

COMMUNITIES DIRECTORATE

Arts Development Unit

ANNUAL OPERATING PLAN 2008/09

Director: Des Crilley

Unit Manager: Sally Staples

SECTION ONE - SERVICE PROFILE

PURPOSE OF THE SERVICE

To provide strategic leadership for and co-ordinate the development of, the arts in Kent working in partnership with voluntary, professional, commercial and statutory sectors.

OPERATING CONTEXT

Legislative / Statutory context

Part one of the Local Government Act (2000) – community leadership identifies powers to promote the economic, social and environmental wellbeing of their communities.

The current influences on the unit – both internal and external.

Kent's cultural offer is set to grow. Key developments in the County include: Turner Contemporary in Margate, the Creative Foundation's investment programme in Folkestone including the Folkestone Triennial and Canterbury's investment in the Marlowe Theatre and the Beaney.

Arts Council England, South East has set out a commitment to invest in growth areas and this includes the Thames Gateway and Ashford.

Building Schools for the Future offers a unique opportunity to improve the capital infrastructure for arts activity and the Unit must respond to this challenge by developing expertise in this area and working to influence investment for the benefit of the community.

Significant changes to needs / demands

The 2012 Olympics will be accompanied by a Cultural Olympiad running from 2008 to 2012. Kent has a major role to play in the Cultural Olympiad, as it will be the gateway to the Olympics for many travelers who come to see the Games via the ports and Ebbsfleet International Station. There are a number of national opportunities to bid for, and also an opportunity to shape a programme of events to be badged the "UK Cultural Festival Kent". No additional funds are available nationally for this body of work.

The significant growth areas in Kent (Ashford and Thames Gateway North Kent) are priority areas for the Unit. The reasons for this are two fold: it is widely recognised that growth areas require planning to ensure the building of a sense of place and a sense of community - the arts are an important tool in achieving this; further more Arts Council England, South East has identified the growth areas as priority areas for investment. The Unit must work to ensure that

effective bids are made to maximize this opportunity; that the governance of these funds is robust and the benefits are maximized and result in a lasting legacy for Kent.

There are significant regeneration projects taking place including work in Margate, Folkestone and Dover. The Unit must play its part in ensuring that the arts are used as an effective tool in these areas both in building community cohesion and by nurturing the creative industries and cultural tourism.

USERS

The strategic nature of ADU's work and the fact that this work is delivered in partnership with and by other agencies and organisations, means that its role is not directly frontline or always visible. ADU's users, therefore, are shared with a wide range of partners, including other KCC directorates, district and borough councils, arts organisations and artists. The maintenance and strengthening of existing relationships and the development of new partnerships will result in tangible benefits for the people who live, work and visit Kent.

Specific groups who are likely to benefit include children and young people; Kent residents living in communities which are seeking ways to become sustainable; people working in or benefiting from Creative Industries and cultural tourists.

REVIEW OF PERFORMANCE 2007/08

KEY PERFORMANCE INDICATORS

Indicator <i>Local indicators as well as national ones, categorised if appropriate e.g. as 2010, LAA1, Best Value, CPA, PAF. (2008/09 target n/a for LAA1)</i>	Actual performance 2006/2007	Estimated performance 2007/08	Target 2008/09 <i>(and 2009/10 for 2010 targets)</i>
Towards 2010 target 23: Number of new participants in youth theatre activities facilitated by the Arts Development Unit	New Indicator	1,400	1,600 (08-09) 2,000 (09-10)
Towards 2010 Target 23: Number of youth theatres who are members of the National Association of Youth Theatres	New Indicator	6	12 (08-09) 18 (09/10)
The amount of partnership funding invested by funded arts orgs on a £ for £ basis to every KCC £ of investment	New Indicator	£1 (KCC) :£9 (External)	£1:£12
Best Value Performance Indicator BV 170c Number of pupils visiting KCC supported museums and galleries in organised school groups	9,417	9,400	Discontinued Indicator
NI 10: The % who say they have attended a museum or art gallery in the local area at least once in the preceding 12 months.	New Indicator	New Indicator	Baseline Performance established in 2008/9
Kent Agreement 2: Enjoying Life*: NI11 – The % of the adult (16+) population that have engaged in the arts at least three	New Indicator	New Indicator	Baseline Performance established in

times in the past 12 months.			2008/9
Kent Agreement 2: Enjoying Life*: NI110 Young people's participation in positive activities (definition to be finalised).	New Indicator	New Indicator	Baseline Performance established in 2008/9

**Subject to approval*

KEY ACHIEVEMENTS/OUTCOMES IN 2007/08

The Kent Arts Development Unit has invested in Creative Partnerships which is held up as one of the most forward thinking and successful Creative Partnerships in the country. Creative Partnerships is currently preparing to become an independent organisation (Community Interest Company or CIC) when it will then become known as "Future Creative".

The Unit has played an active part in the Arts Sectoral Task Force, a subgroup of the Kent Olympic Task Force which is working to maximize the benefit of 2012 Olympic Games and the Cultural Olympiad for Kent. Outcomes have included partnership projects resulting in four young people's groups producing three films which are now part of the international children's storytelling network hosted by Kidnet and an effective partnership with the Sports Development Unit at the Kent County Show.

The Arts Bus has visited 78 venues hosting visits by children and young people.

The Arts Unit has invested in a number of youth theatre initiatives resulting in 1400 young people participating in youth theatre, 6 youth theatres joining the National Association of Youth Theatres and a growing network of youth theatre practitioners.

Through the Arts Investment Fund we have invested in Performance Art Network Kent (PANeK) which is creating a county wide network for organisations which produce and/or programme performing arts.

In partnership with Libraries, Museums and Archives, the Unit has organized 21 number of exhibitions in four library galleries and Sessions House.

The Arts Unit has invested, through its Arts Investment Fund, in 18 arts organisations and events, attracting £1.9million in other sources of income.

The Unit was also involved in the Lost O project on the Ashford Ring Road as part of the Tour de France event in the county.

The Arts Unit was instrumental in rescuing the Margate Theatre Royal from permanent demise, refurbishing the facility and working with partners to reopen the second oldest theatre in the country with a new, refocused management team, a revitalized board and a fresh approach to programming.

The Unit has gained support from a significant number of local authorities to develop a Kent Cultural Strategy.

It has agreed headline priority areas with Arts Council England, South East (ACE,SE) for 2008.

The Unit has secured partnership funding to create a post of "Arts and Regeneration Officer, East Kent" and the post holder has been creating and shaping opportunities for arts-based regeneration opportunities in East Kent.

The Unit has been able to learn about rural touring from existing initiatives led by ACE,SE and the

East Kent Local Authority Arts Partnership (EKLAAP) of which it is a partner, and national research undertaken by the National Rural Touring Forum (NRTF).

The Unit has made significant progress in restructuring itself to respond to the new opportunities and challenges that face the arts in Kent.

SERVICE COMPARISON

The Kent Arts Development Unit recognises the need to develop a performance management system which enables it to benchmark against similar services nationally. It plays an active part in the National Association of Local Government Officers (NALGAO) and has registered interest in a benchmarking project with Swindon and Wiltshire. It has participated in shaping the Single Improvement Tool framework which will be a nationally recognised model for measuring the effectiveness of cultural services. It intends to establish a benchmark to enable future comparisons. It is also working on a research model to measure the impact of the Cultural Olympiad on the County. It is also commissioning an Economic Impact study on the creative industries in Margate.

The Unit will seek out other service providers which it can benchmark itself against in 2008/09.

SECTION TWO - PRIORITIES AND OBJECTIVES

KEY RESPONSIBILITIES OF THE SERVICE

	Key Corporate / Directorate Targets	
PLAN	TARGET	LEAD OFFICER
Towards 2010 target 7 -	Fulfill Kent's potential as a premier tourist destination (Support this target)	Policy and Local Area Manager
Towards 2010 target 23 -	Facilitate and enhance the development of Kent Youth Theatre activities. (Lead on this target).	Youth Arts Officer
Towards 2010 target 25 -	Promote Kent as a centre for the arts, encouraging the development of a network of music and cultural venues across the county. (Lead on this target).	Arts Manager
Towards 2010 target 28 -	Support and encourage the large number of local and voluntary groups and sports clubs in Kent (Support this target)	Arts Manager
Towards 2010 Target 60 / Directorate Priority	Support young people to reduce the risk of them offending (Support this target).	Youth Arts Officer
Kent & Medway Structure Plan 5: Promoting quality of life in town and country	QL1 Quality of development and design QL13 Cultural development and the arts	Public Realm and Visual Arts Officer
Kent & Medway Structure Plan 6: Chapter 6: Employment and prosperity	EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions	Policy and Local Area Manager

Kent Agreement 2 targets	Enjoying Life: Engagement in the Arts Positive Activities for young people	Arts Manager
Directorate Priority	Develop recruitment and retention practices which improve the % of disabled people who are employed.	Head of Arts Development
Directorate Priority	Achieve ISO 14001 EMS roll-out by 31 December 2008.	Head of Arts Development
Directorate Priority	Develop and Demonstrate cross-unit and partnership working.	Head of Arts Development

Towards 2010 detailed action plans can be found at

<http://www.kent.gov.uk/publications/council-and-democracy/towards-2010-action-plans.htm>

OPERATIONAL OBJECTIVES

- Manage the Arts Investment Fund
- Monitor those organisations funded by the Kent Arts Development Unit
- Build relationships and establish partnerships with key agencies that support the arts and creative industries in Kent
- Coordinate Kent's Cultural Olympiad via the Arts Sectoral Task Group
- Deliver the Rouse Kent Public Art Awards
- Market the arts and creative industries in Kent and raise their profile
- Manage Kaleidoscope's visual arts programme
- Support and grow Youth Theatre in Kent
- Build and support networks to enable the arts and creative industries to thrive
- Gather intelligence about the impact of the arts and creative industries in Kent and share this to benefit and strengthen the arts and creative industries in Kent
- Provide specialist advice to artists and arts organisations

These business objectives are monitored to ensure they will be delivered. Risks associated with potential non-delivery, and the controls in place to mitigate those risks, have been assessed and documented as part of the annual operating plan process. Separate risk management plans, including separate business continuity plans, have been developed as necessary.

CORE SERVICES AND FORECAST ACTIVITY LEVELS

The Unit wishes to manage and develop Kent's regional, national and international position as an innovative and pioneering County Council within the Arts, maximizing the opportunities presented by national, regional and local developments in the arts for the benefit of the people of Kent. A significant restructure will enable the Unit to shift from working as a direct deliverer of the arts to a strategic role. Kent Arts Development Unit must earn its right to become an instrument of cohesion for the arts across Kent, helping to build the profile for the arts in Kent, building and strengthening arts-based networks, attracting investment and learning to invest the County's resources wisely. Ultimately the Unit will seek to create a national, if not international reputation for Kent as a creative county.

The arts can and will be used as a tool to build community cohesion in growth areas, encourage economic and social regeneration, enrich the cultural tourism offer, support and develop the Creative Industries and attract inward investment.

In order to be effective in this role the Unit will need to build and market its new services to the interested parties in Kent, networking to establish a sphere of influence, building a consensus

of agreement for its vision for Kent. It must also put in place effective ways to achieve continuous improvement and measure performance (both internally and externally).

To this effect the Unit will be managed by an Arts Manager who will be responsible for raising the profile of the Unit and its work as well as the Arts in Kent generally; and a Policy and Local Area Manager who will be responsible for developing the framework to understand and demonstrate continuous improvement.

The Arts Manager will also manage 3 art-form specific arts officers and a youth arts officer. The art form specific officers will be tasked with raising the prestige and profile of those art forms in Kent, whilst the youth arts officer will be tasked with developing Youth Theatre in Kent and working to bring other cultural opportunities to the children and young people of Kent.

The Policy and Local Area Manager will be responsible for three arts and regeneration posts. The post holders will work to strengthen creative industries in Kent, strengthen the arts infrastructure in the County and develop the cultural tourism offer.

The Unit has a number of residual direct delivery responsibilities which it will seek to devolve during this year.

The Unit will seek to involve 1600 young people in Youth Theatre achieving 12000 attendances. It will also seek to lever in £4,500,000 additional funding to the Arts via the Arts Investment Fund.

PROJECTS, DEVELOPMENTS AND KEY ACTIONS

Where necessary, the Managing Director is authorised to negotiate, settle the terms of and enter the following agreements/projects:

Project/Development/key action	a/c manager	Links to Corporate/Directorate targets	Deliverables or outcomes planned for 2008/09	Target dates
Produce a Cultural Strategy for Kent	Head of Kent Arts Development Unit	T2010 Target 7 Target 25 QL1 Quality of development and design QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	Achieve agreement for the need for a Cultural Strategy with ALL 12 districts and Medway, key partners across Kent and key agencies including SEEDA, GOSE and Cultural South East through individual meetings and a county-wide conference Produce a draft document Produce a final document	June 08 Dec 2008 March 09
Hold Cultural Conferences involving local authorities in Kent and key agencies	Head of Kent Arts Development Unit	T2010 Target 7 Target 25 QL1 Quality of development and design QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	3 conferences held with good attendance Conference 1 Conference 2 Conference 3	June 08 Nov 2008 March 09

Produce an action plan for the UK Cultural Festival Kent (Cultural Olympiad)	Head of Kent Arts Development Unit	T2010 Target 25 Target 28 Target 60 QL13 Cultural development and the arts KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	Achieve agreement for the elements of the UK Cultural Festival Kent with key partners via the Arts Sectoral Task Group, including 5 projects which benefit children and young people and at least one project which will achieve a national profile to ensure that the people of Kent are able to participate in the Cultural Olympiad. Produce a draft document Produce a final document Five projects developed for young people. National recognition for One project	Nov 2008 Dec 2008 March 09
Contribute to the Folkestone SIP project by introducing accessible arts activities to targeted areas as a way of building community capacity.	Head of Kent Arts Development Unit	T2010 Target 60 KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	Three accessible arts projects targeted in Folkestone SIP experiment Report on impact produced	March 09
Review the Arts Investment Fund's criteria and monitoring systems..	Arts Manager	T2010 Target 25 Target 28 Target 60 QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	A rolling grants programme A new set of guidelines and application form Budget codes introduced linked to priorities Improved performance information linked to KCC priorities Projects invested in will address KCC priorities effectively	April 08 April 08 May 08 March 09 March 09
Ensure that there is a core of cultural organisations to form an effective cultural infrastructure for Kent.	Arts Manager	T2010 Target 25 Target 28 QL13 Cultural development and the arts	Up to six key funded organisations identified Service Level Agreements signed to start in 2009/10	March 09

		KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people		
Create a new web presence for the Arts Development Unit	Arts Manager	T2010 Target 25 Target 28 QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	Up to date information on the services the Unit provides; networking opportunities signposted in addition to current information on cultural activities taking place across the County. Consult with key constituents to establish what is needed Commission and manage the design of the website Source content Maintain website Achieve positive press coverage of a “re-launched” Kent Arts Development Unit	Aug 2008 Dec 2008 Dec 2008 Ongoing March 09
Develop and deliver the Rouse Kent Public Art Awards	Arts Manager	T2010 Target 25 QL1 Quality of development and design QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration	Higher profile achieved for the Award, both in Kent and nationally. Launch competition Arrange judging Coordinate Awards Ceremony	June 08 Sept 2008 Oct 2008
Deliver an artistic programme at Kaleidoscope	Arts Manager	QL13 Cultural development and the arts EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	Reputation of Kaleidoscope maintained and developed. Minimum of 4 exhibitions delivered with related education work Programme exhibition 1 Programme exhibition 2 Programme exhibition 3 Programme exhibition 4	Aug 2008 Nov 2008 Jan 2009 March 09
Strengthen Youth Theatre in Kent	Arts Manager	T2010 Target 23	Network developed for at least 6 Youth Theatres in Kent	Sept 2008

		<p>Target 28 Target 60 QL13 Cultural development and the arts KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people</p>	<p>Develop a Professional Development network for Youth Theatre practitioners in Kent Work with Canterbury Festival to develop opportunities for at least 60 young people to be involved in the professional theatre commission at Canterbury Cathedral Facilitate a Youth Theatre Festival in Kent Work with Trinity Theatre to create satellite youth theatre activity in at least 2 other venues Work with the new theatre in Folkestone to develop youth theatre Develop the 'Youth' theatre concept for the New Marlowe with Canterbury City Council</p>	<p>Oct 2008 Nov 2008 Dec 2008 Dec 2008 Jan 2009 March 09 March 09</p>
<p>Establish a Performance Management Framework for the Kent Arts Development Unit</p>	<p>Policy and Local Area Manager</p>	<p>T2010 Target 25</p>	<p>Framework developed that benefits KADU and partners that establishes a benchmark against other similar Units and demonstrates the beneficial effect of arts initiatives in Kent</p> <p>Develop monitoring and evaluation systems Introduce the Single Improvement Tool</p>	<p>June 08 Dec 2008</p>
<p>Promote the role of the Arts within many different agendas and act as an advocate for the Arts and in partnership with other local agencies.</p>	<p>Policy and Local Area Manager</p>	<p>T2010 Target 60 QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life:</p>	<p>Cross-cutting arts projects delivered in North, East and West Kent that contribute to the place making agenda, the health agenda, offers diversionary activities for young people or contributes to developing Kent's cultural tourism offer.</p> <p>Establish project plans Deliver projects</p>	<p>Aug 2008 March 09</p>

		Engagement in the Arts Positive Activities for young people		
Maximise the benefits to Kent of the Folkestone Triennial by working in partnership with Tourism colleagues to pilot a cultural tourism project which will produce a new publication which will identify suitable bed spaces for cultural tourists and will link up various cultural opportunities to provide “packages” for tourists.	Arts and Regeneration Officer, East Kent	QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	Cultural Tourism project piloted, including new publication that identifies suitable bed spaces for cultural tourists and provides “packages” for tourists. Raise additional funding Deliver project Support and extend the ‘community arts’ component of the Triennial with Creative Foundation.	May 08 Sept 2008 Sept 2008
Work in partnership with Turner Contemporary	Public Realm and Visual Arts Officer	QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	Benefits of Turner Contemporary brought to the Kent community. Identify key projects to link to Turner Contemporary Minimum of 4 satellite projects delivered	Sept 2008
Develop a Cultural element to the Kent School Games	Youth Arts Officer	KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	At least 30 young people involved in a cultural activity linked to the Games Engage key partners Deliver a cultural element to the Kent School Games.	April 08 June 08
Maximise the opportunities to benefit the arts from the Building Schools for the Future programme by identifying at least 3 schools where additional arts resources can be provided to improve	Performing Arts and Participation Officer	T2010 Target 25 Target 28 QL1 Quality of development and design QL13 Cultural development and the arts	At least 3 schools in Wave 5 identified that would benefit from additional arts resources to improve curriculum and extra-curricula arts activities. Strategic planning of key sites influenced	Sept 2008

curriculum and extra-curricula arts activities..		KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people		
Support key capital projects in particular working with the Marlowe Theatre and the new theatre in Folkestone to create networks to support accessible programming and encourage new audiences.	Arts Manager	T2010 Target 7 Target 25 Target 28 QL1 Quality of development and design QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	Meet with key partners (Creative Foundation, Canterbury City Council) to establish how to support projects.	Nov 2008
Strengthen the creative industries in Kent.	Policy and Local Area Manager	T2010 Target 25 Target 28 QL1 Quality of development and design QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	At least 2 upskilling opportunities provided in addition to one networking opportunity in East, North and West Kent. Identify key partners Deliver suitable support to strengthen existing creative industries. Encourage the development of new apprenticeships and training among professional Arts providers working closely with HE institutions. New pathways into Creative industries mapped for development.	Nov 2008 March 09 March 09
Develop Kent's national and international position as an	Festival and Combined	T2010 Target 7	Network for existing festivals in Kent created. At least 2 international artists or arts orgs	March 09

innovative and pioneering platform for Festivals and Combined Arts initiatives	Arts Officer	Target 25 Target 28 QL13 Cultural development and the arts EP10 Sustainable tourism development EP11 Tourism development and regeneration EP13 Major tourism/visitor attractions KA2 Enjoying Life: Engagement in the Arts Positive Activities for young people	introduced to Kent.	
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In line with financial regulations, capital projects will be subject to a review by the Project Advisory Group prior to approval to spend by the Leader.

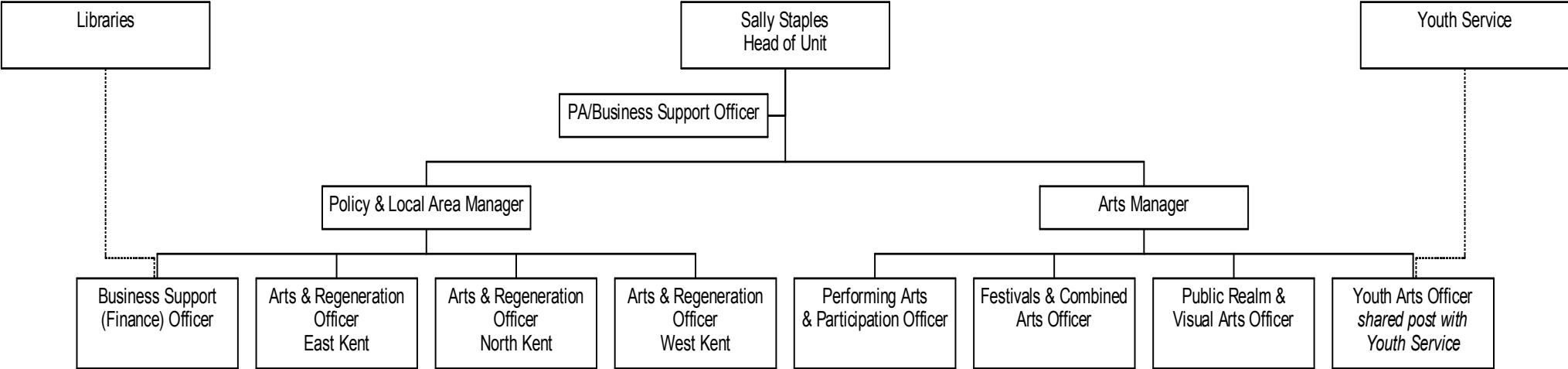
USER/RESIDENT INVOLVEMENT PLANNED FOR 2008/9

<i>Name</i>	<i>Start date/ end date (dd/mm/y)</i>	<i>Consultation type</i>	<i>Target Group</i>	<i>Target area (Kent, Town, district, ward etc</i>	<i>Brief summary</i>	<i>What we want to find out and how we will use the information, (approx 25 – 50 words)</i>	<i>Statutory Yes/No</i>	<i>Feedback to public date</i>	<i>Contact name, e- mail & phone No.</i>
Kent Cultural Strategy Conference	June 2008	Leisure and Culture	Local authorities and key cultural organisations in Kent	Kent	Consultation with key leaders in Kent	We will seek to establish a consensus agreement to the need for a Cultural Vision for Kent	No	August 2008	Sally Staples sally.staples@kent.gov.uk 01622 696515
Youth Theatre network	September 2008	Leisure and Culture	Youth theatres in Kent	Kent	Establish ways to strengthen the Youth Theatre network in Kent	What are the aspirations of Youth Theatres in Kent and what can KADU do to help them to achieve their aspirations	No	October 2008	Sally Staples sally.staples@kent.gov.uk 01622 696515
Youth Theatre professional Development Network	October 2008	Leisure and Culture	Youth Theatre leaders in Kent	Kent	Establish ways to strengthen Youth Theatre in Kent	What are the skills gaps of Youth Theatre leaders in Kent and how can KADU facilitate the professional development of practitioners	No	November 2008	Sally Staples sally.staples@kent.gov.uk 01622 696515
Arts Investment Framework	June 2008 – March 2009	Leisure and Culture	Arts organisations in receipt of funding from KADU	Kent	Identify projects which offer best value for money for KADU	What are the benefits of the projects we fund to local residents, what other resources does KADU funding unlock.	No	April 2009	Sally Staples sally.staples@kent.gov.uk 01622 696515

RESOURCES

STRUCTURE CHART

Arts Development Unit



STAFFING

	2007/08	2008/09
KS13 and above or equivalent (FTEs)	17.8	1
KS12 and below (FTEs)		10.5
TOTAL	17.8	11.5
Of the above total, the FTE which are externally funded	0.5	1

CAPACITY, SKILLS AND DEVELOPMENT PLANNING

The Kent Arts Development Unit has been radically restructured and the focus of the work has shifted from direct delivery to strategic work. The new strategic focus requires a very different skills set. Possible needs may include: Business management, Risk management, Web site development and maintenance, Persuading and influencing skills/Presentation skills. Arts Development thrives on change and a broad knowledge of good practice both nationally and internationally. The Unit will thrive on a turnover of staff who have cutting edge knowledge of their specialisms and are in touch with the realities of running arts organisations or maintaining professional arts practice outside of a local authority setting. Staff will be encouraged to see the Unit as a stepping stone in their careers. Equally the Unit wishes to gain a national reputation for developing and supporting staff in order to attract high calibre applicants for vacancies. Staff will be encouraged and supported to maintain their knowledge of good practice by “go and see” training.

REVENUE BUDGET

2007-08 Controllable Expenditure	FTE	Activity/Budget Line	2008-09								
£'000			FTE	Employee Costs £'000	Running Costs £'000	Contracts & Projects £'000	Gross Expenditure £'000	External Income £'000	Internal Income £'000	Controllable Expenditure £'000	Cabinet Member
778.0	18.8	Service Management	11.5	410.7	339.2	64.0	813.9			813.9	MH
0.0	2.5	Kent Superior Pictures	2.0	84.6	34.6	9.0	128.2	128.2		0.0	MH
225.0		Arts Activity Programme			225.0		225.0			225.0	MH
210.0		Arts Investment Fund			210.0		210.0			210.0	MH
1213.0	21.3	Controllable Totals	13.5	495.3	808.8	73.0	1377.1	128.2	0.0	1248.9	
		<u>Memoranda Items:</u>									
		Central Overheads Directorate Overheads Capital Charges					0.0			0.0	
1213.0	21.3	Total Cost of Unit	13.5	495.3	808.8	73.0	1377.1	128.2	0.0	1248.9	

CORPORATE THEMES

The Kent Arts Development Unit funds many arts and cultural projects in Kent via the Arts Investment Fund. During 2008/9 this Fund will establish criteria to ensure that third parties which KADU are investing in address themes linked to Equality & Diversity, Community Safety and Environmental Impact.

Equality & Diversity

The Service is working closely with DA DA South (the regional disability arts development agency) to consider best practice in this area. It is committed to completing Equality Impact Screenings and Assessments of all plans, procedures and decisions to ensure that no group is discriminated against. The Unit is joining up with other units in the Communities Directorate to work on a Supporting Independence Project in Folkestone, aiming to improve outcomes for people in deprived areas.

Section 17 Crime & Disorder Act (Community Safety)

The Service is committed to supporting the LAA 2 targets linked to reducing the number of new entrants to the youth justice system and providing positive activities for young people. The Unit, in partnership with the Youth Service will invest in diversionary activities to contribute to safer and stronger communities by distracting young people in particular from anti-social behaviour

Corporate Environmental Performance and Climate Change Adaptation

The Communities Directorate recently published an Environment Policy which commits it to achieving ISO 14001 compliance – implementing, maintaining and improving an environmental management system across the organisation. The new Unit will review the way in which it will deliver its services across the County efficiently and effectively whilst minimising environmental impact.