





## Warwick District Council's Arts Development service

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### Background

Warwick District Council established its arts development service in 1993 following the Warwick District Arts Audit and Development Strategy (T. Glover & A. Pollard, 1993). A further report *Extending Access: A Strategy for Arts, Entertainment and Heritage in the Warwick District* (D.G. Best & J.R. Watkin) was produced in 1995. A part-time Outreach Officer with responsibility for arts development was employed in 1999.

Further to the recommendations of the Warwick District Arts Review (J. Kumiega, 2000), the post was changed to full-time Cultural Development Officer [CDO]. Following the subsequent secondment of the CDO to Warwick District Council's Policy Services in 2002, a temporary part-time Arts Development Officer [ADO] role was created to enable the continuing delivery of the Arts Review 2000

action plan. The post was based in the Heritage & Arts team and reported to the Heritage & Arts Manager.

The 2003 Update of the Arts Review (N. Ripley) recommended that a full-time CDO post was relocated to the South Warwickshire Economic Development team, whilst the part-time ADO role was retained within the Heritage & Arts team and became permanent.

The Update of the Arts Review recommended that the two roles remain distinct, with the CDO supporting cultural and creative industries, with a focus around economic development and regeneration through culture. The role included responsibility for public art.

The CDO left Warwick District Council in 2006 and there are no plans to re-recruit to this post, although elements of the role have been included in the new Economic Development & Regeneration Unit. The part-time post of ADO in the Heritage & Arts team remains. Since 2008 the Heritage & Arts team

has been part of the Cultural Services Unit. This has responsibility for Cultural Development and Strategy, Community Recreation, Sports, Parks, the Royal Pump Rooms (including Leamington Spa Art Gallery & Museum and Arts Development), and the Royal Spa Centre.

### Arts Development services provided by Warwick District Council

The Arts Development service works in partnership with other agencies to:

- Advise and support artists, creative businesses, amateur and professional arts groups and organisations on the development of their work.
- Provide support (including grants) for the development of arts activity in the community, and facilitate opportunities for participation in the arts.
- Advocate for and raise the profile of the District's arts activity.
- Work in partnership at a strategic level to identify gaps in provision and develop arts initiatives that will help to meet local priorities.

- Support the development of the local creative economy.

### The role of the Arts Development Officer

The role of ADO is a broad one, encompassing all the artforms listed in the Introduction to this Arts Strategy. It is important that the ADO responsibilities should be specific to arts development, recognising that the arts are only one aspect of culture, which also includes, for example, sports, heritage and tourism, libraries, parks and open spaces. In order for the role to function in a strategic way, within the limitations of the time and resources available, the direct organisation of events is not the best use of this role. Instead, the role should exist to support and facilitate arts providers in the ways listed above and below. This also helps to ensure the sustainability of arts development work, by 'skilling up' local providers.

It is also important that the ADO ensures a good spread of arts development initiatives throughout the District. There is currently a tendency

for activity to be focused around Leamington Spa.

During the consultation process for the Arts Strategy, stakeholders were asked what the role of the ADO should be.

The following reflects a consensus of opinion:

- Springboarding: funding advice, and partnership funding, to generate inward investment for the arts.
- Support, advice and encouragement to organisations, groups and individuals wishing to develop their work in the arts.
- Profile raising and advocacy for local arts/creative businesses, both internally (other WDC departments and District Councillors) and externally (locally, regionally, nationally), making the arts more visible and acting as a link between the arts community and the wider public.
- Networking: to broker relationships, provide contacts, bring people together and provide opportunities for information and skill sharing and collaborative working.
- Communication: to inform the arts community and the wider community about developments and to report key information in a transparent way.

- Strategic direction: to identify gaps and facilitate the development of arts provision accordingly.
- Partnership working: to maximise the resources available.
- Infrastructure support: to enhance the ability of creative businesses to contribute to the local economy.
- Engagement: to enable as many people as possible to access the arts, and ensure inclusivity.
- Monitoring and evaluation: to measure the impact of the District's arts activity on wider social and economic agendas.

Monitoring and evaluation for performance measurement and improvement will become increasingly important over the next few years, and skills development/support for the ADO should be accessed (e.g. via Arts Council England, West Midlands) where required.

## Resources

This Arts Strategy is written in the context of a difficult financial climate for local authorities, in which it is unlikely that any additional resources will be made available for arts development. The consultation process for this Arts Strategy showed that people greatly valued the arts development services

provided by Warwick District Council and the one-to-one support provided by the ADO. However, stakeholders felt that the part-time role limited the capacity of what the Officer could achieve and was insufficient to fulfil the demands of the role. Also, nearly half of questionnaire respondents (47%) had not had contact with the ADO, suggesting that the capacity of the role (i.e. 20.5 hours per week) at present has limited reach.

The Warwick District Council Arts Development budget is currently allocated through three funding strands:

- Financial support to Key Clients providing services at a sub-regional level, as part of the Coventry, Solihull & Warwickshire Arts Partnership;
- Administering a Cultural Grants scheme offering grants of up to £500;
- A Heritage & Arts 'other expenses' budget which is used to support a range of organisations and initiatives.

An external review of the CSW Arts Partnership's Key Client arrangements has taken place during 2008 and will be implemented for 2009/10. As a result, a wider range of organisations may be able to apply for funding through the Arts Partnership. Each District/Borough Council will be able to decide on the

level of funding it wishes to commit to each organisation applying to the Key Clients scheme.

### Recommendations

This Arts Strategy recommends that all organisations should access funding either through the Key Clients arrangements or through an Arts Development Grants scheme based on the existing Cultural Grants scheme. The Strategy recommends an increase in both the Key Clients and the Arts Development Grants budgets to address this. These recommendations will help to ensure that processes for obtaining funding are equitable and there is proper monitoring of outputs and outcomes so that the impact of the Council's financial contribution can be assessed and recorded. This, in turn, will provide concrete evidence of the contribution the arts makes to economic and social agendas, helping to advocate for the role and value of the arts, for example in delivering the Local Area Agreement. Without these demonstrable outcomes, the Arts Development service could become vulnerable.





## Consultation Process

We have tried to consult as many people as possible in producing this Strategy to make sure that it reflects local needs, interests and priorities.

The consultation process involved a wide range of user groups and their representatives, including hard to reach groups. The Themes, Strategic Aims and Objectives of the Arts Strategy Action Plan have been identified through the consultation process.

### One-to-one interviews

17 telephone and face-to-face interviews were conducted by a freelance arts development consultant between June and September 2008. Interviews were held with key partners or stakeholders across the district, county and region identified by Warwick District Council.

Face-to-face interviews were conducted with:

- Chris Elliott, Chief Executive, Warwick District Council
- Anand Chhabra, artist in residence, Spencer Yard

- Tom Dobedoe, Chair, Local Strategic Partnership culture group
- Louise Richards, Executive Director, Motionhouse Dance Theatre
- Christopher Monks, Artistic Director, Armonico Consort
- John Laidlaw, Live & Local
- Peter Nicholson, Entertainments Manager, Royal Spa Centre
- Dutch van Spall, The Assembly

Telephone interviews were conducted with:

- Kat Fishwick, County Arts Team, Warwickshire County Council
- Sarah Bond, Arts Council England, West Midlands
- Stella Carr, Hybrid Arts and Chair of Cultural Group for CSW2012
- Bryan Harrison, Warwick District Music Promoters' Forum
- Stewart McGill, Playbox Theatre
- Helen Meeke, Festival Director, Warwick Words and Warwick Folk Festival
- Richard Phillips, Leamington Music
- Clare Mitchell, Warwick Youth Arts Network
- Paul Pinkney, Warwick District Council Economic Development

In addition, the consultant attended a meeting of the Warwick District Arts Consortium, and carried out e-mail consultation with members of the Coventry, Solihull & Warwickshire Arts Partnership and with Warwick District Councillors.

### Targeted consultation meetings

Four targeted consultation meetings were held in September 2008 for people working in particular sectors identified as priorities by Warwick District Council:

- Strategic Working
- The Third Age
- Creative Industries
- Young People

A total of 23 key partners and stakeholders attended the meetings. The targeted consultation meetings enabled organisations with common needs and agendas working in priority sectors to be consulted as a group.

### Open consultation meetings

Four open public consultation meetings were held between July and September 2008 at Leamington Spa, Kenilworth and Warwick. The purpose

of the meetings was to generate feedback about the local arts scene and encourage people to have their say about the future of the arts in the District and what Warwick District Council's arts development service should offer. The meetings were widely advertised within the local media and through arts and community networks. A total of 30 people attended the meetings.

### The creative consultation approach

In order to encourage creative thinking, a 'creative consultation' approach was used at all the consultation meetings. Professional theatre practitioner Elaine Pantling of Laurielorry Theatre Company worked with freelance consultant Katie Daniels to facilitate the meetings. The approach involved a series of exercises that encouraged attendees to take a positive and practical approach to considering current and future arts provision within the District and identifying priorities.

### Presentation to Councillors

A short presentation was made to Warwick District Councillors at the

Council Meeting in the Town Hall on 20 August 2008. In addition, all Councillors were invited to contribute their views by email.

### Online questionnaire

Two questionnaires were devised, one for individuals and another for representatives of organisations, and these were published on the Warwick District Council and Royal Pump Rooms websites between July and September 2008.

The questionnaires offered an opportunity for anyone unable to attend a consultation meeting to have their say. Local media press releases invited members of the public to complete the questionnaire, and those who attended consultation meetings were encouraged to ask their membership, staff and service users to complete the questionnaire.

### Draft Arts Strategy

We asked all consultees for their comments on a draft version of the Arts Strategy in October/November 2008 before producing the final Strategy.

## Questionnaire results

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The Arts Strategy consultation process included an online questionnaire, which was available on the Warwick District Council website. The questionnaire aimed to provide a forum for those unable to attend consultation meetings to contribute to the process, and also for 'non-users' of the Arts Development service to express their views.

The questionnaire also provided baseline information for Warwick District Council in understanding current arts activity and planning for the future. Full questionnaire results are available from the Council. This section is a summary highlighting key conclusions from the questionnaire responses.

### Current activities

The questionnaire asked respondents about the arts activity they were currently involved in, both as audience members and as participants. This helped the Council to map current levels of activity.

The responses revealed a broad range of activity, but the District's strengths in music and visual arts were evident. 31% of respondents described the District's art scene as 'vibrant', but 46% said 'there are events and activities on offer, but I would like to see more'.

### What would you like to see more of?

Responses revealed a demand for even more orchestral and choral events, expanding to all areas of the district; exhibition opportunities (studio and gallery space) for local artists; and a greater range of events for children and young people. There was also a call for greater innovation and risk-taking in the arts.

### Levels of activity

Activity levels were high, with 58% of respondents attending arts events as an audience member 'frequently' (more than 6 times a year), and a magnificent 85% taking part as an arts participant or creator more than six times a year.

Most people found out about these activities through word of mouth, the

arts groups they were involved with, the internet, local press, and posters/flyers.

The most common obstacles to participation in the arts were 'time' (42%) and 'money' (46%). 23% of respondents cited 'transport' as an obstacle. For organisations, the main obstacle to achieving the organisation's potential was 'funding' (83%).

Just over half of respondents classified themselves as amateur artists, performers or arts groups (53%) with 28% classified as professional/semi-professional artists or arts organisations. There were a good range of types of respondent; from individual young people to amateur art groups and organisations with a turnover of over £100,000.

### Contact with the Warwick District Council Arts Development service

47% of respondents had never had contact with the Arts Development Officer, and a further 34% had only 'occasional' contact. This indicates that

the questionnaire had succeeded in attracting responses from non-users, but also that the service is at present not reaching a significant proportion of the arts community.

### Should the Council provide an Arts Development service?

A resounding 87.5% of respondents said 'Yes'. The remainder did not respond to the question; no one said 'No'.

### What does the Arts Development service do?

Understanding of the function of the service varied; 34% had 'no idea' what services were being provided. Popular responses included:

- Promote local arts and artists.
- Encouragement, advice and support.
- Funding/funding advice.

### What should the Arts Development service do?

'Funding' was the most common response (28%). There was also a demand for access to cheap/free venues for rehearsal, performance, exhibition and participation – with parking!

### What would improve the Arts Development service?

'More resources' was the most common response (34%) – a bigger budget, more ADO hours and easier access to funding. Beyond this, there was no real consensus of opinion, although responses indicated a desire for the service to be more visible and proactive, and to engage with a wider range of groups and individuals.

### Cultural Quarter

59% were aware of the Cultural Quarter developing in Leamington Spa with its hub at Spencer Yard. When asked what they would like to see happen there, respondents asked for more events/a wider range of events, better parking and access (including lighting and signposting), exhibition/ performance/ rehearsal space, and a more inclusive and welcoming image for the Cultural Quarter.

### Age groups

42% of individual respondents were in the 26-59 age group, with 27% aged 60+.



## A note about the scope of the Arts Strategy

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There are some issues which arose frequently during the consultation process for the Arts Strategy, but which are outside the scope of the Strategy itself.

### What's On guide

In particular, there was considerable demand for a central 'What's On' reference resource. To co-ordinate such a resource would present huge challenges and is beyond the capacity of a part-time Arts Development Officer role.

There is clearly a need for a cultural 'What's On' resource locally, and this could encompass more than the arts, extending to tourism and heritage, sports and outdoor events, for example. Such a resource could play an extremely

valuable role in cultural tourism. With regard to sustainability and environmental awareness, this should be a virtual, rather than paper-based resource.

Warwick District Council may wish, in partnership with tourism and promotion agencies (such as Shakespeare Country) and Town Centre Managers, to explore the feasibility for creating such a resource. This should include looking at models in other areas, for example where touch screen 'pods' in town centres allow instant access to information. It is believed that some initial investigations of this nature have already begun within the District's Marketing Network.

Commercial sponsorship (advertising) could help with ongoing (maintenance) costs. Ideally, organisations would input their own information virtually, to reduce the administrative requirement,

although there would need to be a webmaster 'presence' to avoid misuse of the resource.

The ADO could make a contribution to any discussion about the development of such a resource, but is not in a position to take the lead on this.

### Council-run venues

Warwick District Council owns and operates a number of venues within the District, including the Royal Spa Centre and the Leamington Spa Art Gallery & Museum in the Royal Pump Rooms. The consultation process for this Arts Strategy has included these venues and has considered their long established relationship to the Arts Development service and the arts community.

However, the operation of the venues themselves is beyond the scope of the Arts Development service, and therefore of this Strategy.



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## Abbreviations

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<b>ACE-WM</b>	Arts Council England, West Midlands
<b>ADO</b>	Arts Development Officer
<b>AWM</b>	Advantage West Midlands
<b>BID</b>	Business Improvement District
<b>BME</b>	Black and Minority Ethnic
<b>CSWP</b>	Coventry, Solihull & Warwickshire Partnership
<b>CSWAP</b>	Coventry, Solihull & Warwickshire Arts Partnership
<b>L&amp;L</b>	Live & Local
<b>LAA</b>	Local Area Agreement
<b>LSC</b>	Learning & Skills Council
<b>PCT</b>	Primary Care Trust
<b>TIC</b>	Tourist Information Centre
<b>WCC</b>	Warwickshire County Council
<b>WDAC</b>	Warwick District Arts Consortium
<b>WDC</b>	Warwick District Council
<b>WDFE</b>	Warwick District Faiths Forum
<b>WYAN</b>	Warwickshire Youth Arts Network

## A note about the Action Plan

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**At the time of creating this Action Plan, Warwick District Council employs a part-time Arts Development Officer 20.5 hours per week.**

If the number of Arts Development Officer hours remains the same, this will limit the ability of the Arts Development Service to achieve all of the proposed actions in this Action Plan.

Some of the proposed actions require either additional Arts Development Officer hours or external funding in order to be achievable. These actions are indicated by italic text.

Where applicable, possible sources of external funding have been identified.

How will we know if we are achieving our aims?

It is recommended that the Arts Strategy be subject to an Interim Review at the end of 2010 or in early 2011 (half way through the period covered by the Strategy). This will enable Warwick District Council to identify and respond to changes in national or local government frameworks, new developments and initiatives and

changing local priorities, and to amend or adjust the Action Plan as necessary. It is important that the Arts Development service monitors and evaluates all its activity so that it can report to funders, partners and stakeholders, national bodies and District Councillors about what has been achieved and the impact of the activity. This will be important in order to demonstrate the relevance of activity to the Local Area Agreement, for example. The Action Plan includes indicators to help the Arts Development service monitor its work.

Monitoring and evaluation can help to identify and address gaps in provision, assess what makes projects successful and what challenges and obstacles arise, and make changes to future project planning as appropriate.

Monitoring and evaluation can include quantitative data (collecting numbers and facts about the people who are involved in an activity), documenting and recording activity, and qualitative evaluation to find out how people felt during and after the activity and what difference it made.

Any financial support given by Warwick District Council to arts organisations or projects should include a requirement for the grant recipient to report back about the activity that was supported by the grant.

Vision statement:

We will build on  
Warwick District's  
culture of creativity by  
stimulating accessible,  
diverse and innovative  
arts provision to enrich  
the quality of life



## Theme 1: Arts for everyone

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Strategic aim:

- Increase participation and attendance in the arts

Objectives:

- Raise the profile of the District's arts activity
- Facilitate increased opportunities to participate in and experience the arts
- Advocate using the arts to create stronger, safer, healthier communities
- Facilitate increased engagement with hard to reach groups through the arts
- Engender a culture of creativity for young people
- Celebrate the achievements of local arts organisations and practitioners
- Support local arts activity to celebrate the Cultural Olympiad



## Theme 1: Arts for everyone

Objective	Action	Partners	Resources	Indicators	Priority
Raise the profile of the District's arts activity	Inform the local community about opportunities and support available through WDC's arts development service, for example by: <ul style="list-style-type: none"> <li>• Creating a comprehensive arts database</li> <li>• Issuing a regular Arts Bulletin or Newsletter</li> <li>• Issuing regular internal bulletin and/or newsletter to District Councillors to inform of arts activity and invite involvement</li> <li>• Maximise use of venues for display and distribution of arts information</li> </ul>	WDC Cultural Services, IT staff and Printroom, local arts organisations, District Councillors, venues, community centres, arts retailers	Internal resources	A functioning database No. of people on database No. of Bulletins/ Newsletters produced No. of recipients (monitored through Arts Database) Feedback about Councillor presence at events No. of venues displaying materials	Short term 2009 and ongoing
Facilitate increased opportunities to participate in and experience the arts	Offer grant aid scheme for arts development projects that meet the objectives of the Arts Strategy	Grant applicants and recipients	Reallocate existing resources to increase grants budget	No. of grant applications No. of grants awarded No. of beneficiaries from each grant Evaluated outcomes of each grant	Short term 2009/10  Scheme ongoing
	Encourage and support arts organisations to develop web-based services, e-marketing and e-booking facilities	Arts organisations, web designers	Existing resources through grant schemes plus advice about other funders	No. of organisations assisted	Short term and ongoing
	<i>Explore potential to use new technology (e.g. streaming, podcasts) to enable more people to experience arts events</i>	<i>The Assembly, Touch Radio, interactive media companies, Hybrid Arts</i>	<i>ACE-WM, commercial sponsorship</i>	<i>No. of events broadcast using new digital technology</i>	Long term

## Theme I: Arts for everyone

Objective	Action	Partners	Resources	Indicators	Priority
Advocate using the arts to create stronger, safer, healthier communities	Arrange presentations for WDC cross-departmental staff and councillors about the work of local professional organisations, to advocate benefits of the arts to social and community agendas	WDC staff & councillors, local professional arts organisations	Internal resources	No. of presentations No. of attenders	Short to medium term
	<i>Work with LAA theme blocks to identify and develop strategic initiatives to contribute to LAA targets</i>	<i>LAA theme blocks, partner organisations in the community for delivery of identified initiatives</i>	<i>Existing resources (strategic development budget), charitable trusts and foundations</i>	<i>Initiatives developed Evaluated outcomes Outputs recorded within LAA framework</i>	<i>Short term 2009–10 and ongoing</i>
Facilitate increased engagement with hard to reach groups through the arts	Continue to support the provision of high quality touring arts programmes to rural and community venues, ensuring a close working relationship with the touring agency to inform continued investment and maximise community benefits	L&L, WCC, CSWAP, WDC other departments and councillors	Internal/existing resources	No. of events presented through the touring scheme No. of attenders Audience feedback Records of contact with L&L	Short term 2009–10 and ongoing
	Facilitate creative opportunities for older people and those in social or residential care e.g. through the direct payments scheme	CSWAP; charities e.g. Age Concern, Mind; residential homes/ independent living facilities/ sheltered housing schemes; South Warwickshire NHS Trust; Warwickshire PCT; WCC Social Care; County Arts Team; arts organisations working with specific groups e.g. CAW; Armonico Consort; L&L; Bath Place Community Venture; transport schemes	WCC, direct payments scheme, charitable trusts and foundations	No. of users accessing arts offer	Short to medium term

# Theme I: Arts for everyone

Objective	Action	Partners	Resources	Indicators	Priority
	Facilitate intercultural arts work and arts outreach work based within minority ethnic communities	WDFF, Faiths Trail, temples/ mosques/ churches, community centres, Bath Place, Asian Community Equality Centre, Sikh Heritage Association, Leamington Peace Festival and Baba Ke Peace Festival, translation services, Black History Month, Spencer Yard artist in residence	ACE-WM, charitable trusts and foundations	Evaluated project outcomes No. of participants	Medium term
	Continued investment in Spencer Yard artist in residence with specific remit to increase engagement with BME communities and between BME communities and the wider community			Artist in residence to develop own monitoring and evaluation procedures to record number of service users, ethnicity and faith information and to evaluate outcomes  Formal review 2011	When current artist in residence post ends: 2009  Ongoing to 2011, then review
Engender a culture of creativity for young people	Work alongside other agencies to facilitate arts element of the cultural offer for young people	WCC, WYAN cultural offer group, District youth office, schools, Creative Partnerships	Internal resources	Cultural Offer operational Levels of take up	Medium – long term (post 2011, once Telford & Wrekin pilot complete & national rollout takes place)
	Participate in relevant networks e.g. Extended Schools, Warwickshire Youth Arts Network	Extended Services Cluster Co-ordinators, schools, libraries, Youth Service, WYAN, MYP Panel, County Music Service	Internal resources	Records of meetings	Short term and ongoing
	Encourage school visits to Cultural Quarter	Schools, Spencer Yard residents, artist in residence, The Assembly	Internal resources	No. of school visits No. of students	Long term

## Theme I: Arts for everyone

Objective	Action	Partners	Resources	Indicators	Priority
	<i>Facilitate positive routes of progression for disenfranchised young people through the arts</i>	<i>Hybrid Arts, The Assembly, detached youth workers, Family Information Service, WYAN, Young leaders scheme, Warwickshire Police</i>	<i>ACE-WM, charitable trusts and foundations, in kind support, existing resources (strategic development/grants budget)</i>	<i>Initiatives developed, outcomes recorded No. of young people benefiting Participant feedback/ impact study</i>	<i>Medium term</i>
Celebrate the achievements of local arts organisations and practitioners	Work with the Spa Centre to plan arts events presented by professional organisations within the District, including use of exhibition space	Spa Centre, local professional arts organisations, e.g. Motionhouse, Armonico Consort, Playbox	Work with Spa Centre marketing team to seek commercial sponsorship	No. of events held No. of attenders Media coverage Audience feedback	Medium term 2010
	<i>Consider establishing an annual 'Arts Awards' ceremony</i>	<i>The Assembly, District Councillors, arts organisations, local media</i>	<i>In kind support, commercial sponsorship</i>	<i>Event held, media coverage Awards given No. of attenders</i>	<i>Medium term 2010–11 Repeat if successful</i>
Support local arts activity to celebrate the Cultural Olympiad	Increase small grants budget to provide partnership funding for projects that meet the aims of the Cultural Olympiad	Grant applicants and recipients	Grants budget from existing resources	Application materials in place No. of grant applications No. of grants awarded No. of beneficiaries from each grant Evaluated outcomes of each grant	Short term 2009/10  Time limited scheme to 2012
	Work in partnership to present Cultural Olympiad information sessions in the District to increase understanding and participation	CSWP, CSW 2012 cultural sub-group, Creative Programmer/Culture WM, other funders e.g. Awards for All, ACE-WM	Use council-owned facilities for sessions. Staff time and information materials from CSW 2012 cultural sub group,  Creative Programmer/Culture WM, Awards for All, ACE-WM	No. of sessions delivered No. of attenders No. of groups submitting application to WDC Cultural Olympiad Grants as a result of attending	Short term 2009

## Theme 2: A thriving creative economy

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### Strategic aim:

- Develop the role of the arts in economic development and enterprise

### Objectives:

- Strengthen the District's arts infrastructure so that the arts can thrive
- Enhance the ability of creative businesses to contribute to the local economy
- Facilitate communication and collaboration between organisations and sectors

## Theme 2: A thriving creative economy

Objective	Action	Partners	Resources	Indicators	Priority
Strengthen the District's arts infrastructure so that the arts can thrive	Participate in the Warwick District Arts Consortium in an advisory capacity	WDAC	Internal resources	Attendance at WDAC meetings	Short term 2009–10 and ongoing
	<i>Audit training needs of arts organisations and practitioners (for example through WDAC) and develop opportunities for continuing professional development to address common gaps</i>	<i>Arts &amp; Media Training (Coventry), Arts &amp; Business, Business Link, Creative Launchpad, Warwickshire College, University of Warwick, WCC adult education service, LSC. Buy in external support training needs analysis if necessary</i>	<i>WDAC membership fund, Arts &amp; Business, LSC, CSWP, fee income, in kind support</i>	<i>Continuing professional development programmes/ training opportunities offered and take up</i>	<i>Short to medium term 2009 for audit 2010–11 for training programme</i>
	<i>Conduct an audit of venues and facilities available to hire for arts activity in the District</i>	<i>External help to conduct audit Arts organisations and venues, churches and community venues</i>	<i>Additional resources needed to buy in external capacity</i>	<i>Audit complete Information publicly available</i>	<i>Short to medium term</i>
Enhance the ability of creative businesses to contribute to the local economy	Provide advice and signposting to the District's professional arts organisations and practitioners to help develop their work	Arts organisations and practitioners	Internal resources	Organisations and individuals receiving advice	Ongoing
	<i>Work in partnership to develop graduate retention programmes in the creative industries (e.g. shadowing, mentoring, apprenticeships)</i>	<i>Employers in the creative sector, Hybrid Arts, FE institutions, University of Warwick, The Assembly, LSC</i>	<i>In kind support</i>	<i>No. of individuals and organisations benefiting from the programme</i>	Long term
	<i>Creative Industries careers fair for young people</i>			<i>No. of attenders No. of exhibitors</i>	

## Theme 2: A thriving creative economy

Objective Facilitate communication and collaboration between organisations and sectors	Action <i>Host a working lunch or business breakfast at Spencer Yard for professional arts organisations, economic development agencies and the private sector</i>	Partners <i>WDC Economic Development, AWM, Chambers of Trade/ Commerce, Spencer Yard residents and other professional arts organisations in the District</i>	Resources <i>Commercial sponsorship, in kind support, existing resources (strategic development)</i>	Indicators <i>No. and variety of attendees</i>	Priority <i>Medium to long term</i>
	<i>Produce directory of local creative industries, launched at a creative fair/conference/showcase</i>	<i>CSWAP, WDC Economic Development, AWM, Professional artists/creative practitioners Refer to models in other areas e.g. Creative LeicesterShire</i>	<i>Advertising income</i>	<i>Directory published No. of creative businesses included</i>	<i>Medium term 2010 Update and re-publish if successful</i>
	<i>Co-ordinate series of networking events with key speakers at the major centres of population for arts organisations, groups and individual artists to share information and encourage cross-artform working</i>	<i>Arts organisations, groups and artists, key speakers from e.g. ACE-WM, Arts Marketing Association</i>	<i>Use council-owned venues</i>	<i>No. of events No. of attendees No. of speakers</i>	<i>Short to medium term</i>
	<i>Work closely with County Arts Service, ensuring that relevant information is communicated to the District's arts community</i>	<i>WCC Arts Team</i>	<i>Internal resources Use Arts Newsletter to communicate key items of public information</i>	<i>Records of meetings Items in Arts Newsletter</i>	<i>Short term and ongoing</i>



## Theme 3: Unique spaces and places

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### Strategic aim:

- Use the arts to help make the District an attractive place to live, work and visit

### Objectives:

- Use the arts to revitalise and enhance the District's public spaces
- Develop a vibrant, well-used Cultural Quarter
- Celebrate Warwick as a festival town
- Develop international links
- Increase and enhance cultural tourism in the lead up to 2012

## Theme 3: Unique spaces and places

Objective	Action	Partners	Resources	Indicators	Priority
Use the arts to revitalise and enhance the District's public spaces	Foster a strategic approach to public art developments, for example by: <ul style="list-style-type: none"> <li>Working with other WDC departments to develop a strategic framework for public art</li> <li>Working towards the creation of a % for Art policy</li> <li>Increasing understanding of public art through external presentation to WDC staff/councillors</li> </ul>	CSWP, WDC Economic Development, Planning Policy, Development Control, Town Centre Managers, builders and developers, external public art consultancy input for presentation	Internal resources, WDC Economic, Development, Section 106	Records of meetings held/ advice provided % for Art policy in place  Art interventions created External funds drawn down Public art presentation held No. of attenders	Short term for cross-departmental working, short to medium term for presentation and medium to long term for % for Art policy
	<i>Maximise the District's parks and open spaces for outdoor arts activity</i>	<i>WDC Parks Development Officers and Parks &amp; Events Officer, Town Centre Managers, Heartbreak Productions and other professional arts organisations producing work suitable for outdoor space, music societies/Warwick District Music Promoters' Forum, shopping centres</i>	<i>BIDs, commercial sponsorship, in kind support, existing resources (grants budgets for organisations wishing to present events)</i>	No. of events	<i>Medium to long term</i>
Develop a vibrant, well-used Cultural Quarter for the District with its hub at Spencer Yard, Leamington Spa	Act as a voice/conduit for the local arts community during the Phase 2 development to ensure that the facilities being developed meet local need	Spencer Yard residents, Artist in Residence, AWM, WDC Economic Development, Regenesis, developers, other WDC departments, The Assembly, arts organisations and groups	AWM	Channels of communication open and functioning Improved signage, lighting and access	Before and whilst Phase 2 works take place

## Theme 3: Unique spaces and places

Objective	Action	Partners	Resources	Indicators	Priority
	Facilitate series of high quality public arts events at Spencer Yard and in the wider Cultural Quarter to raise profile	Professional arts organisations and artists, artist in residence, local media, The Assembly, Spa Centre, Royal Pump Rooms, Spencer Yard residents	Commercial sponsorship, in kind support	No. of events No. of venues used No. of attenders Audience feedback	Long term
	Explore potential to use Spencer Yard and the wider Cultural Quarter for craft markets, summer schools, open weekends				
	Explore ways of reducing the 'divide' between Old Town and New Town in Leamington Spa	Artist in residence, Spencer Yard residents, Spa Centre, Royal Pump Rooms, The Assembly	Public, private and charitable sources for identified projects, Existing resources (Strategic development)	Projects developed Outcomes recorded	Long term
Celebrate Warwick as a festival town	Audit economic impact of cultural festivals	WCC, ACE-WM, CSWP, Town Centre Manager, external consultancy, festivals	WCC, ACE-WM, CSWP, Town Centre Manager, existing resources	Audit carried out, report produced	Short to medium term 2009 or 2010
	Use outcomes of economic impact study (above) to broker relationships between festivals, traders and economic development agencies	Festivals, private sector, CSWP, AWM	Internal resources	Inward investment	Medium to long term
Develop international links	Explore the potential for cultural exchange	Twinning Association, L&L, Motionhouse, Warwick International Festival, Armonico Consort, Playbox Theatre	European funding, ACE-WM, charitable trusts and foundations, commercial sponsorship	Cultural exchange Outcomes recorded	Long term
Increase and enhance cultural tourism in the lead up to 2012	Investigate potential to use digital/interactive media expertise that exists locally to create a 'virtual festival'	Digital/interactive media companies, Hybrid Arts, The Assembly	ACE-WM	Virtual Festival	Long term
	Support the production of the 'Leamington Musical'	The Assembly, Big Help Management, arts and community venues, Touch Radio and local media, local traders	Existing resources (grants budget), commercial sponsorship, in kind support, charitable trusts and foundations	No. of participants Outcomes evaluated	Short term 2009 Repeat if successful

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