

Update of the Arts Review,

A report on Warwick District Council's Arts Development activities and the changes that have occurred since the Arts Review 2000.

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Executive Summary	3
1 Introduction.....	3
1.1 Arts Review of February 2000 background:	3
1.2 Impact of the Arts Review	3
1.3 Cultural Development.....	3
1.5 Key Clients Fund	3
1.6 Arts Development Projects	3
2 A Cultural Map.....	5
2.1 Policy.....	5
2.3 Changes to resources	5
3 Opportunities for Development.....	6
3.1 Marketing and Information.....	6
3.3 Cultural Diversity	6
3.4 Festivals	6
3.6 Resources	7
4 A Partnership Approach	7
5 Local Cultural Strategy.....	7
6 The Arts Review 2000 Objectives	7
Recommendations	8
Preface	14
1 Introduction	15
1.1 Arts Review of February 2000 background:	16
1.2 Impact of the Arts Review	16
1.3 Cultural Development.....	16
1.5 Key Clients Fund	17
1.6 Arts Development Projects	19
2 A Cultural Map	25
2.1 Policy.....	25
2.2 Changes to companies.....	26
2.3 Changes to resources	28
3 Opportunities for Development	30
3.1 Marketing and Information.....	30
3.2 Rural.....	30
3.3 Cultural Diversity	31
3.4 Festivals	31
3.5 Companies	32
3.6 Resources	32
3.7 Youth Arts.....	33
4 A Partnership Approach	35
4.1 West Midlands Arts Partnership Development Strategy	35
4.2 South East Asian Traineeship	37
4.3 Partnership Development and Networking.....	37
4.4 Warwickshire County Council.....	37
4.5 Local Cultural Strategy	37
5 Local Cultural Strategy.....	38
6 The Arts Review 2000 Objectives	41
7 Action Plan	42
APPENDIX 1 Definition of Key Clients of County Arts Service	46
APPENDIX 2 Citizens Panel	47
APPENDIX 3“Putting arts at the strategic centre”	48
APPENDIX 4 Hunningham Evaluation	50
APPENDIX 5 Arts Key Client Performance Indicators	51
APPENDIX 6 Arts Development Projects.....	52
APPENDIX 7 Consultations and meetings.....	54

Executive Summary

1 Introduction

1.1 Arts Review of February 2000 background:

Jenna Kumiega, an independent arts management consultant, undertook the Arts Review on behalf of Warwick District Council and West Midlands Arts.

1.2 Impact of the Arts Review

The Arts Review 2000 found that: "The greatest area of concern is about **how** the process of cultural development is planned, managed and monitored. The overall conclusion is that lack of adequate professional officer support at the District Council, combined with a low level of overall investment into the independent arts sector, has led to a lack of **consistency** and **continuity**."

1.3 Cultural Development

A new post of a full-time Cultural Development Officer was established by WDC in July 2000, following the recommendations of the Arts Review 2000. The post has enabled the majority of the issues identified in the Arts Review to be addressed, including providing professional officer support to the District Council, strategic management, and delivery of the Arts Review 2000 Action Plan.

1.5 Key Clients Fund

A fund of £10,000 for 2000 – 2001 was established and three companies were selected for the fund; Live & Local, Motionhouse Dance Theatre, and Warwick Arts Society. All three companies were Key Clients of Warwickshire County Council, and clients of West Midlands Arts. Negotiations with the Key Clients for 2001 – 02 stressed support for the development of new artistic development. The Key Client funding is vitally important for each of these organisations in that it provides leverage to obtain WCC and Arts Council England Key Client funding.

1.5.5 Three Year Key Client Totals:

Total audiences / participants 70,239
Average cost per audience / participant £2.14
Total WDC Key Client Grants £32,800
Total Leverage £607,634

1.6 Arts Development Projects

The Arts Development budget has remained at £12,000 over the last three years, supported by WMA LAPD funding of £8,000 during 2001.

1.6.1 Three year arts development project totals

Total 3 year WDC Arts Development Projects Spend £28,900
These projects have enabled in excess of £104,000 in leverage funding.
Total Number of Audience / participants circa 11,800
Average cost per audience / participant £0.40

1.7 Business Support

The CDO and ADO posts have been able to provide professional business support, for development and capacity building, to new and emerging companies and individuals, in particular Community Arts Workshop, Hybridarts, Leamington Studio Artists, Warwick Folk Festival and Sira Art Consultancy. This has enabled successful grant applications totalling £200,000 from external sources invested into arts activities within the District.

In addition, training opportunities have been provided to support identified needs, in association with Warwick District Arts Consortium, in marketing, developing Internet and ICT resources, successful fundraising and community / youth arts work.

1.8 Advice, Advocacy and Support for artists and arts organisations

This advice has extended to voluntary organisations in the District who wish to work with or employ artists or arts organisations, such as Bath Place Community Venture, Racing Club Warwick.

1.10 Voluntary Sector Cultural Grants

The Cultural grants form part of the Council's anti-poverty strategy:

In 2000 – 2001 the Grants supported 15 voluntary organisations, average grant of £362:

The fund was reduced in 2001 – 2 from £5,600 to £3,600, (a similar total to 1986/7 £3,375), supporting 9 voluntary organisations, average grant of £344.

In 2002 – 2003 the fund supported 11 voluntary organisations, average grant of £350.

The Mela has been the single largest beneficiary from this grant scheme, receiving £500 pa during the last three years.

1.16 Performance management

The Arts Review has enabled Arts Development to be explicitly linked to corporate priorities and to be able to develop a range of monitoring and evaluation methods to assess performance.

Arts Development has adopted the following BVPI's as part of its monitoring process, which are considered along with the results of the County Art Service BVPI's (See Appendix 4).

1.16.2 Service Delivery Outcomes Best Value Performance Indicators

Strategic Objectives

Arts-001 The adoption by the local authority of an Arts Strategy

Cost / Efficiency

Arts-008 Leverage: the ratio of external funding to internal funding

Service Delivery Outcomes

Arts-017 1. Number of participatory activities and

2. Percentage of total programme composed of participatory activities

1.16.3 Additional national BVPI's the service contributes to

BVPI 119 (3 Yearly)

Satisfaction with leisure & recreation

BVPI 116 (Quarterly)

Spend per head of population on cultural and recreational facilities and activities

BVPI 168 (3 Yearly)

Percentage of residents participating in a local arts activity or attending a local arts facility in the last 3 months or last year.

1.16.5 Benchmarking

Council	Staff	Key Client budget	Voluntary Arts budget	Arts Project Budget	PI 116 Spend P.H. – Culture and Leisure	Arts Dev Total Spend	Service Plan budget
Ashford Borough Council	2 FT	Festival / project grant aid to organisations £4,000	Voluntary Arts Groups £7,800	£30,000	£25.85	£41,800	£200,000
Rugby Borough Council	1 FT Arts split 50% between Policy	Access to Community development Budget – approx £5,000	circa £8,000 is available for Arts.	£10,000	£15.55	£23,000	£723,150
Stratford on Avon Borough Council	2 FT, 2 PT	£13,040		£25,000	£14.67	£38,040	£237,500
Wansbeck District Council	2 FT	£22,425	Small grants scheme £2,000	£35,000, Publicity £8,780	£48.05	£68,205	£627,358
Warwick District Council	1 PT	£10,600	£3,600	£12,000	£28.39	£26,200	£2,767,100

2. A Cultural Map**2.1 Policy**

Culture has taken on a greater corporate significance since the Arts Review, partially due to Government requiring local authorities to produce Local Cultural Strategies, but principally attributable to the positive effects of the Council's adoption of the arts strategy.

2.1.1 Community Plan

The Community Plan has enabled the establishment of a three year capital grant scheme to support Public Art commissioning.

2.1.2 Local Cultural Strategy

The Local Cultural Strategy has been developed in partnership with the Districts, Boroughs, and the County Council's of Warwickshire.

2.1.4 Public Art 'Imagine it Differently'

Following the recommendation in the Arts Review 2000 WDC commissioned the development of a Public Art Strategy, which was adopted by the Council in December 2001. A proposed policy on public art is included within the forthcoming Local Plan.

2.3 Changes to resources**2.3.1 Cultural Grants**

Cultural Grants had been the principal source of funding arts activities within the District. In 1999 Cultural Grants were incorporated into the Council's Anti-Poverty strategy: The Arts Review recommendation was to set up a fund for £9,000 per annum.

This scheme has supported 25 voluntary groups undertaking cultural activities in the District over the last three years.

2.3.3 Warwickshire County Council

The Arts Projects Grants for 2002/03 amounted to £15,000. Ten companies from the Warwick District area had made applications to the County for Arts Project Grants 2003/04. The County will be maintaining its funding for Key Clients, (Live & Local, Motionhouse, Playbox Theatre, Warwick Arts Society) all of which are based in Warwick District.

2.3.4 West Midlands Arts

The Local Authority Partnership Development scheme, which was run by West Midlands Arts, has ceased. This scheme was responsible to providing between £10,000 and £8,000 per annum to the development of arts in a local authority. More information about this scheme is detailed in Section 4.

2.3.5 Arts Council England

ACE have recently announced increases, in some cases substantial, to their key clients, which has been detailed above. This is inline with the £8 million pounds increase that the reorganisation had intended achieving being made available for grants and the substantial budgetary increases to the ACE from DCMS.

3. *Opportunities for Development*

3.1 Marketing and Information

The economic impact of the Arts is continuing to be mapped, there still are significant gaps in information, particularly in assessing the number of tourists attracted by events such as the Warwick and Leamington Festivals, and regular venue programmes.

3.2.1 *Envision WM : Connect 4*

A rural outreach project for young people working with the art gallery and museum at the Royal Pump Rooms, looking at how galleries can overcome barriers to participation.

This project intends to develop a meaningful and sustainable relationship between the art gallery & museum and rurally excluded young people (14-21yrs).

3.3 Cultural Diversity

3.3.1 ACP Performance Project

The idea for this project came from discussions with the Home/School Support Service, Mentoring Scheme and Black Youth Projects. Issues raised included concerns about participation in mainstream predominately white, drama provision. The young people said they often felt excluded from or had restricted access to traditional groups. They said that they felt uncomfortable within such groups and thought that the performances rarely expressed the issues that were important to them. Therefore this project was designed to be accessible to any young person from a BME community especially those at risk of disaffection. Following a pilot project, which culminated in a performance in the Royal Pump Rooms in March 2003, there remains the potential for the further development of the group and to attract funding from ACE.

3.4 Festivals

The Blink Film Festival was developed in Coventry, principally by Warwick Arts Centre. The purpose of the Festival is to support and encourage the development of local film makers. In July 2003 the Blink Film Festival for the first time will be expanding into Warwick District, and seeks to open the Festival at the Royal Cinema. There are film makers, producers, and technicians living and working within the District, and a high end post production studio, in Hatton. The expansion of the Festival into the District will enable a greater level of recognition of the existing film making talents, and participatory opportunities for people

whom may wish to develop their film making skills, (including a film maker's futures fair) either for leisure and career purposes.

3.6 Resources

3.6.1 Cultural Quarter

The development of the Cultural Quarter will represent the beginning of the fulfilment of an important corporate aim. The proof of the Quarter's success will be in how it assists the voluntary and professional arts, education and community providers to host, develop, market test and present their products and services.

4. A Partnership Approach

The principal partners for Arts Development have been West Midlands Arts, Warwickshire County Council and the independent arts sector, both professional and voluntary, who are based in the District. Developing partner work has been an essential area for Cultural Development, to diminish the role of direct service delivery, assisting in the development of a mixed economy, and providing value and quality.

5. Local Cultural Strategy

"We have grouped our priorities for supporting cultural development in Warwickshire under four themes:

- A: TAKING PRIDE IN WARWICKSHIRE**
- B: GROWING THE GRASSROOTS**
- C: INCREASING CULTURAL OPPORTUNITIES**
- D: INVESTING IN CULTURE**

6. The Arts Review 2000 Objectives

The mission statement set out in the Arts Review 2000 was:

"Warwick District Council recognises that the arts have the potential to transform and energise people and places, and will ensure that all members of its community have opportunities for appropriate forms of cultural experience and expression."

To achieve this, the review set out five objectives:

OBJECTIVE 1: CREATIVE COMMUNITY DEVELOPMENT

OBJECTIVE 2: DEVELOPING CULTURAL PROSPERITY

OBJECTIVE 3: CELEBRATING PLACES AND SPACES

OBJECTIVE 4: CONSULTATION AND PARTNERSHIP

OBJECTIVE 5: IMPLEMENTATION & REVIEW

Recommendations

It is recommended that the Council retain the mission statement and five objectives from the Arts Review 2000 (see section 6) in addition to adopting and implementing the following recommendations.

1 Cultural Grants

Cultural grants are available to support voluntary cultural, arts, and sports activities. The amount available for voluntary arts / cultural (non sport) activities is one third of the total grant budget. The Cultural Grant budget was cut in 2001/02 and now totals £3,300. These grants were Leisure and Amenities contribution to the WDC Anti Poverty Strategy, this strategy is no longer current.

Recommendations

1. A clear set of criteria based on factors beyond financial considerations are required for the effective application of Cultural Grants, together with a suitable monitoring process, which effectively maps distribution, leverage gained, number of beneficiaries. This should take place with immediate effect.
2. The grants should be available to a wider range of organisations which requires effective publicity and a supporting budget.
3. The amounts available through Cultural Grants require reviewing if it is to effectively support grassroots, voluntary and community cultural activity. (See 6)
4. There should be a requirement for all recipients of Cultural Grants to acknowledge financial support by the Council on publicity materials associated with the grant.
5. There should be published set deadlines (maximum of four per year) for grants.
6. There should be maximum and minimum amounts available (£500 and £1,000 respectively), for which no organisation should be eligible to receive more than £1,000 in any financial year.
7. Should the Cultural Grants be seen to continue to provide support for any new Council anti-poverty strategy, priority should be given to supporting organisations that evidently address the strategy aims.

2 CDWG

Stratford-On-Avon District Council is currently considering adopting a Cultural theme as part of the Local Strategic Partnership. Should this be adopted, the LSP theme groups from both districts can be incorporated, which will have the benefit of providing a common strategic approach for South Warwickshire, which is a principal area of operation for many arts organisations in the District.

Recommendations

1. For the Local Strategic Partnership Cultural Theme Group to undertake the monitoring of the Arts Strategy, as a component of the Local Cultural Strategy.
2. For the CDWG to be refocused and for Arts Development to provide an annual presentation, on objectives, outcomes, and themes.

3 Arts Development and Cultural Development

The Arts Review 2000, has been successful in bringing Culture as a broad issue into corporate policy, it is arguable though that arts development in the District has been a limited beneficiary due to the conflicting priorities of the two roles. The division of the roles into two distinct posts has enabled these issues to be effectively addressed.

Following the WDC reorganisation, and the South Warwickshire Economic and Regeneration Action Plan, it is proposed that the Cultural Development Post is relocated from Leisure and Amenities, into a south Warwickshire Economic Development team, and Arts Development is retained within Leisure.

Whichever route is taken, it is important that the distinction between Arts and Cultural Development is considered. Although there is a great deal of overlap as the arts is an important component of 'culture', supporting a range of cultural industries, the role of Cultural Development encompasses a broader portfolio, supporting all aspects of cultural and creative industries, with subsequent strong links to economic development and regeneration.

Recommendations

1. The roles of Arts Development and Cultural Development remain distinct.
2. Cultural Development should support the Cultural Theme group in the Local Strategic Partnership.

4 Business Support, networking

Effective support for cultural and creative industries requires a reasonable base of information. Information on cultural industry activity in the District is well known, through South Warwickshire Tourism, West Midlands Arts, Arts Development, WEG, WDAC, and the work on the Arts Review. Information on creative industry activity is comparatively unknown, with little data available from Economic Development, Business Link or the Chamber. The little information that is available indicates that the creative industry sector will have a significant economic and social impact in the District, for example one Leamington firm having a turnover in excess of £3.5m and employing over 100 staff. This information gap will begin to be addressed through the partnership research project that is currently being undertaken by SQW. Existing research indicates that 'In the West Midlands approximately 60,000 people are employed in the creative industries, which is 2.3% of the workforce.'

ACE and AWM are imminently to announce a substantial increase in the Creative Advantage fund. The Fund provides capital investments of up to £130,000 for new and established businesses active in the creative industries sector. The Fund will be concentrating upon businesses engaged in: Advertising, architecture, arts, crafts, design, designer fashions, film, interactive leisure software, music, performing arts, publishing, software, television and radio. The initial pilot helped fund 20 companies in the West Midlands.

Recommendations

1. Continue to assess the business and developmental needs of current creative and cultural industries.
2. Aim to engage a creative industries forum.
3. Continue to support cultural industries, through Town Centre Management, Economic Development, Arts and Cultural Development as appropriate, through WEG, WDAC.

4. Continue to support the business needs of arts companies, and where appropriate seek to open up training and development opportunities available to the general business community.
5. Continue to support the voluntary and community sectors by promoting the work of the sector and helping to develop skills and capacity-building to make it more effective

5 Key Clients of Warwick District Council

It is recommended that the Council adopt the following definition of a Key Client.

1. "Key Clients are those arts organisations which:
 - make a considerable contribution to the arts infrastructure in Warwick District
 - have a consistent record of delivering high quality arts and cultural experiences
 - implement a satisfactory Equal Opportunities policy with regards to employees and service users
 - are wholly professional, or the organisation has an excellent track record and employ professional staff.

Key Client status recognises the ongoing role of these organisations and gives them an annual contribution to their core budget each year subject to the approval of an ongoing Arts budget (standstill or increased). This grant covers an agreed amount of activity and is usually a minimum of £2,500. Key Clients are required to agree a Service Level Agreement, which sets out agreed outcomes and outputs from all parties.

Key Clients measure and report upon agreed Performance Indicators which reflect both the quantity and quality of their work. These PIs are set out in the Service Level Agreement. Targets are agreed and set annually."

2. Further, the Council should consider expanding the number of Key Clients to four, incorporating Playbox Theatre.
3. Key Clients status should be reviewed every three years.
4. SLA's should be for one year only, with an option for three years SLA's for exceptional cases.
5. When organisations such as Warwick Folk Festival, Leamington Studio Artists, Community Arts Workshop and Hybridarts have been further developed, consideration should be given to exploring the potential of Key Client status with these companies.

6 Review Arts Development Budget

The estimated total expenditure for Entertainment Heritage and Arts for 2002/2003 is £2,767,100. The District spends above average on cultural and leisure services, and yet spends significantly below average on its Arts Development Service. In the last three years the Key Clients and Arts Development budgets have contributed to serving over 82,000 people at an average cost per head of £0.75. In addition, each pound the Council has spent has enabled organisations to obtain, on average, £11.53 of external funding.

The Council is faced with continuing significant financial challenges, and will be reviewing the method of service delivery. Any review should take into account the support Arts Development can provide to the voluntary sector, the cultural industry sector, and the implicit leverage potential gained from strategic usage of this budget area.

The Local Cultural Strategy may have a significant impact upon prioritising the level of appropriate support for the voluntary sector and the independent arts sector. When the priorities have been decided it is important to review the appropriateness of the budgets for Cultural Grants in general, and particularly the amount available for Arts Development.

The Arts Review 2000 found that there was "A low level of overall subsidy into the independent arts sector. Without a commitment of consistent levels of financial support, it is difficult for arts organisations to plan longer-term developments which address a local authority's priorities." This situation is still true. The Arts Development budget has been particularly stretched by following the associated Action Plan, having to fund strategy development, arts development projects, and aspects of cultural development. Consequently there has been little capacity to offer much support to the independent arts sector.

The cuts in budgets that arts companies have and are facing in the District, particularly with the demise of WMA and from WCC may have a substantial impact on many organisations, particularly the not-for-profit companies, and companies that utilise community arts to deliver social inclusion. If arts are to be considered being a suitable delivery mechanism of social inclusion, social cohesion, crime reduction and healthy living, it is imperative that these projects regularly gain support from beyond the Arts Development budget, or that the Arts Development budget has a suitable increase in order to assist in financing projects adequately.

Cultural Development has a much broader brief than Arts Development and has no specific budget available, which limits flexibility. As an example, the arts funding system has not supported the Warwick Folk Festival or the Blink Film Festival, yet a modest investment into cultural and creative industry projects such as these can provide important benefits for the District.

Gaps in provision and resources for arts development were first highlighted in 1993, subsequently in 1995, and latterly in the Arts Review 2000. A substantial amount of activity has been enabled since the 2000 report, and many of the gaps have been papered over. The current arts development, key clients and cultural grants budgets totals £26,200, 65% of the total recommended in the 2000 arts review.

The recommendation of the Arts Review was for the Key Clients Budget to be £11,000, the Arts Development Budget £20,000, Cultural Grants £9,000.

Recommendations

1. It is recommended that the Council should, as a minimum, seek to meet the year 2000 recommendations in the following division: Key Clients Budget £17,000, Arts Development budget £17,000, Cultural Grants £6,000.
2. That the Council should maintain the Public Art budget beyond the three years current allocation.
3. That the money formerly used for subscriptions to WMA is made available for establishing the proposed Sub Regional Partnership.

7 Marketing and Information

Recommendations

1. Develop quarterly Arts Marketing Co-ordination meetings for the District (to identify shared marketing initiatives/working), Royal Spa Centre, Warwick District Arts

Consortium, Warwick Events Group, Royal Pump Rooms, and South Warwickshire Tourism.

2. For the South Warwickshire Economic Development Partnership to seek to extend the Tourist Information Centre's ticketing agency functions across South Warwickshire, in a branded, manner. Ensure publicity of this function.
3. Seek to maximise the cultural tourism potential of South Warwickshire on a more strategic basis, working closer with SWT, Economic Development, and AWM.
4. That the Cultural Development Website as currently exists ceases, and Arts Development and Cultural Development content be transferred over to the corporate website.

8 Youth Arts

Recommendations

1. Warwick District Council should require that all organisations who receive funding for activities that involve working with children and young people have in place or adopt a child protection policy, have undertaken a CRB check on volunteers/workers and have a Health & Safety policy as minimum requirements.
2. Aim to support organisations that seek to maximise young people's participation in all aspects of the work, including involvement in the decision-making processes.
3. Support initiatives which address issues of sustainability, and which encourage participants continuing engagement in cultural activity.
4. Support initiatives that adequately document and undertake an appropriate evaluation of youth arts projects which includes participants, providing officer support if required.
5. Encourage organisations that produce evaluations of youth arts projects to make the results available to other organisations, through Warwickshire Youth Arts Network (WYAN), to extend good practice.
6. Continue to support the work of WYAN.
7. Aim to develop the capacity of the Youth Forum to consider cultural provision.

9 Performance Management

Recommendations

1. To have Key Clients products / services externally assessed at least once per year.
2. To monitor funding advice more effectively, and record successes.
3. To ensure all project partners elicit participant's views in their evaluation.
4. To undertake creative evaluation on a regular basis.

10 Access

The Arts Review 2000 recommended that Cultural Development undertake an audit of accessibility of venues in the District. The CDO considered that this was beyond the scope of the budget, and that any audit should be undertaken, preferably by the business unit, as part of a corporate external communications strategy, and by compliance with the DDA.

Recommendations

1. Urgent consideration should be given to providing accessible printed literature, signage, and digital information which meets good practice standards (i.e. Bobby Approval, availability in different languages, etc) for all the Entertainment, Heritage and Arts service area.

11 Performance Management

The Council's performance management system needs to provide a robust framework to translate the vision and objectives of Entertainment, Heritage and Arts into concrete plans and to be able to supply information on outputs linked to corporate objectives, rather than actions completed.

Recommendations

- 1 For Arts Development to produce short quarterly reports, detailing monitoring information, project development, and outputs, to be made available for the LSP theme group, and on the intranet, with a particular focus on how the projects are contributing to theme / service area objectives. The reports should provide both quantitative and qualitative information.

Preface

Warwick district is privileged in having access to a wide range of the highest quality arts activities, with close proximity to the largest arts centre out side of London and by having the vast majority of professional arts organisations in the County resident here. It is little surprise therefore that attendance of arts and cultural activities within the district is often twice the national average.

It has been a common perception to consider that funding arts activities provides leisure opportunities for a few people who attend 'high art' events. The reality in Warwick District is that Arts Development funding has had an evident positive impact in meeting the Community Plan and on a range of corporate issues in the Environmental, Economic and the Social spheres.

The development of a District Public Art strategy demonstrates the potential of Public Art enhancing the environment, defining public spaces, and delivering high quality design. Arts and creative industries provide jobs, tourism opportunities, bring in millions of pounds of inward investment and assists in promoting the District as a desirable place to live and work by enhancing the quality of life. Arts Development has made a small but significant contribution in enabling community involvement, regeneration, education, training, supported community safety and health initiatives and celebrated diversity. The projects have been developed with both established partners and new partnerships, benefiting in excess of 82,000 people over three years and costing the District less than 0.75p per person, whilst leveraging £11.58 for every pound of Key Client and Arts Development funding the Council have invested. When the arts aspects of Cultural Grants are added into this equation, then the service has benefited in excess of 100,000 people, at a cost of £0.68p per person, whilst leveraging in excess of £45.00 for every pound the Council have invested. This figure still represents an underestimation, as figures of tourist spend for the Leamington and Warwick Festivals, and other events are not included.

Yet despite the obvious achievements of Cultural and Arts Development, there has continued to be a lack of continuity, of inadequate funding, which subsequently perpetuates the vulnerability of key organisations, and does too little to enhance or assist start up companies. It is a distinct possibility that in a few years the picture presented above could rapidly change; the retirement of a few key people in a small number of organisations, the failure to invest in emerging companies to develop and produce new arts services and products would vastly impoverish the District qualitatively and tangibly, noticeably in the loss of income generated, changes in the quality of life, and the attractiveness of the District for individuals and business.

1. Introduction

Attendance of arts activities and the appreciation of arts within the Warwick District area are significantly above the national average. In November 2000 the Arts Council of England commissioned the Office of National Statistics to ascertain people's participation in arts and cultural activities during the previous twelve months, a Warwickshire County Council citizen's panel undertook a similar exercise in July 2002. The comparison of results is striking;

	WDC area	Warwickshire County	National
Cinema attendance	77%	69%	45%
Theatre attendance	45%	35%	22%
Gallery / museum attendance	57%	41%	24%

In addition the ACE / ONS report found:

'There were high levels of agreement with a number of statements about the arts:

- 97% of respondents thought that all schoolchildren should have the opportunity to learn to play a musical instrument, learn poetry, take part in plays or participate in other activities.
- 74% agreed that there should be public funding of the arts.
- Almost three out of four (73%) said that the arts play a valuable role in the life of the country, while 72% said that arts from different cultures contribute a lot to this country.
- Three quarters said they would not feel out of place in an art gallery, museum or theatre.'

Aims

The aims of this update are to describe the changes that have occurred since the adoption by Warwick District Council of the Arts Strategy, to assess the achievements of the strategy and resultant actions, and to provide a clear course to continue improving the delivery of arts development in the District.

Acknowledgements

I would particularly like to thank the Cultural Development Working Group, Maura Barnett, Vanessa Oakes, Clare Hudson and colleagues in other districts for their valuable contributions to this report.

1.1 Arts Review of February 2000 background:

Jenna Kumiega, an independent arts management consultant, undertook the Arts Review on behalf of Warwick District Council and West Midlands Arts. The Review was completed in February 2000 and adopted by WDC in April 2000. With the adoption of the review the Council have the following mission statement: ***“Warwick District Council recognises that the arts have the potential to transform and energise people and places, and will ensure that all members of its community have opportunities for appropriate forms of cultural experience and expression”.***

1.2 Impact of the Arts Review

The Arts Review 2000 found that:

“The greatest area of concern is about **how** the process of cultural development is planned, managed and monitored. The overall conclusion is that lack of adequate professional officer support at the District Council, combined with a low level of overall investment into the independent arts sector, has led to a lack of **consistency** and **continuity**. Arts development work has not taken place as part of a structured developmental process, but has tended to be responsive and reactive to current factors. The result of this approach is that individuals and community groups which have previously been excluded from cultural participation are not offered a 'ladder of opportunity' to access the arts.”

There have been concerns that as the role of Cultural Development have expanded to encompass the broader interests of Culture, as defined by the Local Cultural Strategy; a consequence has been that the specific area of Arts Development has taken less of a priority. This is a noticeable concern, particularly as the District has the highest concentration of professional and voluntary arts organisations within the County. In order to address this concern a part-time Arts Development Officer position was created, to cover the secondment of the Cultural Development Officer to Policy Services, allowing the CDO to address other aspects highlighted within the Arts Review 2000 and the development of a Local Cultural Strategy.

Overall, the Arts Review can be considered as being very successful in addressing the broad and specific concerns that were highlighted in the Arts Review 2000, particularly in delivering a new a strategic corporate approach to arts development, and the delivery of a realistic Action Plan.

1.3 Cultural Development

A new post of a full-time Cultural Development Officer was established by WDC in July 2000, following the recommendations of the Arts Review 2000. At first, this was a temporary post until March 2001, made permanent in April 2001.

The post has enabled the majority of the issues identified in the Arts Review to be addressed, including providing professional officer support to the District Council, strategic management, and delivery of the Arts Review 2000 Action Plan.

Through secondments to Regenesis in October 2001 and Policy Services in April 2002 the CDO post has enabled the issues of leadership and professional support to the development of the Cultural Quarter, requirements identified in the Arts Review 2000, to be met.

In order to cover the full time secondment to Policy Services of the CDO a temporary part-time Arts Development Officer position was created, to enable the continuing delivery of the Arts Review 2000 Action Plan.

The Arts Development Officer has responsibility to assist with the development and implementation of the Arts Review 2000 together with the assessment, monitoring and evaluation of grant aided organisations and projects and ensuring a continuity of approach for the independent arts sector.

1.4 Cultural Development Working Group

A CDWG group was formed as recommended in the Arts Review.

The group has provided an important vehicle for member involvement, which proved to be valuable in being enthusiastic and informed, unfortunately though officer involvement has often been sparse. Consequently the CDWG has not been able to effectively monitor or provide leadership in the delivery of arts and cultural development.

CDWG activities have been suspended since the CDO secondment to Regenesis and latterly Policy Services.

Purpose of the group:

1. To monitor the Action Plan of the arts review.
2. To monitor the Action Plan of the Public Art Strategy.
3. To advocate for arts in the Warwick District area.

1.5 Key Clients Fund

The Arts Review recommended a new Key Clients Fund, of £11,000, to operate on a three-year basis, supported by the creation of Service Level Agreements with the companies.

A fund of £10,000 for 2000 – 2001 was established and three companies were selected for the fund; Live & Local, Motionhouse Dance Theatre, and Warwick Arts Society. All three companies were Key Clients of Warwickshire County Council, and clients of West Midlands Arts. All the three companies have a long-standing reputation for delivering high quality arts to the District and much further a field. The Fund has facilitated the work of these organisations to be accessible within the District, enabling both participatory opportunities and events for audiences.

Negotiations with the Key Clients for 2001 – 02 stressed support for the development of new artistic development. Cost of producing new work, which is akin to R&D, is the most expensive part of the process for each of these organisations.

The Key Client funding is vitally important for each of these organisations in that it provides leverage to obtain WCC and Arts Council England Key Client funding.

1.5.1 Live & Local

Performances 2000/01: Barford Memorial Hall, Lapworth C.E. Primary School, Leek Wootton Village Hall, Newbold Centre, Sherbourne Village Hall, Stoneleigh Village Hall, Weston under Wetherley Village Hall. Average attendance of 139.4, average capacity of 76.8%, Total number of audience / participants: 1,255, Cost per audience / participant £2.39
WDC Key Client grant, £3,000, Leverage (WCC/WMA/A4E) £1,001 / £2,081 / £750.

Performances 2001/02: Barford Memorial Hall, Cubbington CE School, Weston under Wetherley Village Hall, Sherbourne Village Hall, Eathorpe Village Hall, Park View Home for Elderly People, Royal Pump Rooms - Assembly Rooms, Newbold Centre; Eleven events, Total attendance 680, average attendance 62 at 74% capacity, Cost per audience / participant £4.70.

WDC Key Client grant, £3,100, Leverage (WCC/WMA/Others) £845 / £2,241 / £2,250.

Performances 2002/03: Barford Memorial Hall, Cubbington CE School, Weston under Wetherley Village Hall, Sherbourne Village Hall, Eathorpe Village Hall, Park View Home for

Elderly People, Newbold Centre; Twelve events, Total attendance 550, average capacity of 66.3%, average attendance 46, Cost per audience / participant £5.64.

WDC Key Client Grant, £3,100 Leverage (WCC/WMA/A4E) £1,132 / £2,187 / £1,940.

1.5.2 Motionhouse

Performances/workshops 2000/01: Dream Factory, Warwick, Warwick Market Place, North Leamington School, Bath Place Community Venture, Leamington Old Town, Clapham Terrace, Leamington, and tours to schools and youth centres in the District. Three performances of Atomic and Fearless, including a free public performance in Warwick Market Place.

Total number of audience / participants; 2,538, cost per audience / participant £0.79.

WDC Key Client grant £2,000; External leverage £20,000

Performances/workshops 2001/02:

Total number of audience / participants; 1,452, cost per audience / participant £1.35.

WDC Key Client grant £2,100; External leverage £28,000

Performances/workshops 2002/03:

Total number of audience / participants; 1,391, cost per audience / participant £1.58.

WDC Key Client grant £2,200; RALP leverage £35,000

1.5.3 Warwick Arts Society

Warwick Arts Society is a major hirer of the Royal Pump Rooms (circa 14% of the Assembly Rooms earned income) the hire fees for 2000 – 2001 amounted to £5,425. Hire fees for the Royal Spa Centre (2000 – 2001) amounted to £1,249.

Performances 2000/01, 164; total number of audience, participants; 35,000; cost per audience / participant £0.14.

WDC Key Client grant £5,000, External leverage £167,400

Performances 2001/02, 101; total number of audience/ participants; 13,606; cost per audience / participant £0.37.

WDC Key Client grant £5,100, External leverage £164,000

Performances 2002/03, 101; total number of audience, participants; 13,767; cost per audience / participant £0.37.

WDC Key Client grant £5,200, External leverage £180,662

1.5.4 The Council currently has no policy to determine the criteria for what constitutes or which organisation can apply for Key Client status. The County's Key Client Policy is presented in Appendix 1. There has been an expression of interest from Playbox Theatre and the Warwick Folk Festival to become Key Clients.

The introduction of improved performance management, and Service Level Agreements has demonstrated that Council investment in the independent arts sector produces excellent value and high quality provision.

1.5.5 Three Year Key Client Totals:

Total audiences / participants 70,239

Average cost per audience / participant £2.14

Total WDC Key Client Grants £32,800

Total Leverage £607,634

1.6 Arts Development Projects

A range of projects, (See Appendix 6) designed to meet the criteria as set out in the Arts Review have been developed over the last three years. The Arts Development budget has remained at £12,000 over the last three years, supported by WMA LAPD funding of £8,000 during 2001.

1.6.1 Three year arts development project totals

Total 3 year WDC Arts Development Projects Spend £28,900

These projects have enabled in excess of £104,000 in leverage funding.

Total Number of Audience / participants circa 11,800

Average cost per audience / participant £0.40

1.7 Business Support

The CDO and ADO posts have been able to provide professional business support, for development and capacity building, to new and emerging companies and individuals, in particular Community Arts Workshop, Hybridarts, Leamington Studio Artists, Warwick Folk Festival and Sira Art Consultancy. This has enabled successful grant applications totalling £200,000 from external sources invested into arts activities within the District.

In addition, training opportunities have been provided to support identified needs, in association with Warwick District Arts Consortium, in marketing, developing Internet and ICT resources, successful fundraising and community / youth arts work.

1.8 Advice, Advocacy and Support for artists and arts organisations

The CDO and ADO post holders have held regular meetings with a wide range of artists and arts/community organisations from both the professional and voluntary sector (e.g. Motionhouse, Songlines, Eathorpe Millennium Project, Oliver Scott (dancer), Lillington Watercolour Group, Susan Bectlestone (writer), Community Arts Workshop, and Warwick Folk Festival). This advice has extended to voluntary organisations in the District who wish to work with or employ artists or arts organisations, such as Bath Place Community Venture, Racing Club Warwick. The CDO and ADO post holders act as observers on several boards, including all the Key Clients.

1.9 Warwick Events Group - Warwick Literary Weekend

The Warwick Events Group is supported by WDC and Warwick Town Council, and aims to provide a forum for joint marketing of events by its membership. In 2001 it the group decided to develop its own events. The literary weekend was a concept born out of work by the Warwick Events Group and designed to promote cultural tourism. The first weekend was held 4 – 6th October 2002 (including: Beryl Bainbridge, Tony Benn, Michael Bogdanov, Rosalind Shanks, Philip Wells, and Gabriel Woolf). Events planned for 2003 include; Jacqueline Wilson, Jenny Pitman, Sir Roy Strong and Andrew Davies.

1.10 Voluntary Sector

The **Warwick District Music Promoters Forum** has been supported for over ten years with a grant of £2000, from the Arts Development budgets to aid the production and distribution of the Anti-Clash diary. The CDWG have requested that this organisation seek additional sources of funding for future years, as the Council has been the sole funder. Typically Warwick District grants have accounted for between 8 to 12% of a projects funding in the District. The WDMPF is an important voluntary organisation within the District, and will continue to receive officer support; however there is little justification in choosing to be the sole funder of one voluntary organisation from the Arts Development budget when all other voluntary umbrella organisations are required to apply for a Cultural Grant.

1.11 Warwick District Arts Consortium, formed October 2000 is a group with thirty five members, established with support of the CDO (as recommended in the Arts Review) to

bring together the professional and voluntary arts organisations within the District to: enable networking, training opportunities and more effective consultation. The consortium is currently being supported by the ADO. The last training event run by the WDAC was 'Fundraising for the Arts', 9th April 2003.

1.12 Warwick Folk Festival

A significant long standing annual event within the District is the Warwick Folk Festival. The festival has been run entirely by up to 300 volunteers, and has grown to be one of the most important Folk Festivals in England. In 2002 the Festival presented 120 artists to an audience of circa 5,000. It has been recognised that to ensure sustainability and growth, Warwick Folk Festival must undertake a planned programme of development; formalising the company structure and developing a 3-year business plan with achievable targets. The CDO has assisted the Festival organisers to develop the organisation, and with financial assistance made available through Warwick Town Council the WWF board have employed an administrator in order to protect the sustainability of the Festival.

In January 2003 Morris Hargreaves McIntyre undertook a research study 'A report into the impact of folk festivals on cultural tourism'. The report contains expenditure figures for attendees of folk festivals, using the data provided the impact of the Warwick Folk Festival is:

Expenditure item	Per day/night	Per Person	Total
Tickets		£47.97	£239,850
Travel		£37.06	£185,300
Accommodation	£10.13		£151,950
B&B Hotel	£26.32		£67,680
Food & Drink	£8.48		£127,200
Other purchases		£45.00	£225,000
Total Spend			£996,980

1.13 Cultural Grants

The Cultural grants form part of the Council's anti-poverty strategy:

In 2000 – 2001 the Grants supported 15 voluntary organisations, average grant of £362:

The fund was reduced in 2001 – 2 from £5,600 to £3,600, (a similar total to 1986/7 £3,375), supporting 9 voluntary organisations, average grant of £344.

In 2002 – 2003 the fund supported 11 voluntary organisations, average grant of £350.

The Mela has been the single largest beneficiary from this grant scheme, receiving £500 pa during the last three years.

There has been no monitoring requirements for recipients of Cultural Grants therefore no totals of people benefiting or leverage is available.

1.14 Creative Industries Research

The Arts Review recommended that further research into the creative industry sector should be undertaken. In 2001, WDC commissioned the University Of Warwick School Of Culture to undertake an audit of creative industry activity in the Warwick District area. Due to limited funds the research brief evolved into the writing of a report 'Creative Communities', which considered how the Cultural Quarter developments might best support Creative Industries in Leamington Spa and the wider area of Warwick District. The principle findings of the report were:

"There are potential synergy between film production and other cultural production activities in the district, including music production, web design, television production and graphic design, and other sectors such as light engineering. Investment in cultural production as part of a cultural quarter development would deliver significant cultural, economic, and social

benefits. Culturally, a strong local production base would provide a vehicle for local cultural expression and identity, and would draw upon existing resources and strengths (heritage, architecture and the built environment, community cultural activity). Economically, cultural production has obvious synergies with other businesses in the district directly involved in cultural production, but could also have a ripple effect on other aspects of the local economy (tourism, retail, entertainment venues, festivals, ancillary services). Socially, the process of cultural production depends upon a network of part-time, freelance, voluntary and casual labour; this network of involvement has clear potential to contribute to social inclusion in the district.”

The draft Local Cultural Strategy, under the theme ‘Securing the Cultural Dividend’, recommends that all local authorities both ‘make the case for culture’s economic and social contribution’ and ‘create the economic conditions for cultural businesses to flourish’. Actions recommended include:

- research and audit of the current development and economic impact of the creative and cultural industries
- assess the business and developmental needs of current creative and cultural industries and make the result available to all relevant agencies

To achieve these key objectives there needs to be a better understanding of the numbers, nature and needs of creative industries in the sub-region and better co-ordination between the local authority departments and external agencies serving this sector.

WDC, WCC, Coventry City Council and partners have been awarded £10,000 from Advantage West Midlands to undertake a research audit of the creative and cultural industries within the Coventry and Warwickshire areas.

This initial phase of the project aims to pool existing information on those working in the sector and actively research creative industries, which do not currently have contact with these support agencies. Phase 2 will research and set out priorities for development of the sector.

Aims:

- Audit and Map the creative industries in Coventry and Warwickshire
- Ensure that data collected in this process can be transferred to the future shared system

The initial phase of the project will be completed in 2003.

1.15 Website

The Arts Review recommended the development of a WDC Arts Website:

“To develop and maintain effective channels for communication and consultation with those involved in the arts, Investigate the development of a Warwick District Arts Website, and the possibility of offering a creative commission for the development of the site.”

At the time of the employment of the CDO post, WDC did not have a corporate WWW site. In order to overcome this problem, and to support the work of the CDO post, a WWW site supporting arts and creative industries was established, on a voluntary basis in September 2000. The site has received in excess of 18,000 visits since this time, principally from local arts organisations, local authorities and educational establishments. The site continues to be maintained on a voluntary basis and is updated monthly, and will continue until it can be effectively incorporated into the District’s Web site in such a manner to allow easy updating.

In addition the Kenilworth Abbey Interpretation Scheme (KAIS) website has been produced on a voluntary basis. The site was produced to support the interpretation of the site, and has received 300 visits since June 2002.

1.16 Performance management

The Arts Review has enabled Arts Development to be explicitly linked to corporate priorities and to be able to develop a range of monitoring and evaluation methods to assess performance.

1.16.1 Monitoring

Arts Development has adopted the following BVPI's as part of its monitoring process, which are considered along with the results of the County Art Service BVPI's (See Appendix 4).

1.16.2 Service Delivery Outcomes Best Value Performance Indicators

Strategic Objectives

Arts-001 The adoption by the local authority of an Arts Strategy

Cost / Efficiency

Arts-008 Leverage: the ratio of external funding to internal funding

Service Delivery Outcomes

Arts-017 1. Number of participatory activities and
2. Percentage of total programme composed of participatory activities

1.16.3 Additional national BVPI's the service contributes to

BVPI 119 (3 Yearly)	Satisfaction with leisure & recreation
BVPI 116 (Quarterly)	Spend per head of population on cultural and recreational facilities and activities
BVPI 168 (3 Yearly)	Percentage of residents participating in a local arts activity or attending a local arts facility in the last 3 months or last year.

The BVPI's above, in the case of Arts Development, are a rather crude method for monitoring, giving no indication of effectiveness, particularly for enabling the corporate aims as set out in the Warwick District Community Plan, to be measured. The quality of evaluation is therefore paramount to ensuring Best Value, quality services and satisfaction of service users.

1.16.4 Evaluation

Projects are evaluated to consider how a particular project met project aims; corporate priorities; quality of product; quality of experience for participants and value for money.

An example of audience feedback can be found from 'Reaching Out', a pilot health project. The idea for this project came from discussions with the staff of the Assertive Outreach Team (South Warwickshire Combined Care NHS Trust). The team work off site with a group of clients who are normally hard to reach through the delivery of hospital based rehabilitation services.

'How inspiring to see such amazing work. I am grateful it was shared with us. Many thanks and good luck with future ventures'

'Creative evaluation' is a process where an artform or media is utilised to produce a qualitative product, which can be utilised in a variety of ways, for example advocacy and information, as an alternative to an internal report. The African Caribbean Performance

Project produced a video for their evaluation, interviewing audiences before and after the performance to ascertain their views and expectations. Creative evaluation is therefore a useful complimentary methodology.

Arts Development currently does not utilise external evaluation. The County Arts Service uses external assessors for its Key Clients, who write up reports on a given pro forma. This can have the benefit of providing a 'user' or 'audience' viewpoint.

1.16.5 Benchmarking

Finding local authorities organised as Districts or Boroughs with a comparative level of high quality artistic enterprise has been a difficult exercise. What this quick benchmarking exercise therefore considers is the amount of staff and grades involved in Arts Development, grant schemes available with their budgets, overall budget and the arts development budget as a percentage of the service plan area spend. Most of the comparison authorities are from the family group, whilst other authorities offered themselves for benchmarking purposes through a request to the National Association of Local Government Arts Officers after undertaking benchmarking exercises for Best Value purposes.

Council	Staff	Key Client budget	Voluntary Arts budget	Arts Project Budget	PI 116 Spend P.H. – Culture and Leisure	Arts Dev Total Spend	Service Plan budget
Ashford Borough Council	2 FT	Festival / project grant aid to organisations £4,000	Voluntary Arts Groups £7,800	£30,000	£25.85	£41,800	£200,000
Rugby Borough Council	1 FT Arts split 50% between Policy	Access to Community development Budget – approx £5,000	circa £8,000 is available for Arts.	£10,000	£15.55	£23,000	£723,150
Stratford on Avon Borough Council	2 FT, 2 PT	£13,040		£25,000	£14.67	£38,040	£237,500
Wansbeck District Council	2 FT	£22,425	Small grants scheme £2,000	£35,000, Publicity £8,780	£48.05	£68,205	£627,358
Warwick District Council	1 PT	£10,600	£3,600	£12,000	£28.39	£26,200	£2,767,100

Ashford Borough Council

Cultural Projects Manager (grade MB7); Arts Development Officer (grade 19)

Rugby Borough Council

1 Arts Development Officer (50% time in Policy Strategy, 50% Community Arts and Events) (Scale 5/6 Equivalent to E2)

2002/03 arts development costs £4.76 per head, approx 5,400 people.

Grants for voluntary organisations: up to £1,000 grant aid. The majority of grants have been around £600 and supported 12 organisations in 2002/03.

Stratford on Avon Borough Council

Principal Arts Officer (Grade SO 1 – 2); Gallery Curator (Grade 5 – 6); Arts Assistant x 2 (Grade 3 – 4)

Stratford supports six key client organisations.

Update of the Arts Review of February 2000

Best Value, Leisure and Arts Service; Good service with no likelihood of improvement.

Wansbeck District Council (Northumberland)

Cultural Services Manager (Scale PO3); Arts & Entertainments Officer (Scale 5/6)

Best Value, Cultural Services; 2 star and improving.

Warwick District Council

Cultural Development Officer (Scale E1); P/T Arts Development Officer (Scale E1)

Key Client Fund, for organisations with 1 or 3 year Service Level Agreements.

2. A Cultural Map

2.1 Policy

Culture has taken on a greater corporate significance since the Arts Review, partially due to Government requiring local authorities to produce Local Cultural Strategies, but principally attributable to the positive effects of the Council's adoption of the arts strategy. There is still much which could be done, both on a policy and service delivery level. The creation of the CDWG was intended to enable Culture to be effective in cross cutting the business units, but few business units actively sent officers, resulting in the group being unable to examine how the arts can be used to solve long standing problems. In policy terms little consideration has been given to policy initiatives, such as E-government, or Equalities and the role / effect of the arts and cultural services.

2.1.1 Community Plan

The 2001 - 2003 District Community Plan identified an increase in the range of leisure activities for young people were a priority. To address this issue the Plan aimed to increase participation in artistic, cultural, and sporting activities. The Community Plan has enabled the establishment of a three year capital grant scheme to support Public Art commissioning. An additional benefit was the supporting of a £5,000 grant, towards equipment and a portacabin at Racing Club Warwick. Subsequently this project attracted £50,000 of grants from Heritage Lottery Fund, and Vital Villages, and the formation of a new company, Hybridarts.

2.1.2 Local Cultural Strategy

The Local Cultural Strategy has been developed in partnership with the Districts, Boroughs, and the County Council's of Warwickshire. Each District and Borough will develop their own action plan, pertinent to their locality and work on common actions for development. Further details are examined in 4.5.

2.1.3 Local Strategic Partnership

The development of a Local Strategic Partnership for Warwick District is being instigated to begin operation in the autumn of 2003. The LSP will encompass several theme groups, including Culture. The LSP will enable significant cultural providers from the public, private and voluntary sectors to influence policy direction and monitor the impact of the Local Cultural Strategy.

2.1.4 Public Art 'Imagine it Differently'

Following the recommendation in the Arts Review 2000 WDC commissioned the development of a Public Art Strategy, which was adopted by the Council in December 2001. Since this time a Capital budget from the Community Plan was established for a three year period. The Council has subsequently commissioned two studies, to consider proposals for public art interventions as part of the Department for Transport funded casualty reduction scheme on the Parade, and as part of the regeneration possibilities in Leamington Old Town. A proposed policy on public art is included within the forthcoming Local Plan.

2.1.5 Warwick District Tourism Action Plan

The Tourism Action Plan sets out a series of challenges to Council officers particularly for enhancing cultural tourism. Officers have continued to support the Warwick Events Group but several actions remain dormant, falling between the CDO post and the Economic Development post, with neither post having the capacity to undertake these tasks.

5.7) ARTS CULTURE AND SPECIAL INTEREST TOURISM

- 5.7.1 The development of arts & cultural tourism forum for the district reviewing roles and responsibilities for arts and special interest tourism throughout the district
- 5.7.2 Review and develop multi-cultural community arts of Leamington within the Warwick Market Square include cultural and social activities
- 5.7.3 Define and landscape areas for cultural activities to take place
- 5.7.4 Develop visitor / tourist audience to local theatres

2.2 Changes to companies

Since February 2000, there has been a variety of changes to the arts landscape of the District, which has seen the development and formation of new companies.

2.2.1 Community Arts Workshop (CAW)

Following a successful SRB5 bid CAW have employed three full-time workers and two workers on a job share basis. CAW has secured a lease on the WDC owned former Art Gallery on Spencer Street. Demand for the company's services is continuing to grow across the County. CAW have recently completed a refurbishment of the gallery, creating the capacity to undertake a music making project over the next year with young people, using newly created studio space.

2.2.2 Dead Protest

Based at The Dream Factory in Warwick this young company staged a production of The Revenger's Tragedy '*Revenge*' in 2002.

2.2.3 Hybridarts

Following successful bids to Vital Villages and the Heritage Lottery Fund the 'Holding Your Ground' project was formed, to deliver creative media projects for people to explore their own local heritage and culture in the west of Warwick and surrounding villages. Consequently Hybridarts was formed, building upon this work and work carried out in Daventry and Leamington Old Town.

2.2.4 Live & Local

An ACE announcement on March 27th 2003 indicated that Live & Local will receive a 5.1% increase in funding 2003/04 – 2005/06.

2.2.5 Motionhouse

An ACE announcement on March 27th 2003 indicated that Motionhouse will receive a 199.3% increase in funding 2003/04 – 2005/06. "Our grant recognises Motionhouse's national reputation and enables the company to continue and develop its work"

2.2.6 Playbox Theatre

Playbox, the principle independent arts activity providers in the District, have been successful in attracting ACE and WMA funds for touring companies and new writing, and in securing Key Client funding from WCC.

2.2.7 Sez_U Theatre

Sez_U Theatre Company has contracted their activities during the past two years. The company is currently developing a community performance for July 2003 in Leamington Old Town.

2.2.8 South Town Events Group

The South Town Events Group was established in 2002. The aims of the group are to co-ordinate the various events that take place in Old Town, to share expertise, and to have a voluntary body from which to make funding applications.

2.2.9 The Wrong Crowd Theatre Company

This new company based in Leamington Spa create devised performance work for a variety of spaces. Previous work includes: '*Little Bits of Complicated*' (Little Fish Big Fish showcase at Warwick Arts Centre Sept 2002), '*Rumbled*' (Queen Mary's Live Art Platform Sept 2002).

2.2.10 Warwick Arts Society

An ACE announcement on March 27th 2003 indicated that Warwick Arts Society will receive a 61% increase in funding 2003/04 – 2005/06.

2.2.11 Warwick District Arts Consortium

The Warwick District Arts Consortium, established in 2001, comprises of 34 members, 28 voluntary and professional organisations, and 6 individuals. The consortium receives administration support from WDC. The Consortium aims to be a nationally recognised force engaging in profile-raising of its members, advocacy, the exchange of information, training and support in the development of arts practice and a focal point in Warwickshire for participatory arts activities of the highest quality.

2.2.12 Warwick District Society of Amateur Painting Groups

Lillington Watercolour Group, Heart of England Group, and Kenilworth Arts Group are currently working towards the establishment of this new society.

2.2.13 Warwickshire Youth Arts Network (WYAN)

Based at Warwickshire Association of Youth Clubs in Leamington Spa, a WYAN co-ordinator was appointed in the summer of 2002. WYAN exists in order to develop and support arts provision for young people in the county. The organisation has recently purchased three mobile multi-media kits for hire, to assist youth groups in music, design and video production. WYAN is based at the Warwickshire Association of Youth Clubs, which enables support with training, legal and funding issues to be available to youth and youth arts groups.

2.2.14 Warwickshire Youth Dance

Warwickshire Youth Dance lost their Key Client status from Warwickshire County Council in 2002 and has since ceased operating.

2.2.15 Warwick Arts Centre

Warwick Arts Centre makes a significant contribution to the cultural life of the region. Estimated annual ticket purchases by people living in Warwick District Council catchment area in the region of 70,000 to all art form events out of an annual total attendance of 250,000. In recent years Warwick Arts Centre has made the development of artistic activity by local and emerging artists a priority. This policy is based on similar priorities adopted by Warwick District Council, including those of regeneration, economic impact and quality of life. Examples of this are support for emerging theatre companies under the 'Pilot' and 'Big Fish, Little Fish' groupings, regular Local Filmmakers events, further developed into the BLINK festival. This approach has potential also to be developed for other artistic strands including world music, dance and visual arts.

A close association now exists between the University of Warwick, Warwick Arts Centre and the Royal Shakespeare Company. This emerging relationship has the potential to grow a range of developmental artistic projects for the sub-region including: playwriting, education projects, master classes, new plays on stage and the contemporary study of Shakespeare.

2.3 Changes to resources

2.3.1 Cultural Grants

Cultural Grants had been the principal source of funding arts activities within the District. In 1999 Cultural Grants were incorporated into the Council's Anti-Poverty strategy: The Arts Review recommendation was to set up a fund for £9,000 per annum.

The Anti-Poverty strategy states the Cultural Grants will:

“Fully publicise the availability of Grants to local sporting and cultural groups to ensure that organisations in areas of deprivation or local poverty are encouraged and able to make full use of such funding, and monitor the allocation of grants to ensure that they are equitably distributed.”

In 2000 the amount available for arts organisations amounted to £5,000, the scheme is run from Finance. In 2001/02 the funding for the scheme was subject to a cut, subsequently £3,600 is available on an annual basis. This scheme has supported 25 voluntary groups undertaking cultural activities in the District over the last three years. There is no monitoring information required in the criteria. The scheme is not widely publicised, the criteria for application has not been adjusted to reflect corporate objectives. Funding criteria does not require acknowledgement of financial support from the Council on any subsequent publicity the groups produce in connection with usage of the grant.

Cultural Grants could be an important income source for voluntary organisations and supporting grassroots activities, as recommended in the draft of the Local Cultural Strategy, what is required is a financial commitment to this area, a further consideration of criteria and marketing of the schemes availability to encourage a wider range of applicants. If Cultural Grants were publicised with their present amount of funding, it is obvious that the scheme would raise expectations and be rapidly overwhelmed as up to 25% of the Districts population actively participate in arts activities, (See Appendix 2) as indicated both from the Citizen Panel results and the membership numbers of known voluntary organisations.

2.3.2 Public Art

The adoption by the Council of the Public Art Strategy, Imagine it Differently, has provided a 3 year capital fund of £20,000 per annum as leverage for partnership approaches to the commissioning of Public Art in the District.

2.3.3 Warwickshire County Council

The County have announced in March 2003 “there has been a significant reduction to the Arts budget in view of the pressures and competing priorities that the Department is facing. As a consequence we will not be able to allocate any Arts Projects Grants in 2003/04.” The Arts Projects Grants for 2002/03 amounted to £15,000. As the majority of professional arts organisations in the County are based in Warwick District, the elimination of this source of funding will have an immediate impact upon local companies. Ten companies from the Warwick District area had made applications to the County for Arts Project Grants 2003/04. The County will be maintaining its funding for Key Clients, (Live & Local, Motionhouse, Playbox Theatre, Warwick Arts Society) all of which are based in Warwick District.

2.3.4 West Midlands Arts

The Local Authority Partnership Development scheme, which was run by West Midlands Arts, has ceased. This scheme was responsible to providing between £10,000 and £8,000 per annum to the development of arts in a local authority. More information about this scheme is detailed in Section 4.

2.3.5 Arts Council England

ACE have recently announced increases, in some cases substantial, to their key clients, which has been detailed above. This is inline with the £8 million pounds increase that the reorganisation had intended achieving being made available for grants and the substantial budgetary increases to the ACE from DCMS.

It is noticeable that ACE no longer mentions Lottery funding. It seems to be the case, contrary to assurances from Government, that the Lottery funding (formerly RALP II) has been subsumed into the main budget area.

3. Opportunities for Development

3.1 Marketing and Information

Building upon the success of the WEG, and following the recommendations in the Arts Review there are opportunities for further co-ordination and sharing of marketing opportunities in the District, particularly for Leamington.

The Tourist Information Centre in Leamington has taken on the role of ticketing agency for arts and cultural events. Negotiations are currently underway with Warwick TIC to extend the ticketing functions. There is potential to extend this scheme across all of South Warwickshire's TIC's.

The economic impact of the Arts is continuing to be mapped, there still are significant gaps in information, particularly in assessing the number of tourists attracted by events such as the Warwick and Leamington Festivals, and regular venue programmes.

3.2 Rural

Due to the comparative scarcity of resources in rural locations and the lack of concentrations of people, an initial examination of the finances of rural arts development can appear to be expensive. It is important to realise that the community development approaches undertaken in the best practice examples of rural outreach work is an expensive process in rural and urban settings. The community development approach undertaken in the Hunningham project was designed to enable a large number of people to work on and share a project, and to give confidence and skills to key individuals in being able to organise events themselves. (See Appendix 4)

Although there is clear demand for rural community development projects of this kind, and the benefits have been long standing the ability to programme such an event is now less likely, due to the cutting of the West Midlands Arts Partnership Development Programme, therefore an approach which draws upon multiple partner resources is required.

3.2.2 Envision WM : Connect 4

Partners

- Warwick District Council Art Gallery & Museum and Arts Development team
- Warwickshire Youth Arts Network
- out of school groups each situated in different villages within Warwick District
- Warwickshire County Council Libraries and Heritage

A rural outreach project for young people working with the art gallery and museum at the Royal Pump Rooms, looking at how galleries can overcome barriers to participation.

This project intends to develop a meaningful and sustainable relationship between the art gallery & museum and rurally excluded young people (14-21yrs).

Phase 1 will introduce young people to the gallery (visits behind the scenes, taster activities, programming policy, establish a focus group). The young people will then be encouraged to curate their own small show which will tour to each of the villages (e.g. curate artwork, collections, whole village). It is hoped that this tour will involve use of a 'spare' mobile library bus.

Phase 2 will introduce young people to web design and site maintenance.

Project Aims

- To extend young people's awareness and knowledge of the visual arts
- To enable young people to engage with professional artists and gallery staff in ways which will increase their self-confidence and aspirations.
- To encourage and build long term relationships between the art gallery & museum and rurally isolated young people.

3.3 Cultural Diversity

3.3.1 ACP Performance Project

The idea for this project came from discussions with the Home/School Support Service, Mentoring Scheme and Black Youth Projects. Issues raised included concerns about participation in mainstream predominately white, drama provision. The young people said they often felt excluded from or had restricted access to traditional groups. They said that they felt uncomfortable within such groups and thought that the performances rarely expressed the issues that were important to them. Therefore this project was designed to be accessible to any young person from a BME community especially those at risk of disaffection. Following a pilot project, which culminated in a performance in the Royal Pump Rooms in March 2003, there remains the potential for the further development of the group and to attract funding from ACE.

3.4 Festivals

3.4.1 Blink Film Festival

The Blink Film Festival was developed in Coventry, principally by Warwick Arts Centre. The purpose of the Festival is to support and encourage the development of local film makers. In July 2003 the Blink Film Festival for the first time will be expanding into Warwick District, and seeks to open the Festival at the Royal Cinema. There are film makers, producers, and technicians living and working within the District, and a high end post production studio, in Hatton. The expansion of the Festival into the District will enable a greater level of recognition of the existing film making talents, and participatory opportunities for people whom may wish to develop their film making skills, (including a film maker's futures fair) either for leisure and career purposes.

"Aims: It encourages professional practice and development that is not only just creative but also has the potential to have an economic impact. It's pro-active in developing local talent within the context on national media industry It's programming policy provides a opportunity to showcase local talent to a wider audience but also bring in national talent to develop local skills. Its potential audience is wide in both age and skill. The programming policy aims to be self-perpetuating, producing talent and work that feeds back into the festival year on year."

Last year Blink received 50 submissions to the competition, with winning submissions coming from the District.

3.4.2 Leamington and Warwick Festivals

Warwick Arts Society has split the former Warwick and Leamington Festivals into two for 2003. There is an opportunity that each Festival can build up its own distinctive character and develop new audiences.

3.5 Companies

3.5.1 Leamington Studio Artists

Following many years as a voluntary organisation, LSA 2003 AGM agreed on a course of action which will see LSA form as a company Limited by Guarantee, seek offices, and develop the organisation to develop educational and commercial opportunities. The organisation has potentially an important contribution to make to the District as its development as a company establishes.

3.5.2 Community Radio

The Community Radio project has been much delayed, seeking appropriate premises for its activities. The Community Radio project is being driven by two organisations, CAW and Hybridarts. Various pilot projects have established a need for media participation in the District, and the opportunities open to this project initiative could enable public participation in an exciting area. A studio space has been incorporated into the design and planning of the South Bank Cultural Quarter, to assist the project being able to operate, and if appropriate, evolve into a distinct company.

3.5.3 Hybridarts

Hybrid has been successful in negotiating a range of opportunities for young people who have been excluded from school, or are non attendees. The projects are being developed with the Pupils Referral Unit. Pilot projects are currently being undertaken and the company are optimistic that the scheme can be rapidly developed and expanded if the building resource requirements can be overcome.

3.6 Resources

3.6.1 Cultural Quarter

The development of the Cultural Quarter will represent the beginning of the fulfilment of an important corporate aim. The proof of the Quarter's success will be in how it assists the voluntary and professional arts, education and community providers to host, develop, market test and present their products and services. The range of facilities the development will create is documented in detail in the SRB5 documentation, but in brief they include: 10 + visual artist studios, a community radio studio, an artist in residence studio with accommodation, a gallery, a 60 seat capacity performance studio and a medium scale rehearsal studio with the potential for being a 270 seat venue. There is potential to develop further resources in Phase Two, which is currently being negotiated. The Council have allocated £390,000 capital investment into the Cultural Quarter.

3.6.2 Creative Industries

The Warwickshire Cultural Strategy, created by all local authorities in the county, is now available in draft. Under the theme 'Securing the Cultural Dividend' it recommends that all local authorities both 'make the case for culture's economic and social contribution' and 'create the economic conditions for cultural businesses to flourish'. Actions recommended include:

- research and audit of the current development and economic impact of the creative and cultural industries
- assess the business and developmental needs of current creative and cultural industries and make the result available to all relevant agencies

To achieve these key objectives there needs to be a better understanding of the numbers, nature and needs of creative industries in the sub-region and better co-ordination between the local authority departments and external agencies serving this sector.

Advantage West Midlands have agreed to fund a project which aims to pool existing information on those working in the sector and actively research creative industries which do not currently have contact with these support agencies. Phase 2 will research and set out priorities for development of the sector.

Project Partners

Services for the Creative Industries are currently provided by the following agencies/sections in the sub-region:

1. Both Arts Development and Economic Development Sections of all of the local authorities in the sub-region: Coventry City Council, Warwickshire County Council, Stratford District Council, Rugby Borough Council, Nuneaton & Bedworth Borough Council, North Warwickshire Borough Council, Warwick District Council.
2. Business Link Coventry and Warwickshire.
3. Arts & Media Training (the not-for-profit organisation covering the sub region who provide support for this sector)
4. Coventry and Warwickshire Co-operative Development Agency

It is anticipated work on phase 1 of the auditing project to be completed by the summer of 2003.

3.7 Youth Arts

The Arts Review recommended that a Youth Arts Strategy was written for WDC. A strategy was being prepared however due to delays in the process a decision was made to incorporate the principal findings into this document. The objective of developing a Youth Arts Strategy for the District was reiterated within the objectives of the district of Warwick Community Plan 2001 - 2003, as part of the priority aim of increasing participation in artistic, cultural and sporting activities for young people.

3.7.1 Definitions

This review attempts to draw a distinction between 'youth arts' and the broader remit implied by 'arts and young people'. Although the terms are to some extent interchangeable, it must be noted that the former term is usually associated with a distinct genre of community arts practice often focusing on issue-based, participatory work.

WDC currently employs a broad definition of 'young people' encompassing those under 25 years of age. Those working with young people tend to employ more specific age-range definitions. WDC recognises that any broad definition of 'youth' will include a variety of different age groups whose needs and experience of the arts will vary. WDC also recognises that 'young people' form as diverse a group in terms of their interests, beliefs and culture as any other within society.

3.7.2 Consultations

Consultations with all the principal providers of youth arts within the District were undertaken, and a focus group of young people who were currently active or had recently been engaged in youth arts, was held in August 2002.

3.7.3 Scope of Enquiry

- How does the strategy fit into the broader context of other policies and strategies of Warwick District Council?
- Who are the key providers in terms of youth arts activities in the District and to what extent are these organisations working towards a common aim? Do the existing structures enable effective communication between organisations within the District?

- In what ways can Warwick District Council contribute to the needs of youth arts providers in the District?
- Are there any significant gaps in provision, which can or ought to be addressed by Warwick District Council?
- To what extent are young people themselves being involved in the consultation process?

3.7.4 Methodology

- A survey of existing Warwick District Council policies and their relevance to youth arts issues.
- Consultation with representatives of key organisations in the District who provide youth arts opportunities. Individuals were consulted either in one to one meetings in person or telephone interviews.
- Consultation with representatives of relevant departments in WCC and WDC.
- Consultation with a focus group of young people, selected through the representatives above.

3.7.5 Findings

The key findings from the process have been assimilated within this report and are addressed in the recommendations in Section 7.

Playbox Theatre

Playbox are the largest independent providers of youth arts activity in the County, with a significant impact on the District.

1. The number of young people attending Playbox Theatre from District 1,500
2. The number of staff 15
3. Audience attendance over the last 12 months (from the District) totals 15,182

Playbox have been developing their models of best practice over a number of years and are now quite clearly a model for many other providers of youth arts. As the District's corporate aims are to increase participation in arts and cultural activities, especially for young people, then there is a strong argument for supporting the work of Playbox by making it more accessible for disadvantaged young people, which could best be achieved by a Service Level Agreement.

4. A Partnership Approach

The principal partners for Arts Development have been West Midlands Arts, Warwickshire County Council and the independent arts sector, both professional and voluntary, who are based in the District. Developing partner work has been an essential area for Cultural Development, to diminish the role of direct service delivery, assisting in the development of a mixed economy, and providing value and quality.

4.1 West Midlands Arts Partnership Development Strategy

The WMA Partnership Development scheme was designed to be an agreement between WMA and local authorities on identifying arts development issues in local authority areas. The theory was, after a long involved process the Regional Arts Board would agree to fund a local authority's arts development programme, as identified in an agreed Arts Strategy.

“Since the late 1980s West Midlands Arts has entered into Local Agreements with local authorities to support them in delivering planned programmes of arts activity in partnership with arts producers, artists and local communities. This arts activity is generally aimed at increasing participation in the arts and developing new audiences for the arts. “

The Local Agreements were supposed to be for a one-year or three-year period. In recent years the WMA Partnership Development scheme has been subject to a number of changes. In 2000 WMA chose not to enter into a three-year agreement with WDC, and further WMA found that the scheme had been over subscribed and therefore in 2001 awarded WDC with £8,000, instead of the expected £10,000. The following financial year WMA suddenly changed the criteria of the scheme, taking into account all the monies each LA area received from Lottery funding, and designing a ratio of spend per head, below which a LA area would receive priority for support. Warwick District, according to these criteria, exceeded the ratio subsequently being ineligible for support for the scheme. WDC attempted to argue that the WMA criteria had included a substantial Lottery award to Motionhouse Dance Theatre, which was to support their work as a national touring company, and only had indirect benefits to the area. This argument was rejected, and so Warwick District received no Partnership Development funding. Since this time all the former Regional Arts Boards of England have been taken over by the Arts Council England, and local authority partnership development schemes, which were only run in the West Midlands region, have ceased. The ending of this scheme represents an effective cut of 45% of the potential grant monies available to develop arts activities in Warwick District.

In order to maximise the WDC Arts Development budget it will now be beholden upon the officer to negotiate individual projects with ACE to seek match funding, as has been achieved this year with a Performance Project, a partnership between the African Caribbean Project, WDC, Warwick Arts Centre and ACE.

Local Authorities will be eligible to apply to the new grant's scheme, (see 4.1.1 for details of eligibility).

WDC have been paying a subscription to WMA of £3,000. The Arts Council England, West Midlands no longer requires local authorities to pay a subscription. Arts Council England WM are seeking to broker a sub regional partnership, to utilise the former subscription fees, with the potential of eliciting challenge funding for projects by groups of local authorities. Warwickshire, Coventry and Solihull will be the first grouping in the region to have a meeting with ACEWM to discuss priorities on the 16th April 2003.

4.1.1 Arts Council England

“Arts Council England New funding programmes 2003 - 2004

There will be two new programmes, to be run from the regional offices.

They are:

- Grants to organisations: investment for organisations including arts projects, capital, organisational development and research and development
- Grants to individuals: investment for individual artists, residencies, bursaries, arts projects led by individuals such as visual artists, writers or promoters, and capital projects and research and development by individuals

Grants will normally range from £200 up to £100,000 for major projects. Most grants are likely to be under £30,000.

Partnership funding will not be a requirement, but we will encourage applicants to use our investment to lever more from other sources. We will be able to make investment without partnership funds where a clear case has been made: for example by socially excluded groups or for innovative work.”

The aims of the Grants for arts are:

- To change people's lives through the opportunity to take part in or experience high quality arts activities
- To increase opportunities for cultural diversity in the arts. By 'cultural diversity', we mean the full range and variety of the culture of this country, but with a particular focus on race and ethnic background.
- To support excellence, new ideas and activity to help build long-term stability in arts organisations.
- To invest in the creative talent of artists and individuals.
- To increase resources for the arts.

Who can apply

- Artists, performers, promoters, presenters, curators, producers and other individuals working in the arts;
- arts organisations;
- local authorities and other public organisations;
- partnerships, collectives, and regional and national organisations;
- organisations whose normal activity is not arts-related, including voluntary and community groups; and
- groups of organisations or individuals. (One of the organisations or individuals involved will need to take the lead and have the main responsibility for managing the application and any grant.)

ACE are encouraging Local Authorities to apply in consortiums for funding rather than individually.

ACE have recently announced increases in funding for their Key Clients over a three year period, as indicated in 2.2. Further, they have produced a document indicating their changing position to working with Local Authorities, “Local government and the arts A vision for partnership”, March 2003. The document was produced drawing together statements from a summit which included representatives from the Local Government Association, the Chief Leisure Officers Association and the National Association of Local Government Officers as well as local authority members on the regional councils of the arts council and senior staff from Arts Council England. Four priorities were identified for a joint approach at national level over the coming years;

- the creative economy
- healthy communities
- vital neighbourhoods
- engaging young people

ACE, West Midlands have developed a new staff structure to support their changing remit which includes officer support for Regeneration, Creative Industries and Workforce, and Regional Partnerships amongst others.

4.2 South East Asian Traineeship

In 2000 a pilot scheme initiated by Arts Marketing Warwickshire, Midlands Arts Centre, Arts Council of England, with WCC Arts Service and WDC providing support, aimed to put in place a South Asian audience development trainee project. This project met with a whole series of difficulties, being split between Birmingham and Leamington meant that the project became too thinly stretched, which resulted in the project building up an amount of local expectation and failing after only three months.

4.3 Partnership Development and Networking

The CDO and ADO post holders have held regular meetings with local/regional organisations including: Arts Council England (West Midlands), Warwickshire Arts Development Officers Forum, Warwickshire Youth Arts Network, Warwick District Arts Consortium, Warwick District Music Promoters Forum, West Midlands Arts, Warwickshire College, Regenesis, Coventry Solihull and Warwickshire Partnerships, Warwickshire Arts Week Steering Group, National Association of Local Government Arts Officers, Warwick Arts Centre, Warwick Events Group, Regenesis, Coventry City Council, English Heritage, Supporting the Arts, Warwickshire Local Cultural Strategy Steering Group, SQW economic & management consultants, Warwickshire Libraries Service, Arts and Media Training, Marketing Arts, African Caribbean Centre, Bath Place Community Venture, The Gap, Sikh Community Centre, MIND, Plinke Landscape Design, SAMPAD, proPOSIT, Advantage West Midlands, Screen West Midlands, Warwickshire Youth Arts Network, Council for Disabled People, Warwickshire Social Services, Creative Cultures, Business Link.

4.4 Warwickshire County Council

A significant partner in the strategy and delivery of arts development has been the County's Arts Service. The co-operation, sharing and support the County's Arts Service gives to arts development is a significant benefit both to artists, organisations and local authorities. WCC support organisations in the District through their Key Clients Fund, Arts in Social Services grants, and a Public Art Fund.

4.5 Local Cultural Strategy

The most significant recent change in enabling the development of a partnership approach for arts development has been the requirement for Local Authorities to develop and implement a Local Cultural Strategy. The cultural strategy covers the arts; heritage; museums and galleries; archives; libraries; parks and open spaces; sport and leisure, creative industries and tourism.

5. **Local Cultural Strategy**

30th April 2003 Draft:

“We have grouped our priorities for supporting cultural development in Warwickshire under four themes:

- A: TAKING PRIDE IN WARWICKSHIRE**
- B: GROWING THE GRASSROOTS**
- C: INCREASING CULTURAL OPPORTUNITIES**
- D: INVESTING IN CULTURE**

Theme A:

TAKING PRIDE IN WARWICKSHIRE

Cultural activities can help us understand, take greater pride and get involved in our environment. Our parks, countryside, canals and rivers, historic town centres and villages are a source of pride to all of us and make a great difference to our everyday quality of life. Because our quality of life is important to us we want to ensure that our communities benefit from good new development whilst conserving the best of our historic assets. We also need to create the built heritage of the future, encouraging imaginative new buildings and public spaces.

Our priorities are to:

- **Build awareness of, celebrate and take pride in our built and natural environment.** We will do this by working with local heritage, conservation and other groups concerned with our environment; by developing a wide range of cultural activities such as sports events, festivals, walks and tours that increase our use and appreciation of our natural and built environment
- **Take a more imaginative approach to making Warwickshire vibrant and attractive,** by developing public art programmes in town and country, championing high quality new architecture and creating special events to liven up public spaces. We want to bring artists, craftspeople and designers to work with local communities, to increase public involvement in deciding how the places where we live, work and play should look
- **Make sustainability central to all our actions to improve the environment.** To do this, we will work with agencies responsible for the natural and built environment to increase public access and cultural use. We will also make quality of life a key aspect of planning gain proposals by putting sustainable cultural facilities for local people as a high priority in our negotiations with developers

Theme B:

GROWING THE GRASSROOTS

Cultural provision needs to reach out to every community and group within our diverse communities. To do this we need to support and sustain the grassroots organisations, to encourage and develop local facilities. It is vital that we nurture the community and voluntary groups that play such an important role in local sports, arts, environmental, local heritage and other activities, so that they can continue their excellent work across the county.

Our priorities are to:

- **Support the voluntary and community sectors**, both by acknowledging and promoting their work and supporting the work of the Warwickshire Compact which provides a framework for partnership work with the voluntary sector. We must also help to develop skills and build capacity to make these organisations even more effective
- **Celebrate local communities and diversity**, through encouraging projects, festivals and activities that promote Warwickshire's traditional as well as changing cultural assets
- **Build stronger links with projects that contribute to a sense of active citizenship, community safety, lifelong learning, environmental well-being and health**, and make sure that Local Strategic Partnerships include representation from local cultural organisations

Theme C:

INCREASING CULTURAL OPPORTUNITIES

Ensuring that Warwickshire people have access to arts, libraries, sports and heritage is a fundamental theme of our Cultural Strategy. Cultural facilities and activities should be available to everyone, young or old, urban or rural dweller. We want to reduce or remove real barriers to taking part, whether they spring from cost, lack of information or transport, for instance.

Our priorities are to:

- **Broaden access to a wide range of cultural activities**, by encouraging the work of partnerships, touring and outreach activities. We will support the use of community venues for cultural activities; help to improve transport and access to facilities; encourage better use of ICT in making information available through libraries and other community facilities
- **Plan together and identify priorities for filling gaps in facilities and resources**, developing joint proposals, making use of planning gain, or by seeking to encourage better use of dual-use or multi-purpose facilities in schools or colleges, for example
- **Increase the programmes of activities taking place in existing core facilities** including libraries, museums, sports and leisure centres, churches, historic buildings, parks and countryside, to reach wider audiences and promote 'taster' sessions to attract new participants
- **Widen experience and raise aspirations especially amongst young people:** we will achieve this by strengthening links between professional cultural organisations with local community development, lifelong learning and youth programmes. We will also work with agencies that support older or disabled people, to increase their opportunities for participation

Theme D:

INVESTING IN CULTURE

Creative and cultural industries, everything from design to theatre, from software to professional sports events and the wider sector of knowledge-based industries, are increasingly important in the national economy. Our Strategy needs to ensure that culture

makes a proper contribution to the balanced growth of the county, and that tourism is promoted and managed effectively for the benefit of all.

Our priorities are to:

- **Make the case for culture's economic contribution**, through research and active advocacy with funding and development bodies and partnerships engaged in economic development to raise the profile of cultural and creative businesses
- **Create better local economic conditions for cultural enterprises to flourish**, through assessing their developmental needs and by helping with marketing or business planning, for example
- **Help Warwickshire increase community and individual benefits from growth in the creative economy**, by promoting training for local people, so they can find employment in the cultural sector"

6. *The Arts Review 2000 Objectives*

The mission statement set out in the Arts Review 2000 was:

“Warwick District Council recognises that the arts have the potential to transform and energise people and places, and will ensure that all members of its community have opportunities for appropriate forms of cultural experience and expression.”

To achieve this, the review set out five objectives:

OBJECTIVE 1: CREATIVE COMMUNITY DEVELOPMENT

To support communities within Warwick District to develop, strengthen, and move towards greater independence through engagement with the arts

OBJECTIVE 2: DEVELOPING CULTURAL PROSPERITY

To enable the arts to contribute to the sustainable growth and prosperity of the communities and economy of the District

OBJECTIVE 3: CELEBRATING PLACES AND SPACES

To ensure that the arts play an effective and appropriate role in the sustainable enhancement of the urban and rural environment in Warwick District

OBJECTIVE 4: CONSULTATION AND PARTNERSHIP

To ensure that all aspects of Warwick District Council's engagement with the arts are supported through consultation and delivered through partnerships with local communities and relevant agencies

OBJECTIVE 5: IMPLEMENTATION & REVIEW

To maintain adequate and appropriate management systems and mechanisms to deliver effective implementation, monitoring and review of Warwick District Council's arts policy

7. Action Plan

Timescale	WDC / LCS Objectives	Projects 2003-04	Partners	Resources
April 2003	Community Involvement / Growing the grassroots	<ul style="list-style-type: none"> Support WDAC - provide a venue and administrative support. 		<ul style="list-style-type: none"> Staff time Venue
April 2003	Consultation and partnership	<ul style="list-style-type: none"> Input into a range of networks in the area 	WADOF, WYAN, Arts Week, WDMPPF, NALGAO	<ul style="list-style-type: none"> Staff time Venue
April 2003	Implementation & review	<ul style="list-style-type: none"> Ensure that all funded work is adequately documented/used as a resource 		<ul style="list-style-type: none"> Staff time
February 2002 – May 2003	Community Safety / increasing cultural opportunities	<ul style="list-style-type: none"> Vision (crime diversion project) continues until May 2003 Graphic/video art 	WMA, PRU, CAW	<ul style="list-style-type: none"> (WDC ADP 02-03) £2000 (WMA) £1690 (PRU) £4849.25
April 2002 – October 2003	Health / increasing cultural opportunities	<ul style="list-style-type: none"> Art Venture (health project) continues until October 2003 	South Warwickshire NHS Trust	<ul style="list-style-type: none"> (WDC ADP 02-03) £1625 (CAS) £867
April 2003	The Economy / Investing in Culture	<ul style="list-style-type: none"> Warwickshire Arts Week 2004 (year 03) 	WCC, NWBC, SDC, NBBC, RBC	<ul style="list-style-type: none"> (WDC ADP) £600 (WCC) £2,500 (NWBC) £600 (SDC) £600 (NBBC) £600 (RBC) £600
April 2003	Social Inclusion / increasing cultural opportunities	<ul style="list-style-type: none"> Develop ACP performance project/sustainability. 	African Caribbean Project, Bath Place Venture, ACE	<ul style="list-style-type: none"> (WDC ADP) £2,000 ACE (TBC)
April 2003	Social Inclusion / increasing cultural	<ul style="list-style-type: none"> Envision WM : Connect 4 	ACE, Engage, Pump Rooms, WYAN WCC,	<ul style="list-style-type: none"> (WDC ADP) £1,000 (each year)

Update of the Arts Review of February 2000

	opportunities	(part of 2 year regional project) Visual Arts outreach project for rurally excluded young people.	Ikon Gallery, BAYC, Qube Gallery, SHYAN, Calouste Gulbenkian Foundation, Carnegie UK Trust	<ul style="list-style-type: none"> • (ACE) £10,656 • (WYAN) £4984.62 NB total regional budget £60,736.62 (includes some additional spend for staff within WDC on training/conference/publication).
May 2003	Social Inclusion / Growing the grassroots	<ul style="list-style-type: none"> • Establish clear guidelines, criteria, application procedures and deadlines for Cultural Grants 		<ul style="list-style-type: none"> • Staff time
May 2003	Leisure / increasing cultural opportunities	<ul style="list-style-type: none"> • Arrange SLA's with Key Clients 	WCC, WADOF	<ul style="list-style-type: none"> • (WDC KCF) £10,600
May 2003	Implementation & review	<ul style="list-style-type: none"> • Develop/monitor system for external assessment of Key Clients 		<ul style="list-style-type: none"> • Staff time
May 2003	Consultation and partnership	<ul style="list-style-type: none"> • Arts Development content transferred to Corporate website 		<ul style="list-style-type: none"> • Staff time
May 2003	Community Involvement	<ul style="list-style-type: none"> • Distribute draft Update of the Arts Review. Publish & distribute final summary document 		<ul style="list-style-type: none"> • Staff time
29 th -31 st May 2003	Education, The Economy / Investing in Culture	<ul style="list-style-type: none"> • Blink Film Festival supporting workshops in animation, careers fair, and screening of local film makers 	Royal Spa Centre, Coventry City Council, Warwick Arts Centre, The Depot Studios, Warwickshire College, Screen West Midlands	<ul style="list-style-type: none"> • (WDC ADP) £2,000 • (CCC) £1,900,
July 2003	The Economy / investing in culture	<ul style="list-style-type: none"> • Warwick Folk Festival Company development 	WCC	<ul style="list-style-type: none"> • (WDC ADP) £2,500 • (WCC) £5,000 • (WTC) £1,500 • (WFF) £740

Update of the Arts Review of February 2000

Sept 2003	Social Inclusion / increasing cultural opportunities	<ul style="list-style-type: none"> Arts & Disability pilot project (2003 EYPD -The European Year of People with Disabilities) 	CDP	<ul style="list-style-type: none"> (WDC ADP) £3,000
Timescale	WDC Obj	Projects 2004-05	Partners	Resources
April 2004	Community Involvement	<ul style="list-style-type: none"> Support WDAC - provide a venue and administrative support. 		<ul style="list-style-type: none"> Staff time Venue
April 2004	Consultation and partnership	<ul style="list-style-type: none"> Input into a range of networks in the area 	WADOF, WYAN, Arts Week, WDMPF, NALGAO	<ul style="list-style-type: none"> Staff time Venue
April 2004	Implementation & review	<ul style="list-style-type: none"> Ensure that all funded work is adequately documented/used as a resource 		<ul style="list-style-type: none"> Staff time
April 2004	The Economy / Investing in Culture	<ul style="list-style-type: none"> Effect an increase in the Key Clients/Cultural Grants and Arts Development budgets to enable implementation of Action Plan 		<ul style="list-style-type: none"> Key Clients £17,000 Arts Development £17,000 Cultural Grants £6,000 NB increase shown in this budget
April 2004	The Economy / Investing in Culture	<ul style="list-style-type: none"> Warwickshire Arts Week 2004 	WCC, NWBC, SDC, NBBC, RBC	<ul style="list-style-type: none"> (WDC ADP) £600 (WCC) £2,500 (NWBC) £600 (SDC) £600 (NBBC) £600 (RBC) £600
April 2004	Social Inclusion / increasing cultural opportunities	<ul style="list-style-type: none"> Envision WM : Connect 4 (part of 2 year regional project) Visual Arts outreach project for rurally excluded young people. 	ACE, Engage, Pump Rooms, WYAN WCC, Ikon Gallery, BAYC, Qube Gallery, SHYAN, Calouste Gulbenkian Foundation, Carnegie UK Trust	<ul style="list-style-type: none"> (WDC ADP) £1,000 (ACE) as before (WYAN) as before

Update of the Arts Review of February 2000

May 2004	Leisure / increasing cultural opportunities	<ul style="list-style-type: none"> • Arrange SLA's with Key Clients 	WCC, WADOF	<ul style="list-style-type: none"> • (WDC KCF) £17,000
May 2004	Social Inclusion / increasing cultural opportunities	<ul style="list-style-type: none"> • Digital/film installation project for Old Town community/residents 	Hybrid Arts	<ul style="list-style-type: none"> • (WDC) £5,000
Jul – Oct 2004	The Economy / Investing in Culture	<ul style="list-style-type: none"> • Warwick Literary Weekend development 	Warwick Live, WCC	<ul style="list-style-type: none"> • (WDC) £5,000
Sept 2004	Social Inclusion / increasing cultural opportunities	<ul style="list-style-type: none"> • Develop Arts & Disability project/sustainability 	CDP	<ul style="list-style-type: none"> • (WDC ADP) £5,000
Jan 2005	Implementation & review	<ul style="list-style-type: none"> • Review Arts Strategy 	Wide Consultation	<ul style="list-style-type: none"> • Staff time

APPENDIX 1 Definition of Key Clients of County Arts Service

County *Arts* Service

Key Clients are those professional arts organisations which:

- ❖ make a considerable contribution to the arts infrastructure in Warwickshire
- ❖ work across more than one District or Borough area in Warwickshire
- ❖ implement a satisfactory Equal Opportunities policy with regards to employees and service users

Key Client status recognises the ongoing role of these organisations and gives them an annual contribution to their core budget each year subject to the approval of an ongoing Arts budget (standstill or increased). This grant covers an agreed amount of activity and is usually in excess of £3,000.

The County Arts Service is currently developing Partnership Agreements with these organisations where appropriate, alongside the relevant District and Borough authorities. These agreements replace the grant application process of each local authority and set out agreed outcomes from all parties.

Key Clients measure and report upon agreed Performance Indicators which reflect both the quantity and quality of their work. These PIs are set out in the grant application or Partnership Agreement. Targets are agreed and set annually.

Key Clients may not apply for Arts Projects grants in addition to their Key Client funding because of the small amounts available. However they may be commissioned by the Arts Service to carry out extra developmental work from separate internal or external budgets.

APPENDIX 2 Citizens Panel

A Warwickshire County Council Citizens Panel (July 2002) indicates that in the Warwick District area people are more likely to attend or participate in a wide variety of cultural activities than any other district within the County.

Which, if any, of the following places/events have you visited in the last year?

	Warwick D %	County Overall %
Cinema	77	69
Famous park/gardens	63	52
Stately home/castle/palace	55	48
Museum/art gallery	57	41
Famous cathedral/church	46	37
Theatre/opera/ballet	45	35
Zoo/wildlife park/reserve	34	32
Live sporting event	26	29
Concert - pop/rock	32	28
Theme park	23	24
Concert - classical	25	17
I have not visited any	2	6

Which, if any, of the following arts events or activities have you or any member of your household attended/taken part in, in Warwickshire during the last year?

	Warwick D %	County Overall %
Cinema/films	68	62
Art/craft exhibitions	46	40
Theatre/drama performances	49	38
Jazz/pop/rock/folk gig/concerts	27	27
I have not attended/taken part in any arts events/activities	14	20
Classical concerts	28	17
Dance performances	7	13
Dance classes	15	12
Music rehearsals/classes	4	8
Visual arts/crafts classes	6	7
Drama classes/workshops	4	6
Literature talks/readings	6	3
Other	1	2



APPENDIX 3 "Putting arts at the strategic centre"

The project

The IDeA has been working in partnership with Arts Council England North East and six authorities in the north east. The project has explored what it means in practical terms to "put arts at the strategic centre", along with the benefits to be gained and challenges faced. The first phase of the work involved developing a model of what it actually means to put arts at the strategic centre. The aim was to produce a practical toolkit for local authorities and Local Strategic Partnerships. The "toolkit" was based on research of "good practice" comparator authorities perceived as being innovative and successful in the arts. This was supplemented by work with the pilot authorities themselves, along with national learning, including that from the Local Government Improvement Programme and Comprehensive Performance Assessment.

What was learnt

What was overwhelmingly found was that authorities which have been successful in the arts have approached their work in a variety of ways, and see their success as being dependent on different factors. Some see full member engagement as key, others have a visionary leader of chief officer around which their success has been based, still others have focused on working with partners to achieve joint aims.

There is no one size fits all static approach. Each authority's own approach has to be context specific and develop over time in response to changing circumstances. However key characteristics that have the greatest impact on strategic working on the arts are identified below.

Leadership

- a leadership matrix comprising influential elected members, top level managers and a dedicated senior officer, all engaged with the arts. The precise make up, levels of seniority and balance of influence within this arrangement is largely dependent upon member/officer dynamics within a particular authority

Corporate arrangements

- a corporate culture that is not risk adverse or set in a traditional 'silo' mentality, that encourages cross service working to tackle thematic issues and thinking 'outside the box'
- recognition of the need for a sustained and effective core budget as fundamental to the delivery of the arts

External engagement

- an outward-looking, collaborative approach where partnerships are seen as a key, integral way of working and delivering services

Performance management

- integration of the arts within the corporate performance management framework, where the arts are explicitly linked to corporate priorities and with clear performance measurement and monitoring in place

Capacity

- capacity for the arts to operate strategically, in terms of officer status, influence, support, skills knowledge and time resource

Service delivery

- proven track record of the arts service to deliver effectively and efficiently, either directly or indirectly through third party arrangements

APPENDIX 4 Hunningham Evaluation

Hunningham Project Evaluation

The Hunningham project was jointly devised with Live & Local and the CDO to produce a rural Community Development event. Brekete, a Ghanaian dance and drumming company were resident for a week, working with people from six villages to participate in an event in Hunningham. There were circa 350 people at the Brekete event, the Live + Local baby big top accommodates 250 people, and so the sides of the marquee were taken down to enable more people to view the production. Twelve stalls provided by a variety of community groups were erected outside of the marquee, providing stalls for information, and sales/fundraising. The Brekete event took place on Sunday, June 10th, 2001. The success of the event can best be judged by comments from participants:

Young person

"I got involved through Cubbington Community Youth Club in April. It has been very interesting to experience a different culture of dance, and to overcome my initial feeling of 'I'll never be able to do this!' because it was obvious after each rehearsal everyone got better and better. Learning the music with the dance and how to sing has been very surprising. This gives the audience the chance to see what schools and youth clubs can do when they work together. More projects like this should definitely happen; it gives people an opportunity to create positive things and brings a different experience for all the local people. More events like this please!"

Head Teacher of Cubbington C.E. School

"I heard about the event through a phone call from the Head of North Leamington in February/March who said 'How do you fancy taking part in this event?' it was the folder of photographs from previous Live + Local events that convinced me. The process has involved lots of meetings, contacting lots of groups; the school has played a central part for contacting community groups, liaising between groups and Brekete for the workshops. I personally have taken part in drumming and singing workshops. This last week of rehearsing and workshops has been magical, in all the twelve years that I have been a Head Teacher this week has been the best, I think that the pupils will always remember this experience. I have learnt to drum, and to go with the flow. Everything a Head has to do is normally meticulously planned, but I have enjoyed not being in control and working at different paces of others. I have learnt more about the local communities and it has been illuminating to witness the different working processes that other groups and people employ. This event has brought life to them area. The buzz of the place, you can see it for yourself, nothing like this has ever happened here before, with so many people involved, you could bottle the atmosphere and sell it! Brekete have provided very good role models, particularly for the lads, to get them dancing in a manner where they don't lose their street cred. All the school has been involved, the opportunity to meet people with a different culture and to get on with them has been invaluable. More events, absolutely!"

APPENDIX 5 Arts Key Client Performance Indicators

County *Arts* Service

A. Financial/efficiency Performance Indicators

1) County subsidy per attendee

(Total County Council grant divided by total no. of attendee's at events/performances in one year. The County grant may only be applicable to part of your activity.)

2) Total no. of events per year

(including workshops, performances, talks etc which are covered by your County grant)

EITHER 3a) Percentage of total subsidy

(Total company income received from local authorities, Regional Arts Board, Arts Council, Lottery v. Box Office, sponsorship, Trusts, Friends, donations)

OR 3b) Percentage of total capacity achieved

(Total percentage of attendee's for performances and workshops out of total possible capacity)

B. Quality Performance Indicators

4) Customer survey(s)

(The results of at least one survey carried out at one of your events to include measurable and widely-applicable question on *value for money*, *artistic quality* and *customer care*. Please see enclosed quality questionnaire from West Midlands Arts)

5) User referee

(A report on a performance or workshop from someone attending one of your events for the first time. The CAS will arrange such an attendee.)

EITHER

6a) Press/Media reviews

(At least two press reviews of your company's work in the relevant financial year)

OR

6b) Loyalty/repeat bookings

(e.g. No. of 'Friends' of organisation; no. of repeat bookings by venue or customers on previous year)

APPENDIX 6 Arts Development Projects

- Hunningham, **Brekete**, a rural arts community development project 2001 - 2002 - *promoting social cohesion and inclusion*.
350 Audience, 120 participants
Dance / Performance / Music
Funding £6,000 (WDC/WMA) £4,750 (A4E)
- **Apani Kahani** in partnership with Warwickshire County Council, People 2001 - 2002 - *promoting cultural diversity*.
2 artists, working with the Milan Group, the Satkaar Group and the South Asian Carers group (30 people)
Embroidery / Literature / Storytelling
Funding £1,250 (WDC/WMA) £6,000 (WCC/WMA)
- **Old Town Stories**, a Sez_U Theatre company production, utilising oral history derived from Old Town residents 2000 - 20001. - *promoting social cohesion and inclusion*.
Performance / Oral History / Heritage
2 artists, 1 researcher
18 performances, 800 audience / participants
Funding £2,250 (WDC) £1,500 (WCC) £5,000 (Awards for All) £17,000 (SRB5)
- **Reading Through Images**. A joint venture between the Art Gallery & Museum and Leamington Library and the County Arts Service 2000 - 2001. - *promoting social cohesion and inclusion*.
Working with 3 youth clubs; Champion Youth Centre (working with young people from Whitnash), Kenilworth Youth Club and Lillington Youth Club. 2 Artists, 25 young people, photography and digital media, www site
Funding £3,000 (WDC/WMA) (WCC) £1,700
- **Art Venture** - Pilot Visual Arts Project for Clients and staff of South Warwickshire Combined Care in partnership with the NHS Trust Assertive Outreach Team, 2002 - 2003 - *promoting social cohesion and inclusion*.
1 lead artist, 10 NHS staff and 6 people with mental health issues.
Visual Art
Funding £2,400 (WDC) £700 (CAS) external
- **African Caribbean Performance Project** for Young People 2002 - 2003 - *promoting cultural diversity*.
1 lead artist, 1 student placement, 2 volunteers, 3 WAC technical staff and 28 young people took part in the project, 60 audiences
Visual Art/Video/Performance
Funding £2,000 (WDC) £3,000 (WMA)
- **Community Arts Workshop Visual Art/Video project** for Young People from the pupil re integration unit 2002 - 2003 - *building safe and healthy communities*.
3 artists and 20 young people from the pupil re integration unit took part in the project.
Funding £2,000 (WDC) £1,690 (WMA) £4,849 (PRU)
- **The Big House** - Motionhouse Community Dance Commission 2001 -2002 - *ensuring high quality accessible participatory arts*.

Two performances took place on Saturday 6th April, 2002, incorporating sixty nine people from seven community groups and four dancers from Motionhouse. The events were attended by circa 270 people.

Funding £6,000 (WDC/WMA) £3,000 External leverage.

- **Warwickshire Arts Week 2002** – *supporting the professional development of individual arts practitioners*
 - 55% of visitors were declared to be local and 44% from within Warwickshire. However, there were many comments from exhibitors about visitors who had come from all areas of the country, including one visitor who came specially from London, and 2 visitors from Somerset, who came specially for Arts Week and who were staying in a hotel.
 - Total estimated visits to Open Studios: 9,180 (not including Galleries)
 - Total estimated sales at Open Studios during the Week: £42,800 (not including subsequent commissions)
 - Number of children involved in Education projects: 880
 - Number of artists included in Education projects: 12
 - Total funding raised for Education Projects: £11,390
 - There were 5,451 declared visitors to the 38 responding venues
 - Funding in £900 (WDC) £2,900 (WCC) £6,150 (Other external)
- **Rural Arts Marketing**, Playbox Theatre 2001-2002 - *support the coordination of market development initiatives in the area to increase audiences and cultural participation*
 - Funding £1,500 (WDC)
- **Training** 2001 - 2003, 4 training events, in ICT and Marketing, 1 in fundraising, total 62 people - *support the professional development and capacity-building of organisations and individual arts practitioners involved in cultural provision*
 - Funding £1,600 (WDC)

APPENDIX 7 Consultations and meetings

Councillor Christine Hodgetts
Councillor Roger Copping
Councillor George Darmoody
Dale Best WDC Head of Leisure and Amenities
Peter Nicholson WDC Entertainments Manager
Alan Mayes WDC Principal Architect Planner
Vanessa Oakes WDC Arts Development Officer
Jeff Watkin WDC Heritage and Arts Manager

Questionnaire Circulation

Councillor Cheryl Flanagan
Councillor Margaret Begg
Councillor John Hammond
Councillor Bob Crowther
Councillor Bernard Kirton
Warwick Events Group
South Town Events Group
WADOF (WCC, NWBC, NBBC, RBC, SDC)
WDAC
LSA
ACE
Warwick Arts Centre
Blink Film Festival

Questionnaire Feedback Samples

I feel that the last 3 years have seen very positive developments in the district but this should be seen as just the start of a rolling process that should build and grow. We have a fantastic resource of practice and practitioners in this area and they should be supported at a much more profound level. Then we might reach our potential as a leading area for the arts. If plans to create spaces, support organisations, and to create an artistic hub are realised this district could be seen and celebrated as a visionary arts community which can only benefit all aspects of our community and local strategy, policy and development.

Louise Richards Motionhouse Dance Company

(cultural grants) – we feel that groups seeking money need better information – often they are so busy doing the work, that they don't have time/volunteers to apply for money! We also feel the criteria for application should be made abundantly clear before grant applications are opened.

Micaela Schmitz Making Music West Midlands (voluntary umbrella organisation representing 149 groups).

Partnerships, both formal and informal, already exist between a number of Warwick District Council's KEY CLIENTS and Warwick Arts Centre. We would like to be in a position to develop more partnerships and strengthen existing relationships for the benefit of local people. We would welcome further discussions on Warwick Arts Centre's potential as a key Client of Warwick District over coming months.

Alan Rivett Warwick Art Centre

Thanks and keep up the good work!

Live & Local

Documents

1. Creating Advantage, The West Midlands Economic Development Strategy, Advantage West Midlands.
2. Draft Cultural Strategy for Warwickshire, April 2003.
3. Your Community Plan 2001 -2003, Warwick District Community Partnership.
4. A Local Strategic Partnership for Warwick District Conference Report, WDC COMPAT, December 2002.
5. A strategic plan for Warwickshire, 2002 – 2005, WCC.
6. A report into the impact of folk festivals on cultural tourism, The association of Festival Organisers, Arts Council England, January 2003.
7. Entertainment Heritage and Arts Service Plan, 2003 – 2004, WDC.
8. Growing a Local Effective Economy, A South Warwickshire Economic Development Plan 2003 – 2007, 2003.
9. Ambitions for the Arts, 2003 – 2006, Arts Council England, 2003.
10. Wansbeck District Council Cultural Services, Best Value Inspection, 2001.
11. Stratford – On – Avon, Leisure and Arts, Best Value Inspection, 2001.
12. Arts in England: attendance, participation and attitudes, Arts Council of England. November 2000.
13. Department for Culture Media and Sport, Autumn Performance Report, November 2002.
14. Imagine it Differently, Public Art Strategy for Warwick District, pro/POSIT, July 2001.
15. Best Value Performance Plan, 2002 – 2003, Warwick District Council.
16. Northern Arts LSP Project, Putting arts at the strategic centre, Improvement & Development Agency toolkit, 2002.