

There were some concerns that the action plans might not be as SMART as they should be. It was agreed that an attempt should be made to illustrate, by using one of the theme action plans, how the outcomes and actions might be improved. The chosen Theme was number three – Ensuring Economic Wellbeing.

Each Outcome and Action section of this Theme, is first seen in its present form and then immediately followed by an example of what it might look like.

Where it was thought necessary, outcomes have been re-worded to ensure they meet the definition of ‘outcome’ as described in the Somerset Cultural Strategy – ‘**Outcome:** *what we want to happen*’.¹ The action boxes contain some of the original actions, actions taken from the outcome boxes, and actions introduced from other documentation:

- Re-worded outcomes are in brown
- Text that has been introduced or changed is also in brown
- Original actions are followed by (1)
- Actions taken from the outcomes followed by (2)
- Actions introduced from the *Better place to be document*² followed by (3)
- Actions introduced from a South Somerset Cultural Action Plan followed by (4)

¹ Somerset Cultural Strategy: http://somersetcultureonline.co.uk/The_Action_Plan

² Culture South West (September 2008) *A better place to be: Culture and the South West of England*

Action Plan:
Theme 3 – Ensuring Economic Wellbeing

Outcome: A vibrant and thriving creative industries sector is in place and developing

Actions	Date target	Lead groups
Implement the emerging Somerset Creative Industries action plan	2009/10 – 2010/11	Creative Industries Development Group

Outcome: A vibrant and thriving creative industries sector

Actions	Date Target	Lead Groups
Implement the Somerset Creative Industries action plan (1)	2009/10 – 2010/11	Creative Industries Development Group
Promote and support the growth of the creative industries (3)		
Place culture at the centre of the region’s social and economic development (3)		
Attract creative individuals of quality, imagination and enterprise to live and work in Somerset (3)		

Outcome: Cultural considerations are clearly embedded within regeneration schemes and form part of the delivery of the growth areas in a way that complements existing provision

Actions	Date target	Lead groups
Clarify position within and promote - Project Taunton: Cultural Quarter - Yeovil Vision: - Bridgwater Challenge: Town hall Island site - Hinkley Point PowerStation - Minehead Hospital site - Mendip Morlands site - Building Schools for the Future - Primary Capital Build Programme - Academy Build Programme	2009/10	Somerset Cultural Partnership led by SCC and District Councils Taunton Deane Public Art and Design panel and various regeneration partnerships
Ensure regular dialogue with those responsible for planning delivery of growth areas	Ongoing	Various partners including SCC

Outcome: All regeneration schemes and growth areas have cultural considerations built in which complement existing provision

Actions	Date Target	Lead Groups
<p>Ensure that the following schemes have clear cultural targets embedded in them:</p> <ul style="list-style-type: none"> - Project Taunton: Cultural Quarter - Yeovil Vision: - Bridgwater Challenge: Town hall Island site - Hinkley Point PowerStation - Minehead Hospital site - Mendip Morlands site - Building Schools for the Future - Primary Capital Build Programme - Academy Build Programme (1) 	2009/10	Somerset Cultural Partnership led by SCC and District Councils Taunton Deane Public Art and Design panel and various regeneration partnerships
Ensure regular dialogue with those responsible for planning delivery of growth areas (1)	Ongoing	Various partners including SCC
Ensure that cultural projects and events form part of the assessment of needs for planning development briefs (3)		
Promote opportunities for community cohesion and engagement (3)		
Ensure that new developments do not adversely affect local landscape character and ecology (4)		
Protect the distinctive patchwork of local settlements by ensuring that new developments respect the existing settlement patterns. (4)		

Outcome: By building on the existing provision, develop a cultural programme of events, carnival and festivals linked to both the Cultural Olympiad and development of the tourism sector

Actions	Date target	Lead groups
Investigate the creation of Somerset Heritage Month	2009/10, with potential launch in summer / autumn 2010	SCC, districts, community museums and other partners

Outcome: An enhanced and expanded cultural programme in Somerset		
Actions	Date Target	Lead Groups
Build on existing cultural provision ensuring positive links to the Cultural Olympiad (2)		
Develop a cultural programme that involves both imported culture and local cultural activities (carnivals/festivals. (2)		
Support cultural organisations and activities of distinction, ambition and excitement which will enhance the reputation of Somerset (2)		
Investigate the creation of a Somerset Heritage month (1)		SCC, districts, community museums and other partners

Outcome: A fully developed tourism sector		
Actions	Date Target	Lead Groups
Promote Somerset's natural and cultural assets as a tourism driver (3)		
Enhance the marketing and promotion of the cultural offer (3)		

Outcome: Awareness of Somerset's rich heritage among Somerset people and visitors to the county is increased through joint promotional initiatives

Actions	Date target	Lead groups
Investigate the creation of a heritage brand for Somerset	2009/10– 2011/12	SCC, districts, community museums and other partners
Work with Somerset Tourism Partnership to promote the new Museum of Somerset and Somerset Heritage Centre	2010/11	SCC, Somerset Tourism Partnership Museums, Libraries and Archives council

Outcome: A wider awareness of Somerset's rich heritage		
Actions	Date Target	Lead Groups
Investigate the creation of a heritage brand for Somerset (1)		SCC, districts, community museums and other partners
Work with Somerset Tourism Partnership to promote the new Museum of Somerset and Somerset Heritage Centre (1)		SCC, Somerset Tourism Partnership Museums, Libraries and Archives councils
Increased promotional initiatives (2)		
Raise awareness of the distinctive aspects of Somerset to help attract visitors (4)		

Protect and celebrate local cultural identity and local history and heritage (4)		
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Outcome: Further work with Transition Towns ensuring cultural initiatives have a remit to be more green and sustainable

Actions	Date target	Lead groups
Develop a joint marketing initiative to promote achievements and ensure links to regional and national agendas	2010/11	Somerset County Council's Moving Forward initiative, District councils, national transition towns movement, Somerset communities and parish councils, South West Regional Development Agency

Outcome: Cultural initiatives are greener and more sustainable		
Actions	Date Target	Lead Groups
Develop a joint marketing initiative to promote achievements and ensure links to regional and national agendas (1)		Somerset County Council's Moving Forward initiative, District councils, national transition towns movement, Somerset communities and parish councils, South West Regional Development Agency
Continue work with Transition Towns (2)		
Consider carbon reduction targets and adaptation to unavoidable climate change when developing cultural infrastructure. (3)		
Enhance green spaces around where people live such as creating community spaces including play grounds and parks, facilities for sports and arts, and informal recreation and learning. (3)		
Produce local planning guidelines to conserve and enhance the character of the countryside (4)		
Conserve the natural and historic environment in the County's Country Parks and Nature Reserves (4)		
Encourage the planting and retention of trees and the creation of woodland (4)		
Create more urban 'wildspace' and wildlife corridors (4)		
Protect habitats and species at risk and the County's diverse natural environment (4)		

Outcome: Improve access to business support for the cultural sector and develop a network of activities and events to encourage further inward investment. Show Somerset as a cultural centre of excellence and encourage national and regional businesses to re-locate to the county.

Actions	Date target	Lead groups
Establish and strengthen partnerships between the public, private and third sector, Ensure such activity steers the developments of business support provision to the cultural sector	2009/10 – 2010/11	Business Link, South West Regional Development Agency, District Councils Somerset County Council Connecting Somerset Creative Industry's Development Group Screen South West Market towns partnerships Somerset Regeneration initiatives Exmoor National Park Authority
Explore partnership and support opportunities available from regional bodies, and encourage more local businesses onto public sector cultural and creative networks		

Outcome: Somerset seen as a cultural centre of excellence attracting both investment and new businesses to the county.

Actions	Date Target	Lead Groups
Establish and strengthen partnerships between the public, private and third sector. (1)		Business Link, South West Regional Development Agency, District Councils Somerset County Council Connecting Somerset Creative Industry's Development Group Screen South West Market towns partnerships Somerset Regeneration initiatives Exmoor National Park Authority
Ensure such activity steers the developments of business support provision to the cultural sector. (1)		
Explore partnership and support opportunities available from regional bodies, and encourage more local businesses onto public sector cultural and creative networks (1)		

Outcome: Generate further partnership opportunities for regional organisations, networks and businesses to take part in Somerset's economic, and regeneration activities. Encourage dissemination of good practice regionally.

Actions	Date target	Lead groups
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Encourage clearer engagement opportunities for regional partners to make links with Somerset's cultural activities

Improve communication regionally

Use case studies from around the region to improve the cultural offer in Somerset

Ongoing with work relating to Creative Industries to be developed by early 2010

Team South West; Team Somerset; South West Screen; South West Regional; Development Agency; Job Centre Plus; Local and regional authorities; City regions; Arts Council and many others

Outcome: Increased partnership working in economic and regeneration activities by regional organisations, networks, and businesses		
Actions	Date Target	Lead Groups
Encourage clearer engagement opportunities for regional partners to make links with Somerset's cultural activities (1)	Ongoing with work relating to Creative Industries to be developed by early 2010	Team South West; Team Somerset; South West Screen; South West Regional; Development Agency; Job Centre Plus; Local and regional authorities; City regions; Arts Council and many others
Improve communication regionally (1)		
Use case studies from around the region to improve the cultural offer in Somerset (1)		
Promote the benefits of cultural infrastructure to increase investment (3)		

Outcome: Develop existing venues in Somerset that could act as a joint exhibition space to showcase Somerset Arts and Culture. Work with regeneration teams to influence an increase in the percentage for art and cultural investment.

Actions	Date target	Lead groups
Use activities to champion a single exhibition space for Somerset that can showcase a range of work	Ongoing with venue evaluation by 2010	Somerset Cultural Partnership; Colleges; Venues; Team Somerset; Reveal Team; Somerset Arts Promoters; County and district regeneration teams
Link this into schools and colleges		
Consider the development of mobile exhibition space that could travel across Somerset as and when needed – link to the Ark developers with Cultural Olympiad		

Outcome: All purpose venues created in major hubs (Taunton, Bridgwater, and Yeovil)		
Actions	Date Target	Lead Groups

Use activities to champion a single exhibition space for Somerset that can showcase a range of work (1)		Somerset Cultural Partnership; Colleges; Venues; Team Somerset; Reveal Team; Somerset Arts Promoters; County and district regeneration teams
Consider the development of mobile exhibition space that could travel across Somerset as and when needed – link to the Ark developers with Cultural Olympiad (1)		

Outcome: Increased investment in art and culture		
Actions	Date Target	Lead Groups
Work with regeneration teams to influence an increase in the percentage for art and cultural investment. (2)		

Outcome: Develop Somerset’s cultural icons and develop a cultural map to encourage visitors to these locations. Consider key centers of regeneration – such as Minehead – as part of this.

Actions	Date target	Lead groups
Use case studies to promote centres of excellence	2009 / 2010	SCC, districts, community museums and other partners; Screen South West; Exmoore National Park
Ensure such centres are fully accessible to all abilities		
Encourage greater regional links though the swapping of ideas		

Outcome: ‘A map of Somerset’s cultural icons’		
Actions	Date Target	Lead Groups
Develop Somerset’s cultural icons (2)		
Enhance Somerset’s image (3)		
Use case studies to promote centres of excellence (1)		SCC, districts, community museums and other partners; Screen South West; Exmoor National Park
Ensure such centres are fully accessible to all abilities (1)		
Encourage greater regional links though the swapping of ideas (1)		

Outcome: Ensure Somerset wide cultural initiatives are rural proofed and are accessible to rural communities and the farming community across the county.

Actions	Date target	Lead groups
Ensure links are made with the Rural Community Council and Parish councils across the county	Ongoing with partnership	Somerset Cultural Network; Somerset Rural Community

Develop links with local farming communities and expand on the cultural offer within farming in Somerset

links to be developed by early 2010

Council; Exmoore National Park; Somerset National Nature Reserves; Somerset Tourism Partnership; County and district Authorities; Natural England; Environment Agency; Carnival Clubs; Somerset Heritage Partnership; ID&eA; DEFRA

Work with local rural communities to encourage participation on consultation exercises and economic based studies such as evaluations and impact assessments

Outcome: 'Somerset wide cultural initiatives are accessible to all'		
Actions	Date Target	Lead Groups
Address the barriers to participation in cultural activities for dispersed rural residents and communities (3)		
Ensure that there are policies and strategies in place for cultural services which address inequality including race, disability, and age. (3)		
Raise awareness of the cultural diversity and needs of ethnic minority communities (4)		
Provide affordable access to cultural services (4)		
Ensure links are made with the Rural Community Council and Parish councils across the county (1)		Somerset Cultural Network; Somerset Rural Community Council; Exmoore National Park; Somerset National Nature Reserves; Somerset Tourism Partnership; County and district Authorities; Natural England; Environment Agency; Carnival Clubs; Somerset Heritage Partnership; ID&eA; DEFRA
Develop links with local farming communities and expand on the cultural offer within farming in Somerset (1)		
Work with local rural communities to encourage participation on consultation exercises and economic based studies such as evaluations and impact assessments (1)		

Outcome: Audit of all cultural related strategy to be carried out within Somerset

Actions	Date target	Lead groups
Copies of strategies and action plans to be provided on the Somerset Cultural website		County and district councils
Somerset Tourism Partnership to be advised of any future strategic work and to assist in the promotion of the activities.	2009	Somerset Tourism Partnership

Outcome: A fully integrated Cultural Strategy for Somerset as a whole

Actions	Date Target	Lead Groups
Copies of strategies and action plans to be provided on the Somerset Cultural website (1)		County and district councils
Somerset Tourism Partnership to be advised of any future strategic work and to assist in the promotion of the activities. (1)		Somerset Tourism Partnership