

 <b>Employment Committee – 20th March 2019</b>		<b>Agenda Item No. 7</b>
<b>Title</b>	Changes to Arts Section	
<b>For further information about this report please contact</b>	David Guilding <a href="mailto:David.guilding@warwickdc.gov.uk">David.guilding@warwickdc.gov.uk</a>  Rose Winship <a href="mailto:Rose.winship@warwickdc.gov.uk">Rose.winship@warwickdc.gov.uk</a>	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive 6 <sup>th</sup> March 2019, item 8	
<b>Background Papers</b>	N/A	

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes 996
<b>Equality Impact Assessment Undertaken</b>	N/A

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	07/03/19	Andrew Jones/Chris Elliott
Head of Service	06/03/19	Rose Winship
CMT	07/03/19	Andrew Jones/Chris Elliott/Bill Hunt
Section 151 Officer	07/03/19	Mike Snow
Monitoring Officer	07/03/19	Andrew Jones
Finance	07/03/19	Mike Snow
Portfolio Holder(s)	07/03/19	Cllr Coker
Consultation & Community Engagement		
Representatives of local arts organisations were consulted during the recent Cultural Peer Challenge. Further consultation, including public consultation, will take place as part of the Impact Study and the formation of the Cultural Framework		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## 1. **Summary**

- 1.1 This report sets out proposals to temporarily expand the Arts team within Cultural Services by making the current, part-time post of Arts Development Officer full-time for a period of three years and the creation of the fixed term post of Project and Development Manager (Arts) within this team for a period of two years.

## 2. **Recommendation**

- 2.1 That Members agree a fixed term increase in the working hours of the existing Arts Officer post (previously titled Arts Development Officer). This increase would be for a three-year period between April 2019 and March 2022.

- a) Arts Officer post WD00109 changed from 22.2 FTE to 37 FTE

- 2.2 That Members agree that the following fixed term post be added to the Cultural Services staffing establishment with effect from April 2019 until March 2021.

- a) Projects and Development Manager (Arts). 37 FTE

## 3. **Reasons for the Recommendation**

- 3.1 In 2018 Warwick District Council's (WDC) Arts Section successfully bid to be the subject of a Cultural Peer Challenge.

- 3.2 The Cultural Peer Challenge was an external, impartial review of the Council's Arts Section that focused on the potential for improvement and the impact of the Arts upon WDC's strategic priorities. The review was carried out on site by the LGA Peer Challenge team over two days in July 2018 and resulted in a very positive report with a number of practical recommendations. A wide range of stakeholders were consulted, including Arts section and Council staff, WDC Councillors and external arts organisations.

- 3.3 It was a key finding of the Cultural Peer Challenge that the Arts Section is currently operating at capacity and that in order to develop further and maximise the impact of the unique opportunities arising within the creative sector during the next three to five years' additional resources will be required. Primarily these resources include additional personnel and a supporting facilitation budget.

- 3.4 As a result of the Peer Challenge the current role of Arts Development Officer has been reviewed and the job description and person specification amended in order to re-focus the responsibilities of the post to assist the Collections & Engagement Manager and Arts Manager with the co-ordination and development of arts activity throughout the District. To reflect the amended responsibilities of the role the Arts Development post has also been renamed as Arts Officer.

- 3.5 The Arts Officer is an existing role in the Collections & Engagement team and is currently a 22.2 FTE post. Officers anticipate that Warwick District's arts sector will require greater levels of support over the next three years on the lead up to and during the City of Culture year in 2021. A temporary increase in working hours is proposed for a fixed, three-year period in order to meet that demand. This period would include the lead up to the Coventry City of Culture, the year itself in 2021 and some time afterwards for legacy work.
- 3.6 The Arts Officer post shall provide information and support services to arts organisations and creatives, as was previously the case, but there will be less strategic focus and a greater emphasis on the role taking more 'hands on' approach. The revised key responsibilities of the role include:
- The planning and delivery of joint events with partners – including any City of Culture events taking place within the District
  - The administration of WDC's pilot 'creative forum', network initiative
  - The administration of the Arts Grants application process including advising the Arts Grants Steering Group and project evaluation
  - To work in collaboration with the Arts Section's Programming & Marketing Team and WDC's corporate Marketing & Communications team to communicate opportunities to the District's creative sector including:
    - Local and national funding opportunities
    - Regional industry news and best practice
    - Calls for new work / projects
    - Employment / Apprenticeship opportunities
    - Training, skills and development opportunities
    - What's on – promoting creative events
  - To maintain a centralised database of creative organisations and individuals, projects and arts venues in the District
  - To provide professional advice, guidance and support and being an initial point of contact for creatives
  - To maintain records of all arts events and activities for performance indicators
  - To carry out an annual impact survey of the creative sector
- 3.7 The Arts Officer post became vacant in December 2018 and officers took the opportunity to reevaluate the responsibilities of the role. The post is currently being covered by a temporary member of staff. It is the intention to permanently recruit to the post, on a full time basis, by late May 2019.
- 3.8 It is proposed that the new role of Projects & Development Manager (Arts) be created on a fixed-term basis. This role would report directly to the Arts Manager and assist them with the development of the outward facing, strategic elements of the service. The role would work closely with all teams within the Arts Section and the Arts Officer in particular.
- 3.9 It was a key recommendation of the Peer Challenge that the Arts Section should increase its focus on commercial opportunities and the marketing of its own activities as well as its partners. There is a need for an increasingly

entrepreneurial approach to generating income through developing relationships with commercial partners. This new role will be responsible for researching and proposing new commercial opportunities as well as delivering specific projects. The key responsibilities of this role would include:

- To provide specialist arts marketing advice and assist the Arts Section's Programming & Marketing team with the development implementation of a marketing strategy
- To explore the potential to develop new income streams within the Arts Section and to drive the best value out of its current assets
- To pursue the 'Culture Is Digital' initiative and create the business case for a digital creative portal for the district
- To explore further collaboration with the private sector
- To work across Council services - particularly with the Projects and Economic Development team to support the Original Leamington programme and Creative Quarter project
- To assist the Arts Manager with the delivery of the Council's contribution to the City of Culture 2021 through effective coordination of a wide variety of projects across the district including engagement with a wide range of stakeholders

## 4 Policy Framework

### 4.1 Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. This report shows the way forward for implementing a significant part of one of the Council's Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
Impressive cultural	Safe and vibrant town	Contributes to a dynamic

offering which encourages an increase in community led activities and use	centres with an active programme of cultural events where the community feel comfortable at all times	and diverse local economy Increases visits from day trippers and tourists to the area. Increased income levels and footfall
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
<b>Impacts of Proposal</b>		
The recruitment of the new role will add external, specialist expertise to the team, currently lacking.	The recommendations are focused on continuous improvement and development.	The recommendations will establish better uses for the council's arts resources and seek new income streams.

## 4.2 Supporting Strategies

### 4.2.1 Local Plan

The Vision for the District as supported by the Local Plan (paras 1.30-1.34) is to make Warwick District a Great Place to Live, Work and Visit. Specifically, the Plan delivers a Spatial Strategy that, amongst other things, focusses employment, retail, leisure and cultural activities in town centres (1.34). Furthermore, para 5.75 recognises the "multifunctional benefits" offered by sport and recreational facilities noting that "they have a positive impact on people's quality of life, particularly in terms of their health and wellbeing". Clearly any activity that reinforces the usage of these facilities is in line with these paragraphs.

### 4.2.2 Economic/Tourism Impact

Cultural tourism in the region is expected to boom during the City of Culture year in 2021, as well as attracting tourists to events during the build-up years. In order to maximise the economic impact of this upon Warwick District the Council must intervene and use its thriving creative sector to ensure that there is a competitive offer.

### 4.2.3 The creative economy is recognised as being a unique strength for the District and the current success in the gaming industry can be widened to include the whole creative sector – which is interdependent.

- 4.2.4 The Creative Quarter will regenerate the south of Royal Leamington Spa and have a significant impact on the local economy.

#### **4.3 Changes to Existing Policies**

- 4.4 There are no changes to existing policy

- 4.3 Impact Assessments** – There is no requirement to carry out an impact assessment for these proposals.

#### **5. Budgetary Framework**

- 5.1 The posts of Arts Officer and Projects & Development Manager (Arts) have been evaluated through the Council's HAY process. The new job descriptions were presented to the HAY Panel on 19th February 2019 for consideration and graded appropriately.
- 5.2 The additional cost of these changes to the Council, including all on-costs, have been approved by Executive at their meeting on 6<sup>th</sup> March 2019 and shall be funded from the Community Projects Reserve.

#### **6. Risks**

- 6.1 Each of the recommendations in the report are based on the principle that if the Council is to successfully deliver ambitious projects, including those referred to in the report, then appropriate officer resources must be made available. Without appropriate resources, and the expectation that such projects will be managed by the existing officers without any additional resource, then there is a significant risk that projects will experience problems which could lead to lost opportunities and some financial and reputational risk for the Council.
- 6.2 The primary risk for Warwick District Council is that local audiences for cultural events in the District and cultural tourists are attracted to the City of Culture programme in Coventry to the detriment of those cultural organisations and venues operating in the District.
- 6.3 A second risk is that without increased support the creative businesses based in Warwick District could potentially relocate their headquarters to Coventry leaving the District's creative infrastructure considerably weaker.
- 6.4 It is also foreseeable that new and existing talent will be attracted to Coventry because of the investment and expansion of the creative industries, leaving shortages in the surrounding region.

#### **7. Alternative Option(s) considered**

- 7.1 Employment Committee could choose to not approve the proposals in which case it would be challenging to deliver the initiatives already approved by Executive.

#### **APPENDICES:**

