participants and audiences over the long term by developing new services, products and opportunities
- To provide more opportunities for older people to maintain engagement levels and have a good quality of life

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
PLAN					
How has the organisation worked out its priorities and objectives to increase participation and target appropriate key audiences?	<p>There is no plan or strategy in place that sets out clear audience aims and objectives for the organisation to achieve.</p> <p>There is little or no evidence that consideration of the needs of targeted low participation groups and communities has taken place.</p>	<p>Priorities and objectives are set out but are largely top down, nationally or centrally/corporately driven.</p> <p>Some consultation with low participation groups and communities has taken place with evidence that their needs have been considered.</p>	<p>There is a clear plan in place informed by local demands and evidence of needs.</p> <p>There is good evidence of community engagement and use of local intelligence to set clear priorities and objectives.</p>	<p>Planning is driven by insight and knowledge of behaviour change.</p> <p>There is effective working within and across the organisation as well as with key partner agencies to facilitate and support change and development in service delivery.</p> <p>There is good evidence of regular and positive engagement with low participation groups and communities and understanding of barriers to</p>	<p>There is evidence that projects and programmes can and have been scaled up and developed to deliver meaningful and sustainable change and impact over successive years with partners from within the arts and culture sector as well as with community organisations.</p> <p>Local people from targeted low participation groups and communities are fully involved in shaping the development and delivery of the organisation's plans and services with robust</p>

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				<p>participation that they face.</p> <p>Priorities and objectives have short and long term perspectives.</p>	<p>targets/KPIs that reflect local priorities.</p> <p>There is evidence that the work of the organisation is informing and helping to shape commissioned or provider services.</p>
DO					
<p>How does the organisation widen access to and take up of arts opportunities?</p>	<p>The organisation is really focused on delivering more and better services to existing participants.</p>	<p>The organisation is predominantly focused on delivering project outputs for funders, clients and partners.</p> <p>Commitment is evident via equality pledge, customer charter, or similar.</p>	<p>The organisation has established clear priority/ target groups / communities/ audiences and there is good evidence of customised approaches to reach out and engage with new audiences involving partners.</p> <p>Good use is made of best practice in the sector and learning from national insight/data collection/local profiles such as health in order to shape services, make interventions and thereby target resources and efforts to best effect.</p> <p>Marketing materials encourage uptake by people from</p>	<p>There is a carefully considered set of interventions in place with clear exit routes, appropriate development pathways and support processes for individual users and community groups that are attracting and retaining new custom.</p> <p>The organisation is adept at promoting opportunities to take part in the arts or be part of a growing audience for events.</p>	<p>The organisation can demonstrate and evidence increasing levels of participation in key market segments/communities.</p> <p>There is cause and effect which can be tracked and recorded to show impact and growth.</p> <p>Local champions from the targeted population groups and communities help to shape and drive the marketing of opportunities.</p> <p>Delivery is increased not just through the organisation directly but with partners from within</p>

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			targeted low participation groups and communities with specific programmes in place to meet their needs.		the arts and culture sector and/or with community organisations playing expanded roles.
MEASURE					
What precise measurement tools are in place with clear targets to show how people are attracted and retained to arts participation?	The organisation does not use national/local measurement data and cannot track participation.	National results are used pro-actively.	<p>Local insight and profiles are being used together with community engagement to inform and determine demand for and supply of services that people want or need.</p> <p>Pro-active steps have been taken to establish local baseline data and to create locally driven measures/KPIs and targets for growth.</p> <p>Customer satisfaction is measured at programme level for different segments/population groups.</p>	<p>There is an integrated approach taken to assess levels/make up of attendances at events; in projects and programmes; and in supported partnership work and to measure how representative this is of the local community and the profile of new participants the organisation is seeking to engage with.</p> <p>KPIs make strong links between short term service outputs, intermediate outcomes and long term outcomes in line with local priorities and national strategies.</p> <p>As a result of data gathered changes have been</p>	<p>National/Local surveys (such as the Taking Part survey) show improvement and the organisation can clearly identify added value from the services it provides.</p> <p>Project attendance figures are on an upward curve and are more representative of the community being served. Continued user engagement can be demonstrated.</p> <p>Outputs and outcomes are now being delivered. There is a golden thread in place which provides a clear line of sight for the organisation, funders, commissioners and</p>

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				<p>implemented with evidence of short term impact.</p> <p>Customer satisfaction levels are high across the targeted population groups and communities.</p>	<p>stakeholders.</p> <p>Measurement and target setting is fully embedded into quarterly reports and annual plans/reviews.</p> <p>Customer satisfaction is regularly tested with excellent ratings across targeted population groups and communities.</p>
REVIEW					
<p>How does the organisation learn, grow and develop by searching out and applying best practice?</p>	<p>The organisation is inward looking and does not seek out or share best practice in the sector.</p> <p>There is little of no consultation or review process that involves local people especially from the targeted low participation groups and communities.</p>	<p>There is an internal review process which involves funders or commissioners.</p> <p>There is some regular bi-lateral engagement with partners around projects/programmes.</p> <p>There is limited and ad hoc consultation on the reviews of programmes and interventions involving targeted low participation groups and communities.</p>	<p>Review processes are planned and involve external agencies/partners.</p> <p>Programmes are reviewed in partnership with local organisations dealing with targeted low participation groups and communities.</p> <p>There is some evidence of changes to activities as a result of this review process.</p> <p>Benchmarking and peer review processes are being used to good effect.</p>	<p>There is a pro-active approach with staff to learning and development through check and challenge reviews and pro-active training/development.</p> <p>People from the targeted low participation groups and communities are consulted/involved in the review process at programme level.</p> <p>There is a transparent process by which feedback is addressed in programme development to drive</p>	<p>Clearly articulated measures and KPIs are regularly reviewed with partners/strategic players/providers and contractors.</p> <p>People from the targeted low participation groups and communities are fully integrated and embedded into the review process.</p> <p>Trend data is available and is being used to track change and the impact of interventions, policies and</p>

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
			<p>Networking is happening.</p> <p>There is evidence of innovation and enterprise but the organisation also knows what works best.</p>	<p>continuous improvement.</p> <p>This is an organisation which makes strenuous efforts to “look out of the box” and can provide evidence where it has developed its knowledge base and adopted best practice /latest thinking. Visits to arts and other organisations take place for learning purposes.</p>	<p>collaborative working.</p> <p>There is a pro-active approach taken to benchmarking inside and outside the sector.</p> <p>Positive changes are made and can be evidenced. There is a good balance between innovation, knowledge of what works best, enterprise and the management of risk and reward.</p>
IMPACT					
<p>How does the organisation evidence improved activity and its contribution towards intermediate and long term strategic outcomes as a result of its interventions?</p>	<p>There is no framework in place to show how projects and programmes meaningfully contribute to participation goals and wider commissioning strategies.</p> <p>The organisation is unable to provide evidence of the benefits that its programmes and interventions have on the targeted low participation</p>	<p>The organisation is able to demonstrate a contribution to programme/project development and expansion targeted at low participation groups and communities.</p>	<p>The organisation is working to provide evidence and information on the contribution it makes but is able to highlight key projects or developments where there is evidence of sustained change, improvement and added value for the new participants engaged.</p> <p>There is evidence of strong partnerships with organisations working with on programmes,</p>	<p>The organisation is able to show that it is engaging with key commissioners/funders and partners to map out and evidence its contribution to a more culturally vibrant community/locality through the services and support it provides.</p> <p>The organisation is clearly aligned to national outcomes and local priorities</p>	<p>The organisation can demonstrate a contribution to improving levels of arts participation over time and creating a location that artists want to work and live in.</p> <p>The organisation’s contribution is widely recognised and endorsed by key strategic partners such as health; services for older people; regeneration;</p>

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	groups and communities in its area.		<p>and outputs/outcomes are jointly planned and reviewed.</p> <p>Uptake of programmes is good amongst the targeted low participation groups and communities and users are happy to serve as advocates.</p>	<p>in balance.</p> <p>The organisation can provide trends data that demonstrates year on year improvement.</p> <p>Programmes are 'in demand' with high retention levels evident. Participants from targeted low response groups are happy to become champions and mentors.</p>	<p>children and young people services as well as commissioners/funders.</p> <p>There is significant progress against strategic outcomes that have been set with local partners.</p>

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PLAN

GUIDANCE

- The service is aligned to local needs and opportunities. There is a very clear purpose and vision/goal to raise levels of participation and audiences in the local community.
- The service is aligned to the latest Government agendas and the main outcomes and specific priorities around children; young people, disabled people, families and people from disadvantaged communities. The service has created a clear link between corporate objectives and national, regional and local agendas across the “place”.
- Specific measurable objectives targets are set out within the business plan to raise participation levels; address inequalities and widen access to the arts. There is a commitment to make users of publicly funded facilities representative of the community served.
- The organisation is aware of local participation data and needs assessments. This has been fully incorporated into business planning, the development of partnerships/collaborations, the planning of interventions and the deployment of resources.
- Staff including the wider workforce, volunteers as well as local groups/facilities/community organisations are being equipped with the knowledge, skills and resources to reach out to new participants.
- Links are being developed with new non-cultural partners to support and enable new initiatives to take place so that effective partnerships are used to reach, engage and retain new participants for the longer term.
- Budget and resources have been identified to deliver and sustain interventions in both the short and long term to achieve sustainable behaviour change.

DO

GUIDANCE

- The organisation is using the findings of insight studies, market research and relevant demographic trends to shape the delivery of participation initiatives that have been carefully designed and targeted.
- The organisation engages with a variety of partners to assist with the creation, organisation and delivery of sessions/programmes designed specifically to reach non-traditional audiences and remove barriers to participation.
- The organisation ensures that the content and delivery of activities are well organised, engaging and set at an appropriate level for the participant attending. Sessions have clear development pathways and exit routes designed to retain and sustain new participation.
- There are programmes in place designed to reach and engage with more disabled people in the locality.
- There are programmes in place designed to increase participation amongst disadvantaged communities specifically.
- Activities and opportunities are taken to people in their areas (particularly where there is clear inequality/low levels of participation/low-income) as part of a wider offer- e.g. making use of parks, community facilities and schools.
- Concessionary prices are clearly and positively promoted, carefully targeted and applied well both to attract and retain for the longer term.
- It is easy to access new activities and programmes in local facilities. Pathways and exit routes are built into referral schemes, projects and programmes;

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targeted sessions for specific groups and events/new activities to enable participants to develop and learn new skills and keep motivated.

- Staff, including volunteers, are fully engaged, friendly, skilled and motivated to provide a welcome and personal service to new and hard to reach participants.
- Skilled motivators/activators/community champions are pro-actively utilised and deployed to talk and engage with target audiences/communities.
- There are strong links in place between development agencies and local facility operators based on common goals and outcomes.
- Local organisations and community groups are supported and encouraged to be open and accessible to new participants.
- Partner networks are strong across mental well-being; education; community organisations with evidence of effective joint working and co-production. There is a common cause.
- Effective links have been made with appropriate sub-regional, regional and national bodies.
- The organisation has made effective use of external funding, grant aid or local commissioning to reach and engage with low-participant groups to widen access and reduce inequalities in cultural participation.

MEASURE

GUIDANCE

- The organisation has a variety of KPIs that cover outputs/outcomes and impacts such as:
 - Attendance numbers (and mix)
 - Project/Programme occupancy rates
 - New users to projects and programmes
 - Facility occupancy and throughput
 - Retention figures
 - Cultural Education Partnerships
 - Arts Awards and Arts Mark
 - Active Lives
 - Arts Council/Government outcomes
 - Workforce development- volunteers/trained staff
 - Financial sustainability of interventions and activities
- The organisation knows how well it has performed and compares to similar locations/catchments using national indicators to measure success.
- KPIs are measured against year on year data so that the organisation can demonstrate/track improvement in performance.
- The results of feedback from local schools, health partners, community organisations, cultural agencies and local commissioners services is used to measure performance and influence the shaping of programmes and activities.

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REVIEW

SUGGESTED GUIDANCE

- KPIs are regularly reviewed and compared with previous data with quarterly or annual trend analysis. Performance against objectives and targets is well communicated internally and externally.
- Projects/programmes are closely monitored and evaluated to ensure they are used /accessed by those for whom they are designed.
- Referral and other pathways are properly monitored and evaluated using nationally endorsed and recognised tools/frameworks or models to help demonstrate positive health, education and wider social outcomes.
- Projects and programmes are regularly reviewed for both outputs and outcomes.
- The results of both qualitative and quantitative customer and partner survey analysis are used pro-actively to inform change and development.
- Insight data and studies are constantly being used to shape service design; targeted interventions; co-production with partners and positive campaigning to attract, engage and retain new participants and thereby develop the market.

IMPACT

SUGGESTED GUIDANCE

- Activities are targeted, inclusive and are helping to widen access in the locality.
- Participation levels are increasing across the organisation and/or the wider community served in key areas and/or amongst target audiences.
- Pro-active work to target disabled people; children and young people; older people and disadvantaged communities is impacting on participation levels.
- Partner organisations can evidence improved outcomes for participants.
- The organisation knows what works best to nudge and support behaviour change and to increase participation/activity levels generally over the longer term. It is consciously doing more of it.
- There are increased opportunities for non- participants or low user groups/communities.
- Target communities/audiences are becoming healthier and more confident.
- The capacity and capability of the local workforce has been developed.
- Artists and arts organisations from outside of the area want to come and live and work there.
- There has been an identifiable uplift in income, utilisation and participation amongst the groups/communities targeted.