



Falkirk Community Trust

Arts Delivery Plan 2016 - 2021

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1. Introduction

The Arts Delivery Plan for the area is a call to action to partners and providers across the Falkirk Council area to work together to agree a five year plan for the delivery and support of the arts in the area. Arts provision in the area is in good health; as well as Falkirk Community Trust, there are a number of organisations – in the public, third and voluntary sectors, as well as individual artists, producing opportunities for participation and making work for audiences, in a diverse range of venues.

The Falkirk area comprises a number of diverse communities, each proud of their individual identity and heritage as well as their shared position in the heart of Scotland. The area has a healthy, mixed arts community which includes a large number of well-established arts clubs, performing arts and writers' groups, many of which have been running for several decades or more. The area is also the birthplace of many professional artists, writers and performers; alumni include artists Alan Davie, Elizabeth Blackadder and Barbara Rae; writers Janet Paisley, Alan Bissett, Gordon Legge and Brian McCabe; musicians and songwriters Brian McNeill, Karine Polwart, Aidan Moffat, Malcolm Middleton, Bill Wells, Davey Scott and the Cocteau Twins; opera singers Gillian Webster, Cheryl Forbes, Eileen Hamilton and William McAlpine and cellist, Alasdair Tait. Some have returned to the area, keen to support and inspire new generations; others do this from afar.

The Arts Plan 2016-21 is produced in a Falkirk which is very different from the one in which Brian McNeill¹ grew up - dominated by heavy industry, manufacturing and a burgeoning chemicals industry. It is also different from the Cocteau Twins' Elizabeth Fraser's² Falkirk, where national and global influences led to the decline of heavy industry. And it's different again from the Falkirk of Alan Bissett's³ childhood, where industrial closures took their hold and communities had to rethink and redefine themselves.

The area's first Arts Strategy (2003-08) emerged as part of the response to this decline where the arts were part of a wider, publicly-funded regeneration programme; it placed access and opportunity at the heart of arts provision and the 'universal offer' of the arts at the centre of the area's renaissance. Promoting the area's cultural assets and activities has been instrumental in creating a new sense of place and the transformation of the quality of the environment across the Falkirk area.

Since publication of that Strategy, collectively we have attracted over £3m of Scottish Arts Council/Creative Scotland investment into the area; NHS Forth Valley created a new post of Arts and Wellbeing Co-ordinator; Artlink Central used its annual grant from Falkirk Council to lever in nine times its value each year from 2004; Delta Studios was

¹ (b. 1950)

² (b. 1963)

³ (b. 1975)

established in Larbert; the Trust re-opened the Hippodrome, Scotland's first purpose built cinema; Forth Valley Open Studios was established in 2010 and Falkirk is in a different place again. Eleven years on, the area was awarded Creative Scotland's Creative Place Award 2014: a ringing endorsement of the journey travelled, partnerships made, communities engaged and work produced.

The Arts Delivery Plan 2015–20 seeks to harness the achievements to date and, despite the challenges ahead, continue the creative transformation of the area.

The Plan does not contain a prescriptive list of artforms but it should be noted that, as public art is more closely aligned to the regulatory framework for the built environment, a separate Public Art Strategy for the area will be produced in 2017.

2. Background

Falkirk's growth and prosperity was based on manufacturing industry until the middle of the C20th. The ambition and innovation of our forebears continue today through the partnership, My Future's In Falkirk (MFIF). MFIF was launched in 2002 in response to the area's industrial decline, poor external image and lack of community pride. Culture was identified as having a key contribution to make in transforming the image and profile of the area and changing it from one of decline to one of growth.

Approved by Falkirk Council in 2003, The Strategy for the Arts in Falkirk Council Area 2003-08 was based on four themes – encouraging participation, working in partnership, increasing access and ensuring quality. It recognised that the arts could enhance the quality of life for the individual; support the well-being of the community; develop skills, training and employment opportunities; generate challenging and innovative ideas. The Strategy continued to guide the direction of travel for the development of the arts and the development of the area beyond its initial timeframe.

Tourism is a growing sector of our local economy, and visitor expenditure has grown from £58m in 2002 to £168m in 2014. The Helix, which opened in April 2014, is the latest addition to the cultural tourism assets of the area which include:

- Callendar House incorporating The Park Gallery;
- An extensive programme of performing arts at Falkirk Town Hall (FTH) and facilities across the area;
- A rich and diverse heritage, including the Antonine Wall and Carron Ironworks.
- The Falkirk Wheel - a unique rotating boatlift linking the Forth and Clyde and Union Canals;
- The Hippodrome – Scotland's first purpose built cinema

The last 12 years have seen a significant change to creative programmes offered in the area as well as an increase in the volume of activity and in the range of partners delivering it: Artlink Central, Delta Studios, Falkirk and District Arts and Civic Council (FDACC), Falkirk Community Trust, Falkirk Council Education Services, Forth Valley Open Studios and NHS Forth Valley, all of which contribute to the area's physical appearance and external perception:

- Investment in staffing the arts: expansion of Trust's arts development team and creation of Arts and Wellbeing Officer post by NHS Forth Valley;
- Investment in new arts spaces: opening of Delta Studios providing studio space for up to 20 artists, a gallery and programme of participatory arts workshops; and the re-opening of the Hippodrome presenting nine screenings per week;
- Significant investment in artworks within the public realm over recent years including: the Heart of Stenhousemuir; Love & Kisses and the Kelpies as part of

the Helix as well as The Human Sun Clock at Abbotshaugh; 'The Lads o' the Fair' carving in Lionthorn Greenspace and, more recently, arts and community engagement as part of Denny Town Centre regeneration;

- Investment in the creative industries, in particular the expansion of Forth Valley College's Creative Industries Department over the past ten years;
- Targeted work by Artlink Central in the mental health and dementia care sectors;
- Establishment of Forth Valley Art Beat (formerly Forth Valley Open Studios) by artists and makers based in the Forth Valley area. The number of participating artists has grown from 100 in 2010 to over 140 in 2015.

Successes in our area include:

- Admission figures for FTH have increased by 50% from 24,343 (2003/04) to 49,347(2014/15)
- Seven years after re-opening annual admission figures for the Hippodrome cinema, Bo'ness are circa 29,000.
- Ten years of national and international arts commissioning through Big In Falkirk; Helix Day and Home - the international launch of the Kelpies; Hippodrome Festival of Silent Cinema.

CASE STUDY: HELIX DAY

Members of the community from a range of local musical theatre groups and choirs worked with Czech arts company Stagecode to create a unique musical 'tour' of the Helix providing visitors to Helix Day an engaging and creative first experience of the site. The project was developed in partnership with UZ Arts as part of the Scotland-wide 'Roofless' outdoor arts initiative.

- The 60th anniversary of Falkirk and District Arts and Civic Council, an umbrella group supporting over 35 local voluntary arts groups, clubs and organisations and delivering the annual Tryst Festival
- An extensive range of creative opportunities for children and young people including work with children in care and young people with complex & additional support needs; the transformation of Falkirk Youth Theatre in partnership with Promote YT; volunteer opportunities such as the Park Gallery; Youth Music Initiative (YMI)

CASE STUDY: YMI

Through our YMI programme in primary schools across the area – Falkirk Community Trust engaged with the BBC Ten Pieces initiative. 25 primary schools took part and led by their respective YMI Tutor committed to exploring, researching and improvising around their chosen piece of classical music. They created new interpretations of the piece, produced artworks illustrating its themes and a number of the schools performed it live at a gala event at FTH in June 2015. Denny Primary School was selected by the BBC to be one of the UK-wide 'Ten Pieces Takeover' schools as part of the project.

- Development of new volunteer-led arts groups such as Big Bad Wolf Children's Theatre and Project Theatre (established in 2007 and 2008 respectively);
- Celebrations of the work of artists from the area including Dame Elizabeth Blackadder and Alan Davie;
- Development and delivery of For Falkirk's Sake, an artist-led multi-artform festival;

CASE STUDY: UNTITLED

*Created in 2012, **Untitled** is an artist-led initiative committed to developing opportunities for writers and visual artists to publish and present their work. Untitled produce an on line and in print publication (Untitled) as well as a number of arts events and writers talks. **Untitled** developed 'Wooer with Words' - a monthly event, held in Coffee on Wooer, Falkirk, where writers share ideas and read/ perform extracts from their work to the public.*

- External funding generated for targeted activity including the Hippodrome Festival of Silent Cinema and 'Are We Dancing?' integrated dance project;
- Partnership working on national initiatives such as GENERATON; 25 Years of Contemporary Art in Scotland in 2014 at the Park Gallery.

Partnership working has enabled us to develop innovative, targeted activities, often supporting the most vulnerable groups and individuals in our communities such as:

- Projects focussed on arts and wellbeing including residencies, exhibitions and live music in the new Forth Valley Royal Hospital, Larbert

CASE STUDY: ABRUPT ENCOUNTERS

*Developed by Artlink Central, **Abrupt Encounters** was a live arts performance initiative led by creatively engaged participants with a range of additional needs. The group aimed to create performance artworks that 'democratised' public spaces including amongst others Forth Valley Royal Hospital, Larbert, a moving train and Stirling Castle. In 2014 the group were invited to create an 'abrupt encounter' in the Scottish Parliament.*

- A two year arts programme in Langlees – Falkirk’s largest regeneration area, ranked within the worst 15% of SIMD
- A digital arts residency working with older, isolated people in the High Flats in Falkirk
- Discrete and focussed activity such as the Transitions project, working with women in the criminal justice system.

The purpose of the Arts Delivery Plan for the area is to propose a shared vision for the next five years of this journey.

3. Purpose and Rationale

This Plan proposes a shared vision for the arts in the area: it is a call to action for organisations and individuals to plan and work together to ensure that creativity and opportunities to engage in creative activities continue to thrive across the area. It advocates for us all to explore new approaches, nurture creative partnerships and develop skills and resources that ensure Falkirk continues to be a creative place.

The arts are fundamental to us as individuals and within our communities; the arts infiltrate our everyday lives: we listen to music, we read books, we tell stories, we take photos, we watch tv. How do we convert this everyday engagement to create active participants in the all the arts have to offer - driving forward Falkirk as a vibrant place, helping attract inward investment, continue growth and thriving communities? As we develop our programmes and activities going forward, we must ensure that we demonstrate strong links to relevant strategies, in particular Falkirk 2025 and Tourism Falkirk 2020.

This Plan seeks to establish a new and ambitious approach to arts provision across all sectors against a backdrop of declining public subsidy. It proposes building on the cultural successes across the area over the past 15 years and looks to a future of continued growth.

Locally and nationally, the arts are regarded as important in and of themselves; they are also critical components for delivering a range of social, economic and place-making objectives which are expressed in Falkirk in the area's Strategic Community Plan – *Moving Forward Together*. It emphasises the role of public sector organisations to collaborate to reduce inequality, improve health and wellbeing, increase opportunities for children and young people and create safer and more prosperous communities. *Moving Forward Together* calls on all agencies, local communities, businesses and the voluntary sector to work in partnership and be creative to meet these challenges and this call to arms is echoed in Falkirk Council's Corporate Plan 2012-17 and *Inspiring Active Lives*, the area's Culture and Sport Strategy.

These challenges include:

- A projected population increase of 8.9% between now and 2037 (from 157,640 to 173,130) and there are three age groups that will grow the most: primary-age children, retired people and people over 85.
- This will affect all areas except Grangemouth up to 2018 with the Denny and Bonnybridge, and Polmont and Rural South areas growing by over 10%. By 2033, both Falkirk and Grangemouth are expected to show a decrease in population but Denny and Bonnybridge could grow by over a quarter and Polmont and Rural South by over 35%.
- 11,984 new houses have been built since 1996 and have attracted new families and individuals to the area. However, this is against the backdrop of an increase,

nationally, in the number of people living in poverty. As an indicator, the number of referrals to Food Banks in the Falkirk area has increased by 28% in the past year (2014/15).

- The rate of unemployment is volatile: it has fallen in the last four years by 34% (from 4097 in April 2009 to 2688 in January 2015) but we still have a relatively high number of young people who are unemployed.
- Supporting people most in need and the Falkirk area includes 18 (1.8%) of the 976 data zones in the 15% most deprived data zones in Scotland including areas within Bainsford and Langlees, Bowhouse, Dunipace and Camelon.
- All public sector organisations face pressures on finances from reducing budgets, due to the economic situation, and growing demands for services.

Inspiring Active Lives is underpinned by three guiding principles: Working Together, Understanding Need and Targeting Investment and these are relevant for the future delivery of the arts in the area:

- Working Together:
 - *Partnership*: encourage collaboration and extend networks; promote a greater role for the voluntary sector in delivering the plan;
 - *Leadership*: the Trust to lead delivery as both a community enabler and provider of public services;
 - *Influence*: communicate a strategic framework to a broad audience at area and national level to articulate our cultural message;
- Understanding Need:
 - *Knowledge*: improve evidence about who is / is not actively involved in cultural activity as a participant and/or audience member and develop measures to assess the need, cost and value of our services;
 - *Intervention*: Targeting subsidy at individuals and groups based on need and encouraging those most in need to participate;
 - *Structure*: Improving access and progression through learning, supported by pricing structures with capacity to cross-subsidise those in need;
- Targeting Investment:
 - *Planning*: of infrastructure investment according to population growth, economic development, and health and well-being issues, including consideration of additional or a reduction of facilities;
 - *Sustainability*: investment decisions to contribute to a sustainable future and minimise environmental impact;
 - *Adding Value*: link culture investments with wider priorities to add value to e.g. the economy, education and social care which will attract new funding sources.

The four themes within *Inspiring Active Lives* – Participation, Motivation, Venues and Partnership shape the proposed approach for continued investment in the arts. Through harnessing the enthusiasm and energy of the arts community we can increase efficiency, improve performance and further extend the reach and impact of the area's arts offer. The arts have played a vital role in lifting the area's profile as a vibrant and attractive place to live in, visit and work. This has been achieved through:

- provision of a universal arts offer – performances, screenings, events and exhibitions across the area and open to all as well as investment in resources to increase access to and opportunities for, participation in the arts, and,
- focussed, targeted work that has contributed significantly to helping the most vulnerable in our communities as part of a multi-agency approach.

CASE STUDY: TARGETTED PROVISION

*in 2013/14, FCT, working with Falkirk Council Social Work Services, made a successful bid to Creative Scotland Arts & Criminal Justice funding scheme to develop a project working with women offenders living in the community who are subject to a Statutory Order. The group was keen to produce a magazine that would represent creatively the unheard voices of women who find themselves within the criminal justice system to develop a deeper understanding of their experiences. It also aimed to signpost others in similar situations to mainstream services and support to help promote full reintegration into their local communities. The group produced a leaflet and a magazine, **Falkirk Focus**. They are currently applying for funding to produce two further editions of **Falkirk Focus**.*

4. National Context

As well as the local policy context, the Arts Delivery Plan for the Falkirk area has also been developed within the policy context of the Scottish Government which in turn informs the corporate plans of Creative Scotland and Education Scotland, Scotland's Economic Strategy as well as the approach of Voluntary Arts Scotland to supporting the amateur arts sector.

All emphasise the instrumental as well as the intrinsic value of the arts through:

- Contributing to sustainable economic development;
- Improving the health, wellbeing, confidence and quality of life for our communities;
- Shaping our sense of personal, social and cultural identity;
- The importance of both excellence and experimentation;
- The importance of access for all;
- The importance of improving connections across the public, third, voluntary and independent arts sectors and individual practitioners.

CASE STUDY: TOWN CENTRE REGENERATION

*In 2009, renovation of the **Hippodrome** cinema in the heart of Bo'ness was the critical project in the Town Centre Heritage Initiative that enabled the transformation of the town centre. Restored to its early 20th century splendour, the **Hippodrome** (Scotland's first purpose-built cinema) now attracts around 29,000 cinema attendances per year to a balanced programme of recent releases, screening events, archive films and art-house cinema. The **Hippodrome** is home to Scotland's only film festival dedicated to silent cinema, established by Falkirk Community Trust in 2011, the Hippodrome Festival of Silent Cinema, and developed in partnership with a range of local and national stakeholders.*

5. Key Issues

The Trust has undertaken extensive desk research and the team has met with a range of local stakeholders in the public, voluntary and independent arts sectors across the area in order to:

- understand our shared needs and aspirations;
- understand the key issues facing the sector both locally and nationally;
- explore what we, the arts community, are doing well and,
- assess where we might improve our current practice.

We found that:

- The Falkirk area has a healthy mixed arts sector covering most artforms, delivered by a range of organisations (voluntary, independent and public sector) across diverse purpose-built and adapted buildings;
- The arts contribute to Falkirk's sense of place: we have an attractive cultural offer which has been endorsed by our Creative Place award, increased media coverage of arts and culture in the area and capital investment in the area's cultural tourism offer: Falkirk Wheel, Hippodrome, the Helix and public art as part of town centre regeneration;
- We are on a cultural and creative trajectory with the burgeoning national profile of some of our programmes – Hippodrome Festival of Silent Cinema, Park Gallery, Forth Valley Royal Hospital, Forth Valley Open Studios and Untitled events;
- Our arts community contains a huge amount of knowledge, experience and ambition.

However, we also identified some weaknesses:

- We are programming individually (some may say in isolation) which may mean we are in competition for the same audience or targeting the same external funding;
- Most of us rely on significant levels of subsidy to maintain our current levels of service at a time when public sector funding is decreasing. Subsidy can take the form of grants, service payments, subsidised venue hire, rates relief, peppercorn rents and in-kind support.
- We rely on external funding to enhance provision particularly for targeted activity aimed at supporting those who may not normally access or engage with arts activity, or those with specific needs.

- Some of our buildings are in a poor state of repair and the geographical spread of purpose-built facilities is uneven.
- Some of us lack robust data about our audiences and participants.

We have identified a number of opportunities:

- Infrastructure: planning is underway to develop a new arts venue (replacement for FTH (Falkirk Town Hall) on the new Forth Valley College campus in Falkirk and the Barony Players have outline proposals for improving their community theatre in Bo'ness;

CASE STUDY: THE BARONY THEATRE

The Barony Players have been creating theatre productions for over 50 years. More recently they have extended their annual programme to offer existing audiences access to touring Scottish theatre productions as well as attract new audiences to the Barony Theatre in Bo'ness – the venue that the group manages, maintains and operates. The group is in the process of transforming into a Scottish Charitable Incorporated Organisation (SCIO) and has ambitious plans for the improvement of the venue.

- Demographics: the area's expanding population should allow us to grow our audiences and participants. This is both an opportunity and a threat - the area has attracted people who want to live and bring their families up and possibly work away from the hustle and bustle of the city. The area's newest residents may also be tempted back to the city where there is a much more varied arts offer. We sometimes have problems attracting performers to the area when promoters know audiences will travel.
- Technology's role will continue to grow: as a tool for more effective communication both between arts organisations and outwards to their users and customers. Planning is at an early stage for a replacement for the existing Trust box office system – one which will have a much more sophisticated approach to data collection and analysis. This will enable organisations selling tickets through the box office to have a much more thorough understanding of their audiences as well as provide opportunities for cross-selling between organisations. Finally, technology continues to democratise the means of making art (using sound and vision to document real-time work and also creating born-digital artworks). Exhibition and performance spaces can now be cloud-based as well as in actual spaces in our communities.
- Arts as a tool for regeneration: some of the most profound outcomes for arts initiatives have been those where engagement in an arts project has had a transformational impact on the lives of an individual, group or community. The Helix land transformation project between Grangemouth and Falkirk was driven

by cultural, recreational and well-being objectives that have established it as a key asset for the area and a major tourism and visitor attraction for Scotland; artists' engagement with the community over the past two years has been an important part of the regeneration of Denny Town Centre to date. The Trust anticipates that a more engaged community will help drive forward arts programmes as part of the new Library and public realm in the town centre.

- Arts contributing to the area's tourism offer: the continued development of Forth Valley Art Beat enhances the area's tourism offer; the development of a more coherent arts and heritage offer at Callendar House will contribute to the wider arts offer in the area.
- Arts playing an important role in schools and Forth Valley College and contributing to improving educational attainment; arts will form a significant part to the area's response to the Scottish Government's Attainment Challenge and this is being led by pilot project at Langlees Primary School. There are also opportunities in creating more opportunities for exhibiting work produced in schools and creating platforms for performance.
- Shared planning makes us more efficient and encourages better use of limited resources: the case for public funding for the arts is greater than ever in times such as these where the arts can support other areas of public sector provision. It is acknowledged that this downward trend of public subsidy is likely to continue beyond the current period and as such, new approaches to arts planning should be framed by a more strategic approach to:
 - Reducing costs
 - Developing more efficient operating models
 - Increasing income generation
 - Ensuring effective distribution of resources.

CASE STUDY: PARTNERSHIP

Classic Music Live! Falkirk (CML!) is a local, voluntary organisation which produces and delivers a seasonal programme of classic music concerts, funded in part by Enterprise Music Scotland, at FTH (Falkirk Town Hall). Affordable venue hire rates and technical, front of house and marketing support contribute to CML!'s success. A high quality, accessible and established season of classic music run by informed and enthusiastic volunteers enables FTH to include this genre of music as an integral part of its programme.

Arts provision in Falkirk is delivered through a number of different sectors.

The **public sector** consists of those agencies that are funded publically i.e. via the Scottish or UK government (such as local councils or the NHS). Public sector organisations are accountable to governmental and public scrutiny.

Those arts groups, clubs and organisations that are run by people on a voluntary basis and who do not receive payment for the work that they do for the organisation are described as the **voluntary sector**. The organisation may charge for services or admission to shows but the money generated usually goes back into the organisation to offset costs or for investment in future activity. Voluntary sector organisations are not accountable to a third party.

The **third sector** is another way of describing charities. Charitable organisations exist to address or provide services for a particular client group on a not for profit basis. Money raised by charitable organisations is invested into the continued development and delivery of services or support to the client group.

The **independent sector** comprises those individuals, groups or organisations that operate within their own defined model; for example, a practising artist, writer or musician who may or may not sell their work or services. In terms of their 'offer' the independent sector are accountable only to themselves.

Finally, the **commercial** sector provides services in response to direct payment such as a dance school operating as a commercial business or a cinema chain such as Cineworld. Whilst this Plan acknowledges that there are a number of commercial operators that add to the overall ecology of arts provision in the area, it recognises that the objectives of commercial stakeholders differ, in part, from those of the other four sectors described above.

In summary, the issues for the local arts sector are as follows:

- **public sector:**
 - how to retain an effective infrastructure (buildings, people and resources) that can direct arts provision across the area (meeting Inspiring Active Lives and Strategic Community Plan objectives);
 - the need to rationalise the number of buildings, explore co-location opportunities and identify priorities for reinvestment;
 - the establishment of sustainable models for delivery;
 - ensuring that the arts offer is appropriate for area's wider objectives (learning, tourism, well-being, social, economic, place-making);
 - generating new sources of funding;
 - creating a leadership framework within which the arts can flourish.
- **voluntary sector:**
 - how to sustain aspirations in a changing publically funded climate, for example - the potential impact on subsidised lets at venues;
 - sustaining volunteers;

- for some, dealing with an ageing membership;
- audience development through effective promotion and profile enhancement
- **third sector:**
 - how to sustain existing levels of service delivery in a climate of reduced public sector funding;
 - managing the continued availability of project funding against a reduction in core funding;
 - ensuring a continued strategic fit with the area's wider objectives
- **independent sector:**
 - how to access external funding within an increasingly competitive funding environment coupled with the requirement to meet funders' strategic objectives;
 - access to resources (studios, equipment, work space, support, opportunities to showcase work);
 - availability of opportunities for paid arts work (including tutoring).

The Trust proposes that, without an agreed plan, no single sector can take on all the challenges ahead. As shown above, these challenges are primarily about reductions in public funding and none of us operate without a degree of public subsidy. The arts sector in Falkirk as a whole has developed in an organic way and in response to opportunity or perceived areas of need. The proposed plan will ensure that we are not operating in isolation or in competition with one another.

6. Shared Vision and Mission

Our shared vision for the arts in the Falkirk area is:

A vibrant place in which the arts are integral to the lives of all who live and work here and where the value of the arts is explicit to all who visit.

Our shared mission is:

To work together in a way that connects people, ideas and resources across the arts sectors.

7. Propositions: what is going to be different?

Our vision and mission are built on the following five *propositions* which emerged from our research and analysis of the arts sector in the Falkirk area and the challenges it faces in a time of increasing need but decreasing public resources; the aim is to create a coherent arts offer across the area being clear about where we want to offer audience and participant choice but also where we need to work together. During the consultation period, the arts community has approved the Trust's leadership role as the most appropriately resourced through its role as policy advisor to Falkirk Council. However, it is acknowledged that at implementation stage, the Trust's role (and that of other partners) will vary – sometimes leading, sometimes supporting and sometimes observing.

Sharing: we propose that collectively, we work together to improve our understanding of existing and potential arts audiences; if we are able to make better use of audience data we are all are likely to ultimately be more successful in attracting audiences, growing participation and generating income. We believe that having and analysing data is a way of supporting creative decisions and that these decisions are rooted in a thorough understanding of the local context.

Planning: we propose establishing a local Arts Network that will function as a forum to exchange planning and programme information across the area to which all sectors of the arts community can (and should) contribute to create a year-round programme of activity that responds directly to need. Given the nature of the network, it will (by definition) and should (by action) serve as an advocacy body for the arts and will ensure that the area has a number of arts champions, from across the sector.

Programming: Our respective programmes are developed within our own organisations and collectively create an exciting and wide ranging arts offer across the area (*through sharing information and planning together*). We should seize opportunities for collaborative programming that, while not inhibiting our respective creative vision and organisational aspirations, can establish a more connected, audience-focussed approach to programme development.

Venues: The area has a number of key arts venues, facilities and resources. These are vital - they are rooted in our local communities but also have a national profile and significance. But, at a time when the public sector continues to face severe financial constraints, the future of some of these resources used by the arts sector is uncertain. Our existing audiences are key to the sustainability of these venues but our aspirations for the growth of all arts provision in the area requires us all to continue to generate and engage with new audiences. As we approach the development of a new theatre for the area, replacing FTH, we have a fantastic opportunity to raise Falkirk's game even higher and get more people actively engaged with and involved in, the arts.

Funding: We recognise that the arts cannot exist without some level of subsidy – be it through favourable hire rates for venues, revitalising a heritage building, external funding for targeted programmes, public art as part of town centre regeneration, arts events that contribute to the visitor offer, instrument tuition for young people in schools or arts activity to support health and well-being initiatives. The benefit of subsidy is investment in improving social cohesion, community wellbeing and pride. We propose that together we can establish an improved evidence base for our targeted work, creating a more informed basis for advocacy and ensure that our universal programmes continue to generate income while remaining accessible to those least able to pay.

8. Objectives:

We propose three objectives that will help us achieve this transformation:

Objectives	Priorities	What does success look like?	Who is needed to make this happen?
1. Expanding audiences and increasing participation across all artforms and venues;	a) Being clear about who our existing and potential new arts audiences and arts participants are and having the right tools in place to engage them.	We have a vibrant and exciting year-round programme of arts programme and activities developed based on audience research and underpinned by targeted and appropriate marketing and promotion.	FCT will lead on this by working with all arts sectors to coordinate an audience development strategy for the area.
	b) Ensuring that audience development is a significant factor in programming decisions.	Informed, high quality and where appropriate, integrated, arts programmes define the area's cultural offer.	All arts sectors will collaborate to use the findings of the audience development strategy.
	c) Developing existing festivals and establishing new festivals and themed seasonal programmes that attract local audiences and visitors.	At key points in the year, our town centres and parks are animated and dwell time in the area is extended.	FCT, Falkirk BID, VisitFalkirk and the Falkirk Tourism Partnership will collaborate to to use existing research to build a sustainable festivals programme.
	d) Developing the Tryst Festival as signature event that demonstrates success of the arts communities year round approach to planning and programming.	A stimulating festival programme that 'brings together' content and audiences that reflect the cultural constituency of the area and that attracts both returning and new audiences.	FDACC will work with venues and participating arts groups to develop The Tryst Festival.
	e) Integrating more fully the vibrant, cross sector mix of the programme offer at FTH in anticipation of a new, purpose built facility on the Forth Valley College campus.	The area's flagship cultural venue is a vibrant and exciting cultural destination.	FCT will adopt a more 'curatorial' approach to programme development at FTH, working closely with the voluntary arts sector and touring arts promoters/ agencies

<p>2. By working together we drive efficient use of resources;</p>	<p>a) Working together to agree terms of reference for the Arts Network.</p>	<p>Collectively, arts providers ensure a more strategic, coordinated and shared approach to arts delivery across the area.</p>	<p>FCT will initiate the development of the Arts Network but its success will be dependent on the collective momentum of all its constituent partners</p>
		<p>A partnership approach to planning around national and local themes such as Scotland's Themed Years, centenaries and anniversaries or funding themes, seasonal programming, Helix events, pop-up exhibitions.</p>	<p>The Arts Network will explore and share planning, programming and production opportunities.</p>
	<p>b) Reviewing current box office systems.</p>	<p>We have better audience data that enables improved customer service/communications and helps increase attendances and income generation.</p>	<p>FCT will drive this as part of their own business development but will be mindful of the potential impact that improvements can have for other arts providers in the area.</p>
	<p>c) Advocating a degree of rationalisation in terms of customer data collection – can we all ask the same questions?</p>	<p>A shared approach to audience development and an increase in the number of arts attendances across the area.</p>	<p>In context of the above, FCT will work with arts providers across the area.</p>
	<p>d) Assessing whether there are sufficient suitable spaces to make and showcase the work produced in the area (performances, events, activities and exhibitions)</p>	<p>A vibrant arts community presents exhibitions, performances and events across the area in a diverse range of spaces.</p>	<p>All arts sectors will explore innovative approaches and seize opportunities to showcase/ present their work.</p>
	<p>e) Establishing productive and progressive partnerships across the arts community that will enable connected and collective</p>	<p>Our targeted work will be better focussed through a more coordinated approach involving key partners working in this particular field (i.e. NHS FV, Artlink Central,</p>	<p>A steering group comprising NHS FV, Artlink Central, FDAMH, FCT, Forth Valley College, Falkirk Council will explore, coordinate, engage other</p>

	decision making (as required) and intelligence sharing.	FDAMH, FCT, Falkirk Council).	partners in, opportunities for targeted work.
		Our work with non-arts partners (i.e. social, health, care, youth, community services) will be informed by an integrated approach through the Community Planning Partnership.	On behalf of the Arts Network, FCT will work with Community Planning Partners to identify need and opportunities.
	f) Working with funders to identify and/ or highlight opportunities for investment in the arts in the area.	Arts providers in the area are better able to plan and sustain targeted arts activity.	All arts providers will continue to identify and source funding support, however the Arts Network will provide an opportunity to share information, consider new approaches and develop ideas.
3. The arts make a positive contribution to the area's wellbeing and those most in need	a) Ensuring a balance between universal and targeted arts provision.	An exciting and vibrant arts offer that engages and supports all sections of the community. More people are motivated to be arts attenders and arts participants regardless of circumstance.	The Arts Network will enable all sectors of the arts community to understand better the area-wide picture of arts provision.
	b) Working together to identify key areas of need and how best to respond.	The arts contribute significantly across the area in supporting community well-being and those most in need.	The 'targeted activity' steering group comprising NHS FV, Artlink Central, FDAMH, FCT, Forth Valley College, Falkirk Council alongside other Community Planning Partners will lead on this, working with other stakeholders, including the wider arts community as required.
	c) Working with relevant agencies to establish mechanisms to measure the impact of arts provision.	Targeted arts work across the area is better documented and provides a robust foundation for advocacy and investment.	All arts providers and stakeholders will collaborate to collate information for sharing and publication.

	d) Recording and monitoring the impact of the Arts Plan.	The Arts Plan continues to drive arts provision across the area for the next five years and is both directional and responsive.	All arts providers and stakeholders will collaborate to collate monitoring information and evaluate as required.
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