

Organisation details

Non-UK address or address not found:

Address name or number: 1

Street: Canons Road

Locality:

Town / city: BRISTOL

Postcode: BS1 5TX

Main contact number: 0117 9276444

Email address: clare.reddington@watershed.co.uk
(Organisation email address
if applicant is an organisation)

Website address: <http://watershed.co.uk>

Fax number:

Please select the option that most closely
describes your organisation: Arts organisation

Select one of the options below to describe
your organisation's status: Company limited by guarantee

Are you a registered charity? Yes

What is your charity number? 284188

Is your organisation a Museum? No

Your organisation

In this section, we want you to tell us about your organisation. We'd also like you to tell us how you plan to lead and manage your organisation, and how you will lead and manage your proposed programme of activity during the funding period.

Please select whether the primary focus of your application is contributing to at least one of the Outcomes (NPO) or supporting the sector to embed one or more of the Investment Principles (IPSO)

Outcomes

Describe your organisation or consortium, including your mission or purpose.

No more than 2000 characters.

Watershed is a cultural organisation focussed on togetherness. We produce accessible and inclusive experiences that fire up the imagination in our venue, online and across the world.

In a world facing profound change, we believe in the power of coming together: to share, disagree, love and change. We enable togetherness through:

- Our cultural cinema programme which engages audiences with global stories to transport, transform and entertain. Our programme offers shared cinematic experiences, which deliver layers of meaning beyond what can be streamed into your lounge. Through Film Hub SW we support others to do the same.
- The Pervasive Media Studio which supports both individual creativity and collaborative reinvention of the future. Free space, producer support and shared knowledge enables people to try out creative technology ideas in a way they couldn't on their own.
- Our Film Hub + Studio talent development programmes which introduce new voices at all career stages. We support the next generation by bringing them into our creative community for peer support and shared learning.
- Our Cafe and events spaces draw people from Bristol and the wider region to meet and gather.

Our values sit at the heart of everything we do, both creative and operational. With an ethos of responsibility and kindness we produce and deliver support which is more than the sum of its parts.

Our communities are not homogenous, they have different beliefs and values. We are interested in how we hold difference and disagreement as a vital part of producing togetherness and inclusion.

This emphasis on togetherness is a joined-up articulation of purpose which feels true to our practice, but won't yet be fully recognised by all. We are in the middle of Watershed 40 - a collaboration with our communities to share this thinking, explore our relevance to them and refresh our purpose and values. With a co-developed mandate for change, we will use our gathering powers to connect, nourish and illuminate the people and ideas needed for society to thrive.

Tell us about your organisation's track record in access and excellence in creativity and culture, and how that makes you well-placed to make a strong contribution to Let's Create.

No more than 7000 characters

Watershed is a cross-art form organisation with a track record of impact, innovation and risk taking over 40 years.

With inclusion and collaboration at the heart of everything we do, we are highly aligned to the spirit of Let's Create.

"Watershed is recognised as a centre of excellence in terms of maintaining and developing regional film culture and its ability to have an impact across cultural, social and economic agendas." BFI

We are one of Europe's leading independent cultural cinemas, the only multi-screen cultural cinema in the South West and one of very few places outside London where UK audiences can engage with a year- round programme of world cinema.

We established the Pervasive Media Studio in 2008 and our ethos of collaborative innovation has grown an international reputation and network. We gift space to over 170 residents and have a rich network of over 450 creatives who reach international audiences. Last year's critical recognition included:

- Duncan Speakman's Only Expansion won London Film Festival Best Immersive
- Anagram's Goliath won Grand Jury Prize in Venice

Audiences

Watershed was thriving before lockdown, audiences in Feb 20 were the highest on record. Our aim is to build back audiences to pre-pandemic levels (c240k audiences in 19/20) in venue, online, across the UK and abroad. Over the funding period (23-26), we will focus on audiences from the following under-represented groups:

- Increase LGBTQ+ audiences to 25% (21/22 = 21%)
- Increase audiences from Global Majority to 20% (21/22 = 8% but 18% pre pandemic)
- Increase Deaf and disabled audiences to 16% (21/22 = 11%)

In addition:

- we will increase average attendance of our 24 and under audience from 19% (21/22) to 25%
- at least 10% of our audiences will be new audiences.

We will achieve this by continuing to work collaboratively with key communities, partners, artists and creatives from these communities, through co-programming and cross-promotion. A great example of this was Cables and Cameras' takeover of Watershed online and in-venue in Sept 21, to explore Black/POC culture and talent in front of and behind the camera: "So great to see this film on a big screen where it should be seen. So hard to see new work in this kind of setting normally" Audience member

The creation of a new Partnership Producer post will ensure these activities continue to be co-designed and mutually beneficial.

A strategic evaluation, feedback and development cycle ensures continuous improvement, as evidenced by the increase we have seen in the past 3 years in audience ratings (from ticket bookers across org):

In 19/20, 93% of audiences rated our work Good or V Good
In 21/22, 98% of audiences rated our work Good or V Good

In the past year 89% of audiences surveyed through the Insight and Impact toolkit felt our work was relevant.

The pandemic forced us to use digital-only surveys, which we suspect are not fully representative. We will seek to re-establish in-person interviews to ensure our data collection reaches a full cross section of our audiences.

Inclusion

We have invested significant resource in addressing organisational inclusion and developed industry-leading methodologies for recruitment. We have a dedicated internal inclusion coordinator and a data-led inclusion working group. Last year we worked with Aisha Thomas and Kate Donovan-Adekanmbi as Inclusion associates, delivered anti-racism training for all staff, and each department co-developed SMART inclusion targets.

Balance and Belonging, our rigorous work around data inclusion, supports our work to ensure our workforce is representative of our community and we understand how cultural background impacts on experience of working at Watershed. The last year saw significant changes in representation in the overall staff group in the following ways:

- Global majority: 10% to 14%
- disabled, Deaf, neurodivergent or long-term condition: 17% to 25%
- lower socio-economic backgrounds: 12% to 20%.

We are in conversation with One Dance UK and Inc Arts to build on this work with a shared approach to data inclusion.

We employ an Inclusion Producer to work across our collaborative R&D projects, ensuring Governance is appropriate, opportunities are well designed and relevant and we are supporting diverse participation.

In 2019 Watershed declared a Climate Emergency. We employ a full-time action researcher to work with us to transform our business and meet our carbon reduction targets. We see inclusion and sustainability as intrinsically linked and share our thinking and methodology widely, developing best practice toolkits in both areas to support smaller companies within our network to make progress. Balance and Belonging and Reimagining Recruitment has been widely shared:

"I frequently point to your brilliant inclusivity policies and recruitment procedures as examples to follow. Your influence goes way beyond the place itself" BBC

Access

Access has been a key part of our work since founding Bristol Accessible Venues group in 2016. We have a strategic partnership with West of England Centre for Independent Living (WECIL) to embed training for staff and centre lived experiences in our work. Our access offer includes relaxed screenings, reduced capacity screenings, Audio Described / Descriptive Subtitled screenings and regular BSL interpreted events. Front facing staff are BSL trained, and our lunchtime talks continue as hybrid to ensure everyone can attend.

Leadership and place

Watershed plays a trusted connector role in the Bristol creative ecology and a wide range of partners and stakeholders enable the breadth of our impact. Our collaborative research projects have a total value of £43.3m. We are the only cultural organisation leading the AHRC's creative clusters programme and a partner in MyWorld - University of Bristol's £46M Strength in Places project.

Within weeks of lockdown we founded Bristol Arts Channel with Bristol Old Vic, demonstrating our entrepreneurialism and the responsibility we take for the wider ecology. We supported 60 organisations and artists to showcase a programme of over 140 online offerings reaching over half a million people.

Looking forward

Whilst the pandemic has been tough on our people and resources, we have used the time wisely, to reflect on where we have been and dream beyond recovery. Our workforce is tired, but we have invested in mental health support, extra capacity and training to help mitigate the ongoing affects of the pandemic. Watershed 40, Our birthday year programme, will seek to strengthen our purpose with staff and audiences, creating a shared understanding of the power of togetherness.

Watershed leverages its support from Arts Council and BFI to combine the stability of being deeply rooted in place, with a natural affinity for innovation. The culture sector faces significant continued challenges - with renewed purpose and a stabilised business model we are well-placed to navigate uncertainty and flourish.

Tell us about your governance arrangements and how you will effectively lead and manage the programme of activity that you propose.

No more than 7000 characters

Watershed is a group of three companies: Watershed Arts Trust Limited (the parent company), produces and operates Watershed's 3 cinema screens, the Pervasive Media Studio and wider creative programme. Watershed Trading operates Watershed's Cafe/bar, conferencing activities and other commercial events. The Trading Company generates a financial contribution which supports Watershed's artistic and cultural development. Watershed Ventures CIC was set up as a vehicle for our creative technology work, which is now produced by Watershed Arts Trust, leaving ventures dormant for now.

Watershed was the first arts organisation in the South West to be awarded the Social Enterprise Mark.

The Board's role

Our Trustees ensure Watershed has a clear strategy, and that our work and goals are in line with our charitable purpose. The board meets six times a year and reviews progress against strategic objectives, as well as finance. There are regular reports on activity and inclusion and they annually review our business plan objectives and risk register. We plan to specifically monitor/report performance against any future funding agreements with ACE twice a year, plus quarterly KPI monitoring against business plan.

We have a Finance Subgroup of trustees, which looks at our financial performance in detail and board representation on our inclusion and climate justice staff working groups. We also invite a board member to BECTU union meetings.

Watershed has an established Conflict of Interest policy reviewed annually for board and key staff. We understand the importance of managing conflicts of interest for appropriate governance and to ensure trust in our processes is maintained in the wider community. Conflicts are explicitly referred to (where needed) in meetings, and members are excluded for conversation and decision-making if an actual or perceived conflict could occur.

Diversity in Governance

Watershed puts an emphasis on demographic balance rather than benchmarks, but believe we fit into the ACE definition of a diverse-led company as 77% of our board and 80% of our Executive Team are women.

Trustees

Our board members work with us for an initial term of three years. Recruitment to our board uses the same inclusive recruitment approach used by the organisation.

Watershed has 14 Trustees, drawn from a range of sectors and backgrounds including publishing, design, finance, media, law and business:

Kate Arthurs*, Head of Global Partnership, British Council
Sue Cooper, Consultant specialising in social investment
Louise DeCordova*, Democratic Services Manager, Bristol City Council
Sherrie Eugene Hart, Award-Winning Broadcaster and the first Black Woman to qualify as a BSL Interpreter
Lisa Gardner, Director of Finance and Operations at Centre for Sustainable Energy
Parys Gardener, Award-winning digital illustrator

Louise Goux Wirth*, Student Minds, Programme Manager
Stephen Gatfield, Leader of global marketing service businesses
Charlotte Lester*, Head of Public Policy Research and Place-based strategies, ESRC
Jane Roscoe , Deputy Vice-Chancellor, The University of Greenwich
Sidharth Sharma*, Co-Founder and Creative Director, Kambe Events
James Touzel (Chair), Partner in national law firm TLT LLP
Tricia Tuttle*, Director of Festivals, British Film Institute

In Autumn 2021 we ran an open call for new trustees, working with Be On Board and Aisha Thomas to ensure we reached people of all backgrounds. We recruited six new trustees to strengthen oversight in key areas of our business (these are asterisked) and ensure our board is representative of our community: 38% of our trustees identify as people of African, Caribbean, Black British or South Asian Heritage. We would like to strengthen representation from Disabled people within our board and will work with WECIL in late 2022 to address this.

Watershed's Executive team (report to board):

Clare Reddington, CEO- joined Watershed in 2004, establishing its creative technology programmes including Pervasive Media Studio. She became CEO in 2018. Clare is a Visiting Professor at University of the West of England. She is chair of Emma Rice's Wise Children, and a trustee of RSC and British Council.

Louise Gardner, Head of Communications - joined Watershed in the mid 90s and has lead responsibility for the Watershed Brand and Customer Experience.

James Taljaard, Head of Commercial Operations- began his career as a trainee Accountant before working in Theatre Royal Bath and Bristol Old Vic. He joined Watershed from Arts & Business where he was Regional Director.

Anne Wong-Erven, General Manager - joined Watershed with a background in consulting, including extensive experience in the food and drink industry and supply chain, marketing and commercial consulting.

Kirsti Kavanagh, Head of Finance - a Financial Accountant with strong experience working in higher education and service-led industries including tech and financial services.

Creative leads:

Mark Cosgrove, Cinema Curator- Mark has worked in Independent Cultural Cinema Exhibition for over 20 years. In November 2010 he collected the Europa Cinemas award for Entrepreneur Cinema of the Year.

Jo Lansdowne, Executive Producer - Jo leads Watershed's Creative Technology team. She is also Executive Producer of the Bristol+Bath Creative R+D project.

The Executive Team are supported by a Senior Management team including Head of Data, HR Manager, Head of Fundraising, Head of ICT and Digital, Head of Facilities.

Watershed Staff

Watershed currently has 110 members of staff. We pay Real Living Wage. BECTU is Watershed's recognised union. We undertake annual pay negotiation and discuss staff welfare and contracts etc at monthly meetings.

Watershed is driven by our values. We apply them in everything we do, including our business planning. Our values are Inclusive, Open and Honest, Make things Happen, Entrepreneurial, Celebratory.

We seek to create a transparent and engaged working culture, where staff participate in decision making and understand our financial position. We are in the process of creating a new people strategy to help us to value the people who work for us and support their career progression. We provide an employee assistance programme and use CEO inbox (an anonymous email system) for staff to ask questions and report concerns that are published and answered openly.

Activity Location

Is touring a significant part of your activity? No

We define touring as the distribution of the same product, programme or event to at least two different locations.

Amount requested

The amounts you input into the 'Amount requested' boxes below must not exceed the 2023-26 planning figure we have given you.

Amount summary

	2023/2024	2024/2025	2025/2026	Total (£):
Amount requested (£):	£757,984	£757,984	£757,984	£2,273,952

Do you, or does your organisation object to receiving National Lottery funding for religious reasons? No

Are you requesting additional investment above the 2023-26 planning figure we have given you (current funded organisations only)? Yes

We will ask you to tell us what your additional funding request is on the 'Additional investment request' screen later on in this application form.

Contributing to the Outcomes

Please tell us how your proposed activity will contribute towards achieving the Outcomes set out in Let's Create, the Arts Council's 2020-30 Strategy

Please tick to show which Outcomes your proposed activity will contribute to: A Creative and Cultural Country, Cultural Communities

Please tell us what percentage of your programme of activity you expect will contribute to Cultural Communities: 30

Please tell us what percentage of your programme of activity you expect will contribute to A Creative and Cultural Country: 70

Please provide an outline of your organisation's plans for the three-year funding period, which sets out an overview of your organisation's proposed contribution to the relevant Outcomes in Let's Create

No more than 10000 characters

Watershed invests in wonder and discovery. We foreground the power of art to imagine beyond the inevitability of today, sparking a journey towards a more playful, inclusive and sustainable future. We do not shy away from difficult issues and above all, we are hopeful about the future.

Watershed plays an important civic and economic development role in Bristol and the wider region. Studio Residents generate over £12m and employ approx 400 people per year. Our recent Creative Local Growth fund added 209 jobs and £9.3m to the local economy during lockdown.

As audiences and producers move with greater fluidity across art form, our film and creative technology programmes are increasingly linked and interdependent. We will focus here on creative tech to reflect ACE funding, but will highlight areas where we will develop greater connection between Cinema and Pervasive Media Studio.

Relevance

Watershed produces talent and audience development alongside world-leading technological experimentation. We believe that truly transformative practice needs both. Our work:

- accelerates innovation with purpose
- enables artists to develop meaningful and sustainable careers
- engages public audiences in the process of making

To ensure our programmes are relevant and attuned to the needs of our community, we work with them as design partners, iterating through their feedback, our own analysis and data-informed development.

We take an inclusive approach to evaluation, implementing accessible methods which encompass quantitative and qualitative evidence. Process is informed by a data equity framework we have developed to ensure that findings avoid bias and structural privilege.

A Creative & Cultural Country

Research and Development Partnership

Pervasive Media Studio brings Watershed, UWE Bristol and the University of Bristol together in an entirely unique collaborative model. We support a community of over 150 residents in the city and beyond, to make extraordinary and inspiring work.

We believe that cooperation is a more powerful force for good than competition. We test out alternative ways to live, work and play by creating moments of shared joy, hosting challenging conversations and encouraging responsible experimentation. We use our building to enable others to take risks; offering practitioners free space and making research and development more tangible for audiences.

Supporting artists to experiment

By hosting space for residents to develop ideas in a practice-based community, the Studio generates a critical mass of interdisciplinary work happening all the time. This leads to new creative products, experiences, collaborations, jobs and businesses.

Residents have ongoing access to expertise in law and accountancy, business development, creative technology, environmental sustainability and inclusion. They are enabled by a team of Creative Producers; supporting the development of new ideas, brokering connections and assisting in fundraising. We have regular reviews to ask what people need, ensuring our support is relevant to each stage of an artist’s career.

Creative Technology has multiple structures of power that we know limit equal participation. We work with Inclusion Producers and consultants with professional expertise and lived experience of exclusion to make change within our cultures and processes. We have structured opportunities available for those underrepresented in the Studio. We regularly publish our data and share learning. We work with those who have felt exclusion within our work to understand things we need to change. When appropriate we share these reflections publicly (e.g. Rowan James’ article on Disabledness). Insights from our community have contributed to bringing in new access riders, quiet desks, changes in communication and Ableism training for the team.

Sector leadership in innovation

Alongside ongoing support we develop deep dive methods for exploring the future. In the funding period we will run Sandboxes, Labs, Artist Residencies and Fellowship programmes to bring people together around themes including next generation connectivity in public space and immersive experience exhibition. These programmes will support at least 420 creatives and reach at least 50,000 people per year.

Our programmes offer inspiring examples of what is possible, interrogate ethics and societal impacts, build new communities of practice, upskill individuals to be adopters/developers and test out new business models. As well as working with Universities we have active innovation partnerships with Sennheiser, Real World Studios, Unity, the BBC, Dark Matter Labs, Bristol Old Vic, Aardman Animation (and others). We will leverage our networks to convene an international Advisory Group for innovation to ensure our work is timely and relevant.

We actively share insights with and beyond the sector – always ensuring that the creatives at its heart are protected and rewarded for the challenging process of experimentation. As well as publishing through the Studio and Watershed channels, we are a lead partner in Container Magazine (13.3k visitors from across the globe in 5 issues), a space for sharing critical creative technology practice.

We are committed to codifying and sharing process as responsible recipients of public funding: we have open-sourced methods for themed R&D, creative producing, experience design and talent development and our methods are used by and built upon by others. We develop innovation capacity in the region through support partnerships with The Studio in Bath and Kaleider Studios in Exeter, and by running creative business development programmes with West of England Combined Authority.

Routes into film and creative technology

Over the past year, we have considered how to refocus our work with young

people to ensure it remains relevant to changing societal and industry context. Our thinking has been informed by external consultants, our Towards Equitable Futures project and stories of change from Rife Alumni.

We are currently running a consultation process within our own communities and the wider creative ecology (schools/youth organisations), asking how we can support young people in the ways that works best for them.

We know that we can bring the most value by focussing our support more specifically around routes into film and creative tech (where we have an established community). We will continue to refine our engagement programme and leverage resources such as our building, expertise, communities, networks, reputation and values to create clear entry points into industry.

Cultural Communities

Engaged innovation

The ways we participate in culture and democracy are increasingly mediated by tech, so thinking deeply and experimenting responsibly with technology has never been more important. Our commissioning partnerships with universities engage people who are often excluded from dialogue about who has the right to own, design and change the tools. We do this by foregrounding co-design with audiences (users) at every stage (commissioning, testing, feedback), as seen in Connecting Through Culture As We Age.

We support a breadth of community led clubs, events and activities that contribute to the cultural and social fabric of the city (incl Grrl Games coding clubs for women + NB young people, working class writers group, Trans + NB creative meet-ups, Control Shift city wide festival of technology, Cables & Cameras events for Black and POC filmmakers and creatives).

Our Inclusion and Climate Action Researchers convene conversations, signpost inspirational practice and develop new tools for innovating in ways that consider intended and unintended consequences. We have particular strengths around ethics, experience design and place-making, all of which have an important part to play in the drive towards social and climate justice. Building on recent work such as our Climate Action Handbook for SMEs, Guide to Environmental Cinemas, Balance and Belonging report, and Inclusive Recruitment how to article, we will draw these two strands of work together to support Residents to explore how their practice can be part of a just transition.

R&D you can see

As concern about technology and its impact on our lives grows, we will play a bigger role in improving the quality of public discourse – much of which currently leaves people feeling fear without any agency to change things.

In addition to our ongoing programme of lunchtime talks and First Fridays, we will create new ways to actively share the R&D that happens in the Studio with public audiences in Bristol and more widely. We know that testing work with a diverse range of audiences makes that work richer, more relevant and of higher quality - we will create specific tools to help artists do this in the most effective way.

We will explore how all of Watershed's spaces can be better used to experience

experimental work at every stage from conception, to prototype, to exhibition. We want visitors to engage with works in progress – especially in our café bar.

We will host carefully held spaces where artists and audiences learn from each other and develop new relationships with partners in the most under-served areas in Bristol, eg we are excited by a developing conversation with St Pauls Adventure Playground.

As audiences and technologies change we are particularly excited by the potential to showcase more of the immersive practice that we incubate as part of our public programme (last year the winners of Best Immersive work at both London Film Festival and Venice Biennale were residents of the Studio) as an ongoing strand rather than through one off events. We are exploring this in collaboration with Anagram whose Founder Director Amy Rose is working with us as an Associate Curator.

Please use the Activity plan (Outcomes) to tell us about the specific activities you are planning for 2023/24 which will contribute to the Outcomes in Let's Create. The Activity plan is a separate template; you can download it here. Please attach your completed Activity plan below.

Document Type	Required?	Document Description	Date Attached
Activity template	Yes	Watershed Activit...	10/05/2022

Additional investment request

For organisations we currently fund through the National Portfolio programme, the main amount requested and set out in your budget template must not exceed the planning figure we have given you. If you have decided to also request a further level of investment in addition to your planning figure, you will need to explain here what the additional amount will be used for.

Additional investment amount summary

	2023/2024	2024/2025	2025/2026	Total (£):
Additional amount requested (£):	£230,000	£230,000	£230,000	£690,000

Please provide a brief statement and costed breakdown detailing what the additional investment would be used for and how it would help strengthen your delivery against Let's Create.

No more than 10000 characters.

Creative Global Citizens

“Watershed is seen as a UK leader in its ability to combine creativity, technology and culture” British Council

Creative communities thrive when they are globally connected and able to benefit from the exchange of ideas, talent and opportunity. Initially focussed in Bristol, Lagos and Seoul, Creative Global Citizens will connect international communities of artists to think, make and share together over the long term.

Our vision:

When a creative individual or company joins our community they become part of a connected global network they recognise, know how to connect with, and have multiple interactions with over time (without requiring air travel).

By creating the conditions for informal connection through regular ideas exchange and peer support, we develop deeper and more sustainable links than could be achieved through short-term, project-based collaborations.

We believe we deliver uniquely on ACE’s strategy, using culture to connect internationally AND supporting creative practitioners to develop global reputations.

We see international togetherness as a key aspect of Watershed’s future resilience – providing creative and commercial opportunities for ourselves and our community. This proposal outlines the first phase of a step forward into becoming a new kind of local organisation with ‘always on’ global connectedness.

Overview

There will be 3 elements designed to reach across our ecosystem:

- CREATIVE / BUSINESS DEVELOPMENT: surgeries to develop ideas for international markets leading to new companies, artistic outputs and funding
- EXCHANGE: curated Labs and seminars to develop new projects/collaborations
- PUBLIC PROGRAMME: events which present creative work from network to our audiences

We are asking for a total of £230,000 per year.

What is a Creative Global Citizen?

To address the complex challenges our world is facing, we need to develop new imaginative capacity.

A Global Citizen is “someone who participates in the community at a range of levels, from the local to the global” (Oxfam) and understands that “our choices and actions may have repercussions for people and communities locally, nationally or internationally” (Ideas Forum)

Brexit, climate concern and shifts in funding mean the barriers to international

engagement are high. The risk of disconnecting from overseas practitioners and audiences is huge. We believe society’s urgent challenges (climate crisis, social justice, wellbeing) require a new kind of enquiry which links local contexts in different parts of the world e.g. we saw first-hand during Creative Producers International (CPI) how discussion about Bristol statues gained depth through perspectives of artists from South Africa, Mexico and Kazakhstan.

Watershed’s co-designed partnership projects deliver local legacy and global influence and resonate strongly with emerging policy at national and international levels. Evaluation shows that participants not only have new ideas and learn new skills, but also develop a sense of themselves as a global citizen.

How does this build on past work?

“Watershed Producers have helped to identify potential partners and made new introductions to producers worldwide. The connections they have made for us outside of our sector networks have been invaluable” Anagram, Studio Residents

In recent years Watershed has evolved our international work:

- developed long term relationships through CPI that have unlocked new research areas and programme partnerships.
- developed a clear methodology for our projects which are seen as highly innovative by global clients and participants.
- toured Playable City as a global brand, reaching audiences from the streets of Tokyo to the squares of Lagos and the waters of Recife.

We have shared the results of this work in installations, talks and publications which has inspired others in the sector: “Reading the CPI report gave me powerful language to begin understanding and describing my own experience as a creative producer... It lit a beacon of new possibilities for my own practice.” Nicholas Medvescek, Ars Electronica

During lockdown we continued to experiment with hybrid forms. Regular and informal collaboration with partners in Durban and Lagos led to more collaborative leadership and iterative design. Labs like Gathering Moss mixed local in-person events with connected online workshops across UK and Korea.

We commissioned consultant Mark Leaver to research demand for new models of international work within our community. This demonstrated that although CPI (funded by ACE through A4E) led to a substantial increase in impact as relationships were developed and sustained over time, international exchange is too often project funded and short-term. Additional NPO investment will enable us to make this longer-term commitment, leveraging existing methods and relationships for the benefit of creative communities in Bristol and beyond.

"The whole point of international work is not to replicate UK experience, but to learn, understand local context. We would love a Satellite Studio programme to generate access to in-market connections. Global contacts with a network, helpful and welcoming". Lily Green, No Bindings

Partners

We have selected our first phase partners on the strength of our relationships and the readiness of their communities for collaboration. Bristol, Lagos and Seoul are an ideal combination of contexts and affinities – representing an

extraordinary breadth of experience, perspective and skill base with regards to Art, Tech and Climate/Social innovation. The cities' specialisms include publishing, visual art, urban design, theatre, film and digital media, ICT and electronics, design and fashion.

MadeCulture (Nigeria, Lagos) is a social development project management and strategic communications consultancy working with people and organizations to respond to some of Africa's most pressing challenges.

Previous collabs: Playable City Lagos, Future Leaders International Labs, Creative Ecology development workshops

Art Center Nabi (Seoul, South Korea) is dedicated to exploring the role of art and cutting-edge technology to gain new insights into human possibilities and addressing social problems.

Previous collabs: Playable City Seoul + Gathering Moss, British Council partnership.

Development partners will include University of Bristol, UWE Bristol, British Council and the wider CPI Network.

The Plan

A combination of dedicated producing resource and additional global activities will develop Watershed into a place that is known for being both locally rooted and internationally connected. Both Pervasive Media Studio and Film Hub have open access calls and specific routes for those just starting out or who are underrepresented in the community. Our existing inclusion mechanisms will ensure our programme is diverse and inclusive.

1) CREATIVE AND BUSINESS DEVELOPMENT

Bookable surgeries with producers and business consultants (50 per year)

International ideas sharing sessions for critical feedback on ideas and new work's intended and unintended consequences (12 per year)

Outputs:

- New work aimed at international audiences and markets
- Existing work appropriately adapted for other contexts
- International touring and showcasing

Resources: Producer to forge ongoing connection to between communities, support international touring and business development opportunities £50k.

International Business Development consultancy for UK creatives £15k

2) EXCHANGE

Seminars exploring creative technology themes with the Partner' communities (6 per year)

Online thematic Lab across all 3 cities (1 per year, 9 participants)

Outputs

- New relationships between creative collaborators at all career stages
- Themes and areas of common interest for future bids and projects

Resources: Creative-community support programme x 3 cities £20k. Partner production support for year-round programme x 2 cities £20k. Producing time, participant bursaries and contribution towards partners' and programme delivery costs for Labs £50k

3) PUBLIC PROGRAMME

An international strand in our Lunchtime Talk series with specific development

of global audiences, particularly exploring points of connection to diaspora communities in Bristol (12 per year)

Public programme in Watershed featuring creative work from partner cities (3 per year)

Outputs:

- Events and networking opportunities for those outside our immediate creative community
- Opportunities for high quality, diverse work from other countries to be shown in Bristol

Resources: Events production costs in UK £10k

CENTRAL COSTS: Access support (eg BSL) x 3 cities £15k. Evaluation and knowledge exchange in UK £10k. Watershed overheads £40k

Legacy

Global Citizens is designed to ensure creatives are ready to respond to opportunities with trusted, mission-driven collaborations (avoiding last-minute partnerships) leading to a long term shift in how our creative ecology operates.

As we grow we will hold the following design principles as core:

- 1) Consider disparity of resources so we do not de-stabilise local creative economies (using Consequence Scanning with local partners)
- 2) Encourage cultural exchange but avoid cultural exploitation
- 3) Address environmental impact whilst supporting international mobility (using our Travel Accountability strategy)
- 4) Support sustainable economic growth

We know we will generate value that we can't yet fully predict by ensuring creatives are ready to respond to opportunity with trusted, well-found collaborations (avoiding last-minute partnerships).

We will evaluate impact and review progress on an annual basis, looking to extend the partnership to other cities at the end of this period.