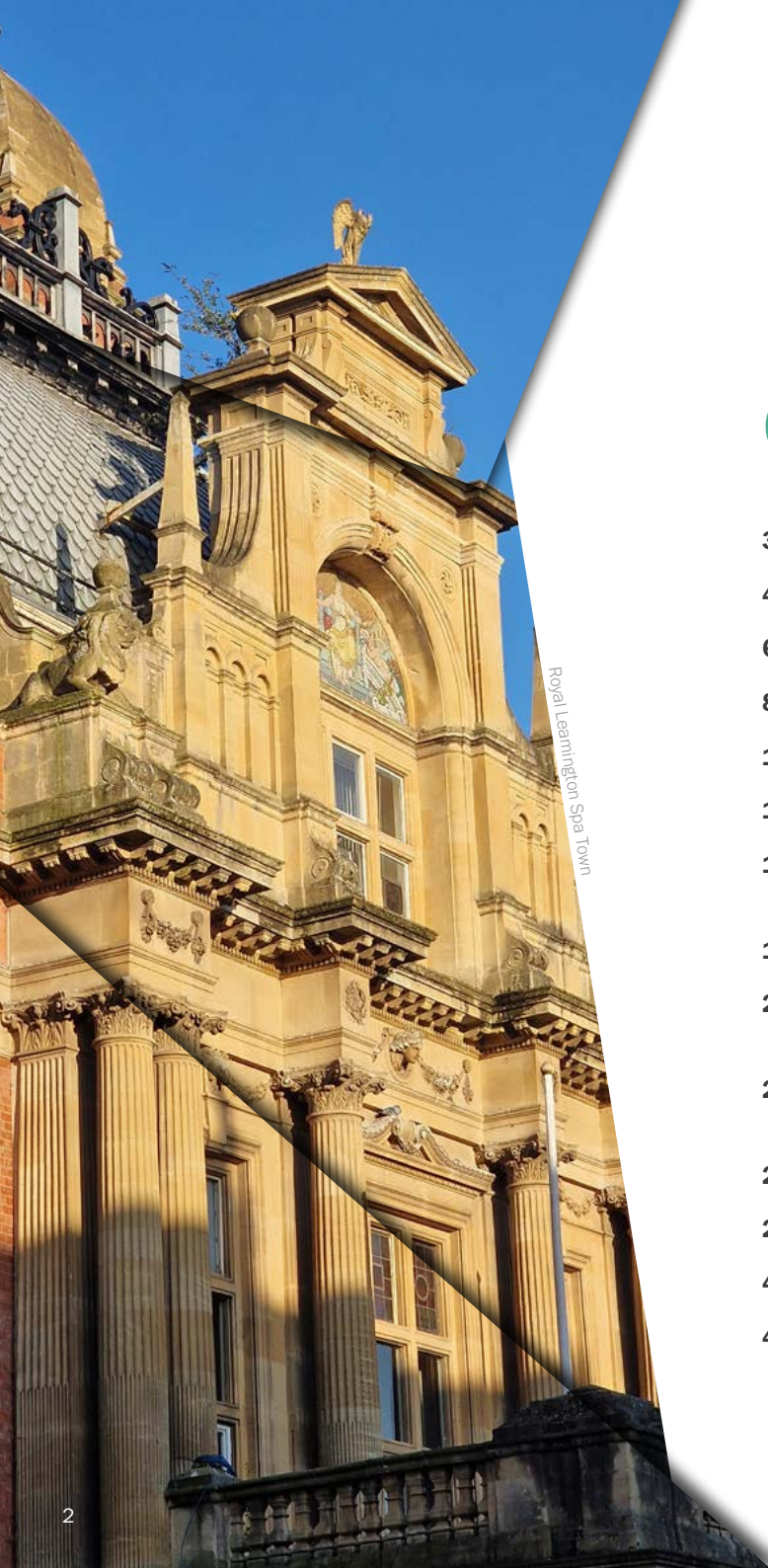


ARTS & CULTURAL STRATEGY

Inspiration and Opportunity for All

2025-2028



Royal Leamington Spa Town

CONTENTS

3	Foreword
4 – 5	Executive Summary
6 – 7	Introduction
8 – 11	Context: National, Regional & Local
12 – 13	About the Arts Section
14 – 15	Priority 1: Enhancing Cultural Infrastructure
16 – 17	Priority 2: Supporting Economic Growth & Regeneration
18 – 19	Priority 3: Securing Funding & Partnerships
20 – 21	Priority 4: Improving Education & Skills Development
22 – 23	Priority 5: Strengthening Community Engagement & Wellbeing
24	Monitoring & Evaluation
25 – 45	Action Plan
46	Thanks & Acknowledgements
47	End Notes



The Royal Spa Centre, Leamington Spa

FOREWORD



As Portfolio Holder for Arts, Culture & Economy, I'm proud to introduce Warwick District Council's Arts and Cultural Strategy - a bold and positive step forward to showcase and celebrate the creativity in our District.

The arts have always been close to my heart, both personally and professionally. I believe in their power to engage and inspire, to connect people, to celebrate diversity, to enrich lives, and to shape the identity of a place, creating atmosphere. This strategy sets out our vision for the next three years, demonstrating a clear and confident commitment to supporting the cultural life of our four towns, ensuring they are vibrant and welcoming, supporting the local economy.

At a time when arts funding is under immense pressure across the country, Warwick District Council is choosing a different path. We understand the value of the arts - not just as a luxury, but as a vital force for health and wellbeing, economic resilience, placemaking, education, and community cohesion.

Through this strategy, we are making our ambitions visible. We are committing to meaningful action, to investing wisely and creatively, and to working in partnership with our artists, organisations, and residents. We want to see our creative community not just survive but thrive.

I'm excited for the future and confident that this strategy will help us unlock new potential, spark fresh ideas, and ensure Art and Culture remains at the heart of our District.

Councillor Ella Billiald
 Warwick District Councillor - Leamington Willes
 Portfolio Holder - Arts, Culture & Economy

EXECUTIVE SUMMARY

Warwick District Council's Arts & Cultural Strategy 2025–2028 sets out a bold vision to support a thriving, inclusive, and sustainable cultural ecosystem that benefits all who live, work, and visit the district. Building on the foundation of the Warwick District Creative Framework, this strategy defines clear priorities and actions to grow the local creative economy, strengthen community wellbeing, celebrate diversity, enable accessibility, and enhance place identity through the arts.

Our mission is to make arts and culture accessible, visible, and impactful - supporting creativity at every level, from grassroots community projects to professional practice, while aligning with the Council's wider goals around regeneration, climate action, health, and inclusion.



Hill Close Gardens' Warwick District Council Art Grant funded 'Stories of Warwick Gardens' (2025).
© Andrew Craner

Over the next three years, we will:

- 1. Deliver an ambitious year-round programme** of exhibitions, performances, festivals, and engagement activities at flagship venues - the Royal Spa Centre, Leamington Spa Art Gallery & Museum, and Leamington Town Hall.
- 2. Invest in our creative infrastructure**, from improving physical spaces and digital access to renewing interpretation and upgrading facilities to increase accessibility, hireability, and environmental sustainability.
- 3. Support the local cultural sector** through grants, professional development, partnership brokering, and advocacy on local, regional, and national platforms.
- 4. Embed community voice** by working in partnership with residents and local arts and cultural organisations to shape programming and ensure cultural experiences reflect the district's diverse identities.
- 5. Champion creative careers and education**, through schools' workshops, apprenticeships, work experience opportunities, and our flagship Spark symposium.
- 6. Secure and diversify funding**, including public, private, and in-kind investment, to deliver long-term cultural impact.
- 7. Embed social value, equality, and climate responsibility** into all activity, aligning cultural development with Warwick District Council's wider strategic priorities.

“It's an ambitious strategy, which is great to see in these days of declining local authority support for culture.”

Louise Richards
Executive Director
Motionhouse



Playbox Theatre's Summer Project

INTRODUCTION

Warwick District Council Arts & Cultural Strategy aims to provide a structured framework for supporting, developing, and promoting arts and culture within Warwick District and ensuring that arts and culture play a central role in shaping vibrant, inclusive, and economically resilient communities.

The strategy is guided by Warwick District Council's Corporate Strategy, which informs and prioritises the Council's efforts to enhance the district as a great place to live, work, and visit. Additionally, the Warwick District Creative Framework, a five-year plan, aims to accelerate creative sector growth and maximize its impact through partnership and collaboration.

Furthermore, the strategy has been informed by extensive sector consultation, conducted as part of Warwick District Creative Framework Development, via a programme of Arts Development Surgeries, one-to-one meetings, and insight from discussions and debates at Spark, Warwick District Council's annual creative sector symposium. A first draft of this document was also distributed to key representatives from across our creative community for feedback, which features in this final version.

The strategy focuses on five priority areas:

- Enhancing Cultural Infrastructure
- Supporting Economic Growth and Regeneration
- Securing Funding and Partnerships
- Improving Education and Skills Development
- Strengthening Community Engagement and Wellbeing

Together, these priorities guide a focused and collaborative approach to ensuring that arts and culture continue to be a powerful force for inspiration, opportunity, and transformation across the district.

DEFINING ARTS AND CULTURE

We define 'arts and culture' as a broad range of creative, participatory, and heritage-based practices that contribute to individual expression, community identity, and social and economic wellbeing. This includes (but is not limited to) visual arts, performing arts (theatre, dance, music), literature, film, digital and media arts, crafts, heritage, museums, and libraries. Arts and culture may be professional or amateur, traditional or contemporary, and experienced in formal venues, public spaces, or community settings. They play a vital role in education, placemaking, innovation, and inclusion, enriching lives and shaping vibrant, connected communities.

WHY NOW?

The Arts Section, which leads the delivery of Warwick District Council's arts and cultural services, operates with a defined set of aims and objectives as outlined in the Portfolio's Area Service Plan. However, it currently lacks a public-facing document that clearly communicates these priorities. Over the past five years, the department's work has been guided by the Warwick District Creative Framework—a strategic plan designed to accelerate growth in the creative sector and maximise its impact across the district. While this framework has shaped much of the team's activity, both Officers and the wider community have recognised the need for greater transparency regarding how resources are allocated and deployed.



Leamington Spa Art Gallery & Museum's 'Unravelling History: Unpicking the Collections and reworking textile traditions' exhibition (2023)

CONTEXT

NATIONAL

The arts and culture sector is central to the UK's identity, economy, and community wellbeing. Supported by national bodies like Arts Council England, alongside strategic initiatives such as the Cultural Education Plan and the Creative Industries Sector Vision, the sector plays a key role in education, innovation, and inclusive access.

The past three years have brought significant disruption, with the lingering impact of COVID-19 still affecting audience recovery, financial resilience, and delivery models. At the same time, reduced public investment and increased competition for funding have intensified pressure, requiring adaptive leadership and innovative, sustainable practices.

Despite these challenges, the sector has shown strong resilience. The £1.57 billion Cultural Recovery Fund¹ supported over 5,000 organisations, and the sector contributed £125 billion to the UK economy in 2022². Institutions like the National Theatre and Royal Opera House embraced digital models, expanding reach and accessibility. National strategies have further highlighted the sector's value, while diversity and inclusion initiatives, such as the BBC's 50:50 quality Project³, are gaining traction.

Looking ahead, critical issues include sustainable funding, declining arts education, digital inequality, Brexit-related touring barriers, and workforce instability. However, major opportunities remain: the government's ambition to grow the creative economy by £50 billion and create a million jobs, new technologies enabling immersive experiences, a renewed focus on cultural education, and stronger commitments to inclusion and environmental leadership.

The first 'Spark Presents' event, 'Rankin', in collaboration with Royal Leamington Spa Photographic Society at the Royal Spa Centre

REGIONAL

Across the UK, place-based cultural strategies are gaining traction, with local and regional partnerships central to fostering creative ecosystems, cultural tourism, and inclusive access.

The West Midlands has seen significant cultural progress in recent years. Coventry's tenure as UK City of Culture in 2021 attracted over one million attendees and secured £170 million in investment, delivering lasting infrastructure, public space improvements, and community-led projects. The Birmingham 2022 Commonwealth Games reinforced this momentum through Festival 2022, which featured over 200 creative commissions and engaged diverse audiences across the region.

Home to one of the UK's most dynamic creative clusters, especially in digital media, gaming, and screen industries, the region has attracted major investment through initiatives like Create Central and Digbeth Loc. Grassroots programmes such as Creative Black Country, BOM, and Beatfrecks have built a strong reputation for inclusive, participatory practice. Education and skills development efforts, led by Arts Connect, Punch Records, and BOA Stage & Screen Academy, further strengthen the regional pipeline.

Despite these successes, challenges remain. Funding and infrastructure disparities persist, especially in rural and post-industrial areas. Local authority capacity is stretched, and many independent artists lack access to vital support networks. Skills shortages and inadequate transport infrastructure also hinder participation and growth.

Looking ahead, Levelling Up and devolution present major opportunities. Regeneration funding, cross-sector collaboration, and a growing emphasis on community co-creation are helping to build more resilient, inclusive, and culturally rich local ecosystems.

Birmingham 2022 Commonwealth Games Festival
Site in Pump Rooms Gardens, Leamington.



CONTEXT

LOCAL

Warwick District is home to a dynamic and varied arts and cultural sector that contributes significantly to the area's social and economic life. From heritage sites and performance venues to creative festivals and community-led initiatives, the district supports a rich cultural ecosystem across its towns and rural areas.

Key organisations include the Royal Spa Centre, which serve as flagship venue for performance, film, and community events, and Leamington Spa Art Gallery & Museum, a hub for art exhibitions and local heritage. Playbox Theatre continues to nurture young talent with a national reputation, while Motionhouse, based in Leamington Spa, is internationally recognised for its pioneering dance work.

Community access is strengthened by Live & Local, which brings touring performances to rural areas, and by major events such as the Leamington Art in the Park Festival, the largest free Arts Festival in Warwickshire.

Leamington Music and Warwick Folk Festival, a nationally renowned festival with a local heart, offer high quality classical music, literature, and spoken word programming. The district also boasts significant heritage attractions, including the Lord Leycester Hospital, Warwick Castle, and Kenilworth Castle, which contribute to cultural tourism and public engagement with local history.

Recent years have seen strong recovery and innovation across the sector. Post-pandemic, organisations have embraced outdoor events, digital delivery, and deeper community engagement. The introduction of the Creative Framework has guided coordinated planning and investment, while strengthened partnerships between local authorities, cultural organisations, and grassroots initiatives have reinforced Warwick District's profile as a creative and inclusive destination.

However, the sector continues to face challenges. Funding pressures remain acute, particularly for grassroots organisations and freelance practitioners. The sustainability of venues and infrastructure is a concern, especially for smaller or heritage-based facilities. The cost-of-living crisis and the ongoing effects of the pandemic have impacted audience confidence and attendance, particularly for indoor events. Meanwhile, smaller organisations often struggle with access to networks and long-term planning support.

Despite these challenges, there are significant opportunities ahead. Place-based cultural strategies and funding mechanisms, such as the UK Shared Prosperity Fund, are supporting culture-led regeneration and innovation. The growth of the creative industries, particularly in digital and immersive content, offers new pathways for collaboration and economic development. There is renewed momentum around cultural tourism, supported by the district's heritage assets, and increasing emphasis on community co-creation is fostering more inclusive, relevant programming. As local networks grow and leadership opportunities expand, Warwick District is well-positioned to strengthen its cultural resilience and amplify the role of arts and heritage in civic life.

Leamington-based Motionhouse
performing at Ignite 2024. © Jo Lewis

ABOUT THE ARTS SECTION

Warwick District Council's Arts Section's aim is to increase attendance and participation in the Arts, ensuring opportunity for engagement and inspiration are maximised for visitors and residents. It will strengthen the creative economy of the district by supporting its thriving cultural infrastructure and using the Council's influence to develop new and existing partnerships with artists, organisations and key funding bodies.

The Arts Section has two distinct areas of activity; i) managing three key cultural venues in Royal Leamington Spa, delivering a year-round programme of theatre, music, visual arts, film, dance, comedy, and community events, and ii) Supporting the local creative community by delivering a programme of arts development activity.

ROYAL SPA CENTRE

The district's only professional theatre, the Royal Spa Centre is a medium-sized receiving house with a 667-seat main auditorium and a 188-seat studio theatre and cinema. It hosts a wide-ranging programme of theatre, comedy, film, and community events, attracting around 95,000 visitors annually.

LEAMINGTON SPA ART GALLERY & MUSEUM

Home to over 14,000 artworks and historical artefacts, the Art Gallery & Museum, open six days a week, features permanent displays and hosts three major temporary exhibitions, nine smaller displays, and around 100 engagement activities each year. Located in the town's Grade II listed Royal Pump Rooms, it also includes Haddie's Gallery for families and a purpose-built exhibition space. Annual footfall is approximately 100,000.

LEAMINGTON SPA TOWN HALL

A landmark Victorian building, the Town Hall offers a mix of office leases and hireable cultural spaces. It houses Motionhouse, a world-renowned dance-circus company, along with Leamington Music, Leamington Town Council, and WDC services. Motionhouse delivers touring productions, open rehearsals, and community programmes, reinforcing the Town Hall's role as a national centre for dance. The venue is now entering an exciting redevelopment phase to further enhance its civic and cultural significance.

In addition to venue management and a vibrant programme of arts and cultural events, the Arts Section delivers a highly successful arts development programme. This initiative supports and strengthens the local creative community through four key areas:

ARTS GRANTS

Warwick District Council's Arts Grants scheme supports arts organisations in delivering high-quality, engaging projects across the district. Offered twice a year, applications to the £26k funding pot, are reviewed by a panel comprising WDC arts staff and representatives from local arts organisations. Proposals are assessed on their alignment with the district's Creative Framework, as well as on viability and risk. Grants provide i) Financial support for young artists (aged 18–35) to advance their practice and careers ii) Funding for community groups and small organisations to deliver one-off cultural projects iii) Support for the development and growth of individual artists and arts organisations iiiii) Creative Partnerships who represent the wider sector.

SCHOOLS

The Arts Section offers curriculum-linked, interactive workshops for primary schools at Leamington Spa Art Gallery & Museum, using collections to explore topics like Victorian life and World War II. Sessions support creativity, learning, and engagement with art and history

PROFESSIONAL DEVELOPMENT

The Arts Section nurtures the creative sector through a variety of professional development opportunities. Spark, our flagship annual symposium, now in its sixth year, is a key event that brings together arts professionals for talks, workshops, and live demonstrations. The Arts Section also regularly secures external funding to deliver free, high-quality training sessions on topics such as audience development, marketing, and fundraising. It also creates free resources, like the Arts Marketing Toolkit (2025) and Public Art Toolkit (2025).

CRITICAL FRIENDS / MEDIATORS

Our team of experienced industry specialists provides personalised support to artists and cultural organisations as trusted 'critical friends'. This includes guidance on fundraising, project development, and artistic practice. Support is delivered through one-to-one surgeries, and by serving on project panels, steering groups, and boards. We also act as connectors—bringing people and ideas together to encourage collaboration and foster sector growth.

ENHANCING CULTURAL INFRASTRUCTURE

Cultural infrastructure is key to maintaining a vibrant creative economy, fostering community engagement, and ensuring broad access to cultural experiences. It's vital to the health of the district's identity and residents and visitors' quality of life.

To address this priority , Warwick District Council's Arts Section will:

PHYSICAL SPACES

- CI1 Repair the Royal Pump Rooms Roof so that spaces currently closed due to water damage can be reopened to provide new areas for display in Leamington Spa Art Gallery & Museum, helps to safeguard the collections presented and stored within the building, hire out spaces to creative people and organisations so that they can present cultural activity for the benefit of residents and visitors.
- CI2 Renew and upgrade Leamington Spa Art Gallery & Museum's interpretation, to increase engagement and learning opportunities and improve accessibility, using innovative approaches and emerging technology.
- CI3 Ensure that all arts activity supported by WDC is inclusive and accessible to people of all abilities, backgrounds, and incomes - by completing an access audit of all arts venues and programmes and ensuring 100% of new projects supported by the Arts Section provide accessible formats (e.g. BSL, captions, step-free access) and free or low-cost participation options.
- CI4 Upgrade Royal Spa Centre's cinema and accessibility technology to improve audience experience.
- CI5 Develop a clear venue hire's offer so that community through to professional arts and cultural groups can access spaces at Leamington Town Hall, the Royal Spa Centre, and the Royal Pump Rooms to present their artistic programmes.
- CI6 Finalise redevelopment of Royal Pump Rooms retail area and grow the number of artists presented so that it represents the breadth and diversity of the community we serve.

DIGITAL INFRASTRUCTURE

- CI7 Work with organisations like West Midlands Growth Company and Shakespeare's England to ensure that the area's arts and cultural activities are prompted to the broadest possible audience.

NETWORKS

- CI8 Continue to build on Warwick District Council's hugely successful Spark symposium, to provide a platform for the area's creative community to connect and reconnect, with the aim of developing partnerships and sharing opportunities.
- CI9 Actively participate in and contribute to the development and sustainability of established and emerging town-based creative networks and initiatives, like Warwick's Arts and Culture Network.
- CI10 Explore bringing back the hugely successful 'Creative Morning Leamington' breakfast networking sessions, or a version of it.

SUSTAINABILITY AND INCLUSIVITY

- CI11 Ensure that sustainability and environmental awareness is embedded in the commissioning, production, and presentation of public art and cultural programming, contributing to WDC's green agenda and climate goals.
- CI12 Promote inclusive artistic practice by ensuring that opportunities for creating, experiencing, and participating in art are accessible to all communities, with a focus on underrepresented and marginalised groups
- CI13 Establish a clear and actionable Equality, Diversity, and Inclusion (EDI) strategy for the Arts Section that reflects the district's diverse communities, ensures equality in access to opportunities, and actively challenges systemic barriers within the cultural sector.



See pages 26 – 29 for Action Plan.



SUPPORTING ECONOMIC GROWTH & REGENERATION

Economic growth and regeneration involve stimulating business activity, investment, and innovation to improve living standards, create jobs, and revitalise communities, especially in areas that have experienced decline.

To address this priority, Warwick District Council's Arts Section will:

MAKING BEST USE OF OUR ASSETS

- EGR1 Support Warwick District Council's new Asset Strategy and Management Plan, which will set out how we will best use our assets (Royal Pump Rooms, Royal Spa Centre, Leamington Town Hall) to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.

BOOSTING TOURISM & VISITOR ECONOMY

- EGR2 Revisit the feasibility studies, commissioned as part of UK Shared Prosperity Funding (2025), around heritage trails and explore how they can attract and engage new and existing visitors to the area.
- EGR3 In partnership with Warwick District Council's Marketing and Communications Team and Events Team, and via the Visitor Information Centre at the Royal Pump Rooms, promote cultural tourism through marketing campaigns that highlight the district's creative offer.

BUILDING PLACE IDENTITY & ATTRACTIVENESS

- EGR4 Deepen connections across time, place and communities by telling compelling stories at Leamington Spa Art Gallery & Museum – supporting audiences to understand the world, our place within it, and our shared histories. Ensure the Gallery & Museum is a place of enjoyment, reflection and discovery.
- EGR5 Contribute to and encouraging cultural branding that makes the district distinctive and appealing to residents, visitors, and investors - via storytelling for use in urban planning that embeds identity in the physical space.

- EGR6 Celebrate diversity and inclusion by building relationships with different sections of our communities to tell stories that are relevant to them and created by them – presenting these through programming at the Royal Spa Centre and Leamington Spa Art Gallery & Museum, to reflect the community we serve and to attract a broader audience.

REVITALISING HIGH STREETS & TOWN CENTRES

- EGR7 Support Warwick District Council's Place and Economy Teams with Creative Quarter developments by representing the arts community on boards and panels to ensure that creativity features within and supports development of the initiative.
- EGR8 Work more closely with Warwick District Council's Events and Green Spaces Teams to ensure that arts and culture can support and add value to their respective programmes of work, and where appropriate, provide opportunities for local creatives to present their work across our sites and at our events.
- EGR9 Explore future use of Leamington Town Hall as a creative hub as part of Phase 2 developments, including the creation of hireable and leasable spaces for arts and cultural activity.
- EGR10 Continue to seek funding to enhance public realm through the commissioning of public art, further supported by the creation of a public art toolkit, aimed at providing support to people and organisations wanting to add to the area's vibrant scene.

LEVERAGING INVESTMENT

- EGR11 Identify and signpost creative individuals and organisations who are based or work in the District to funding that will support economic growth and regeneration across our four towns – and provide support with applications where appropriate.
- EGR12 Stimulate private sector investment by using public arts and cultural projects to revitalise underused spaces, making areas more attractive for business, retail, and tourism.



See pages 30 – 33 for Action Plan.



Priority Pools Mural in Warwick by Brink.
Photo: Huw Bowen of Sundog Industries

SECURING FUNDING & PARTNERSHIPS

It is a priority to securing funding and partnerships in the arts and cultural sector involves obtaining financial support and building collaborative relationships with organisations, governments, or private donors to sustain and expand creative initiatives, exhibitions, performances, and community engagement programmes.

To address this priority, Warwick District Council’s Arts Section will:

PUBLIC SECTOR FUNDING

- FP1 Continue to award £26k of arts grants to individuals and organisations to support the development of artistic practices and growth of creative businesses.
- FP2 Apply to national funders such as Arts Council England, National Lottery Heritage Fund, DCMS initiatives to win funding to support activity in this strategy and Warwick District’s Creative Framework.

PRIVATE SECTOR & BUSINESS PARTNERSHIPS

- FP3 Identify and capitalise on corporate social responsibility (CSR) partnerships and opportunities to support arts and cultural projects and initiatives in Warwick district.
- FP4 Identify and capitalise on in-kind support from local businesses, like offering venues, materials, or professional services to the Arts Section or the local creative community.
- FP5 Work with BID Leamington (Business Improvement Districts) to co-deliver cultural programming that drives footfall, and building on success of initiatives like UKSPF funded Lights of Leamington.
- FP6 Identify and explore sponsorship deals and opportunities with local or national businesses in exchange for visibility and engagement and connect these with the sector.

CROSS-SECTOR COLLABORATIONS

- FP7 Revisit the Warwick District Creative Compact initiative, now in its fifth year, to explore how it can add value to and deliver against priority areas in this strategy.
- FP8 Form alliances with tourism boards, environmental groups, colleges and universities to co-fund creative initiatives for the benefit of the people who live, work, and visit the area.

REGIONAL, NATIONAL & INTERNATIONAL NETWORKS

- FP9 Continue to represent the area’s creative community on regional and national networks, ensuring that sector intelligence and opportunities are filtered down and distributed through local channels for the benefit of the area.

CAPACITY BUILDING FOR FUNDRAISING

- FP10 Programme professional development sessions in bid writing, evaluation, and partnership development to strengthen the sector and help with organisational resilience.
- FP11 Develop compelling impact data and case studies to strengthen future bids and to be used in lobbying and advocacy of the sector.

AUDIENCE DEVELOPMENT

- FP 12 Identify and apply for funding to support the development of Warwick District Council’s Arts Section’s Learning and Engagement Programme to develop new and retain existing audiences across the programme of events and activities at the Royal Spa Centre and Leamington Spa Art Gallery & Museum.
- FP13 Create and maintain a comprehensive Arts Database (funding, organisations and spaces) for Warwick District and publish online for the benefit of the creative community.



See pages 33 – 36 for Action Plan.

The Lights of Leamington (2025).
© James Callaghan



IMPROVING EDUCATION & SKILLS DEVELOPMENT

It is a priority to expand access to high-quality learning opportunities that nurture creativity, build technical and professional skills, and empower individuals to contribute meaningfully to vibrant cultural communities.

To address this priority, Warwick District Council’s Arts Section will:

CREATIVE APPRENTICESHIPS & INTERNSHIPS

ESD1 Continue to provide apprenticeship positions each year in Warwick District Council’s Arts Section’s Collections and Engagement, Technical, and Programming and Marketing Team to provide opportunities for young people to earn a salary while learning the profession, gain practical experience, and acquire nationally recognised qualification.

VOLUNTEERING

- ESD2 Develop volunteering opportunities at the Royal Spa Centre and Leamington Spa Art Gallery & Museum so that volunteers can gain new skills and access valuable work experience, with the aim of developing a pipeline of talent that can access paid positions within the arts. Targeting participants from areas with low levels of arts engagement is a priority.
- ESD3 Support the development of a district-wide volunteer pool to be of benefit to arts and cultural organisations in the district, many of which rely on volunteers to run their businesses.

EDUCATION PARTNERSHIPS WITH SCHOOLS, COLLEGES, & UNIVERSITIES

- ESD4 Continue to develop and grow our school's engagement work using the Leamington Spa Art Gallery & Museum, our collection, and the Royal Spa Centre’s programme as a catalyst.
- ESD5 Explore how our Customer Service Team can provide formal work experience opportunities via collaborative working with local schools and colleges.
- ESD6 Explore collaborative opportunities with Warwickshire College Group, to provide local students with the opportunity to present work within our building and across the district.

ESD7 Continue to provide opportunities for the University of Warwick students to work with the Arts Section on real-world art development challenges, which will contribute to their academic marks – and connect the Course Directors with other arts and cultural organisations for similar opportunities.

CULTURAL SECTOR CAREER PATHWAY EVENTS

- ESD8 Continue to programme education and skills development content at our annual Spark event that is of interest and of benefit to young people’s professional development.
- ESD9 Develop a year-round programme of ‘Spark Presents’ arts and cultural sector support events on topics and themes pertinent to the areas creative community.
- ESD10 Work with Warwickshire County Council on the planning, development , and delivery of the annual Interactive Futures event, which promotes local talent, offers career opportunities, fosters industry networking, and supports educational initiatives, solidifying the region's reputation as a key hub in the UK's gaming industry.

YOUTH VOICE & NEXT GENERATION GOVERNANCE

ESD11 Amplify the voices of children and young people in shaping local arts and cultural activity by establishing a Youth Cultural Advisory Panel or consultative forum - to inform programming, commissions, and outreach.

SUPPORT FOR FREELANCERS AND INDEPENDENT CREATIVES

ESD12 Provide targeted support for the freelance creative workforce to improve stability, representation, and professional growth.



See pages 37 – 40 for Action Plan

Warwick District Council’s
Arts Section’s Events
Apprentice (2024)



STRENGTHENING COMMUNITY ENGAGEMENT & WELLBEING

It is a priority to foster inclusive, participatory experiences that connect people, celebrate diverse identities, and support mental, emotional, and social wellbeing through creative expression and shared cultural spaces.

To address this priority, Warwick District Council's Arts Section will:

PARTICIPATORY ARTS PROJECTS

CEW1 Refocus The Arts Section's grants criteria to encourage projects that support the development of participation and attract new audiences – socially and geographically

ARTS FOR MENTAL HEALTH & WELLBEING

CEW2 Work with Warwick District Council's Communities team to explore how we can support the health and wellbeing agenda via arts programming and arts development activity.

CEW3 Develop initiatives that will enable audiences to handle objects from the town's collection and provide access to behind-the-scenes tour - to demystify the arts and renew existing and develop new relationships with members of the community.

Arty Folks community workshop (2025), funded by Warwick District Council's Arts Grant



“ This strategy clearly outlines a comprehensive and well-structured plan to support the arts and cultural sector in the district, and the overall approach is a proactive and collaborative one. ”

Mike Patrick
Chair, Leamington Studio Artists

COLLECTIONS

CEW4 Update Leamington Spa Art Gallery & Museum's Collections Development Policy so that the priority areas more closely reflect Leamington's communities.

LEARNING AND ENGAGEMENT

CEW5 Review and update the Arts Section's Learning and Engagement Strategy using newly acquired data and insight – to ensure The Royal Spa Centre and Leamington Spa Art Gallery & Museum's learning and engagement programme attracts and engages audiences from across our communities.

CEW6 Continue to provide free, intergenerational, engagement opportunities for families, and local people at Leamington Spa Art Gallery and Museum, in addition to the free programme of exhibitions.

CEW7 Continue to provide schools workshops at Leamington Spa Art Gallery & Museum and participating schools on topics and themes relating to the exhibitions programme and addressing areas in participating schools' curriculum.

PROGRAMMING

CEW8 Ensure that programming at the Royal Spa Centre and Leamington Art Gallery & Museum reflects and responds to the voices, stories, and priorities of local communities, fostering a greater sense of ownership, relevance, and representation.

CEW9 Explore and develop ways for the Arts Section to support, celebrate and amplify local cultural festivals and community-led celebrations within its venues and programmes, contributing to a vibrant, inclusive cultural calendar that reflects the identity and diversity of the district.

SOCIAL VALUE

CEW10 Embed social value as a core measure of success across all arts activity, ensuring the wider benefits of arts and culture, such as improved wellbeing, community cohesion, skills development, and economic contribution are actively captured, evaluated, and communicated.



See pages 41 – 44 for Action Plan

MONITORING & EVALUATION

Progress against this strategy will be reviewed annually, using KPIS and qualitative data drawn from audience feedback, partner input, and sector intelligence. A short public-facing impact summary will be published each year.

“ Overall, this document reflects the richness, ambition, and creative diversity that defines Warwick District. To succeed, the strategy will require not only vision but also full executive support and active partnership with the creative companies who are rooted here.

Playbox Theatre is proud to endorse the plan and looks forward to working collaboratively towards its aims and objectives. ”

Stewart McGill
Consultant Director, Playbox Theatre

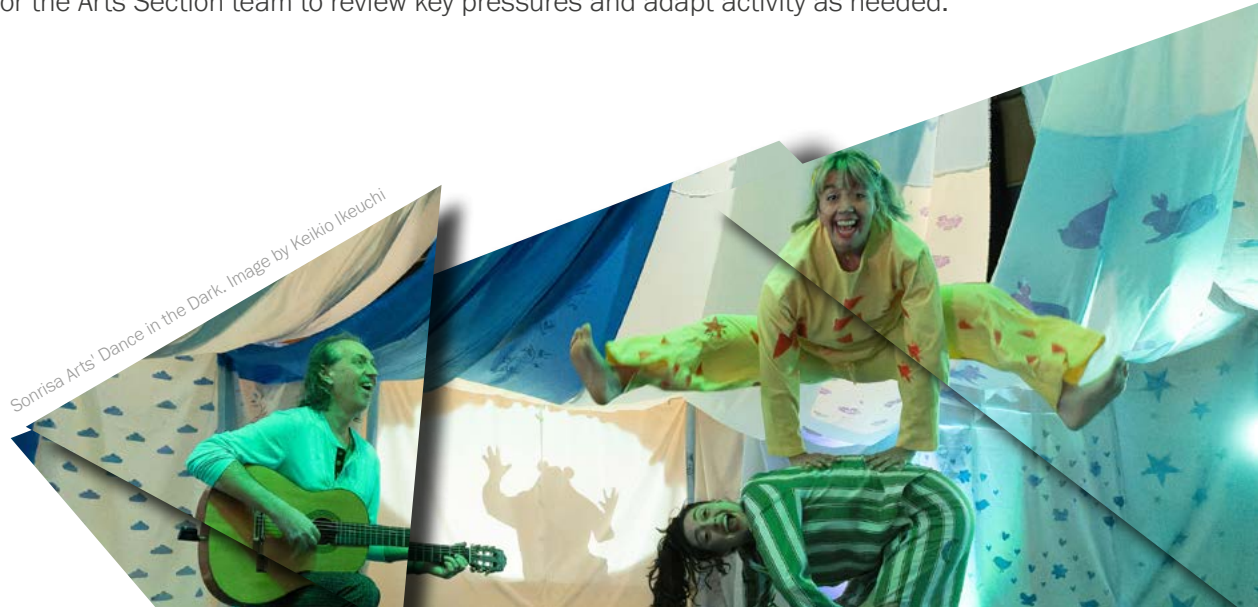
ACTION PLAN

We are passionate about supporting our creative community and committed to helping wherever we can. While our time and budget are limited, we strive to provide fair and equal support to all individuals and organisations, ensuring everyone has the opportunity to thrive and contribute to our vibrant cultural landscape.

The following Action Plan sets out the practical steps we will take to deliver the priorities of the Arts & Cultural Strategy 2025–2028. It includes clear objectives, key performance indicators (KPIs), timescales, and where known, indicative resource requirements. The plan will serve as a working tool for the Arts Section and its partners, guiding decision-making, informing funding bids, and enabling regular monitoring and evaluation of progress.

It is designed to be flexible and responsive to changing needs, emerging opportunities, and ongoing feedback from the creative sector and wider community. By translating strategic intent into actionable commitments, this plan ensures that our vision becomes reality, grounded in delivery, shaped by collaboration, and measured by meaningful impact.

Furthermore, we will embed resilience and risk-awareness into strategy delivery and project planning by developing a simple risk register for the strategy’s delivery, identifying mitigation strategies across finance, audience behaviour, and workforce capacity. We will also include a quarterly check-in mechanism for the Arts Section team to review key pressures and adapt activity as needed.



ENHANCING CULTURAL INFRASTRUCTURE

Ref.	Area of Delivery	Summary	Outcomes / Success
CI1	Royal Pump Rooms Roof	Repair the Royal Pump Rooms roof	Spaces previously closed due to damage are reopened, enabling increased community and cultural use of the Royal Pump Rooms. The Collection is protected, and more exhibition space is available for public-facing exhibitions
CI2	LSAG&M Interpretation	Renew and upgrade Leamington Spa Art Gallery & Museum's interpretation	Deeper levels of audience engagement with exhibits leading to improved learning outcomes
CI3	Accessibility – Physical, Digital & Economic	Ensure that all arts activity supported by WDC is inclusive and accessible	All arts activity supported by WDC is inclusive and accessible to people of all abilities, backgrounds, and incomes
CI4	Royal Spa Centre's Cinema	Upgrade Royal Spa Centre's cinema technology and hearing loops	Improved, enhanced audience experience, and accessibility at Royal Spa Centre, particularly for hearing-impaired patrons
CI5	Arts Section Venue Hire	Develop a clear venue hire's offer for Leamington Town Hall, the Royal Spa Centre, and the Royal Pump Rooms	Improved clarity and access to hiring venues increases use by diverse artistic groups from community to professional level.
CI6	Royal Pump Rooms Retail Area	Finalise redevelopment of Royal Pump Rooms retail area	Increased visibility of local artists and better reflect the diversity of the community. Also creates additional income to reduce cost of Arts Section to Council
CI7	Advocacy and Lobbying	Work with organisations like West Midlands Growth Company and Shakespeare's England	Expanded reach and visibility of local arts and cultural activities in Warwick District

(PAGE 1 OF 2)

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
10% increase p/a of new hires/bookings. Revenue generated from reopened spaces: £86k 2026, £91k 2027, 96k 2028	Apr-26	Mar-28	Confirmed. Arts Council England MEND Fund & WDC Contribution	Yes
Interpretation upgraded	Apr-27	Mar-28	Warwick District Council	Yes
Complete an access audit of all arts venues and programmes. Ensure 100% of new projects supported by the Arts Section provide accessible formats where appropriate (e.g. BSL, captions, step-free access) and free or low-cost participation options	Apr-27	Mar-28	Arts Section Core Hours	N/A
200 accessible screenings offered p/a 75% patron satisfaction with cinema experience 10 users per month accessing hearing loop devices	Apr-25	Aug-25	WDC Equipment Renewal Fund	Yes
Public-facing venue hires documentation to be produced and updated annually	Jun-25	Mar-28	Arts Section Core Hours	N/A
20 local artists featured p/a. 10% increase in revenue generated from retail sales p/a	Apr-24	Jul-25	Arts Section Core Hours	N/A
1 joint marketing initiative p/a	Apr-25	Mar-28	Arts Section Core Hours	N/A

Ref.	Area of Delivery	Summary	Outcomes / Success
CI9	Creative Town Networks	Actively participate in and contribute to the development and sustainability of established and emerging town-based creative networks and initiatives, like Warwick's Arts and Culture Network	Increased participation in and contribution to town-based cultural networks boosts sustainability and innovation
CI0	Creative Mornings	Explore bringing back the hugely successful 'Creative Morning Leamington' breakfast networking sessions, or a version of it	Creative Mornings sessions foster informal connections, inspiration, and collaboration in the local creative community
CI11	Green Agenda	Championing the green agenda	Sustainability and environmental awareness is embedded in the commissioning, production, and presentation of public art and cultural programming, contributing to WDC's green agenda and climate goals
CI12	Inclusivity	Championing inclusivity	Opportunities for creating, experiencing, and participating in art are accessible to all communities, with a focus on underrepresented and marginalised groups
CI13	EDI	Develop an Equality, Diversity and Inclusion Strategy	A clear and actionable Equality, Diversity, and Inclusion (EDI) strategy for the Arts Section will reflect the district's diverse communities, ensure equality in access to opportunities, and actively challenge systemic barriers within the cultural sector

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
Participation in 4 network meetings p/a 2 new initiatives arising from network p/a	Apr-25	Mar-30	Arts Section Core Hours	N/A
Funding secured to commission event / 4 sessions p/a	Apr-26	Mar-26	To be established	No
At least 75% of WDC funded new public art commissions / cultural events to meet agreed sustainability criteria 100% of projects to complete an Environmental Impact Statement as part of the commissioning process	Apr-25	Mar-28	To be established	No
By 2030, 100% of WDC funded arts projects will demonstrate a clear action to improve inclusivity All WDC funded projects must complete a Inclusivity and Access Checklist as part of the project planning process	Apr-25	Mar-30	Arts Section Core Hours	N/A
Co-develop and publish the Arts Section's first EDI, shaped through consultation with at least 10 representative community groups and stakeholders	Apr-26	Mar-27	Arts Section Core Hours	N/A

SUPPORTING ECONOMIC GROWTH & REGENERATION

Ref.	Area of Delivery	Summary	Outcomes / Success
EGR1	WDC Asset Strategy and Management Plan	Support Warwick District Council's new Asset Strategy and Management Plan	Assets managed by Arts Section offer best commercial value and engagement, access, and visibility of the arts in Warwick District is aligned with local authorities' strategic objectives
EGR2	Heritage Trails	Revisit UKSPF funded feasibility studies and explore how they can attract and engage new and existing visitors to the area	Increases tourism and deeper local engagement with district history
EGR3	Cultural Tourism	In partnership with Warwick District Council's Marketing and Communications Team and Events Team, promote cultural tourism through marketing campaigns that highlight the district's creative offer	Increase cultural tourism and raise awareness of the district's creative offer
EGR4	LSAG&M: Storytelling	Deepen connections across time, place and communities by telling compelling stories at Leamington Spa Art Gallery & Museum	Supporting audiences to understand the world, our place within it, and our shared histories. Ensuring the LSAG&M is a place of enjoyment, reflection and discovery
EGR5	Cultural Branding	Contribute to and encouraging cultural branding that makes the district distinctive and appealing to residents, visitors, and investors - via storytelling for use in urban planning that embeds identity in the physical space	Enhanced identity for the district and influences on urban planning
EGR6	Programming: Diversity and Inclusion	Celebrate diversity and inclusion through programming at the Royal Spa Centre and Leamington Spa Art Gallery & Museum	Programme content reflects community diversity and increases participation from underrepresented groups and broader audiences

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
Develop and implement a Cultural Assets Optimisation Plan that reviews and benchmarks all Arts Section-managed assets against three criteria 1) Commercial viability 2) Public engagement and access 3) Strategic alignment	Apr-25	Mar-28	Arts Section Core Hours	N/A
2 heritage trail activities piloted	Nov-25	Apr-26	To be established + Arts Section Core Hours	No
2 joint campaigns delivered p/a	Apr-25	Mar-28	Arts Section Core Hours	N/A
60% of visitor feedback to agree that they had a connection to local content	Apr-25	Mar-28	Arts Section Core Hours	N/A
6 mentions or features of the district's identity storytelling in public channels (websites, newsletters etc) p/a	Dec-25	Mar-28	Arts Section Core Hours	N/A
A minimum of 20% of programme that features themes, artists, or stories from underrepresented cultures or identities p/a	Dec-25	Mar-28	Arts Section Core Hours	N/A

Ref.	Area of Delivery	Summary	Outcomes / Success
EGR7	WDC's Place and Economy Team	Support Warwick District Council's Place and Economy Teams with Creative Quarter developments by representing the arts community on boards and panels	Creative sector is represented in key developments, ensuring cultural vibrancy in regeneration plans
EGR8	WDC's Events and Green Spaces Teams	Work more closely with Warwick District Council's Events and Green Spaces Teams to ensure that arts and culture can support and add value to their respective programmes of work	Arts programming enriches events and green space use, expanding reach to new audiences
EGR9	Leamington Town Hall	Explore future use of Leamington Town Hall as a creative hub as part of Phase 2 developments, including the creation of hireable and leasable spaces for arts and cultural activity	More hireable space available for the creative sector to develop and present work.
EGR10	Public Realm Funding	Continue to seek funding to enhance public realm through the commissioning of public art, further supported by the creation of a public art toolkit	Public realm is enhanced through commissioned art and a toolkit that empowers others to contribute
EGR11	Funding Signposting	Identify and signpost creative individuals and organisations who are based or work in the District to funding	Local creatives are more aware of funding opportunities and better supported in securing grants, which will support economic growth and regeneration across our four towns.
EGR12	Private Sector Investment	Stimulate private sector investment by using public arts and cultural projects to revitalise underused spaces, making areas more attractive for business, retail, and tourism	Public realm is enhanced through commissioned art and meanwhile use of spaces

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
Represent and champion the creative sector at a minimum of 2 Creative Quarter meetings p/a	Dec-25	Mar-28	Arts Section Core Hours	N/A
1 joint arts/green space event p/a	Dec-25	Mar-28	Arts Section Core Hours	N/A
Work with the WDC's Projects Team to identify and win funding to take this work forward	Dec-25	Mar-28	Arts Section Core Hours	N/A
Support the commissioning of 1 piece of public art p/a	Jul-25	Mar-28	Arts Section Core Hours	N/A
Signposted creative community to funding via monthly Arts Newsletter	Jul-25	Mar-28	Arts Section Core Hour	N/A
1 underused spaces activated using public art	Jul-26	Mar-28	Arts Section Core Hours	N/A

SECURING FUNDING & PARTNERSHIPS

Ref.	Area of Delivery	Summary	Outcomes / Success
FP1	WDC's Art Grant Distribution	Continue to award £26k of arts grants to individuals and organisations	Arts grants directly support practice development and business growth for local creatives
FP2	National Funders	Apply to national funders such as Arts Council England, National Lottery Heritage Fund,DCMS initiatives	Funds available to support activity outlined in this strategy
FP3	Corporate Social Responsibility	Identify and capitalise on corporate social responsibility (CSR) partnerships and opportunities	CSR partnerships unlock new resources for cultural activity and strengthen business engagement across the district
FP4	In-kind Support	Identify and capitalise on in-kind support from local businesses, like offering venues, materials, or professional services to the Arts Section or the local creative community.	Local business contributions increase resource availability for artists and cultural organisations
FP5	BID Leamington	Work with BID Leamington (Business Improvement Districts) to co-deliver cultural programming	High-profile cultural programmes drive footfall and increase vibrancy of Leamington Spa
FP6	Sponsorship	Identify and explore sponsorship deals and opportunities with local or national businesses in exchange for visibility and engagement, and connect these with the sector	Increased financial and visibility benefits for cultural organisations and business partners in Warwick district
FP7	Warwick District Creative Compact	Revisit the Warwick District Creative Compact initiative to explore how it can add value to and deliver against priority areas in this strategy	Creative Compact supports delivery of strategic priorities and fosters sector-wide collaboration

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
£26k awarded as Arts Grants p/a	Jul-25	Mar-28	Warwick District Council	Yes
A minimum of 2 applications p/a	Jul-25	Mar-28	Arts Section Core Hours	No
1 CSR partners secured p/a	Jul-25	Mar-28	Arts Section Core Hours	N/A
3 in-kind partnerships formed p/a	Jul-25	Mar-28	Arts Section Core Hours	N/A
1 joint event or campaign delivered p/a	Jul-25	Mar-28	Arts Section Core Hours	N/A
1 sponsorship deals secured p/a	Jul-25	Mar-28	Arts Section Core Hours	N/A
Consult with Compact members in 2025 and implement action from consultation	Jul-25	Mar-28	Arts Section Core Hours	N/A

Ref.	Area of Delivery	Summary	Outcomes / Success
FP8	Sector Alliances	Form alliances with tourism boards, environmental groups, colleges and universities to co-fund creative initiatives for the benefit of the people who live, work, and visit the area	Increase in the number of co-funded creative initiatives with broad community benefit
FP9	Representation on Networks	Continue to represent the area's creative community on regional and national networks, ensuring that sector intelligence and opportunities are filtered down and distributed through local channels for the benefit of the area	Arts activity is aligned with local priorities and delivers measurable cultural, economic or social impact
FP10	Professional Development Opportunities	Programme professional development sessions in bid writing, evaluation, and partnership development to strengthen the sector and help with organisational resilience	The sector is strengthened and supported with organisational resilience
FP11	Case Studies	Develop compelling impact data and case studies	Robust data and case studies available to be used in future in funding bids and in lobbying and advocacy of the sector
FP12	Arts Section Learning and Engagement Funding	Identify and apply for funding to support the development of Warwick District Council's Arts Section's Learning and Engagement Programme	External funding to be used to develop the learning and engagement programme, reducing the cost to the council and creating a greater number of opportunities for new and existing audiences to engage with the Arts Section
FP13	Database	Create and maintain a comprehensive Arts Database (funding, organisations and spaces) for Warwick District and publish online for the benefit of the creative community	Local creatives are more aware of members of local creative ecosystem so they can explore partnerships and collaborative opportunities and greater awareness of funding opportunities

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
1 joint initiative delivered	Jul-25	Mar-28	Arts Section Core Hours	N/A
Represent WDC creative community on 3 networks p/a	Jul-25	Mar-28	Arts Section Core Hours	N/A
Commission and deliver 1 activity p/a	Jul-25	Mar-28	WDC Strategic Arts Funds +Arts Section Core Hours	Yes
Produce 3 case studies p/a	Jul-25	Mar-28	Arts Section Core Hours	N/A
Identify and apply for a minimum of 1 fund p/a	Jul-25	Mar-28	To be established	No
Refresh existing lists and add new content	Jul-26	Mar-28	Arts Section Core Hours	N/A

IMPROVING EDUCATION & SKILLS DEVELOPMENT

(PAGE 1 OF 2)

Ref.	Area of Delivery	Summary	Outcomes / Success
ESD1	Apprenticeships at the Arts Section	Continue to provide apprenticeship positions each year in Warwick District Council's Arts Section's Collections and Engagement, Technical, and Programming and Marketing Teams	Meaningful apprenticeship opportunities across all arts teams to build practical skills, diversify the workforce, and contribute to the sustainability of the local creative economy
ESD2	Volunteering Opportunities at the Royal Spa Centre	Develop volunteering opportunities at the Royal Spa Centre and Leamington Spa Art Gallery & Museum	A structured volunteer programme at the Royal Spa Centre that supports skill development, widens participation, nurtures future arts professionals, and develops pipeline talent
ESD3	Volunteers Pool	Support the development of a district-wide volunteer pool to be of benefit to arts and cultural organisations in the district, many of which rely on volunteer to run their businesses	A coordinated volunteer system that supports arts organisations across the district and increases community participation in cultural activities
ESD4	LSAG&M and Royal Spa Centre Schools Engagement	Continue to develop and grow our school's engagement work using the Leamington Spa Art Gallery & Museum, our collection, and the Royal Spa Centre's programme as a catalyst	An expanded education programme that utilises gallery and theatre assets to foster creativity and learning in schools across the district
ESD5	Work Experience for 15+ year olds	Explore how it's Customer Service Team can provide formal work experience opportunities via collaborative working with local schools and colleges	A developed structured work experience programme within the Arts Section that connects young people with customer-facing roles and career insights
ESD6	Warwickshire College Group	Explore collaborative opportunities with Warwickshire College Group, to provide local students with the opportunity to present work within our buildings and across the district	Strengthened partnerships with Warwickshire College provide student exhibition and performance opportunities across public venues

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
Provide 2 apprenticeship positions at the Arts Section p/a	Jul-25	Mar-28	Warwick District Council	Yes
50 volunteers engaged p/a	Jul-25	Mar-28	Warwick District Council Change Programme + Arts Section Core Hours	No
Establishment of a shared volunteer database. 3 arts organisations using the volunteer pool by Mar '28. Total number of volunteers matched to opportunities: 30 p/a	Apr-26	Mar-28	Arts Section Core Hours	N/A
A minimum of 3 schools participating p/a	Oct-25	Mar-28	Arts Section Core Hours	N/A
Development of placement structure and resources. 3 work experience placements offered annually	Oct-25	Mar-28	Arts Section Core Hours	N/A
Explore a minimum of 1 collaborative opportunity p/a	Apr-26	Mar-28	Arts Section Core Hours	N/A

Ref.	Area of Delivery	Summary	Outcomes / Success
ESD7	University of Warwick Placements	Continue to provide opportunities for the University of Warwick MA students to work with the Arts Section on real-world art development challenges, which will contribute to their academic marks – and connect the Course Directors with other arts and cultural organisations for similar opportunities	MA students engage with live cultural sector projects to develop academic and professional competencies
ESD8	Spark: Professional Development	Continue to programme education and skills development content at our annual Spark event that is of interest and of benefit to young people’s professional development	Curate skills-based content at the Spark symposium that supports youth access to creative careers and builds local talent pipelines
ESD9	Spark Presents	Develop a year-round programme of ‘Spark Presents’ arts and cultural sector support events on topics and themes pertinent to the areas creative community	A consistent programme of professional development events addressing sector needs and peer learning
ESD10	Interactive Futures	Work with WCC on the planning, development, and delivery of the annual Interactive Futures event, which promotes local talent, offers career opportunities, fosters industry networking, and supports educational initiatives, solidifying the region's reputation as a key hub in the UK's gaming industry	Highlight regional creative tech talent and provide industry engagement opportunities
ESD11	Young People	Youth Voice & Next Generation Governance	Children and young people shape local arts and cultural activity via a Youth Cultural Advisory Panel or consultative forum; informingprogramming, commissions, and outreach
ESD12	Freelancers	Creative Freelancers Support	Targeted support available for the freelance creative workforce to improve stability, representation, and professional growth

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
Support 1 collaborative student projects p/a	Jul-25	Mar-30	Arts Section Core Hours	N/A
Programme and deliver a minimum of 1 youth-targeted sessions p/a	Feb-26	Mar-28	Warwick District Council Strategic Arts Fund + Arts Section Core Hours	Yes
Deliver 2 ‘Spark Presents’ events p/a	Apr-25	Mar-28	Warwick District Council Strategic Arts Fund + Arts Section Core Hours	Yes
Deliver an Interactive Futures Event each year in partnership with WCC.	Jun-25	Mar-28	To be established for 2026 onwards	No
Establish a Youth Cultural Advisory Panel or consultative forum, engaging a minimum of 12 young people annually (aged 14–25), to inform programming, commissions, and outreach. Ensure 1 annual exhibition or event is co-designed or co-produced with young people	Apr-27	Mar-28	To be established	No
Deliver at least two opportunities annually specifically designed for freelancers (e.g. micro-commissions, networking, wellbeing support) Include freelance voices on project panels or steering groups for at least one major programmes per year	Apr-26	Mar-28	To be established	No

STRENGTHENING COMMUNITY ENGAGEMENT & WELLBEING

Ref.	Area of Delivery	Summary	Outcomes / Success
CEW1	WDC's Arts Grants	Refocus grants criteria to encourage projects that support the development of participation and attract new audiences – socially and geographically	Increased number and diversity of grant-funded projects that foster active participation in the arts and engage socially and geographically underrepresented communities
CEW2	WDC's Communities Team	Work with Warwick District Council's Communities team to explore how the Arts Section can support the heath and wellbeing agenda via arts programming and arts development activity	Increased community wellbeing through targeted arts activities and strengthened partnerships between arts and health sectors
CEW3	Object Handling and Behind the Scenes Tour	Develop initiatives that will enable audiences to handle objects from the town's collection and provide access to behind-the-scenes tours - to demystify the arts and renew existing and develop new relationships with members of the community	Enhanced understanding and appreciation of the town's collection, and increased sense of ownership and connection with local heritage
CEW4	LSAG&M's Collections Development Policy	Update LSAG&M's Collections Development Policy	Priority areas in the policy more closely reflect Leamington's communities
CEW5	Review and update the Arts Section's Learning and Engagement Strategy	To ensure the Royal Spa Centre and Leamington Spa Art Gallery & Museum's learning and engagement programme attracts and engages audiences from across our communities	More inclusive access to learning opportunities at the RSC and LSAG&M. Broader audience reach and deeper engagement across demographics
CEW6	Intergenerational activity	Continue to provide free, intergenerational engagement opportunities for families, and local people at Leamington Spa Art Gallery and Museum, in addition to the free programme of exhibitions	Families and intergenerational groups can be inspired, educated, and enjoy year-round free activities

(PAGE 1 OF 2)

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
Percentage of funded grants aligned with revised criteria increased by 30%	Apr-27	Mar-28	Warwick District Council's Arts Grant Fund	Yes
Deliver a minimum of 1 collaborative project p/a	Apr-26	Mar-28	Arts Section Core Hours	N/A
Develop the initiative. Deliver a minimum of 1 object handling and 1 behind the scenes tour p/a	Apr-26	Mar-28	Arts Section Core Hours	N/A
Update the policy	Apr-25	Mar-26	Arts Section Core Hours	N/A
Produce an updated strategy	Apr-26	Mar-28	Arts Section Core Hours	N/A
Deliver a minimum of 6 intergenerational activities p/a	Apr-25	Mar-28	Arts Section Core Hours	N/A

Ref.	Area of Delivery	Summary	Outcomes / Success
CEW7	Schools Engagement	Supporting delivery of schools' curriculum via workshops at LSAG&M and participating schools	Continue to provide schools workshops at Leamington Spa Art Gallery & Museum on topics and themes relating to the exhibitions programme and addressing areas in participating schools' curriculum
CEW8	Co-production	Include community voices in arts section programming	Programming at the Royal Spa Centre and Leamington Art Gallery & Museum reflects and responds to the voices, stories, and priorities of local communities, fostering a greater sense of ownership, relevance, and representation
CEW9	Cultural Events and Celebrations	Supporting local cultural events and celebrations from across the district's communities	The Arts Section supports, celebrates and amplifies local cultural festivals and community-led celebrations within its venues and programmes, contributing to a vibrant, inclusive cultural calendar that reflects the identity and diversity of the district
CEW10	Social Value	Embedding social value across the Arts Section, and ensuring it is understood, captured, and articulated	Social value is embedded as a core measure of success across all arts activity, ensuring the wider benefits of arts and culture, such as improved wellbeing, community cohesion, skills development, and economic contribution are actively captured, evaluated, and communicated

KPI (p/a = per annum)	Timescales		Funding /Resources	Funding Secured
	Start	End		
Develop a new schools' engagement plan Develop a schools / teacher database with a minimum of 50 schools Develop 1 education pack p/a, celebrating artists from the collection	Apr-25	Mar-28	Arts Section Core Hours	N/A
Ensure that at least 25% of annual programme is demonstrably shaped by or co-produced with community input	Apr-27	Mar-28	To be established + Arts Section Core Hours	N/A
Pilot at least 2 partnerships annually with local cultural festivals or community celebrations that align with the Arts Section's programme and capacity	Apr-25	Mar-28	To be established + Arts Section Core Hours	N/A
Develop and implement a Social Value Framework for the Arts Team, with 100% of publicly funded or supported projects required to report on at least three indicators of social value Ensure that data is collected consistently and contributes to an annual impact report to support internal/external reporting and funding bids	Apr-27	Mar-28	To be established + Arts Section Core Hours	N/A

THANKS & ACKNOWLEDGEMENTS

The Arts Section would like to thank the following people for the support they provided in the creation of this document:

- Stewart McGill, Consultant Director, Playbox Theatre
- Mike Patrick, Chair, Leamington Studio Artists
- Louise Richards, Executive Director, Motionhouse



END NOTES

NATIONAL

1. The £1.57 billion Cultural Recovery Fund supported over 5,000 cultural organisations: <https://www.artscouncil.org.uk/CRF> / <https://www.gov.uk/government/news/157-billion-investment-to-protect-britains-world-class-cultural-arts-and-heritage-institutions>
2. In 2022, the creative industries contributed £125 billion to the UK economy and employed 2.4 million people: <https://lordslibrary.parliament.uk/creative-industries-sector-vision/> / <https://www.thecreativeindustries.co.uk/uk-creative-overview/facts-and-figures/>
3. The BBC's 50:50 Equality Project showed that by April 2019, 74% of teams met gender balance goals: <https://www.bbc.com/5050> / <https://www.runnymedetrust.org/blog/bbc-50-50-project-what-weve-learned>
4. The UK Government pledged a further £77 million in its Creative Industries Sector Vision (2023): <https://www.gov.uk/government/publications/creative-industries-sector-vision> / <https://lordslibrary.parliament.uk/creative-industries-sector-vision/>
5. The Cultural Recovery Fund also supported approximately 220,000 jobs during the pandemic: <https://www.creativeindustriesfederation.com/news/impact-cultural-recovery-fund>

REGIONAL (WEST MIDLANDS / COVENTRY)

6. Coventry's UK City of Culture 2021 attracted over 1 million attendees and brought in £170+ million investment: <https://coventry2021.co.uk/about-us/> / <https://www.coventry.gov.uk/news/article/4070/city-of-culture-generated-172m-for-coventry-s-economy>
7. Festival 2022 featured over 200 commissions during the Birmingham 2022 Commonwealth Games (further confirmation): <https://www.festival2022.uk> / <https://www.birmingham2022.com/news/2690907/festival-uk-2022-launched-as-part-of-commonwealth-games>
8. Creative cluster organisations such as Create Central, Digbeth Loc Studios, Creative Black Country, BOM, and Beatfreeks are active in the region: <https://www.createcentraluk.com> / <https://digbethloc.wbdigital.co.uk> / <https://www.creativeblackcountry.co.uk> / <https://www.bom.org.uk> / <https://www.beatfreeks.com>
9. Regional education and skills support by Arts Connect, Punch Records, and BOA Stage & Screen Academy: <https://www.artsconnect.co.uk> / <https://www.punch-records.co.uk> / <https://www.boa-stageandscreen.co.uk>

LOCAL (WARWICK DISTRICT)

Warwick District's Creative Framework (2021) and regeneration funding:

https://www.warwickdc.gov.uk/info/20709/arts_and_culture/1813/creative_framework / <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus>

