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Membership of the Task Group

Councillors Hopkins (Chair), Baker, Clayton and Witherspoon.

Mr M Hall (co-opted member, Chair of the Arts in Redditch Network)

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Completed

April 2013

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FOREWORD

When I started this review I was absolutely convinced that Redditch needed an arts centre. I hoped that this Task and Finish scrutiny would uphold this view and investigate how, where and when we could look to do this very thing. My colleagues, Councillor Brandon Clayton, Councillor Pat Witherspoon and Councillor Joe Baker and our co-opted member, Malcolm Hall, were all of the same mindset.

The Task and Finish scrutiny has, however, had a life of its own and we have followed all the twists and turns of the investigation only to come up with a completely different outlook. This is, of course, what scrutiny is all about; looking at all the aspects and facts and then making recommendation in light of our findings.

I thoroughly enjoyed the whole experience and commend the hard work that the other members of the panel put in. They were enthusiastic and painstaking in their work. We had interviews with experts who helped us a great deal especially John Godwin, Ray Cooke, Jonathan Cochrane, Lyndsey Berry and Ros Sidaway and the lovely IT chaps who were well out of our league in all things “web”! Mostly we could not have had such a good review without the monstrous workload Jess Bayley managed to get through on our behalf. Amanda Scarce also helped to collate much of the information for us. We did also have a lot of help with our questionnaire; Councillor Pattie Hill gave out our forms at B&Q and lots of people filled them in at local events.

Lastly, we did enjoy all the visits we made to arts centres elsewhere. We always had loads of help and advice, facts and figures and were shown around by friendly advocates of these centres. Tim Mackrill, the manager at the Palace Theatre, was especially helpful and we had a very informative visit there.

We hope the recommendations we have put forward will be considered and acted on if at all possible.



Councillor Gay Hopkins
Chair of the Arts and Culture Centre Task Group

SUMMARY OF RECOMMENDATIONS

Chapter 1 Recommendations that could be implemented in the short to medium term.

Recommendation 1

The Arts in Redditch Network, and the benefits to be accrued from membership of the network, should be promoted to local arts groups.

Financial Implications: There are no financial implications for either the Council or the Arts in Redditch Network.

Legal implications: There are no legal implications, for either the Council or the network.

Recommendation 2

The Arts in Redditch Network should maintain a list of existing arts groups in Redditch on their new website.

- a) **The Council should continue to maintain a link from the local authority's website to the new Arts in Redditch Network website.**

Financial Implications: There are no financial implications for either the Council or the Arts in Redditch Network.

Legal implications: There are no legal implications, for either the Council or the network.

Recommendation 3

An online Redditch Arts Map, including an arts trail, outlining the location of public art works and venues in the Borough and linked to an icon on the new information kiosks in the town centre, should be introduced.

Financial Implications: There are no immediate financial implications for the Council.

There are direct financial implications for the Arts in Redditch Network as it has been estimated that it would cost £9,450 to produce the arts map and additional maintenance costs. The group is suggesting that these costs should be met by the Arts in Redditch Network through submitting a funding application to an organisation that provides grants to the arts.

Information kiosks cost approximately £25,000 to install in an outside location. Choose How You Move 2 are intending to fund the introduction of two new kiosks, one of which will be installed outside. The other will be installed in the train station. The funding from Choose How You Move will cover the cost of the implementation, software and the kiosk as well as maintenance costs.

Legal implications: There are no legal implications, for either the Council or the network.

Recommendation 4

Art exhibition space, where local artists can display their work, should be introduced at the Palace Theatre and the Abbey Stadium.

a) The Arts in Redditch Network should promote opportunities to display local artists' work.

Financial Implications: There are no financial implications for the Council or for the Arts in Redditch Network.

Legal implications: Redditch Borough Council would need to agree terms and conditions with artists when arranging for artwork to be displayed in the Palace Theatre and Abbey Stadium. Members have been advised that this agreement could be based on an adapted version of the agreements that the Palace Theatre currently makes with arts bodies that hire facilities at the venue.

Recommendation 5

**The Council should continue to provide support and advice to any community group aiming to introduce a new arts group in the town.
In addition:**

a) action should be taken to increase public awareness of the support and advice provided by the Council to community groups with an interest in the arts; and

b) any new enquiries should be signposted to the Arts in Redditch Network to facilitate the formation of new arts groups.

Financial Implications: There are no additional financial implications for the Council as Officers already provide support and advice to community groups aiming to introduce new arts groups in the town. There are no financial implications for the Arts in Redditch Network.

Legal implications: There are no legal implications, for either the Council or the network.

Recommendation 6

The evidence gathered by Members during the course of the review and the information contained in the Arts and Culture Centre Task Group's final report should be taken into account by Officers when producing the new Redditch Arts Strategy.

Financial Implications: There are no additional financial implications for the Council as the Leisure Services team had already committed to producing a new arts strategy for Redditch prior to the launch of the Task Group.

Legal implications: There are no legal implications for the Council.

Chapter 2 Recommendations that could be implemented in the long-term

Recommendation 7

In an ideal world an arts centre would be established in Redditch by a community group. However, in order for this objective to be achieved the community group needs to be aware of and to address the following barriers:

- a) the extent to which local arts groups would make use of an arts centre;**
- b) the financial costs involved in establishing and maintaining an arts centre;**
- c) funding application requirements;**
- d) creating a sustainable business case;**
- e) legal liability and accountability issues;**
- f) availability of volunteers to operate the centre; and**
- g) management arrangements for the centre.**

Financial Implications: There are no financial implications for the Council. The financial implications of establishing an arts centre for a community group have been detailed in the report for interested stakeholders to note.

Legal Implications: There are no legal implications for the Council. The legal implications of establishing an arts centre for a community group have been detailed in the report for interested stakeholders to note.

Recommendation 8

The Council should provide the following support and advice to any community organisation that aims to establish an arts and culture centre in the town:

- a) guidance on how to complete funding applications for grants;**
- b) advice on how to produce a business case; and**
- c) signpost groups to relevant expert contacts for further specialist help.**

Financial Implications: There would be a financial cost to the Council. Specifically this financial cost would need to cover Officer time involved in providing the support to a community organisation aiming to establish an arts and culture centre in Redditch.

Legal implications: There are no legal implications for the Council.

Recommendation 9

The ‘Creative Redditch’ artwork should be prioritised for use on the next bus shelter that is installed in Redditch town centre.

Financial Implications: There would be financial implications for either Redditch Borough Council or the North Worcestershire Community Safety Partnership. A new bus shelter, involving a number of reinforced panels in a steel frame can cost £2,000 – 4,000.

However, the group is proposing that funding should not be invested in this project until a future date when appropriate budgets are available or a bus shelter in the town centre requires refurbishment work.

Legal implications: There are no legal implications for either the Council or the North Worcestershire Community Safety Partnership.

INTRODUCTION/BACKGROUND INFORMATION

A review of the potential to introduce an arts and culture centre in Redditch was first proposed during an Overview and Scrutiny training session at Redditch Borough Council in May 2012. Elected Members later concluded that the subject would be a suitable topic for thorough scrutiny, though it was agreed that the exercise would not be launched until the autumn.

The main focus of the review from the start was to determine whether it would be feasible to introduce an arts and culture centre in the Borough. In order to complete this task the group gathered evidence from a variety of sources:

Interviews with representatives of the local arts partnership

During the course of the review the group discovered that there was an independent body responsible for promoting and supporting the arts in Redditch. This body had been formed following the merger in March 2012 of two independent groups representing the arts in Redditch: the AiR (Arts in Redditch) Partnership and the Campaign for a Redditch Arts Centre. The merger took place to ensure that there was a single body responsible for supporting and promoting the arts in Redditch. The combined body was renamed the Arts in Redditch Network in March 2013. Whilst a representative of Redditch Borough Council is a member of the Arts in Redditch Network the partnership is entirely independent from the Council.

The merged body had committed to campaigning for the introduction of an arts centre alongside continuing to promote and support existing arts activities in the town. A representative of the body was interviewed in October 2012 to enable the group to learn about the objectives of the merged network, work that had already been undertaken to progress the introduction of an arts centre in the town, and the barriers that would impact on the successful completion of the project.

The group was advised that 250 people had signed up to the campaign for a Redditch arts centre by October 2012. Individuals campaigning for an arts centre had considered various buildings that could potentially be used as the base for an arts centre, though had not agreed a final location. Efforts were also being made by campaigners to raise funding that could be used to pay for an arts centre and it was anticipated that further fundraising events would take place in future years.

Members have been advised that the Arts in Redditch Network is considering applying for charitable status in the new financial year. It is likely that the body will become a Charitable Incorporated Organisation (CIO). Securing charitable status is a commitment in the partnership's constitution which states that the partnership will attempt "to pursue charitable status at the earliest possible opportunity". Charitable status could also have a positive impact on the partnership's ability to achieve their objective to establish an arts centre in

Redditch, particularly in relation to the financial costs involved in establishing a centre.

Interviews with representatives of the Redditch Town Centre Partnership

The Redditch Town Centre Partnership included the concept of a community arts centre in the town as a key initiative in the second round of Mary Portas Pilot Town bid proposals that were submitted in June 2012. In order to learn about these proposals, and the implications for the introduction of an arts and culture centre in the town, representatives of the partnership were interviewed by the group.

Members were advised that the introduction of a community arts centre would have formed one of five key initiatives designed to regenerate Redditch town centre. A community arts centre would have been introduced in one of the larger empty units in the town centre on a temporary basis until a permanent home could have been found. This arrangement would have required a meanwhile use agreement with a landlord, whereby a property is occupied for a temporary period until the occupants can find a permanent base or the landlord can attract a permanent tenant.

The partnership was intending to provide rehearsal rooms, performance space, exhibition space and a venue where smaller concerts and performances could take place. Ultimately, the partnership had been aiming to create “a unified arts community embracing all art forms”.

Unfortunately, the partnership was not awarded Mary Portas Pilot Town funding. However, the group has been advised that the partnership would be supportive of future attempts to establish an arts and culture centre in Redditch town centre.

Interviews with Council Officers

The group consulted with representatives of the Council’s Leisure Services department during the course of the review. This enabled Members to clarify the existing level of support provided by the Council to the arts in Redditch. The Officers also had relevant expertise in relation to managing existing arts venues, networking with representatives of the arts and applying for funding applications from grant giving bodies.

Members learned that additional resources had been invested in the Arts and Events team as part of the shared services arrangements for Leisure Services negotiated between Redditch Borough Council and Bromsgrove District Council in 2011. This team has been tasked with supporting arts development in the town, rather than with delivering arts activities, an arrangement which is comparable to other local authority arts departments in the country. The Council also manages an existing portfolio of arts and cultural venues in the town, including Redditch Palace Theatre and Forge Mill Needle Museum.

Visits to arts venues in the Borough

The group agreed that it was important for Members to visit a number of arts venues in Redditch in order to understand the position of the arts locally at this time. As part of this process Members visited the Old Needle Works Craft Centre, located on Britten Street in Redditch, and Redditch Palace Theatre.

The Old Needle Works Craft Centre was visited because Members were keen to view a venue that was operating independently from the Council. The centre is managed by volunteers, though provides local artists and crafts people with a base in which to establish a business where their products can be sold to visitors. There are opportunities for residents to participate in various arts and craft workshop activities at the centre. In addition, the Inkberrow Design Centre (IDC), a leading fashion and design centre with a base in the Old Needle Works, provides opportunities to gain professional City and Guilds qualifications in relevant disciplines.

A tour of the Palace Theatre took place in January 2012. During this tour Members were informed about changes that had been made to the programme at the theatre, designed to attract a more diverse audience than in previous years. The group was advised that the theatre had been refurbished in 2005/06 at a cost of £3.4 million. Redditch Borough Council had contributed £2.9 million from capital funding and £500,000 had been provided by the Heritage Lottery Fund. Following the refurbishment works additional adaptations had been made to the interior of the theatre in order to maximise the use of space available on the premises.

Members welcomed actions that were being taken to reduce the deficit involved in running the theatre. Indeed, Members were advised that, whilst the majority of community theatres operated at a financial loss, figures for Redditch Palace Theatre compared favourably with many similar venues in the country. The group was impressed to learn that Council employees were completing a lot of technical refurbishment work independently. For example, it had been estimated that maintenance work required for the lighting in the theatre would have cost £100,000 if it had been delivered by external contractors. However, staff with relevant expertise had completed the works for £12,000. This approach to managing the venue had helped to reduce the ongoing maintenance costs for the theatre.

Visits to Existing Arts Centres

Members visited a number of arts centres in the country during the course of the review. This included visits to: the Avoncroft Arts Centre, in Stoke Heath, Worcestershire; The Artrix, in Bromsgrove; Number 8 Community Arts Centre, in Pershore; and The Public, in West Bromwich. Written evidence was also provided by representatives of Evesham Arts Centre in response to a series of questions proposed by the group.

A number of themes were identified by the group as common factors which had enabled the successful introduction of arts centres at these locations:

- The arts centres visited by the group had needed to gain access to significant sources of funding. This funding had been variously obtained through making applications to grant providers, fundraising events, Service Level Agreements (SLAs) with funding organisations; membership fees and renting out office space to local organisations.
- The majority of the venues had been established prior to the global economic crisis.
- Land or buildings had often been donated for use by an arts centre. Generally, these donations had been made by schools/colleges, local authorities and charitable trusts.
- Volunteers had made a significant contribution to the successful introduction of many of the venues. Key roles fulfilled by volunteers included managing the café/bar at a venue; acting as stewards during performances; working at the box office and assisting with the maintenance of the building.
- Individuals or groups involved in establishing an arts centre needed to be prepared to compromise. Frequently, compromises needed to be agreed in relation to the building used as a base for an arts centre as well as the programme at the venue.
- The people co-ordinating the introduction of an arts centre needed to be organised and to have the ability to drive the project forward.
- In the majority of cases the successful introduction of an arts centre had taken a significant amount of time to achieve. Generally, a local community arts group had committed to completing the project over a number of years.



Members visited The Artrix in Bromsgrove during the course of the review. Featured are (from left to right) Councillors Pat Witherspoon, Joe Baker, Gay Hopkins (Chair) and Brandon Clayton.

Consultation

The group recognised that during the review it would be important to identify the level of support within the local community for the introduction of an arts and culture centre in the Borough. A short questionnaire was therefore circulated for the consideration of local residents between November 2012 and January 2013. To ensure that feedback was obtained from a range of people, from different socio-economic backgrounds and age groups, Members ensured that questionnaires were distributed using a variety of methods (Appendix 4).

A total of 359 completed questionnaires were returned to the group during the consultation period. Members recognise that this number represents only 0.4% of the local population. However, the group concluded that this number of responses was sufficient to identify common trends in public perceptions of the arts and arts venues amongst Redditch residents. The feedback has therefore helped to inform the group's final recommendations.

Local arts groups were also consulted during the course of the review through the circulation of a separate questionnaire. The group was eager to consult with local arts groups in order to determine the level of support within the arts locally for the introduction of an arts centre and the extent to which this type of venue might be used.

Members were disappointed to receive only 12 completed copies of their questionnaire from local arts groups and individual artists. Whilst the group welcomed the feedback that had been provided by these respondents, Members concluded that this number of responses could not necessarily be considered representative of the local arts community.

CHAPTER 1: RECOMMENDATIONS THAT COULD BE IMPLEMENTED IN THE SHORT OR MEDIUM-TERM

Recommendation 1	The Arts in Redditch Network, and the benefits to be accrued from membership of the partnership, should be promoted to local arts groups.
Financial Implications	There are no financial implications for either the Council or the Arts in Redditch Network.
Legal Implications	There are no legal implications, for either the Council or the network.

The merger of the AiR Partnership with the Campaign for a Redditch Arts Centre, to form the Arts in Redditch Network, created an opportunity for a single body to act as a lead representative for and to meet the needs of the local arts community. Members have been advised that a number of local arts groups are already members of the Arts in Redditch Network, though this figure has never been quantified. There are also local arts groups in the town which have not yet become members of the network.

During the course of the review elected Members developed some concerns about the potential of the network to meet the needs of local arts groups at present. Whilst the merger of the two groups had taken place in March 2012 no name was agreed for the combined body until March 2013. During this time two separate websites continued to be maintained for the AiR Partnership and Campaign for a Redditch Arts Centre respectively. No information was recorded on either website acknowledging that the merger had taken place. Under these circumstances Members became concerned that it was not clear to external arts groups that a merger had taken place or what the purpose was of the combined body.

This is unfortunate as there is the potential for membership of the Arts in Redditch Network to have a positive impact on local arts groups in Redditch. The benefits of membership include the following:

- Being involved in planning the future strategic direction of the arts in Redditch: An arts society, like the Arts in Redditch Network, is in a position to influence local arts policy and long term arts development in the Borough.
- Increased exposure to the wider arts community through the network's advocacy role. The network should primarily act as a champion for the arts in Redditch as well as sub-regionally, regionally and nationally. The network can also act as a hub, compiling success stories and collating indicators of the arts sector's performance in the town.
- Opportunities to network. The network should be a hub that provides pertinent information, guidance and training to the arts sector in Redditch. In

this capacity the network can also be a sounding board for local arts groups considering particular ideas or projects and can act as a support mechanism for the arts sector in the town. The network should provide an informal platform for sharing ideas and meeting potential artistic partners.

- **Access to useful resources.** The network should provide and stimulate arts provision and related activity that supports the local arts community. This can include providing guidance on funding applications and applying for funds to deliver strategic objectives. Members of the network should be in a position to pool resources in order to develop an arts strategy which meets the needs of the local arts community. The network should also be able to identify available human, physical and financial resources in order to progress the arts strategy in Redditch.

Members believe that membership of the Arts in Redditch Network could be promoted at a relatively limited financial cost. In particular, the group is proposing that membership of the network should be promoted on the network’s website as well as on the websites of organisations that are members of the network, including Redditch Borough Council’s website.

The group has been advised that the Arts in Redditch Network has concluded that it is not appropriate to continue to maintain two separate websites to promote the arts in Redditch. In fact, the website for the campaign has now been decommissioned. A new website is due to be launched for the combined network. The network is aiming to include a number of new features on this website including: a list of facilities that are already available for local arts groups to hire in the town; information about venues in the town that can be used for arts activities and meetings; and details about local arts societies. The launch of the new website would be an ideal opportunity to start promoting membership of the network to local arts groups.

<p>Recommendation 2</p>	<p>The Arts in Redditch Network should maintain a list of existing arts groups in Redditch on their new website.</p> <p>d) The Council should continue to maintain a link from the local authority’s website to the new Arts in Redditch Network website.</p>
<p>Financial Implications</p>	<p>There are no financial implications for either the Council or the Arts in Redditch Network.</p>
<p>Legal Implications</p>	<p>There are no legal implications, for either the Council or the partnership.</p>

The public consultation undertaken by the group revealed that many residents were interested in participating in the arts. Almost 150 arts activities were

suggested by local residents for inclusion in the programme at an arts and culture centre. A number of activities were suggested and frequently residents were keen to suggest that a range of options should be available to meet the needs of different communities and age groups.

There were some activities that were particularly popular amongst the residents who responded to the group which included:

- Dance.
- Live music.
- Singing.
- Amateur dramatics.
- Visual art, particularly painting and drawing.
- Art exhibitions.
- Art and craft courses and workshops.
- Crafts.
- Children and youth activities.
- Photography.
- Pottery.

A number of the residents responding to the group appeared to be concerned about current arts provision within the town. Indeed, one resident commented that "...to be honest apart from the Palace Theatre Redditch is a bit of a cultural backwater characterised by boring architecture and where there are no interesting public spaces and little is provided to do in the evenings." Some respondents expressed concerns that there was limited awareness of existing arts facilities: "...The Old Needle Works on Britten Street is an established facility that is just in need of support and promotion..." Many residents suggested existing arts activities should be the primary focus of the arts community in the immediate term: "...we should perhaps focus on improving and supporting what is already in place and 'fill the gaps' before embarking on yet another new enterprise..."

Research undertaken by the group revealed that there is already a rich and diverse arts community within the town. A simple internet search was completed during the review to identify opportunities to participate in arts and cultural activities (Appendix 5). This represented a basic search of the internet and would not necessarily have enabled the group to identify information about every local arts group operating in the town. However, it did provide Members with an opportunity to assess the basic level of arts provision within the Borough.

In the majority of cases it was possible to identify opportunities to participate in the arts activities that had been suggested by local residents or to view artistic output. For the more popular activities a significant number of opportunities to participate, ranging from involvement in local amateur groups to membership of commercial enterprises, were identified. These opportunities extended throughout the Borough.

Based on their research the group came to the conclusion that the main problem for the arts in Redditch was effective promotion of arts activities to local people. Members believe that the Arts in Redditch Network is the most appropriate body to address this problem.



Local bands perform each year at the Morton Stanley Festival in Redditch.

The Arts in Redditch Network has been working in recent months to raise the profile of the campaign for a Redditch Arts Centre and the network has organised some successful fundraising events. This has also been included as an objective in the constitution for the combined network, which states that the body will aim “to establish a physical centre in a suitable location as a home for the participatory arts in Redditch”.

However, Members have been advised that there is a risk that the campaign could be prioritised at the expense of promoting existing arts groups in the town. In this context there is the possibility that participation in the arts may remain static or diminish over time due to a lack of awareness amongst residents. The consequences of this could be that there will not be sufficient arts groups active within the local community to utilise an arts and culture centre.

This outcome could be avoided. The constitution of the Arts in Redditch Network also commits the body “to promote and encourage accessible arts participation” and “to raise the profile of the arts in Redditch”. The new Arts in Redditch Network website, once it has been launched, would be an ideal communications tool that could be utilised to promote art groups and opportunities to participate in the arts to Redditch residents.

To encourage residents to revisit the site this website would need to be updated regularly by representatives of the network, which could be a relatively time consuming task. However, Members have been advised that when the content of a website is not regularly updated internet users gradually cease to use that website.

The group is aware that visitors who are not familiar with the Arts in Redditch Network may approach the Council for further information about the arts in Redditch in the first instance. In particular, it is likely that some people would use the Council’s website to obtain further information about the arts in Redditch alongside other leisure activities.

In the past Officers maintained a link from the Council’s website to the website of the former AiR Partnership, which enabled customers utilising the Council’s website to obtain further information about the arts. The group is suggesting that similar action should be taken to link the local authority’s website to the new website for the Arts in Redditch Network.

<p>Recommendation 3</p>	<p>An online Redditch Arts Map, including an arts trail, outlining the location of public art works and venues in the Borough and linked to an icon on the new information kiosks in the town centre, should be introduced.</p>
<p>Financial Implications</p>	<p>There are no immediate financial implications for the Council.</p> <p>There are direct financial implications for the Arts in Redditch Network as it has been estimated that it would cost £9,450 to produce the arts map and additional maintenance costs. The group is suggesting that these costs should be met by the Arts in Redditch Network through submitting a funding application to an organisation that provides grants to the arts.</p>

Legal Implications	<p>Information kiosks cost approximately £25,000 to install in an outdoors location. Choose How You Move are intending to fund the introduction of two new kiosks, one of which will be installed outside. The other will be installed in the train station. The funding from Choose How You Move will cover the cost of the implementation, software and the kiosk as well as maintenance costs.</p> <p>There are no legal implications, for either the Council or the network.</p>
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Redditch Arts Map

The group has concluded that an online Redditch arts map would be another useful communications tool that could be used by the Arts in Redditch Network to promote existing arts activities and events in the Borough. Members agree that it would be more appropriate for the Arts in Redditch Network to develop and maintain a Redditch Arts Map than the Council because of the network's constitutional commitment to promoting the arts in Redditch. The group has also been advised that the Council would not have the resources required to produce and maintain a Redditch Arts Map.

Members have identified a number of features that they believe should be included in a Redditch Arts Map:

- A basic map of the Borough.
- Symbols that could be used on the map to indicate the location of arts features. Members are suggesting that this could take the form of coloured dots. Each dot could link to specific information about an arts group, an arts venue or an example of public artwork located in the town.
- Details about existing arts groups based in the town with each entry including: the name of the body; contact details; a picture of the group's meeting location; participation fees; and a basic description of the group/activity.
- Details about existing arts venues located in the town with each entry including; the name of the venue; a picture of the venue; contact details; and a basic summary of the purpose of the venue.
- An arts trail, featuring public artwork located in the town which would include the following details for each example: a picture of the artwork; and a reference to the address/location of the artwork.
- A filter system that would enable a visitor to restrict their search of the map to focus on specific areas of interest. To support the filter system the group is suggesting that different coloured dots could be used, for example to represent arts venues and arts activities.

The group has been informed that the basic content of the Redditch arts map should be relatively easy to obtain and upload. The map could also be easily embedded online on a website, such as the new Arts in Redditch Network website. The main difficulty identified in relation to the Redditch arts map would be the time and resources required to update the content of the map. Accurate information about participation fees and the location of activities in particular would need to be updated to encourage visitors to continue to use the facility. Information would also need to be provided about new arts groups, once established, and details about groups and activities would need to be removed if those bodies were disbanded.

Based on the group's proposals Members have been advised that the Redditch Arts Map would cost an estimated £9,450 to develop. This would cover the costs of: installing plug-ins, which create a requested feature such as a picture gallery or interactive information coded to a website; installation of live and test web servers; graphics; web maps and connectors; baseline style choice and installation costs; data collection and entry; content creation; and training for individuals who would need to maintain the content of the map in future. If the Arts in Redditch Network chose to establish the Redditch Arts Map as a feature separate from their website additional funding would be needed to cover the costs of website hosting and the domain name for the map.

The group recognises that the Arts in Redditch Network may not currently be in a position to commit to spending £9,450 on an arts map for Redditch. Therefore, in order to meet these financial costs the group is suggesting that the Arts in Redditch Network should submit an application for funding to an organisation that provides grants to the arts.

Information Boards

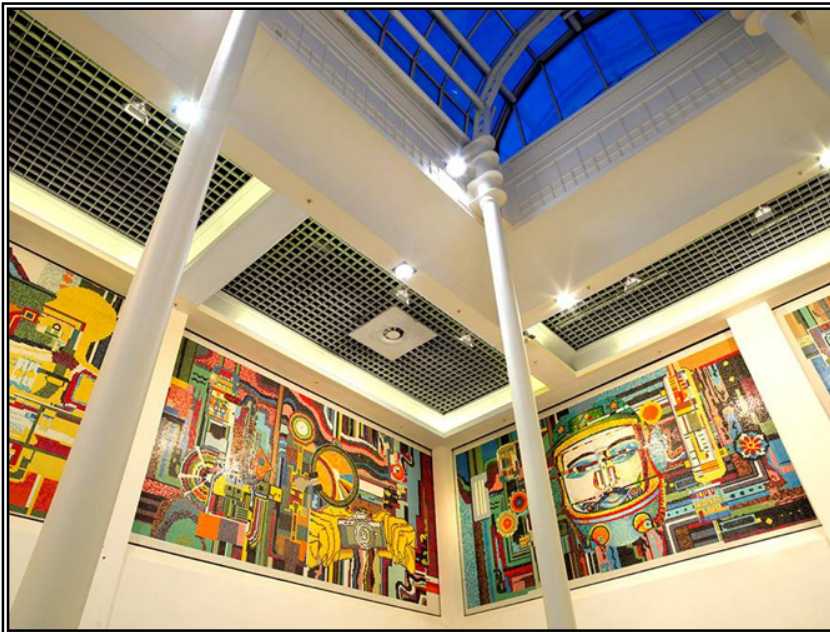
Two information kiosks are due to be introduced in Redditch town centre in 2013. One of these kiosks will be situated outdoors in the town centre. The other is due to be installed in Redditch train station. The installation of the kiosks is already due to be paid for using funding provided by Worcestershire County Council's Choose How You Move 2 programme.

The information on these kiosks will be displayed in two different ways. On one side of the kiosk information will be provided about sustainable transport options in the town. The other side of the kiosk will provide visitors with access to interactive information using a touchscreen system. A number of icons, representing different areas of interest will be available as options for visitors to select on the touchscreen. Each option will link the user to an external website or other online source of information.

The group is keen to ensure that one of the icons on the information kiosks' touchscreen should be dedicated to the arts in Redditch. Ideally, Members are suggesting that this icon should link to the Redditch arts map, once this facility has been established.

Arts Trail

As part of the group's proposals a Redditch arts trail would be one of the options available to include on the Redditch Arts Map. The trail would feature various public artworks located throughout the town including features as diverse as the Paolozzi mosaics in the Kingfisher Shopping Centre and the new interactive sculpture at the Arrow Valley Countryside Centre.



The 12 panels of the Paolozzi mosaics, which are on public display in the Kingfisher Shopping Centre (left), could feature in a Redditch arts trail.

A number of arts and heritage trails have been developed in other parts of the country. During the course of the review Members viewed a Leamington Spa arts trail map, which features information about local art galleries, and an online heritage trail for South Telford. In both cases visual features and written information had been combined with clear directions for the trail.

The trail, as a walking or cycling trail, would complement existing efforts in the town to encourage people to live healthy lives. Indeed, health inequalities is currently one of the key priorities of the Redditch Local Strategic Partnership (LSP). The group has also been advised by Council Officers that an arts trail would also be regarded as a positive initiative for the arts in Redditch. Officers have suggested that they would be willing to incorporate an arts trail as an aspiration into the new Redditch Arts Strategy.

The trail, as a walking and cycling trail, would encourage sustainable forms of travel. This corresponds with the wider objectives of Choose How You Move. In this context the group urges Choose How you Move to consider introducing an arts icon on the information kiosks, as this would link through to an arts map and trail.

Recommendation 4	<p>Art exhibition space, where local artists can display their work, should be introduced at the Palace Theatre and the Abbey Stadium.</p> <p>a) The Arts in Redditch Network should promote opportunities to display local artists' work.</p>
<p>Financial Implications</p> <p>Legal Implications</p>	<p>There are no financial implications for the Council or for the Arts in Redditch Network.</p> <p>Redditch Borough Council would need to agree terms and conditions with artists when arranging for artwork to be displayed in the Palace Theatre and Abbey Stadium. Members have been advised that this agreement could be based on an adapted version of the agreements that the Palace Theatre currently reaches with arts bodies that hire facilities at the venue.</p>

The group recognises that there are some opportunities for the Council to help promote the arts and local artists in Redditch. In particular, Members believe that Council arts venues, particularly the Palace Theatre and the Abbey Stadium, have the potential to be used as the base for art exhibitions.

There are already a number of art exhibitions in the town. Exhibitions are currently in place, or appear on occasion at: Arrow Valley Countryside Centre; the Kingfisher Shopping Centre (temporary exhibitions organised by Redditch Art Circle); the Redditch Art and Heritage Gallery (at Millsborough House); AiR Partnership Website (online); Redditch Library (temporary exhibitions); the Old Needle Works Craft Centre; and Walter Stranz Café.

The group concluded that additional exhibition space would be appreciated by local residents. Art exhibitions were frequently identified, during consultation, as a popular feature of the arts. Respondents commented that "...Up and coming artists should be able to exhibit alongside some already established members of the art community. Even controversial art should be included. No one should be excluded just because it may get passions raised..." Many residents were also keen to ensure that local artists' work was displayed in these exhibition areas: "...display local talent: photography, art, historical interest groups, location craft, artisan's works etc." The potential to introduce an exhibition space in the Palace Theatre had also been recognised: "...the foyer would make an excellent art gallery. Let's recognise what we have, use it better and relish it".



The interior of the auditorium at Redditch Palace Theatre. Many residents who completed the group's questionnaire praised the Palace Theatre, which was described as "a gem in the town" and as having "the potential to be at the centre of the arts in Redditch".

There have been discussions about introducing an art exhibition space at the Palace Theatre in the past. The foyer in particular has been identified as a location that could be used for an art gallery. The Council's Leisure Services team have recognised that there is the potential to introduce exhibition space at the theatre and have agreed that the introduction of an exhibition space should be added to the work programme for the venue. The group has also been advised that there will be a special exhibition in the theatre in 2013 as part of the centenary celebrations at the venue.

A pilot exhibition has already been organised at the Abbey Stadium. For this pilot exhibition the local community group, Your Ideas, has arranged to display artwork in the stadium. In the long-term Officers have suggested that they would be keen to introduce an exhibition space in the café area at the stadium.

There would be some legal considerations to address if exhibition spaces are permanently introduced at the Palace Theatre and Abbey Stadium. Terms and conditions would need to be agreed between the artist(s) and the venue in relation to key considerations such as display arrangements and the duration of the exhibition. This agreement would also need to address legal liability

arrangements in the event of any damages that might occur to artwork during the exhibition.

Members have been advised that the main barrier to successfully organising art exhibitions at the Palace Theatre and the Abbey Stadium is in relation to promoting the opportunity to artists and art groups. The Council currently lacks the resources and the contacts to promote exhibition opportunities to local artists. However, artists need to be aware of the potential to display their work at both venues in order to take advantage of the opportunity.

The Arts in Redditch Network, and members of the network, are in an ideal position to promote all art exhibition opportunities in the town to local artists. Indeed, one of the objectives of the network, as detailed in the body's constitution, is "to consult widely to identify relevant arts needs and opportunities". In accordance with this objective information about exhibition opportunities could be promoted on the network's new website. Furthermore, representatives of the network could promote exhibition opportunities to individual artists and student artists using existing contacts within the arts community.

<p>Recommendation 5</p>	<p>The Council should continue to provide support and advice to any community group aiming to introduce a new arts group in the town. In addition:</p> <p>c) action should be taken to increase public awareness of the support and advice provided by the Council to community groups with an interest in the arts; and</p> <p>d) any new enquiries should be signposted to the Arts in Redditch Network to facilitate the formation of new arts groups.</p>
<p>Financial Implications</p>	<p>There are no additional financial implications for the Council as Officers already provide support and advice to community groups aiming to introduce new arts groups in the town. There are no financial implications for the Arts in Redditch Network.</p>
<p>Legal Implications</p>	<p>There are no legal implications, for either the Council or the network.</p>

One of the key roles of the Council's Arts and Events team is to assist with the development of the arts in Redditch. This assistance includes providing guidance to community representatives interested in establishing new arts

groups in the Borough as well as professional advice to existing arts groups. In this capacity a representative of the team remains a member of the Arts in Redditch Network.

During the course of the review Members became concerned that there was limited awareness within the local arts community that the Council provided this form of assistance. Indeed, representatives of the Arts in Redditch Network consulted by the group did not appear to be aware that the Council currently acts in this capacity.

The group is therefore proposing that action should be taken by Officers to increase awareness that the Council fulfils this support role. This message could be communicated at meetings of the Arts in Redditch Network board, as this will help to ensure that members of the partnership can learn about the support that can be accessed from the Council. Information about the professional support provided by the Council could also be recorded on both the Arts in Redditch Network's new website and on the Council's website.

Members have been advised that at least two enquiries a month are received by the team from individuals who are not currently part of the established local arts community. These enquiries are generally generated as a consequence of an individual visiting the original website for the AiR Partnership, as the contact details recorded for the partnership are for Redditch Town Hall. However, information about these enquiries is not currently shared with the Arts in Redditch Network.

The group believes that new enquiries about the arts, including the potential to establish new arts groups in the town, should increasingly be signposted to the Arts in Redditch Network. A key objective in the body's constitution is for the Arts in Redditch Network "to act as a champion for the arts". The network will potentially struggle to champion new arts groups and activities unless members of the body are aware that these art groups have been established. In addition, limited engagement with the network could have a detrimental impact on the potential to promote the new activity.

Recommendation 6	The evidence gathered by Members during the course of the review and the information contained in the Arts and Culture Centre Task Group’s final report should be taken into account by Officers when producing the new Redditch Arts Strategy.
Financial Implications	There are no additional financial implications for the Council as the Leisure Services team had already committed to producing a new arts strategy for Redditch prior to the launch of the Task Group.
Legal Implications	There are no legal implications for the Council.

A new Redditch Arts Strategy is due to be published in 2013. Members are aware that a lot of the information that has been gathered during the course of the review may be relevant to the content of the arts strategy. In particular, the notes from the 18 meetings of the group that took place between October 2012 and March 2013, together with the feedback provided by local residents during the public consultation exercise may be of interest to Officers when preparing the strategy.

The group believes that this action will have a limited impact on Council resources as the Council’s Leisure Services team was already aiming to produce a new arts strategy in 2013. In addition, Officers have reported to Members that they have already started to analyse some of the evidence gathered by the group.

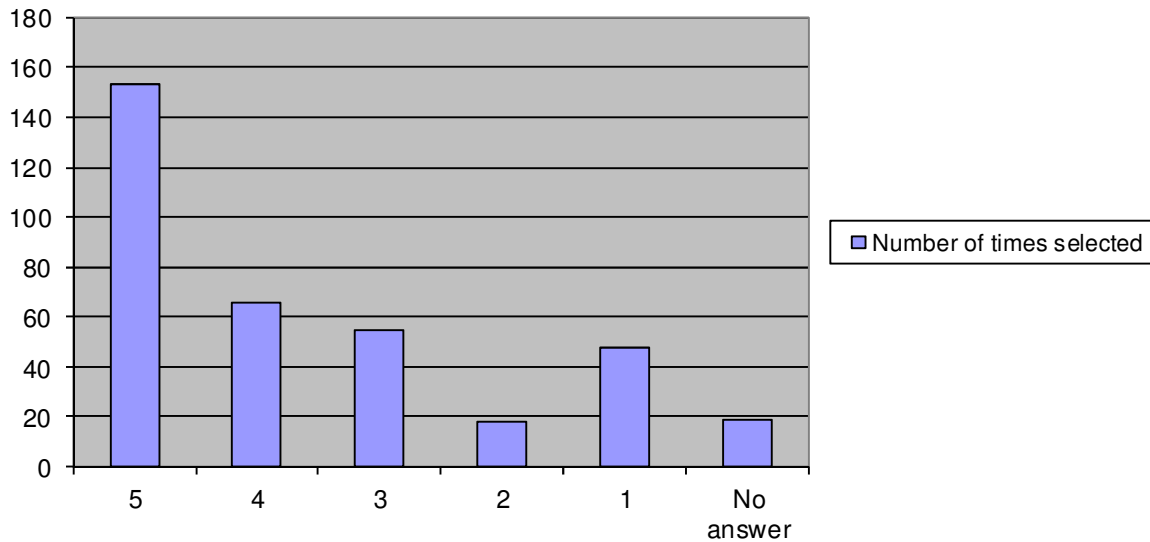
CHAPTER 2: RECOMMENDATIONS THAT COULD BE IMPLEMENTED IN THE LONG-TERM

<p>Recommendation 7</p>	<p>In an ideal world an arts centre would be established in Redditch by a community group. However, in order for this objective to be achieved the community group needs to be aware of and to address the following barriers:</p> <ul style="list-style-type: none"> a) the extent to which local arts groups would make use of an arts centre; b) the financial costs involved in establishing and maintaining an arts centre; c) funding application requirements; d) creating a sustainable business case; e) legal liability and accountability issues; f) availability of volunteers to operate the centre; and g) management arrangements for the centre.
<p>Financial Implications</p>	<p>There are no financial implications for the Council. The financial implications of establishing an arts centre for a community group have been detailed in the report for interested stakeholders to note.</p>
<p>Legal Implications</p>	<p>There are no legal implications for the Council. The legal implications of establishing an arts centre for a community group have been detailed in the report for interested stakeholders to note.</p>

Background

Throughout the review Members were in agreement that in an ideal world there should be an arts centre in Redditch. This aspiration was shared by a significant proportion of the local residents who completed a copy of the group’s questionnaire. The majority of respondents, when asked to clarify to what extent they would support the introduction of an arts and culture centre indicated that they were either very much in favour or quite supportive of the proposal. A number of residents were very encouraging making statements such as: “I think an arts centre would be fine in Redditch”. Other residents were keen for an arts centre to be established because they believed there were wider benefits for society: “...this is a very exciting opportunity even in these awful financial stricken times. The arts give refuge and distraction with the ability of expression”.

Question 1: To what extent do you think there should be an arts centre in Redditch? (on a scale where 5 is very much in favour and 1 very much opposed)



However, a significant number of respondents were concerned about the potential of any organisation to fund an arts centre: "...In the current financial climate I feel that establishing a wholly separate arts centre may be a little too ambitious and possibly unrealistic..." Furthermore, many residents expressed strong reservations about public money, particularly local authority funding, being spent on an arts centre: "...I do not believe this is the right time to be considering unnecessary expenditure of tax payers' money when government funding is being cut year on year to local authorities. Whilst in an ideal world an arts centre would be great for the town unless it could be privately funded the authority should concentrate on providing good, basic services..."

The group is aware that the Council is currently in the process of making efficiency savings and needs to use financial resources to deliver core public services. Based on this situation, and the feedback received from residents, Members concluded that it would not be appropriate for the Council to manage or to provide financial support to an arts and culture centre.

However, the group recognises that an independent community group might be interested in establishing an arts and culture centre in the town. Indeed, community arts groups and societies have tended to play an instrumental role in establishing arts centres in other parts of the country, including Number 8 Community Arts Centre, The Artrix and The Public. In order to achieve similar success with an arts centre project in Redditch Members are suggesting that interested community groups should regard the project from a business

perspective, even if the intention is to manage the venue on a not for profit basis, and address a number of key issues as detailed below.

Local Art Groups

Based on their research Members have concluded that local arts groups' use of an arts and culture centre will be crucial to the sustainability of the venue. The needs and demands of local arts groups will determine what facilities and technical equipment is made available at an arts centre. More significantly, income from room hire at an arts centre will be essential to the financial security of the venue. Under these circumstances, a community group will need to secure the commitment of a number of local arts groups to use an arts centre in order to create a sustainable enterprise.

The group did attempt to identify the extent to which local arts groups would utilise an arts centre. Unfortunately, the group was disappointed to receive only 12 completed questionnaires from local arts groups, though Members are aware that there are more than 12 arts groups in Redditch. Members were concerned that the limited number of responses might indicate that local arts groups were not particularly interested in establishing or using an arts centre.

Members did not establish through consultation whether any local arts groups would be prepared to commit to using an arts and culture centre in the town. However, the group has been advised by representatives of the AiR Partnership that many local arts groups are reluctant to relocate from existing meeting venues. There are two key reasons for this reluctance:

- There are concerns that an arts and culture centre may not be sustainable. There is a risk that, if the arts centre was to close, an arts group would lose a permanent base in which to meet.
- Organisers of local arts groups are concerned that people would cease to be members if the group started to meet at a new location some distance from their previous base.

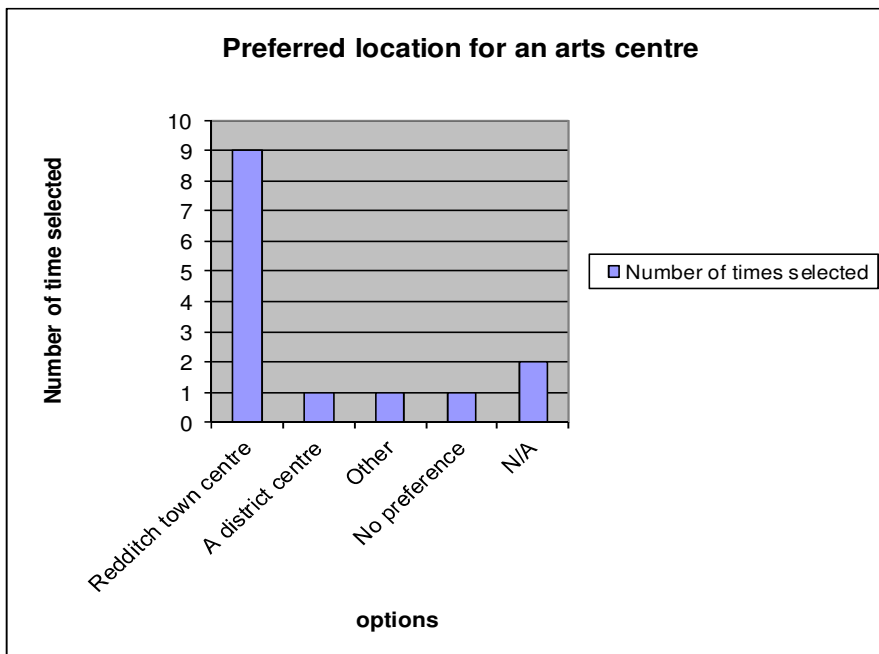
To an extent the group believes that the second of these concerns could be easily addressed if, in line with recommendation 2, the arts in Redditch are promoted well. Increased promotion of the activities should encourage greater awareness within the local community of these activities. Membership numbers for groups that are promoted should increase as a consequence. This would help to ensure that, even if some members were reluctant to relocate, a sufficient membership would remain once meetings were taking place at an arts centre.

The introduction of an arts and culture centre, if it is utilised by existing arts groups, could indirectly impact on other meeting venues in the town. Members identified at least 18 venues in the Borough, including Council venues and private properties, that currently can be hired by community groups. A number of local arts groups meet at these premises. Relocation of a significant number of local arts groups to an arts and culture centre could impact upon the long-term

business interests of the original meeting venues. It is possible that some venues might increase their hire charges in order to cover business expenses and this could have a detrimental impact on the financial position of local arts groups that choose not to or are unable to meet at the arts and culture centre.

A community group would need to consult with local arts groups further in order to identify the extent to which the arts community would be supportive and make use of an arts centre. The community group would also need to assess when the venue would be in demand. At many venues where facilities can be hired there are particular times in the week that are especially popular with customers. There is a risk that interested arts groups would want to hire facilities at the same time whilst significant gaps would remain in use of the facilities at other times in the week. This could have a detrimental impact on the financial sustainability of the venue.

There was one exception within the feedback from local arts groups that Members concluded was representative of the arts community. Local arts groups were asked to consider where an arts centre should be established in the town. Consistently, representatives of local arts groups suggested that an arts centre should be established in the town centre. Preference for a central location was shared by many residents who engaged with the group during public consultation as it was considered to be more accessible: "...It is important that the centre be made easily accessible to all so its location is a major consideration. Ideally it needs to be in the centre of town itself as this is easily accessible, even by public transport, for all no matter where in the Borough they live".



On this subject one of the respondents selected two preferred locations, another respondent selected the town centre as their preferred option but suggested they would consider any location. Finally a preferred location was identified by an individual who had completed a questionnaire that had not been produced by the group.

A community group should take into account preferences expressed by both local arts groups and residents when selecting premises that could be used as the base for an arts and culture centre. There are currently a number of vacant properties in the town centre which could potentially be used for this purpose. Indeed, the group identified a number of properties located in and around the town centre that could potentially be used for this purpose. The central location of the venue could be crucial to securing the patronage of local arts groups and visitors alike.

Financial Costs

There are likely to be significant financial costs involved in establishing and maintaining an arts centre. Members have identified the following costs that would need to be addressed:

- Members recognise that it is more likely that premises will be leased rather than purchased. The scale of rental payments will vary according to the location and size of the property. These rental costs will be higher if an arts centre is established in the preferred location of the town centre.
- Business rates will also need to be paid at a venue unless the community group had charitable status.
- A vacant property may require significant refurbishment work to make the premises habitable. Depending on the state of the property this is likely to require significant financial investment.
- Adaptations may need to be made to the property to ensure that it is suitable to use for particular activities.
- Equipment may need to be purchased, depending on the programme introduced at the venue. For example, photographic groups may require photographic equipment and a dark room.
- The majority of buildings require maintenance over time which will have financial implications for the centre.
- Utilities bills will need to be paid to cover: heating; water; and lighting.
- Insurance will need to be secured for the property.
- There is the possibility that staff will need to be employed to manage the centre.
- Consideration should be given to having a contingency fund which could be used to address any unforeseen circumstances.

Many of the arts centres visited by the group had required significant financial investment. At the top end of the scale a total of £72 million had been invested in establishing The Public. In Bromsgrove £2.6 million was invested in building the premises for The Artrix. The costs involved in establishing arts centres in existing buildings had been less expensive. However, local campaigners had been required to raise sufficient funds. At Number 8 Community Arts Centre this had initially been achieved by campaigners through raising funds in a charity shop on the premises, which had been used to demonstrate to Wychavon District Council, from which they lease premises, that the venue could be managed sustainably.

The arts centres visited by the group covered their costs in a variety of ways. Some of the arts centres had negotiated favourable terms in relation to financial support from external bodies which had been confirmed in the forms of service level agreements (SLAs). These arrangements had generally been agreed prior to the global financial crisis and Members concluded that it was unlikely similar arrangements could be negotiated in Redditch.

At other arts centres two key features had attracted significant financial returns: a café and film screenings. The group was concerned about the potential to replicate this success in Redditch. Whilst Members were enthusiastic about the potential to introduce a café in a Redditch arts and culture centre they recognised that there was a lot of competition in the town, particularly in the town centre, which could deter customers. Members were also aware that at many of these venues the film screenings had been popular because there was no other cinema in the town. By contrast, Redditch already has an established cinema, the Apollo (Vue) cinema located in the Kingfisher Shopping Centre, as well as the Feckenodeon which serves customers interested in viewing independent films.

Some income at an arts centre could be generated by ticket sales at the box office. The cost of tickets would need to be considered carefully. The social demographic mix in Redditch is varied, though there are some deprived communities. This was also an issue that residents commented on. Some residents suggested that fees should be set at a reasonable level: "...it should provide affordable access to arts provision." Other residents were keen to ensure that discounts were available to young people and residents on low incomes: "...There should be lots of opportunities for 14-21 year olds including the stage and music. This should be free to give underprivileged young people opportunities otherwise closed to them".

Many of the arts centres also covered their financial costs by charging local arts groups to hire facilities at the venue. These charges tended to vary. In most centres a small meeting room could be hired for between £15 – 30 per hour. Rehearsal and performance space tended to be more expensive. Depending on the size of the space, the day in the week and the timing of the hire arrangement groups were often charged £150 – 500 per rehearsal or performance. Additional fees were also charged at many venues for technical assistance, though most centres permitted groups to use their own qualified technicians where available.

Members did consult local arts groups about the amount that they would be prepared to pay to hire facilities at an arts and culture centre. A couple of respondents indicated that they would be prepared to pay a negotiable or reasonable fee. However, the majority indicated that they would be prepared to hire facilities at an arts centre for between £6 – 15 per hour. A small number of respondents reported that they would be prepared to pay additional fees to hire storage space, office space and recording facilities.

The group noted that whilst the hire charge figures quoted by local arts groups were comparable to charges at most venues for meeting rooms it was unclear from the feedback whether local arts groups would be prepared to pay more to hire rehearsal and performance space at an arts and culture centre. The figures suggested by local arts groups were also comparable to hire charges at existing meeting venues located in the town. Members were concerned this might indicate that there was a lack of awareness amongst local arts groups about meeting hire options in the town.

The group concluded that additional information was required to assess the extent to which local arts groups would be able and willing to pay to hire facilities at an arts and culture centre. Therefore, Members would urge a community group to undertake further consultation with local arts groups about this matter when preparing to introduce an arts and culture centre in Redditch.

Funding Applications

A useful way to address the financial implications of establishing an arts and culture centre in Redditch would be to apply for funding from an organisation that provides grants to the arts.

In recent years the budgets of many organisations that provide funding to the arts in the country have been reduced. For example, the budget for the Arts Council England was reduced by 30% in the Government's 2010 Spending Review and in December 2012 further cuts of £11.6 million over the following two year period were announced. This has occurred in a context where many local authorities have made cuts to their arts budgets. Arts Development UK, a body representing the arts in the country, identified cuts to local authority arts budgets in the *Arts Development UK Local Authority Arts Funding Survey 2012*.

The group has concluded that the cumulative impact of these cuts will be greater competition nationally amongst organisations seeking funding from grant providers. To successfully secure a grant from a funding provider in this context a community group needs to ensure that their funding applications are completed carefully. Members have been advised that there are particular skills to completing successful grant applications. Members of a community group would need to develop these skills in order to attract appropriate funding to support an arts centre in Redditch.

Applicants need to demonstrate in their applications how their project will meet the funding criteria stipulated by the grant provider. Increasingly, it is also important for the applicant to demonstrate how the project would not duplicate existing services. For example, a *How to Apply* guide, published online by Arts Council England in 2010, advises applicants that "you cannot apply for the following... activities, equipment or events that double up (duplicate) what already exists". This would have implications for the choice of activities and facilities that could be made available at an arts and culture centre: as there is already an established cinema, theatre and museum in Redditch.

A community group applying for funding from a grant provider needs to be aware that many grant providers require an organisation to match fund a project. Members have been advised that in most cases organisations are required to secure a match funding arrangement on a 50:50 ratio, though occasionally match funding can be negotiated. Grant providers expect funds to be matched by alternative methods of fundraising, such as through charitable fundraising events or donations, rather than by using a further grant. A community group therefore needs to be able to organise alternative sources of finance in order to secure significant funding from grant providers.

Business Case

A robust business case can be an essential tool for community groups to use in order to successfully secure grant funding. A business case for an arts and culture centre should demonstrate the extent to which the introduction of an arts centre would be meeting local demand. The content should clearly detail what activities will be provided at the venue, who would use the centre, where the centre would be established, how it could be accessed, and how the centre would be financed. This will help a grant provider to assess the project that is being proposed objectively.

A business case can also be a useful project management tool for a community group aiming to establish an arts and culture centre. A robust business case can be used from the start to ensure that the objectives of the project are realistic and clearly defined. Throughout a project members of the community group should be able to refer to the business case in order to assess whether key objectives remain achievable within timescales set by the group.

Legal Liability and Accountability

A community group will need to identify a person, or group of people, who are prepared to assume responsibility for legal liability, accountability and financial risks at the venue. This will be a key requirement from landlords when leasing a property to a community group, as well as insurance companies. These individuals might also be held to account for a variety of reasons, such as any accidents at the venue.

There is a risk attached to assuming legal liability for this type of project. There is the potential that an arts centre would not become financially viable. In this event either the community group or the venue could be forced into administration which would have financial implications for the community group. A precedent has been set for this. Unfortunately, a community group originally involved in managing The Public in Sandwell, The Public Gallery Limited, went into administration prior to completion of the project. Fortunately, by 2012 The Public had recovered, was in a financially secure position and had become a popular attraction in West Bromwich. However, Members feel that previous difficulties

experienced by The Public should be taken into account by a community group to ensure that lessons can be learned.

Volunteers

At each of the arts centres visited by the group volunteers provided invaluable support, which helped to reduce the financial costs involved in maintaining an arts centre. In particular, volunteers helped by:

- taking bookings and managing the box office;
- acting as board members;
- managing the café or bar at the venue;
- operating technical equipment;
- acting as stewards at events and performances; and
- performing maintenance work on the premises.

Frequently volunteers had been recruited from the supporters of the local community group that had originally been involved in establishing the arts centre. Additional volunteers had been recruited over time as the venue became more established. At many venues volunteers needed to be recruited to co-ordinate the work of other volunteers.

A community group aiming to introduce an arts centre in Redditch would equally benefit from assistance that could be provided by volunteers. When establishing an arts centre a community group would need to make a realistic assessment of the number of volunteers who would help to deliver the project from the start. This would also help a community group to determine accurately the financial costs involved in delivering the project.

Management Arrangements

The group discovered during the review that the project team co-ordinating the introduction of an arts centre needs to have access to key personnel with specific skills and attributes in order to complete their task successfully. This includes:

- A project manager who can commit a lot of time to the initiative. This individual must be capable of managing realistic plans for the project, must have the ability to compromise and should be capable of co-ordinating the work of a team.
- An accountant, or an individual with financial management skills, is required to make an objective assessment of the financial costs involved in delivering the project.
- A chartered surveyor or architect, capable of assessing the condition of a property and any work that would be required to adapt and maintain the premises to ensure that they are suitable to use as the base for an arts and culture centre.

Members also learned that once an arts centre was established consideration needed to be given to employing key personnel at the venue. Many of the arts centres visited by the group had recruited the following staff:

- A managing director responsible for managing the venue. Frequently this employee was responsible for both managing the venue as a business and for networking with the agents of performers in order to attract high profile bookings.
- An individual responsible for marketing the venue and managing the programme at the centre. At some of the arts centres this role was assumed by the managing director.
- A technical manager, responsible for maintaining equipment on the site.
- At least one administrative assistant.

Ultimately, in cases where arts centres visited by the group had been established without significant problems, the venue had benefited from the drive and determination of leading project managers. Most of these venues had then become sustainable in the long-term because dynamic individuals, with appropriate skills and experience, had been employed to manage the centres. A community group aiming to introduce a viable arts and culture centre in Redditch would need to consider attracting similar personnel to the project.

Recommendation 8	<p>The Council should provide the following support and advice to any community organisation that aims to establish an arts and culture centre in the town:</p> <p>a) guidance on how to complete funding applications for grants; b) advice on how to produce a business case; and c) signpost groups to relevant expert contacts for further specialist help.</p>
Financial Implications	There would be a financial cost to the Council. Specifically this financial cost would need to cover Officer time involved in providing support to a community organisation aiming to establish an arts and culture centre in Redditch.
Legal Implications	There are no legal implications for the Council.

The group has concluded that Redditch Borough Council is not in an appropriate financial position to fund or manage an arts and culture centre. However, Members believe that the Council is in a position and has a moral duty to provide some support to a community group involved in establishing an arts and culture centre in the town.

A number of Officers employed by the Council, including members of the Council's Leisure Services team, have experience of applying for grant funding and of developing business cases for high profile projects. Furthermore, expert Officers are involved in managing the Council's grants programme, which awards funding to projects that enable the Council to meet core local priorities. The group believes that if the Council received a request for assistance from a community group aiming to establish an arts and culture centre in the town professional advice and support should be provided by relevant staff.

There is the potential that a community group would require assistance to address an issue that is not an area of expertise for any member of staff employed by the Council. Instead, it might be more appropriate for an alternative organisation or individual to provide advice to the community group. Members believe that in these instances Council staff should signpost the community group to those alternative sources of support.

Recommendation 9	The 'Creative Redditch' artwork should be prioritised for use on the next bus shelter that is installed in Redditch town centre.
Financial Implications	<p>There would be financial implications for either Redditch Borough Council or the North Worcestershire Community Safety Partnership. A new bus shelter, involving a number of reinforced panels in a steel frame can cost £2,000 – 4,000.</p> <p>However, the group is proposing that funding should not be invested in this project until a future date when appropriate budgets are available or a bus shelter in the town centre requires refurbishment work.</p>
Legal Implications	<p>There are no legal implications for either the Council or the North Worcestershire Community Safety Partnership.</p>

During the review the group viewed public artwork situated in the town. This included artwork that had been used by Redditch Roadway Arts, on behalf of the local Community Safety Partnership, in the stained glass bus shelters in the Borough.

The "stained glass" bus shelters were developed by Redditch Borough Council as part of the RoadWay Arts programme. The shelters combine a robust design with bold and colourful artwork featuring local themes to help reduce criminal damage and improve community safety. The shelters have been installed in locations where existing shelters have been the target of vandalism and graffiti or have fallen into a bad state of disrepair.

The Creative Redditch artwork was commissioned in 2012. The artwork was inspired by the LP cover on The Beatles' album: Sergeant Pepper's Lonely Hearts Club Band. Notable creative figures, who were born or have lived in Redditch, feature in the artwork including: the actor Charles Dance; the comedian and actor Rik Mayall, the musician John Bonham and the actor, dancer and former Miss Redditch, Corinne Russell. Key features of the arts in Redditch also appear in the artwork including: Redditch Palace Theatre; the Paolozzi mosaics; the Needles Gateway and the Holocaust Memorial.



The attached artwork, entitled Creative Redditch, was designed by artist Noel Campbell, graduate of NEW College. Each section represents a panel in a bus shelter. The bus shelters could also be incorporated into a Redditch Arts trail.

The Creative Redditch artwork currently features on a bus shelter located on Goldfield Drive in Oakenshaw. The Councillors believe this artwork would also be suitable for a bus shelter located in the town centre, particularly in a location close to the bus station and train station. This would help to promote both artistic achievements in the town and local venues and features that people coming to the town might then choose to visit.

In the past stained glass bus shelters have been installed using funding from Redditch Borough Council, the former Redditch Community Safety Partnership and by Choose How You Move. Subject to the organisation's agreement, a new bus shelter, using the Creative Redditch artwork, could be introduced using funding from any one of these bodies.

Members have been advised that currently there are no bus shelters in the town centre that are in state of disrepair. Furthermore, the group has been advised that in the current financial climate both Redditch Borough Council and the North Worcestershire Community Safety Partnership might struggle to invest in the

installation of a new stained glass bus shelter. Stained glass bus shelters can cost £2,000 – 4,000 to install. As a consequence the group has concluded that it may not be possible to introduce a bus shelter using the Creative Redditch artwork in the short term.

However, the group believes that both Redditch Borough Council and the North Worcestershire Community Safety Partnership may gain access to additional financial and other resources in future years. There is also the possibility that over time the condition of the current bus shelters located within the town centres will deteriorate to a point where a replacement will be required. Members are therefore proposing that use of the Creative Redditch artwork on a stained glass bus shelter in the town centre should be agreed as an aspiration for the future.

CONCLUSION

The Arts and Culture Centre Task Group has completed a thorough review of the arts and the potential to introduce an arts and culture centre in Redditch. All of the proposals contained within the report are informed by the extensive evidence that was gathered by the group. Elected Members anticipate that if their recommendations are approved and implemented they will have a beneficial impact on the arts in Redditch.

The eight recommendations agreed by the group are more wide ranging than the group anticipated at the start of their review. In particular, the group did not envisage that they would be suggesting actions that could be taken to promote the arts in general within the town nor were Members originally expecting that the group would be making proposals designed to shape the future of the leading arts society in the Borough. The fact that these subjects feature in the group's final proposals demonstrates the wider lessons that have been learned by Members during the review and their commitment to the arts in Redditch.

Whilst a number of the recommendations will require action by Redditch Borough Council many of the proposals will have implications for external organisations, particularly the Arts in Redditch Network. Elected Members are hopeful that both the Executive Committee (decision making body) at the Council and the Arts in Redditch Network will find their proposals constructive and will approve their proposals.

APPENDIX 1
Scrutiny Proposal Form

(This form should be completed by sponsoring Member(s), Officers and / or members of the public when proposing an item for Scrutiny).

Note: The matters detailed below have not yet received any detailed consideration. The Overview and Scrutiny Committee reserves the right to reject suggestions for scrutiny that fall outside the Borough Council's remit.

Proposer's name and designation	Councillor Gay Hopkins (Councillor Andrew Brazier)	Date of referral	17/07/12
Proposed topic title	Arts and Culture Centre Task Group		
Link to national, regional and local priorities and targets	<p>Redditch Borough Council priority - Enterprising Communities.</p> <p>Redditch Sustainable Community Strategy - education attainment and raising aspirations of young people.</p>		
Background to the issue	<p>On Monday 14th May 2012 a Member training session, focusing on Overview and Scrutiny, was held in Redditch. During the course of this training session a number of items were proposed for scrutiny. This included the suggestion that Members should review the possibility of introducing an Arts Centre in Redditch.</p> <p>There are numerous bodies in Redditch which have been established to provide residents with an opportunity to participate in the arts. Unfortunately, in recent years many of these groups and bodies have lost or been unable to secure a permanent base for their activities. If a permanent Arts Centre was established in Redditch it would provide a useful base for many of these bodies and would demonstrate that the Council and relevant partner organisations are committed to and respect the contribution that local arts can make to the community.</p>		

The proposal to review this subject has been made at a time when community support for the introduction of an Arts Centre is relatively high. Indeed, for a number of years community groups and local arts organisations have been campaigning for the introduction of an Arts Centre in Redditch. There is also an established website dedicated to campaigning for the introduction of an Arts Centre in Redditch (this website can be accessed using the following URL address: <http://redditchartscentre.org.uk/>). There is therefore evidence that if a review were to be launched of this subject scrutiny Members would be enabling the voice and concerns of the public in line with one of the key national principles of Overview and Scrutiny.

There is always the potential with any review that the conclusions reached by a scrutiny group will not address the needs and expectations of all interested parties. There is the possibility that a review of this subject may raise expectations within the community which it may not be possible to address. A review group would need to be mindful of these expectations and be prepared to clarify and justify their findings.

I would be particularly keen to Chair a review of this subject if it was approved by the Overview and Scrutiny Committee. As the former Portfolio Holder for Leisure and Tourism (Leisure and Cultural Services) I have some background knowledge of this area which I think would be useful to the review. I am also very passionate about the arts and the potentially positive contribution that the arts can make to people in Redditch and would ensure that any review of this subject is completed in a thorough manner.

Overview and Scrutiny exercises are permitted to co-opt individuals with expertise in a particular field. As a member of the Redditch Arts Council and former Portfolio Holder for Leisure and Tourism I believe that Mr Malcolm Hall would make an invaluable contribution to this review as a co-opted member of the group.

<p>Key Objectives Please keep to SMART objectives (Specific, Measurable, Achievable, Relevant and Timely)</p>	<ol style="list-style-type: none"> 1) To investigate the reasons why Redditch currently does not have an Arts Centre. This should involve: <ul style="list-style-type: none"> • Interviewing relevant officers from the Council's Leisure and Cultural Services Department. 2) To review any existing plans or proposals to introduce an Arts Centre in Redditch and any barriers facing these proposals. This could involve: <ul style="list-style-type: none"> • Interviewing representatives of Redditch Town Centre Partnership; and • Interviewing representatives of the campaign for a Redditch Arts Centre. 3) To scrutinise the changes that have occurred to cause the closure or withdrawal of bases for existing arts groups and the potential implications, if any, for a bespoke Arts Centre in Redditch. 4) To assess the support provided to the arts in other parts of the country and to identify practices that could be replicated in Redditch. This could involve <ul style="list-style-type: none"> • Visiting and interviewing representatives of the Artrix and Avoncroft Arts Centre in Bromsgrove. • Interviewing bodies that provide financial support to the Artrix. 5) To determine the purpose for the Arts Centre and which activities it would be appropriate to provide on the premises. 6) To identify suitable locations in Redditch Borough that could be used as the base for an Arts Centre. 7) To investigate the potential for other Redditch Borough Council resources to be made available as a base for arts activities. This should involve: <ul style="list-style-type: none"> • Considering the potential for the Council's community centres to be utilised for this purpose. 8) To identify appropriate sources of funding that could be utilised to support the introduction of an arts centre in Redditch.
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	9) To assess the financial implications of any proposed actions.
How long do you think is needed to complete this exercise? (Where possible please estimate the number of weeks, months and meetings required)	This review would require a minimum of six months to complete. To ensure that the review is launched at a time when Members and Officers are likely to be available I would propose that this review should be launched in September 2012 following the summer holiday period. The review would aim to be completed by February/March 2012.

APPENDIX 2 **Witnesses**

The Arts and Culture Centre Task Group would like to thank the following people for submitting evidence during the course of the review.

Ms Hazel Hanion (Secretary, Evesham Arts Centre).
Mr Keith Goddard (Chairman, Number 8).
Mr Geoff Kearn (General Manager, Avoncroft Arts Society).
Ms Brenda Killigrew (Managing Director, I.D.C Academy Fashion and Textiles).
Mr Philip Roberts (representative, Campaign for a Redditch Arts Centre, subsequently the Arts in Redditch Network).
Ms Linda Saunders (Managing Director, The Public).
Ms Ros Sidaway (Director, Redditch Town Centre Partnership).
Mr Andy Woods (Director, The Artrix).

The group would also like to thank the following Officers and Councillors for providing assistance during the review.

Alasdair Baker (Community Safety Assistant)
Lyndsey Berry (Planning Officer with lead responsibility for the Redditch Town Centre Partnership).
Jonathan Cochrane (Arts and Events Manager).
Ray Cooke (Leisure Services Manager).
James Cooper (Senior Community Safety Project Officer).
Jonathan Corker (GIS Support Officer).
Clare Flanagan (Legal Services Manager).
John Godwin (Head of Leisure and Cultural Services).
Emma Greenfield (Planning Assistant).
Councillor Pattie Hill.
Tim Mackrill (Theatre Manager, Redditch Palace Theatre).
Paul McLaughlin (Estates Team Leader – North, Property Services).
Sam Morgan (Financial Services Manager).
Huw Moseley (Arts Development and Events Officer).
Neil Perrett (Web Developer).
Jayne Pickering (Executive Director for Finance and Corporate Resources).
Amanda Scarce (Democratic Services Officer).
Heather Wersocki (Property Services).

Members would also like to thank the 359 local residents who took the time to complete a copy of the group's questionnaire. The feedback provided by local residents was invaluable and has informed the group's final recommendations.

APPENDIX 3
Timeline of Activities

Date	Task Group Activity
3rd October 2012	Scoping discussion.
8th October 2012	Consideration of information about various arts centres in the country.
17th October 2012	Interview with Mr Philip Roberts, representative of the Campaign for a Redditch Arts Centre.
23rd October 2012	Visit to The Artrix, Bromsgrove and Avoncroft Arts Centre, Bromsgrove. Interviews with Mr Andy Woods, Director of The Artrix and Mr Geoff Kearn, General Manager at the Avoncroft Arts Society.
30th October 2012	Visit to The Public, West Bromwich. Interview with Ms Linda Saunders, Managing Director of The Public.
8th November 2012	Consideration of information provided in writing about Evesham Arts Centre. Interview with Jayne Pickering, Executive Director of Finance and Corporate Resources. Consideration of arrangements for consulting local residents.
22nd November 2012	Interview with Ms Ros Sidaway, Director of the Redditch Town Centre Partnership, and Lyndsey Berry, Planning Officer with lead responsibility for the Redditch Town Centre Partnership.
27th November 2012	Interview with John Godwin, Head of Leisure and Cultural Services, Jonathan Cochrane, Arts and Events Manager, and Huw Moseley, Arts Development and Events Officer.
28th November 2012	Visit to the Old Needle Works, Redditch. Interview with Ms Brenda Killigrew, Managing Director of I.D.C Academy Fashion and Textiles.

4th December 2012	Visit to Number 8 Community Arts Centre, Pershore. Interview with Mr Keith Goddard, Chairman of Number 8.
12th December 2012	Review of evidence gathered to date. Consideration of arrangements for consulting local arts and cultural groups.
15th January 2013	Visit to Redditch Palace Theatre. Consideration of feedback provided by residents during public consultation. Consideration of existing arts activities in the town.
23rd January 2013	Interview with Lyndsey Berry, Planning Officer with lead responsibility for the Redditch Town Centre Partnership. Further consideration of public consultation feedback. Consideration of properties that could be used as a base for an arts centre in Redditch. Discussion of initial proposals.
28th January 2013	Interview with Neil Perrett, Web Developer, and Jonathan Corker, GIS Support Officer regarding the potential for a Redditch arts trail. Consideration of information about existing venues in the town that could be hired by local arts groups.
4th February 2013	Consideration of feedback received from local arts groups. Reviewing comparable venue hire charges for existing arts centres. Discussion of preferred features on a Redditch Arts Map and Arts Trail.
11th February 2013	Interview with John Godwin, Head of Leisure and Cultural Services, Jonathan Cochrane, Arts and Events Manager, and Ray Cooke, Leisure Services Manager. Discussion of draft proposals.
19th February 2013	Finalisation of the group's recommendations.
11th March 2013	Consideration of the group's draft report. Determining the appropriate contents of the Chair's presentation to the Overview and Scrutiny and Executive Committees.

APPENDIX 4

Public Consultation Methods

Local residents were provided with access to copies of the group's questionnaire using the following methods:

- Paper copies of the questionnaire were displayed in Redditch Town Hall and the One Stop Shops in Batchley, Winyates and Woodrow.
- Copies of the questionnaire were distributed to customers of B&Q Redditch by the B&Q Community Liaison Officer, Councillor P Hill.
- Elected Members distributed copies of the questionnaires to local residents at a number of Partners and Community Together (PACT) meetings in the town.
- A copy of the questionnaire was made available for residents to complete online on the Overview and Scrutiny web pages of Redditch Borough Council's website. Unfortunately there was a technical problem with the first questionnaires that were submitted online which impacted on the feedback. However, only a small number of responses were affected and there were no significant statistical implications to the outcome of the feedback from local residents.
- Council staff, who are also Redditch residents, were invited to submit completed copies of the questionnaire using the Council's intranet system.
- Copies of the questionnaire, together with a brief description of the review, were sent to approximately 220 local residents who had agreed to be consulted by the Council during road show events in the Borough.
- Councillor Clayton distributed copies of the questionnaire during a meeting of Feckenham Parish Council.
- Paper copies of the questionnaire were distributed amongst residents who attended the following Christmas carol concerts in the town:
 - Church Hill Carol Concert (5th December 2012);
 - Winyates Carol Concert (6th December 2012);
 - Matchborough Carol Concert (7th December 2012);
 - Town Centre Carol Concert (10th December 2012); and
 - Woodrow Carol Concert (13th December 2012).

The consultation exercise was reported in both the Redditch Advertiser and the Redditch Standard.

APPENDIX 5
Arts Activities in Redditch

During the review Members undertook research to identify the current availability in the Borough of the activities that residents had suggested should be made available at an arts and culture centre. This was not intended to be an exhaustive list but, rather, to enable Members to identify the current level of arts provision in the town and the extent to which this meets residents' demands.

Main Category Title	Sub-title	Current Availability
Art		There are a number of art groups in Redditch including the Redditch Art Circle, which meets at St Luke's Memorial Hall. The group organises exhibitions of members' work, field trips and talks and demonstrations from experienced / professional artists. The Old Needle Works, in Britten Street provides some arts and crafts courses and workshops to interested local residents.
	Acrylics	Residents interested in painting can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Animal drawing	Residents interested in drawing can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Art and Craft day	The Old Needle Works in Britten Street regularly host arts and craft fairs.
	Art Courses / workshops	The Old Needle Works, in Britten Street provides some arts courses and workshops to interested local residents.
	Art design	Residents interested in art can join the Redditch Art Circle. The Old Needle Works, in Britten Street provides some arts and crafts courses and workshops to interested local residents.
	Art Exhibitions	Exhibitions are currently in place, or appear on occasion at: Arrow Valley Countryside Centre; the Kingfisher Shopping Centre (temporary exhibitions organised by Redditch Art Circle); the Redditch Art and Heritage Gallery (at Millsborough House); AiR Partnership Website (online); Redditch Library (temporary exhibitions); the Old Needle Works; and Walter Stranz Café (exhibitions of local art groups' work).

	Arts Facilities	There are arts facilities at NEW College and at local schools.
	Art Lectures	The Redditch Art Circle organises talks from professional / established artists.
	Art History	The Redditch Art Circle organises talks from professional / established artists.
	Art School	NEW College provides drawing and mixed media and drawing for beginners courses (evening and day times).
	Chalk drawing	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Charcoal drawing	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Country art	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Drawing	Residents interested in art can join the Redditch Art Circle. NEW College provides drawing and mixed media and drawing for beginners courses (evening and day times).
	Finger painting	It was not possible at the time of writing to identify specific opportunities available for Redditch residents to participate in finger painting, though articles in the local press indicate that local school children do participate in finger painting from time to time.
	Graffiti / street art / spray paint	Redditch Roadway Arts has involved young people and local artists in producing graffiti-style artwork on bus shelters, shop shutters and subways throughout the town.
	Media Art / courses	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Modern art / abstract art	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Oil painting	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.

	Older Art	A number of artistic pieces, including heritage items and “older” pieces of artwork, can be viewed on display at Forge Mill Needle Museum.
	Painting	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Pastel	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Sculpture	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College. There are also a number of sculptures as pieces of public art in the town including: the Bartleet Fountain in the town centre; the interactive sculpture in the Arrow Valley Park; Holocaust Memorial in St Stephen’s churchyard; the Parish war memorial in st Stephen’s churchyard; and the Peace Memorial located on Plymouth Road.
	Sketching	Residents interested in art can join the Redditch Art Circle. A number of arts course are provided at NEW College.
	Tattooist Art showcase	The following tattoo artists advertise in Redditch: Redditch Tattoo Studio (Mount Pleasant); Skill in Skin (Millsborough House) and Mad Malcs (Winyates Centre). No mention is made of a tattoo showcase. Redditch Roadway Arts work on subways was partially inspired by tattoo art. The artwork in the subway on Alcester Street is intended to be representative of tattoo art and to celebrate the town’s needle heritage.
	Visual Arts Studio	Students studying art related subjects at NEW College have access to a visual arts studio. Space is available at the Old Needle Works for artists / businessmen to hire.
	Watercolour painting	Residents interested in art can join the Redditch Art Circle. A number of arts course are also provided at NEW College.
	Children’s / Youth Activities	There are a large variety of children’s and youth activities in the Borough. Further detail about these activities can be obtained from the Youth Provision Task Group’s final report (April 2012).

	Activities to reduce youth crime	There are a number of activities in place in Redditch that aim to reduce youth related crime and anti-social behaviour. For more information please refer to the final report produced by the Youth Services Provision Task Group.
	Children's Activities	There are a number of activities available which provide opportunities for children to participate in the arts. In particular please refer to details provided in relation to drama activities and music activities below.
	Children's concerts	Worcestershire Youth Music organise music opportunities for young people in the string orchestra, wind band, recorder orchestra, choir, music theory classes and instrumental classes. The Redditch branch, Redditch Area Music Centre, meets at St Bede's Middle School on Monday evenings. (For further information about opportunities for young people to participate in musical activities please refer to the music section below).
	Creative activities / messy play	Messy play activities are available in Redditch at Oakhill First School and at the Sure Start Children's centres which are located throughout the Borough.
	Educational activities / links to schools	There are a number of educational activities available to young people in Redditch with links between youth groups, arts bodies and local schools. For further information please refer to the final report produced by the Youth Services Provision Task Group.
	Games room	Family Game Sessions take place regularly at Woodrow Library.
	School Holiday Sessions	A variety of school holiday sessions are provided to children and teenagers by the Council's Leisure Services team during the school holidays. This includes holiday club sessions and sport coaching sessions.
	Youth clubs	There are a number of established youth clubs, including The Ditch which meets at Oakenshaw Community Centre.
	Youth Theatre	There is the Palace Youth Theatre, with different groups for different age ranges, which stages regular shows and provides workshops. Vocalize Performing Arts has a youth theatre which performs at the Palace Theatre.
Craft		The Redditch Craft Club meets in Beoley Village Hall. The Old Needle Works Craft Centre provides opportunities for local artists and crafts people to sell their produce as well as opportunities for local residents to participate in some arts and crafts workshops.

	Card making	The Redditch Craft Group organises various craft classes.
	Collages	Children can get involved in producing collages at school in Redditch. There are also opportunities to get involved in making collages through groups such as the Girls Brigade.
	Creative activities	There are a number of creative activities available within Redditch as detailed in the rest of this document.
	Craft course	The Old Needle Works is the base for a number of craft courses. The Redditch Craft Club organises various craft classes.
	Craft fair	Craft fairs are regularly held at the Old Needle Works on Britten Street.
	Glass making	At the time of writing it was not possible to identify any opportunities to participate in glass making in Redditch.
	Jewellery making	The Old Needle Works provides workshops and courses in jewellery making to interested residents.
	Model making	At the time of writing it was not possible to identify specific model making opportunities in Redditch.
	Painting fimo clay	At the time of writing information could not be obtained about specific opportunities to participate in fimo clay painting.
	Paper craft	The Redditch Craft Club organises various craft classes.
	Pottery	NEW College offer pottery courses to interested residents for a period of ten weeks.
	Scrapbook making	The Redditch Craft Club has organised scrap book making activities in the past.
	Woodwork	At the time of writing specific woodwork hobby groups / opportunities in Redditch could not be identified.
Dance		Residents can participate in Deputy Dog dancing at the Palace Theatre and Oakenshaw Community Centre. Line dancing sessions take place regularly at Oakenshaw Community Centre and Batchley Community Centre which are organised by Action Sport. A tea dance takes place in Oakenshaw Community Centre on a regular basis. The Gemini Dance studio provides members with an opportunity to practice various different types of dancing. Sessions are mainly held in the evenings, though private tuition can be organised. Lucy Jane's School of dance has branches in the

		<p>following locations: Astwood Bank; Church Hill; Matchborough; and Webheath. Ballet, tap, jazz freestyle, riverdance and street dance are available to all age groups.</p> <p>The Razzle'n'dazzle (RND) Academy of Dance provides dance classes at St John's the Evangelist Church Hall, Greenlands. Classes are offered in tap, ballet and freestyle.</p> <p>Stagecoach Theatre Arts School provides pupils aged 6 – 18 with an opportunity to learn different dance styles.</p> <p>The Starlight School of Dance teaches a variety of dance techniques at the Windmill Centre and Winyates Green Meeting Rooms. The company offers, ballet, modern jazz, theatrecraft, freestyle/hip hop/street dance and tap.</p> <p>Vocalize Performing Arts Academy, which meets at Arrow Vale Theatre, provides members with an opportunity to participate in various forms of dance.</p> <p>Dancefest, is the dance development agency for Herefordshire and Worcestershire. Dancefest runs a year round programme that includes classes, projects and performances, including classes for all ages and abilities. Redditch residents would have to travel outside the Borough to participate.</p> <p><i>Spill a Playground of Dance</i> events were held in Redditch during 2012. These were dance performances which used children's playground elements as dance props.</p>
	Ballet	Ballet dancing opportunities are available from Lucy Jane's School of Dance, Razzle'n'dazzle's Academy of Dance, the Starlight School of Dance and the Gemini Dance studio.
	Ballroom dancing	Gemini Dance Studio provide classes in ballroom dancing. Sequence and Ballroom Dancing sessions used to be provided by Age UK at the Community House on Easemore Road in 2010 (more up to date information could not be secured at the time of writing).
	Break dancing	Gemini Dance Studio provides classes in break dancing.
	Cheerleading	The Evesham All Starz Gymnastics and Cheerleading was the closest such group to Redditch that could be identified at the time of writing.
	Dance lessons	Dance lessons are available from a number of groups and organisations in a variety of disciplines as detailed above.

Drama / performing arts		There are a variety of opportunities available for both adults and children to participate in drama and amateur dramatic productions as detailed below.
	Amateur dramatics	A drama group for young people (aged 10 – 15 years) has been set up at Woodrow Library. A number of local drama and operatics groups perform at Redditch Palace Theatre every year. Residents can join the following amateur dramatics/musical production groups: Astwood Bank Operatics Society; the Harlequins Drama Company (for children and young people aged 8 – 19); Indigo Arts; the Palace Youth Theatre; Redditch Amateur Theatre Society (RATS); Redditch Operatics Society; Stagecoach Theatre Arts School (for children aged 6 – 18 years); and Vocalize Performing Arts Academy.
	Comedy	Professional comedians perform at the Palace Theatre. Amateur comedians have performed at Laughter by the Lake at the Arrow Valley Countryside Centre and are due to perform in the Palace Theatre in 2013 for Sit Down Stand-Up comedy. A six week comedy workshop is due to start in 2013 at the Palace Theatre for aspiring local comedians.
	Drama classes	Jestaminute Community Theatre work on interactive forms of theatre and drama techniques in an educational and community setting. Vocalize Performing Arts Academy provides opportunities for residents to participate in weekly skills workshops in drama. Stagecoach Theatre Arts School provide students with drama training. Members of Indigo Arts receive drama coaching and experience during performances.
	Drama presentations	No specific information could be identified at the time of writing on the subject of “drama presentations”.
	Lighting classes	At the time of writing information could not be obtained about any lighting classes in Redditch.
	Mime art	No information could be found about current mime art opportunities in Redditch.
	Performing arts	Redditch Operatics Society meets regularly for rehearsals and holds performances at the Palace Theatre during the year. Astwood Bank Operatics Society meets at the Methodist Hall, Astwood Bank. The group delivers performances at the Palace Theatre each year. Vocalize Performing Arts Academy provides opportunities for residents to participate in weekly skills workshops in performing arts. Indigo Arts, the Harlequin’s Drama Company,

		Stagecoach Theatre Arts School and the Palace Youth Theatre all provide young people with an opportunity to participate in the performing arts. Members of Redditch Amateur Theatre Society (RATS) are able to participate in shows produced by the group.
	Stage practice space/ rehearsal space / drama studios	Amateur dramatics groups currently use a variety of venues as stage space, rehearsal space and as drama studio space. This includes the following venues: Redditch Palace Theatre; St Luke's Memorial Hall; Arrow Vale Theatre; and Kingsley College.
	Talent shows	Birchensale Middle School holds an annual talent show. Various talent shows were advertised as having taken place in the past at a number of pubs throughout the Borough.
	Theatre / plays	Professional productions take place regularly in both the main auditorium and in the Room Upstairs at the Palace Theatre. Street theatre took place in Redditch town centre on a number of occasions in 2012. The Starlight School of Dance provides students with an opportunity to participate in musical theatre.
Literary		
	Books / Book Club	Soroptimist International has a book club branch for Bromsgrove and Redditch. The following book groups provide residents with reading opportunities: Coolreadz.com (book club at Redditch Library for children aged 9 – 14 years); Redditch Library Readers Group; Saturday Story Time, (for children aged 2 – 7 years, meet at Redditch Library); and Write / Read Reading Group (for 6 – 16 year olds), meet at Woodrow Library. Redditch residents can access books at Redditch Library, Woodrow Library and book shops located in the town. Creative Writing Classes are held at the Sandycroft Centre on a regular basis.
	Poetry	Redditch Library Poetry Group, meet on a monthly basis.
	Storytelling	Rhythm and Rhyme Story Session (for children, Woodrow Library). Readings from famous books / tales have taken place at the Palace Theatre. In 2013 the ghost stories by Edgar Allen Poe are due to be read / performed in the Room Upstairs.

	Talks by writers	At the time of writing no information could be identified on the subject of talks delivered by writers in Redditch.
	Writing classes	A Creative Writing Group regularly meets in Catshill Bromsgrove (the closest such group that could be identified).
	Written and spoken word events	Readings from famous books / tales have taken place at the Palace Theatre. In 2013 the ghost stories from Edgar Allen Poe are due to be read / performed in the Room Upstairs.
Music		
	Choir	The Arrow Vale Singers, a mixed singing group, perform a variety, from opera to pop, though primarily choir music. The group meets at Batchley Community Centre. Vocalize Performing Arts Academy runs an Adult Show Choir for people aged 16 years and older. The Redditch Choral Society meets regularly at Crabbs Cross Methodist Church for rehearsals. Redditch Community Gospel Choir meets at the RSA Academy at Arrow Vale.
	DJ Workshops	The Batchley Support Group has provided taster DJ workshop sessions in previous years. No further information could be obtained about current DJ workshop opportunities, if any, in Redditch.
	Folk music	Redditch Renegades Folk Club meet regularly. Folk musicians have performed at the Palace Theatre. A number of folk music bands are also scheduled to perform at the Palace Theatre in 2013.
	Music Classes	The Bridge Expressive Arts Project provides music lessons, primarily to children and young people, at reduced rates. Sessions are delivered at St Luke's Memorial Hall. Indigo Arts provides workshop sessions via "Musicmaker" workshops (for young people aged 7 - 11 and 12 – 25) and "minimusic" sessions (for children aged 4 – 6). Vocalize Performing Arts Academy provides a Rock Academy opportunity to young people as well as a guitar workshop to children and young people.
	Music facilities	There are some music facilities available for acts to use at the Palace Theatre. It is difficult to determine to what extent local venues are meeting all of the musical needs of local groups without more specific information being provided. A planning application was recently submitted to

		open a live bistro and music tuition centre on Church Green East. The approval of this application on 28th November 2012 may lead to an increase in music facilities and tuition available to local residents, particularly children.
	Music / live band performances	Redditch Battle of the Bands, organises an annual music competition in Redditch. Musicians / band members are required to be aged under 25 on the date of the final. There is a Myspace page supporting the initiative. Local bands have an opportunity to perform during Morton Stanley Festival, which has tended to take place in August each year. Professional musicians and tribute bands regularly perform at the Palace Theatre. Live music performances occur regularly at Woodland Cottage, Mount Pleasant and at the Queen's Head public house in the town centre.
	Music performance opportunities	Redditch Music Society organises concerts throughout the year. These concerts, often for classical music, take place in the evening at the Ecumenical Centre. Redditch Battle of the Bands, organises an annual music competition in Redditch. Local bands also have an opportunity to perform every year during Morton Stanley Festival, which generally takes place in August each year.
	Rap music	Stagecoach Theatre Art School provides students with an opportunity to learn and perform rap music.
	Singing	The Bel Canto singers are an established group which meets in the Continental Club on Monday evenings. Indigo Arts, provides young people with an opportunity to sing and perform music. Indigo Arts is in the process of setting up a singing group for people aged 25 years or more. The Redditch Choral Society meets on most Wednesday evenings at Crabbs Cross Methodist Church for rehearsals. Vocalize Performing Arts Academy provides opportunities for members to perform in singing activities. Pupils at the Stagecoach Theatre Arts School can participate in singing activities.
	Singing lessons	Vocalize Performing Arts Academy provides members with an opportunity to participate in singing workshops as well as offering private tuition. Stagecoach Theatre Arts School provides students

		with an opportunity to attend singing classes.
Needle Work		The Old Needleworks Craft Centre, on Britten Street, provides workshops in a variety of fashion and design disciplines. Students of art and design can also gain work experience at the Inkberrow Design Centre which has a branch at the Old Needle Works.
	Crochet	The Inkberrow Design Centre, based in the Old Needle Works, provides courses in various forms of sewing, design and millinery work.
	Cross-stitch	The Inkberrow Design Centre, based in the Old Needle Works, provides courses in various forms of sewing, design and millinery work.
	Dress making	The Inkberrow Design Centre, based in the Old Needle Works, provides courses in various forms of sewing, design and millinery work.
	Embroidery	The Inkberrow Design Centre, based in the Old Needle Works, provides courses in various forms of sewing, design and millinery work.
	Fashion shows	The Old Needle Work Craft Centre has organised Fashion shows in co-operation with the Redditch Town Centre Partnership in recent years.
	Hat making	The Old Needle works provides workshops and course in hat making and millinery to a professional level.
	Knitting	The Knitting Circle regularly meets at Redditch Library.
	Patchwork	The Old Needle works provides course in patchwork and quilting.
	Quilt making	Kingfisher Quilters meet regularly at St Luke's Memorial Hall, Headless Cross. The Old Needle works provides course in patchwork and quilting.
	Tapestry making	At the time of writing it was not possible to identify any courses / group activities in tapestry making in Redditch.
Photography		The Redditch Photographic Society meets at St Luke's Memorial Hall, Headless Cross. The Webheath Digital Photography Society meets at Webheath Village Hall.
	Film	Apollo Cinema (soon to be Vue) in the Kingfisher Shopping Centre (broadcasts blockbuster films and live screenings of operatic and ballet performances from London). FeckenOdeon, (screens independent films in Feckenham Village Hall). Redditch Movie Club meets regularly at Woodrow Library.
	Film making	A Redditch Film Roadshow was organised to take

	clubs	place at the Palace Theatre in July 2012.
	Photography classes	Members of the Redditch Photographic Society can participate in photography workshops. Photography activities and workshops are available at the Old Needle Works.
	Photography studio	There are lots of private photography studios in Redditch including one of the leading glamour photography studios in the country.
Sport		Residents can participate in sports at a wide variety of venues in the town including the following Council venues: the Abbey Stadium; Arrow Vale Sports Centre; Pitcheroak Golf Course; and Kingsley Sports Centre. There are also numerous privately owned gyms in the town.
	Aerobics and exercise classes	There are numerous aerobics and keep fit opportunities in Redditch including: Legs, Bums and Tums, (Batchley Community Centre) and Pilates sessions, (Christ Church, Matchborough). The following classes are held at the Abbey Stadium: body balance; body pump; body sculpt; kettlersize; RPM/Studio cycling; aquafit; body combat; body attack; body step; Fat Burn Friday; Springs Challenge; Zumba; Body Jam; Sh'bam; pom pom; and street dance. Bespoke sports classes are also provided for adults, children and people with disabilities.
	Boxing	Box fit classes are available at the Abbey Stadium. The Viking Boxing Fitness Club is based in Lakeside Industrial Estate, Redditch. Winspers Gym, Millsborough House, provides members with an opportunity to participate in Kickboxing. Amateur boxing matches have taken place at the Abbey Stadium in the past. The Redditch Box Cup was held for the first time in December 2012. There is a Redditch Community Amateur Boxing Club.
	Boys sport	There are a huge number of opportunities for children, including boys, to participate in sporting activities in the town at above venues and in sports clubs.
	Chess	There is a Redditch Chess Club, which meets at the Redditch Trades and Labour Club, Bromsgrove Road.
	Croquet	The closest croquet clubs to Redditch are situated in Birmingham and Solihull.
	Gymnastics	Redditch Flics runs gymnastics sessions at the Arrow Vale Sports Centre for junior groups and adult

		groups.
	Health Fitness	(See also aerobics above). Residents can join clubs that will provide an opportunity to participate in healthy activities. This includes the Redditch Road and Path Cycling Club and the Arrow Valley Countryside Group which organises regular walks around the lake. A number of healthy activities have also been delivered over the past year in Winyates as part of the Area of Highest Needs project.
	Indoor sports / Bmx park	There is an outdoors Redditch Skate BMX track on Icknield Street Drive, Arrow Valley Country Park.
	Judo	No Judo club could be found for Redditch at the time of writing. There is a Judo Club in Droitwich Spa.
	Karate	The Redditch Karate group meets at Ryegrass Lane, Walkwood, School Theatre.
	Martial arts	Krav Maga (self-defence martial art) is held at St Augustine's Sports Centre. Worcestershire Wing Chun Kuen martial art takes place regularly at Woodfield Middle School. The Yawara Kwai group teaches Ju-Jitsu at Webheath Village Hall to both children and adults.
	Sport	Information about the variety of sporting activities available in Redditch are provided throughout this section.
	Tai chi	A Tai Chi group meets regularly at the Windmill Community Centre.
	Yoga	Residents can participate in yoga sessions at the Abbey Stadium.
Miscellaneous		
	Birthday parties / functions	There are a variety of venues at which birthday parties can take place at the moment in Redditch including: the Arrow Valley Countryside Centre; Redditch Town Hall (civic suite); the Community Centres; and local hotels.
	cafe	There is a bar at the Palace Theatre and a café at the Old Needle Works Craft Centre. There are also numerous coffee shops in Redditch, including Café Nero, Costa Coffee, Debenhams (X2), Marks and Spencers, BHS, Muffin Break; and Druckers.
	Cake decorating	Basic cake decorating and novelty cake classes are provided by NEW College.
	Charity use	The Palace Theatre offers discount rates to charitable groups for hiring theatre facilities; the Community Centres are available to hire at concessionary rates.
	Coin and stamp fairs	The Redditch Philatelic Society meets twice a month at St Luke's Memorial Hall.

	Cooking	Pizza making activity weekends, provided by Chilly Sauce, are available to Redditch residents.
	Community events	Numerous community events are held in Redditch throughout the year including: Morton Stanley Festival; Astwood Bank Carnival; Bonfire night (Arrow Valley Park); Caribbean Fun Day; Christmas lights switch on; Feckenham Scarecrow Festival; Holocaust Memorial Event; and the Redditch Bandstand Festival.
	Community radio station	Radio Redditch has submitted an application to OFCOM to broadcast in the Borough. If the application is successful the radio station is aiming to start broadcasting in 2014. Kingfisher FM has in the past broadcast in Redditch under a restricted service license.
	Cosmetics making	Faces Unlimited, which has won awards, runs workshops for face painting, accident simulation techniques and children's face painting. Beauty Therapy courses are offered by NEW College.
	Crèche	There are numerous nurseries and crèches already established in Redditch.
	Ethnic minority cultural events / shows	Caribbean Roots Connection provides supplementary education to young people aged 5 – 25 and promotes the arts and cultural heritage relating to various aspects of Jamaican art. Activities provided include music, dance and singing. These activities are mainly held at the Child and Youth Centre on West Avenue. Talking Drums is a community group that celebrates black history and culture. Activities include: dance; food; jewellery making; identity shaping; and creative hip hop workshops. Redditch Chinese Association arranges a number of activities each year, including annual Chinese New Year celebrations.
	Fly dressing	There is already a fly dressing group in Redditch, (according to the one resident who proposed a display of fly dressing). Forge Mill Needle Museum organises temporary exhibitions and this has included exhibitions of needles and fishing hooks linked to the town's heritage.
	History	The Redditch History Society meets every month at Forge Mill. The society is in the process of co-ordinating a project remembering features of the past in Redditch that were lost following the introduction of the new town. The Redditch History and Heritage group meets twice

		a month at Millsborough House.
	IT / computer courses / internet access	IT sessions are provided to different age groups at Woodrow Library. The North East Worcestershire Linux User Group meets every month at the Royal Enfield.
	Languages	Redditch residents have an opportunity to learn languages at school and at NEW College. The Redditch Language Club (for beginners) meets regularly at Woodrow Library.
	Life skill classes	Life skills courses have been available from NEW College in the past.
	Maths education	Redditch residents can undertake maths and numeracy courses with the Redditch Learning Online Centre.
	Model Train exhibitions	There is a Redditch Model Railway Club, which held a model railway exhibition at Trinity High School in 2012.
	Museums	There is already Forge Mill Needle Museum in Redditch, which celebrates various aspects of Redditch history.
	Needle Museum	There is already Forge Mill Needle Museum in Redditch.
	Needles and Fishing industry	The town's needle and fishing heritage is celebrated by Forge Mill Needle Museum.
	Programme of events	Many of the arts groups and venues in Redditch already maintain their own programmes. Worcestershire County Council also produces a regular newsletter which promotes meetings of various local groups in the town (<i>Happening - Redditch and Bromsgrove</i>).
	Science	The Mad Science club was recently established at Redditch Library for children aged 4 – 12 years.
	Technical equipment	Different types of technical equipment are available at a variety of venues such as Forge Mill Needle Museum, the Old Needle Works and the Palace Theatre. Further specification is required to identify whether the specific needs of different local art groups are currently being met.
	Tuck shop	There is a bar at the Palace Theatre and a café at the Old Needle Works. However no tuck shops had been identified by the time of writing.
	Whist	Whist Drive group meetings are organised by the Astwood Bank Club and take place in Astwood Bank.
	Wildlife information	Worcestershire Nature Trust meets on a regular basis at the Winyates Green Community Centre.

	Workshops / courses	There are a variety of arts and crafts workshops available in Redditch, as detailed in relation to specific activities above.
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APPENDIX 6

Background Papers and Website Sources

Documents

- 'The Arts Centre Evesham: Governance, Management and Use', Evesham Arts Centre (2012).
- 'Arts Development UK Local Authority Arts Funding Survey 2012', Arts Development UK (2012).
- 'Constitution of the Redditch Arts Centre', AiR Partnership.
- 'Directors Report and Financial Statements for the year ended 31st March 2011', Bromsgrove Arts Centre Trust (2011).
- 'Evesham Arts Association Constitution', Evesham Arts Centre.
- 'Happening – Redditch and Bromsgrove', Worcestershire County Council.
- 'How to Apply', Arts Council England guide to submitting a funding application. (2010).
- Inkberrow Design Centre (IDC), Prospectus.
- 'Portas Pilot Town II Bid Proposal, Redditch Town Centre Partnership' (June 2012).
- Redditch Palace Theatre Spring Season 2013 programme.
- 'Room Hire at Salisbury Arts Centre', Salisbury Arts Centre (2012).
- 'Room Hire Information', Stamford Arts Centre (April 2012).

Websites

- AiR Partnership website (viewed on multiple occasions October 2012 – March 2013).
- The Artrix website, (viewed October 2012).
- Avoncroft Arts Society website, (viewed October 2012).
- Bromsgrove Arts Alive (BAA) website, (viewed October 2012).
- Forge Mill Needle Museum website (viewed December 2012).
- Evesham Arts Centre Website, (viewed October 2012).
- Jinney Ring Craft Centre website (viewed October 2012).
- Leamington Spa Arts Trail Map (viewed November 2012).
- Letchworth arts Centre website, room hire web pages (viewed February 2013).
- Number 8 Community Arts Centre website (viewed October 2012).
- The Old Needle Works, Facebook site, (viewed October 2012).
- Paisley Arts centre and Museum website, venue hire costs web pages, (viewed February 2013).
- The Public website (viewed October 2012).
- Redditch Arts Centre, the website for the Campaign for a Redditch Arts Centre (viewed on multiple occasions October 2012 – March 2013. This website was decommissioned in March 2013).
- Redditch Borough Council, Leisure Services web pages (viewed January 2013).
- Redditch Palace Theatre website (viewed on multiple occasions October 2012 – March 2013).
- South Telford Heritage Trail, (viewed November 2012).