

NORTH LINCOLNSHIRE COUNCIL

**ASSET AND ESTATE MANAGEMENT,
SPORT, LEISURE AND CULTURE
CABINET MEMBER**

**EDUCATION AND OUTREACH AT THE BATHS HALL AND PLOWRIGHT
THEATRE**

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To approve a change to the Baths Hall and Plowright Theatre Management Contract (management contract) that transfers responsibility for Education and Outreach work from SMG (UK) Ltd to North Lincolnshire Council.
- 1.2 To look at the options for providing an Education and Outreach service for the Baths Hall and Plowright Theatre.
- 1.2 The key points in this report are:
 - The proposed change to the management contract with SMG (UK) Limited means that they will no longer be responsible for Education and Outreach work at the Baths Hall and Plowright Theatre.
 - This results in a saving of £30,000 on the annual management fee.
 - The council needs to consider how this service could be delivered in-house.
 - There are six options to consider outlined in this report.

2. BACKGROUND INFORMATION

- 2.1 On 22 June 2011, Members and officers of the council met with Nick Reed of SMG (Europe) Ltd to discuss potential changes to the management contract. They agreed to remove SMG (UK) Ltd's obligation to undertake Education and Outreach work. This was recognised as the only viable change that could deliver a cost reduction to the annual management fee. The cost reduction was valued at £30,000 per annum.
- 2.2 SMG (UK) Ltd has confirmed that they would accept a contract change to use their "reasonable endeavours" to work in partnership with the council to support Education and Outreach work taking place at the Baths Hall or Plowright Theatre. For an Education and Outreach

function to be effective, the council would need to take the lead on this area of work. Respective council and SMG (UK) Ltd's responsibilities as a result of the proposed contract change are set out in Appendix 1.

- 2.3 The Arts Manager has looked at the options as to how Arts Development might take on this work and considered the implications for the service. (See Appendix 2).
- 2.4 There are real benefits for Arts Development to be responsible for this work. We can link into other strategic programmes aimed at developing the performing arts in the area. This would give a more cohesive approach to audience development in North Lincolnshire. It will also maximise any investment from external funders.
- 2.5 However, the Arts Development Service only has one full time officer. The options below consider how the service could take on this additional work.

3. OPTIONS FOR CONSIDERATION

- 3.1 The following options are suggested for consideration based upon agreeing to the proposed contract change described above.
- 3.2 **Option 1** - Arts Development undertakes the education and outreach programme allied to the Baths Hall programme. This would achieve a minimal programme of work based on what SMG agrees with companies performing at the Baths Hall.
- 3.3 **Option 2** – To employ a part-time Arts Development Assistant to co-ordinate the education and outreach work. The Arts Development Officer (ADO) will manage the post.
- 3.4 **Option 3** - The ADO works more strategically with SMG to improve the offer. The ADO will also integrate education and outreach work with other strategic developments in the performing arts in the area. This option includes making external funding applications to support the work.
- 3.5 **Option 4** – As above, but employing a full-time Arts Development Assistant to assist with the work.
- 3.6 **Option 5** – To appoint a dedicated part-time Arts Development Officer to oversee the education and outreach work. The new post will also make links with other strategic performing arts projects. Officers will need to consider how to provide administrative support for the post from within existing teams.
- 3.7 **Option 6** – To appoint a dedicated part-time ADO as above with an additional project budget.

4. ANALYSIS OF OPTIONS

- 4.1 Analysis of the proposed contract change is set out in paragraphs 2.1, 2.2 and 5.1.
- 4.2 **Option 1** – This option takes resources away from current Arts Development work in terms of staff time. Other areas of work would suffer. We might need to sub-contract other work priorities. This option is reactive rather than proactive. It does not offer a strategic approach to audience development. It would offer only a few chances a year for people/students to participate in education and outreach at the Baths Hall.
- 4.3 **Option 2** – This option considers employing a part-time Arts Development Assistant (ADA). This post will assist the ADO with running the workshops. The ADO would liaise with SMG on the available events. The Arts Development Assistant will promote, co-ordinate, risk assess and evaluate the workshops. This minimises the impact on the ADO's time. However, it still only offers a responsive programme and limited chances for the public or students to take part.
- 4.4 **Option 3** – The ADO works more strategically with SMG to improve the offer. This option makes much better sense in terms of developing audiences for the performing arts. Arts Development would work much more closely with the SMG. They would agree clear aims and develop links with other strategic arts development work. Officers have recently submitted an application for dance development to Arts Council England (ACE). The application names similar companies to those listed by SMG in their tender. Joint working in this way would mean a much more cohesive and cost effective approach to audience development.

However, this approach is much more time consuming. This means that the ADO would not be able to develop further arts development initiatives in the future. In addition some of the existing work will cease.

- 4.5 **Option 4** – This option is the same as option 3 in approach. However it includes employing a full-time Arts Development Assistant to help with running the workshops. This will create the additional capacity for the ADO to continue some existing projects and develop some new ones.
- 4.6 **Option 5** – This option is the same as option 3 in approach. It has the advantage of not taking any capacity away from existing work. This option would grow the capacity in Arts Development. This will allow existing work to continue and improve the offer for audience development in the performing arts.

- 4.7 **Option 6** – This option is the same as above but allocates a specific project budget for this work. This means that projects are not so reliant on external funding.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 The proposed contract change would release £30,000 per annum of revenue funding.
- 5.2 **Option 1** – There is no additional cost to the council. Existing staff time would need to be re-allocated.
- 5.3 **Option 2** – The cost of a part-time Arts Development Assistant (grade 4) is estimated at £9,900 per year, including on-costs.
- 5.4 **Option 3** – There is no additional cost to the council. However, as this option involves the ADO working on their own, existing programmes will cease to be sub contracted. In addition, the ADO will not have the capacity to develop additional initiatives.
- 5.5 **Option 4** – The cost of a full-time Arts Development Assistant (grade 4) is £19,800 per year, including on-costs.
- 5.6 **Option 5** – The cost of a part-time Arts Development Officer is £15,700 per year, including on-costs.
- 5.7 **Option 6** – The cost of a part-time Arts Development Officer and project budget of £5,000 is £20,700. This will increase to £25,700 with a project budget of £10,000.
- 5.8 Officers have had informal discussions with Arts Council England, Yorkshire to explore the possibility of external funding support for a part-time ADO. The role of the ADO is to develop an education and outreach programme for the Baths Hall, linked to other strategic performing arts programmes in North Lincolnshire. This will enable North Lincolnshire Council to grow the capacity for arts development in this area. They have indicated that they would consider an application for funding. They say that the business case for the application would have to be very good, as the funding is to replace spending which the council has chosen to cut.

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

- 6.1 Options 4, 5 and 6 give the best opportunity for increasing participation in the arts and enhancing education attainment.

6.2 One of the benefits of increasing participation in the performing arts is to reduce crime and anti-social behaviour. This is by using the performing arts as a diversionary activity.

7. OUTCOMES OF CONSULTATION

- 7.1 The council consulted with SMG (UK) Ltd on the proposed change to the management contract and the outcomes have informed the content of this paper.
- 7.2 Officers have not yet carried out any consultation in respect of options for the council to resource any retained Education and Outreach work due to the implications for existing staff. We will undertake full consultation once a favoured option is agreed.

8. RECOMMENDATIONS

- 8.1 That the Cabinet Member approves the proposed change to the management contract.
- 8.2 That the Cabinet Member gives consideration to the attached options and provides a steer as to how they wish Arts Development to manage the Education and Outreach programme at the Baths Hall.

DIRECTOR OF INFRASTRUCTURE SERVICES

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Background Papers used in the preparation of this report: None

APPENDIX 1

PROPOSED CHANGE TO THE BATHS HALL AND PLOWRIGHT THEATRE MANAGEMENT CONTRACT NORTH LINCOLNSHIRE COUNCIL AND SMG (UK) LTD RESPONSIBILITIES FOR EFFECTIVE DELIVERY OF FUNCTION

North Lincolnshire Council responsibilities:

- Take the creative and administrative lead in delivering Education and Outreach projects
- Fund a member of staff specifically briefed to undertake this work
- Fund the costs of any tutors, musician fees or similar costs required to deliver educational work where these cannot be delivered via use of SMG (UK) Ltd's influence and available resources
- Act as the public facing contact for all Education and Outreach activities, mailing information, managing bookings and otherwise handling all engagement with participants

SMG (UK) Ltd responsibilities:

- Liaise regularly with the council (through its Arts Development function or similar) to identify visiting performers around which Education and Outreach activity could be structured
- Use its contacts with those visiting companies to establish a dialogue between performers and the council about delivering workshops, pre-concert talks, master classes and other projects allied to the main performance.
- Where possible make ancillary space within the theatres available for Education and Outreach activity to take place
- Use its influence and available resources with visiting companies to make discounted or free tickets available for use in conjunction with Education and Outreach initiatives and provide workshops, pre-concert talks, master classes and other projects allied to the main performance
- Assist the council with identifying likely school, community and other groups from the theatres database who may be responsive to Education and Outreach programmes
- Highlight Education and Outreach activities in print and digital media and otherwise ensure that they are integrated with the overall offer

APPENDIX 2

OPTIONS APPRAISAL FOR THE MANAGEMENT OF THE EDUCATION PROGRAMME FOR THE BATHS HALL

Background

In the original Service Specification for the Baths Hall and Plowright Theatre (Section 29.11) the document asked the operator to deliver a programme of education and outreach work in the area.

In response, SMG stated that:

SMG will appoint a Learning and Participation Manager (full-time) to oversee this element of The Baths Hall's activity. She/he will work with the Programming and Technical teams to plan learning and participation events within the parameters described above and to work within the artistic diary planning cycle.

SMG will provide funding for the Learning and Participation Manager post and some core funding for project activity. The learning and participation activity will also be covered by a structure independent of the main SMG framework, such as a charitable trust or similar, which will facilitate fundraising for learning and participation projects from sources such as charitable foundations, arts sponsorship and the Arts Council, England. If required by the structure, a Board of Trustees will be appointed to have oversight of this.

During development of its bid SMG identified a cost of £13,200 in staff time and £35,000 in funds required to deliver this work.

At the meeting to discuss potential changes to The Baths Hall and the Plowright Theatre Management Contract 22 June 2011, between Nick Reed and Council Members, Nick Reed outlined several ways in which the management fee could be reduced.

Nick Reed proposed that if the council were to remove the Service Specification requirement outlined above, a reduction in the management fee could be realised.

Nick Reed commented that an effective education and outreach function could still be implemented if the original Service Specification requirement was replaced with a requirement for SMG to work with the council to facilitate education and outreach work.

SMG proposed that in order to realise a £30,000 reduction in management fee, it would provide specialist tutors, contribute to promotion for education events, commission visiting artists to run workshops, provide free or discounted tickets associated with education projects, provide use of ancillary space at The Baths Hall to stage workshops etc. up to the market rate value of £10,000 annually.

The council would then be required to undertake the 'engagement with the community/stakeholder management' work that would otherwise have been undertaken by SMG's Education Manager. In this way, NLC will be the creative and administrative lead and SMG will act as facilitator and enabler.

Practically, the proposal so far assumes that:

- SMG in liaison with NLC Arts Development (or similar post) will invite companies who are programmed to perform at The Baths Hall, to run workshops, pre-concert talks, master classes or other projects at the Baths Hall or in schools during the day. (The cost of this would be included in the £10,000 retained by SMG.) From programme submitted in SMG's Final Tender the most likely companies that run education programmes would be: Shakespeare 4 Kidz (Key Stage 3/4), Horrible Histories (Key Stage 2), some of the ballet companies (Key Stage 4/5), Orchestras (Key Stage 2/3) and some Drama companies (Key Stage 3/4).
- Once availability is agreed by SMG, the Arts Development Officer would work with the company to outline the specifics of the workshop, target audience, promotion detail etc.
- Arts Development to liaise with SMG regarding room booking/timetabling of workshop on day, and any other facilities needed.
- Arts Development promotes the workshop to schools, colleges, community groups, practitioners, etc. and acts as main contact for schools etc., and assesses their interest and availability and co-ordinates bookings.
- Arts Development works with the company and schools etc on all issues of booking, including timetabling, risk assessments, cost, payment & child protection.
- On the day of workshop, the Arts Development Officer meet the schools; give a short introduction on what is going to happen on the day, health and safety at the venue, etc.
- After the workshop Arts Development is responsible for evaluation of workshop.

From existing programme proposal and £10,000 budget, we assume that 5 – 6 companies could offer educational workshops etc allied to their main performance. This would estimate to be around 6 – 9 weeks work over the year.

Implications for Arts Development

The benefits of Arts Development managing the Education Programme for the Baths Hall

Arts Development is ideally placed to manage this programme as we have, through our existing programmes, already developed partnerships with many of the schools and colleges in North Lincolnshire, the Music Support Service, Children and Youth Services.

The Arts Manager and Arts Development Officer have over the last two years developed the Music Strategy working group (soon to be re-formed into the North Lincolnshire Music Hub Partnership and the South Bank Dance Hub (which is across North and North East Lincolnshire).

These hubs bring together music and dance teachers, practitioners, the Music Support Service, Children Services, Neighbourhood Services, health, commercial and voluntary sector organisations.

The hubs enable:

- An understanding of sector's needs and gaps in service
- Partnership working to gain maximum benefit of existing funds & funding streams,
- Specific programmes of work to be commissioned and delivered.

This framework would enable the ADO to link the education programme at The Baths Hall into existing programmes.

For example, the South Bank Dance Hub, recognising the lack of dance expertise in this area, has developed an application for funding to up-skill primary school teachers and practitioners, to bring professional companies into the region to work with practitioners, to run a series of dance classes for children both at grass-root level and more advanced, and to develop North Lincolnshire's first Youth Dance Company.

One of the companies being considered to bring into the region to work with practitioners is the Northern Ballet Company, which SMG listed in their tender document as one of the companies that they might like to perform at the Baths Hall. Arts Development is ideally placed to link both these two activities (the performance and the workshops), to therefore reduce cost and benefit both parties.

Another example may be around music: We know that a large percentage of children who have begun to learn to play an musical instrument in Primary School do not continue to have lessons have Y7 in Secondary School. Arts Development have previously worked with Melior on two transition projects around music, to encourage children to continue playing once they enter secondary school, to showcase what orchestras and bands the school has, and to excite them and encourage them to take part. In this way, a music project could be set up, based at the Baths Hall with one of its visiting Orchestras, with one secondary school and several of it feeder primary schools, with the main aim of improving the number of children who play a musical instrument into key stage 3, 4 and beyond.

In this way, the education programme at The Baths Hall would link to other strategic development work already being planned based on highlighted gaps in music/dance/drama provision and allow better partnership working with schools, colleges, and hopefully up-skill and grow the number of practitioners working in North Lincolnshire.

Arts Development's preferred approach to developing an education programme would be strategic rather than merely reacting to the companies that SMG are bringing in to perform. It would be more proactive in developing a framework of audience development, i.e. to develop a programme of education based on:

- Knowing the gaps in art provision in North Lincolnshire
- Improving the arts offer to schools/colleges/community groups and giving them access to high quality arts
- Working together to improve the skills in North Lincolnshire
- Working with existing partnerships and developing new ones
- Creating a programme that has far-lasting benefit.

This approach would improve the arts offer in North Lincolnshire and consolidate the investment already made in building the Baths Hall. North Lincolnshire is low on arts infrastructure and skill base, and The Baths could act as a catalyst for growth. The Baths Hall offers an opportunity to work in partnership with all the schools, colleges and other services, to help them improve their offer to their students and to improve the skills base in North Lincolnshire. With such a large investment already having taken place to build the Baths Hall it seems to makes sense to maximise it's potential.

The current constraints for Arts Development managing the Education Programme of the Baths Hall

The Arts Development Officer currently manages and co-ordinates several strategic programmes:

- Livelincs Rural Touring (brings in circa £15,000/year external funding)
- The Buzz Youth Arts Festival (brings in circa £15,000/year external funding)
- Music4U (brings in circa £12,000/year external funding)
- South Humber Dance Hub (awaiting decision on an application for £40,000 external funding for two year programme of work)
- The Big Sky Festival (this is a new project – it received around £10,000 in external funding this year, awaiting evaluation before decision as to whether to run again next year)

While also, working with partners on other projects such as the Scunthorpe Young Peoples Film Festival, Beyond the Cube and in the development of a Community Choir. In these projects the Arts Development Officer assists partners in applying for external funding and attends meetings throughout their project development to give advice and assist, to ensure their success.

Arts Development has been working at full capacity for some time. (Arts Development has only one full time officer). Discussions have taken place to try and see if some of these projects can be out-sourced to voluntary sector providers. However, there has been difficulty in finding providers able enough to carry out projects of this scale. In the case of the Buzz, we have sub-contracted out the day-to-day management of the festival to Fusion Theatre in 2007 and 2008 (until the company decided to move from the area), ST-ART in 2009 and 2010 (until they declined to tender for the project) and Grasp the Nettle won the contract to manage the project this year.

However, there are few art organisations working in the area to choose from, and there are very few who are stable enough to guarantee continuation of the project over a number of years. In the past couple of years, several organisations and festivals have grown and then declined. This is why Arts Development has primarily taken the role of overseeing the management of some of its more strategic projects in house, although tendering for actual project management of the day-to-day operation.

Should Arts Development take on the development of the education service of the Baths Hall, it likely, without increasing the capacity, then some of the projects listed above may be jeopardised or have to cease.

Some informal discussions have taken place with Arts Council England, Yorkshire to explore whether external funding could be sought in support of a part-time Arts Development Officer who would develop an education and outreach programme for the Baths Hall linked to other strategic performing arts programmes in North Lincolnshire and which would enable North Lincolnshire Council to grow the capacity for arts development in this area.

ACE – Y have indicated that they would consider an application from North Lincolnshire, however the business case for the application would have to be very good, as the funding is obviously to replace spending which the council has seen fit to cut.

OPTION	BENEFITS	DISADVANTAGES	COST
<u>Option 1</u> No additional cost to the Council. (The only way this option is possible is to absorb staff time by using existing staff and to work closely with SMG to ensure maximum benefit is gained from the SMG's offer to contribute to providing specialist tutors, promotion for education events, commissioning visiting artists to run workshops, provision of free or discounted tickets associated with education projects, use of ancillary space at The Baths Hall to stage workshops etc. up to the market rate value of £10,000 annually.) NLC's Arts Development Officer to absorb this into her work programme with no additional project funding.	The Baths Hall receives an Education and Outreach programme allied to its main performances, up to a market value of £10,000 to cover all costs, except staff time.	This option takes resources away from Arts Development in terms of staff time. If only 5-6 companies offer workshops in a year then estimate that the amount of work would be 6-9 weeks work over the year. The ADO currently manages several large programmes of activity. If the ADO were required to take on this element of work (permanently) than some of the existing Arts Development Programme would have to cease or be sub-contracted. This option is reactive rather than proactive and does not offer a strategic approach to development of audiences or audience appreciation. There would be only a few opportunities a year for schools to access an education programme at the Baths Hall	£0 (ADO's salary 6 - 9 weeks @ £604/ week = £3624 - £5436 + admin support)
<u>Option 2</u> To employ a part-time Arts Development Assistant (Grade 4) to oversee this work, managed by the Arts Development	The Baths Hall receives an Education and Outreach programme allied to its main performances, up to a market value	This option is responsive to the programme and does not offer a strategic approach to development of audiences or audience appreciation There would be only a	(ADO to attend meetings and to line-manage) P/t Grade 4 Arts

Officer.	<p>of £10,000 to cover all costs, except staff time.</p> <p>This option minimises the amount of resources taken away from Arts Development. Arts Development Officer would still liaise with SMG to decide which companies could deliver education workshops, the approach of delivery, and the best way to promote to schools and colleges.</p> <p>The Arts Development Assistant would coordinate, oversee delivery of workshop and carry out evaluation.</p>	<p>few opportunities a year for schools to access an education programme at the Baths Hall</p>	Development Assistant = £9900 (including oncosts)
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<u>Option 3</u>			
NLC's Arts Development Officer to absorb this into her work programme. In addition, to re-allocate some of the Arts Development project budget to spend on Education and Outreach programme at the Baths Hall and seek additional funding to improve education/audience development offer.	<p>This framework would enable the ADO to link the education programme at The Baths Hall into existing programmes (such as the North Lincolnshire Music Hub and the South Bank Dance Hub) and possibly to add to the £10,000 with additional monies from external funding streams e.g. ACE, Youth Music etc.</p> <p>This would allow the education programme at The Baths to link to other strategic development work already being planned based on highlighted gaps in music/dance/drama provision and allow better partnership working with schools, colleges, and practitioners already working in North Lincolnshire.</p> <p>Improved audience development and audience appreciation for the performing arts in North Lincolnshire.</p> <p>More schools and community groups would access the Baths Hall.</p>	<p>This option takes resources away from Arts Development (permanently), both in terms of staff time and budget and re-allocates them to Outreach and Education Programme for the Baths Hall.</p> <p>This Option would increase the amount of time the Arts Manager and ADO would work on the Education Programme for the Baths Hall. In addition to the above the Arts Manager and ADO would:</p> <ul style="list-style-type: none"> • Develop a more strategic framework of audience development for the Baths Hall and link it into existing frameworks of music/dance/drama development. • Liaise with SMG in the development of this framework and propose specific companies to be included in their programme/education programme. • Liaise with companies for specific elements of education/audience development work • Make funding applications. • Deliver a larger programme of audience development. 	£0 <i>(50% of ADO's time = £15,201 including oncosts + admin support)</i> <i>Estimate £5000 from NLC Arts Development Budget (supplemented via funding applications)</i>

		<p>development</p> <p>This work is time-consuming.</p> <p>More of the ADO's current work programme/activity would have to cease or be subcontracted.</p> <p>Administrative support would need to be explored within existing administrative teams.</p>	
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<u>Option 4</u>	<p>As above, but to appoint a full time Arts Development Assistant (Grade 4) to assist in the practical co-ordination and delivery of some of the workshops.</p>	<p>This would mean that the Arts Manger and ADO would liaise with SMG and partners to establish framework of audience development.</p> <p>The ADO would still be responsible for the overall liaison with companies and any fund-raising.</p> <p>The Arts Development Assistant would be responsible for liaising with schools, co-ordination of events, risk assessments etc, and possibly some of the delivery, and so freeing up the ADO's time.</p> <p>In this way, the ADO would still have the capacity to deliver and develop other programmes of work, not related to the Baths Hall, while still responsible for the development of its Education and Outreach programme.</p> <p>Improved audience development and audience appreciation for the performing arts in North Lincolnshire.</p> <p>Better partnership</p>	<p>This would still take resources away from Arts Development (permanently) in terms of staff time (although less than Option 2) and budget.</p> <p>Estimated that the ADO would still need to spend around 25-30% of her time overseeing this programme and in line-managing the Education Assistant.</p>	<p>Full time Arts Development Assistant (Grade 4) = £19800 including oncosts</p> <p><i>Estimate £5000 from NLC Arts Development Budget (supplemented via funding applications)</i></p> <p><i>(25% ADO = £7600 including oncosts + admin support)</i></p>
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	<p>working.</p> <p>More schools and community groups would access the Baths Hall.</p>		
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<u>Option 5</u> To appoint a dedicated Arts Development Officer (p/t Grade 7) to oversee the Education and Outreach Programme.	<p>This option would increase the resources for Arts Development to enable the development of an Education and Outreach programme for the Baths Hall, at no detriment to its existing service and operation, other than the allocation of a specific amount of the Arts Development budget.</p> <p>This option is to appoint a dedicated officer (p/t Grade 7) to oversee the Education and Outreach programme at the Baths Hall.</p> <p><i>(In detail, it would probably make sense to have a full-time Performing Arts ADO – to manage all the performing arts programmes that Arts Development currently run along with the Baths Hall Education and Outreach programme, and to back-fill with another part-time Visual Arts/Film ADO to manage the other programmes of activity and develop new areas of development)</i></p>	Administrative support would need to be explored within existing administrative teams.	Part-time ADO = £15201 including oncosts <i>Estimate £5000 from NLC Arts Development Budget (supplemented via funding applications)</i>
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	<p>This approach would allow the Performing Arts Development Officer to take a stronger lead in all performing arts development for North Lincolnshire and ensure that a framework was in place to enable better partnership working and that a joined up approach was being taken across the authority.</p> <p>This would also increase the Arts Development service, with much needed capacity in order to further improve audience development and appreciation of the arts.</p> <p>Arts Council England has historically viewed North Lincolnshire has been a priority area for the arts due to its poor arts infrastructure and audience numbers. By investing in the Arts Development service, and enabling better strategic audience development to take place amongst a range of partners, NLC would be taking steps in trying to tackle this issue.</p>		
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<u>Option 6</u>	<p>To appoint a dedicated p/t Officer with a project budget.</p> <p>As above, but rather than use Arts Development project budget to allocate specific funding to develop an Education and Outreach programme for The Baths Hall.</p> <p>This would improve the Arts Development offer for North Lincolnshire.</p> <p>With additional staffing and project budget, this option would allow greater opportunities to improve audience development and appreciation for the arts in North Lincolnshire.</p> <p>This option is not so reliant on gaining external funding. Funding streams are changing rapidly and the amounts that are available are reducing.</p>		Part-time ADO £15,201 including oncosts + £5-10,000 Project budget
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