

Scoping statement template: v0.3

Purpose	<p>Designed to be used as part of the methodology for Bracknell Forest Council's Transformation Programme.</p> <p>The scoping statement's principal purpose is to ensure that the scope of a project is defined in a way that supports the commissioning mindset and principles built into the methodology for the Transformation Programme.</p>
Version	v0.3
Date	7 March 2016
Changes made	<p>Second draft</p> <p>Guidance moved to a separate document</p> <p>Deletion of potential sources/lead and resources from section 3.</p> <p>Deletion of document as a separate heading</p> <p>Incorporates amendments from Vincent Paliczka</p>

Project	Arts review
Project sponsor	Vincent Paliczka
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Version	V0.1
Date	29 February 2016
Status	Draft for feedback from Project Board

1. Background (extracts from PID)

PID version number	V2.0
PID date	29 February 2016
PID project description (taken from the PID)	<p>Initial vision for project;</p> <p>The arts make a valuable contribution to the quality of people's lives and so the Council has helped in various ways to support a thriving arts offer in the Borough, but due to the reductions in the Council's funding, it is reviewing all its activities. The arts review will enable the Council and its partners to set a strategy that will identify the part that the arts and culture play in the future success of the Borough. Options for making the Council's and its partners' contributions to the arts affordable for the future will have been explored along with ways of securing the future of the arts in the light of an examination of the evidence of their contribution to the people who live and work in the Borough.</p>

<p>PID aims (taken from the PID)</p>	<p>The project will review the Council's role in supporting arts and culture in the borough and examine the Council's financial contribution to the arts. The initial aims of the project are:</p> <ul style="list-style-type: none"> • To undertake a fundamental review of the Council's support for arts and culture. • To map what arts provision, services and activities exist in the borough, who provides it and the levels of expenditure. • To define the contribution that the arts make to the Council's strategic aims. • To explore and assess alternative delivery models and partners. • To set a strategy that will determine the Council's future contribution to the arts in the Borough. • To develop and consult on a range of options for supporting the arts in the future including with a reduced level of Council funding.
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2. Areas under consideration

<p>Outcome areas (whether social, economic or environmental) or 'wicked issues' likely to be involved</p>	<p>Potential outcome areas may include:</p> <ul style="list-style-type: none"> • reduced revenue cost to the Council. • Increased economic activity, visitors, jobs and skills. • Positive community perceptions of Bracknell as a place to live. • Better resilience, reduced isolation and improved mental health among vulnerable groups.
<p>Preliminary list of services in scope (from PID)</p>	<p>The initial working definition of what constitutes the arts includes:</p> <ul style="list-style-type: none"> • Performing arts, eg music, dance, drama, musicals, opera • Visual arts • Digital media • Crafts • Festivals, carnival, participatory arts • Community arts and learning. <p>All the Council's and partners' support for the arts will be examined, including:</p> <ul style="list-style-type: none"> • South Hill Park. • Creative industries. • Education sector. • Voluntary Sector.
<p>Preliminary list of services not in scope (from PID)</p>	<p>Services and issues not included in scope are:</p> <ul style="list-style-type: none"> • Library service operations (although arts activities within libraries are in scope). • Leisure services and activities. • Parks Management

Conceptual shifts that may be involved	Current approach	Potential future approach
	Standalone investment in SHP	Integrated with partners' investment
	Commercial activities contribute to SHP's activities.	Extensive commercial income generation to support SHP's core activities.
	Output-based performance monitoring	Outcome-based framework and evaluation
	Council as main funder of arts.	Wide range of funding for the arts, including business, community and individuals.
	The Council is a funder of an arts facility.	The Council encourages and promotes the arts throughout the life of the Borough.

Key definitions

Arts and Culture: The Review will take a flexible and pragmatic approach to the definition of arts and cultural activity. Starting with current DCMS and ACE-sponsored art forms and creative disciplines, including performing arts (music, theatre, musical theatre, opera, dance) carnival, festivals, participatory arts; visual arts, creative industries, digital media, heritage, and crafts, literature (but not statutory library services).

South Hill Park (SHP): The site including the arts centre and park.

SHP Trust: The independent charity which has a lease from BFC and receives an annual grant to run an arts programme on behalf of BFC.

3. Summary of analytical activities (detail to be included in research brief for each of the four headings).

a. Needs and asset analysis

No	Activity	Tasks	Areas of enquiry
3.a.i	Develop needs and assets analysis	Analyse the contribution of the arts to the Borough and the Council's priorities, examine the current asset base, current arts provision (including in the education sector) and identify gaps in provision.	<ul style="list-style-type: none"> • What part do the arts play in the social and economic life of the borough? • What do the borough, communities and individuals want from the arts? • What are the council's priorities and how do the arts contribute? • What role do the arts play in the priorities of other organisations in the borough? • Which organisations or groups create art and what are the patterns of artistic creativity? • What is the profile of practising artists in the borough? • How are schools helping young people to create, enjoy and celebrate the arts? • What are the demographic and socio-economic trends in the borough and by ward? • Who do we need to consider when ensuring that the council meets its Equality Duty? • What do we know about current participation in the arts – at SHP, through other agencies or venues in the borough, or beyond? • Has the way people participate in arts changed over time? • Does public transport facilitate access to the arts, either at SHP, in the borough or outside? • How do other community organisations and local businesses engage with the arts? • How do we measure success?
3.a.ii		Identify particular contribution of South Hill Park to the Borough's arts and culture, including its programming and support for other arts	<ul style="list-style-type: none"> • What is the output and reach of SHP's programme? • Where do its users come from? • What are the organisations, agencies and networks to which SHP contributes? • How does SHP link with other services including creative education in

	organisations.	schools? <ul style="list-style-type: none"> • How are people using SHP when they visit?
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b. Research into alternatives

No	Activity	Tasks	Areas of enquiry
3.b.i	Research the functions that arts and culture serve	Review evidence of the positive impact of arts and culture.	<ul style="list-style-type: none"> • What evidence is there of the role of arts and culture in society and the economy? How robust is that evidence and how significant is it? • At a national or international level • In the borough • In relation particularly to the priorities of the Council: <ul style="list-style-type: none"> ○ health and wellbeing ○ economic impact and tourism ○ community-building and 'place-shaping'
3.b.ii		Examine the evidence of the value of arts and culture to the Borough and the Region.	<ul style="list-style-type: none"> • Where does Bracknell and SHP fit into cultural ecology of locality and region? • What evidence is there of the impact of the arts and culture (relates to measures of success question in 3.a.i)
3.b.iii	Explore funding opportunities.	Examine extent of and potential for individual, external and business funding for arts and culture.	<ul style="list-style-type: none"> • What is current ACE/Lottery and other arts investment in Berkshire and region? • What are the current trends in arts fundraising and philanthropy, individual giving and sponsorship? • Which major organisations in the Borough are already making a contribution and which ones not? What is the nature of their support?
		Explore arts organisations' current income generation and further opportunities.	<ul style="list-style-type: none"> • Where are the borough's arts organisations drawing their funding from? • Given the Council's priorities, the needs of the local community, and the strengths and assets of arts organisations and partners, what are the potential growth areas in voluntary and commercial income?

c. Sourcing options and initial market engagement

No	Activity	Tasks	Areas of enquiry
3.c.i	Examine sourcing options	Consider potential for partnerships in the Borough and the Region to support arts and cultural provision and other sourcing options.	<ul style="list-style-type: none"> • Where might the Council add value or share economies with other arts commissioners? • Where might the Council’s investment collaborate with non-arts providers to deliver shared or aligned outcomes? • Are other providers better placed than the Council to commission outcomes from arts activity? • How effective is SHP Trust as an operating arts organisation? • Could SHP Trust collaborate or combine with others to achieve greater impact and/or economies of scale? • Are there other providers who might be better placed than SHP Trust to deliver outcomes from the arts? • Is SHP a venue that should be retained for arts and cultural use or are there other venues that could be more effective? • What options are there for using the Council’s subsidy to deliver more effective outcomes for and from arts in the Borough?

d. Baselineing

No	Activity	Tasks	Areas of enquiry
3.d.i	Collating baseline costs and performance	Collate expenditure and performance data from key arts providers.	<ul style="list-style-type: none"> • How has Council investment in the arts changed over time? • What are the outputs from Council commissioned arts over time? • What is the expenditure and output of other arts providers in the borough?
		Collate any current benchmarking data, including on other councils' contributions to the arts.	<ul style="list-style-type: none"> • What relevant performance comparisons are there for other arts centres? • What is the pattern of arts investment in similar authorities? • Is there any evidence from authorities where major arts providers have been removed from ACE national portfolio/RFO status?
		Summarise current grant levels and income generation by SHP and other key arts providers.	<ul style="list-style-type: none"> • How has the Council's grant to SHP changed over time? • What is the overall value of the Council's subsidy (eg when including building maintenance)? • What income is being generated from the Council's investment at SHP by public, commercial and voluntary income streams, broken down by: <ul style="list-style-type: none"> ○ Ticketing ○ Events ○ Retail ○ Catering ○ Commercial hires ○ Weddings/events ○ Fundraising • How has this income changed over time? • Could the Council locate activities at SHP to help drive income for SHP to subsidise arts and cultural activities? • What grants and income are being generated by other arts providers in the borough and immediate region?