

 <b>Executive – 6<sup>th</sup> March 2019</b>		<b>Agenda Item No.</b>  <b>8</b>
<b>Title</b>	Arts Service Framework	
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<b>Wards of the District directly affected</b>	All wards	
<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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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>	N/A	
<b>Background Papers</b>	None	

<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>	No
N/A – no change in policy of minimum service standards	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	30/01/19	Andrew Jones
Head of Service	30/01/19	Rose Winship
CMT	12/01/19	Chris Elliott/Andrew Jones/Bill Hunt
Section 151 Officer	13/01/19	Mike Snow
Monitoring Officer	12/01/19	Andrew Jones
Finance	13/01/19	Mike Snow
Portfolio Holder(s)	11/01/19	Clr Coker
<b>Consultation &amp; Community Engagement</b>		
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, if approved.		
<b>Final Decision?</b>	Yes	
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **Summary**

- 1.1 In 2018 Warwick District Council's (WDC) Arts Section successfully bid to be the subject of a Cultural Peer Challenge. The Peer Challenge programme, which is fully funded by Arts Council England (ACE) and delivered by the Local Government Association (LGA), is specifically aimed at those Local Authorities that are committed to developing their Arts services. Access to the scheme is in high demand and WDC was one of only three councils in England to be awarded it in 2018.
- 1.2 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. (The Arts Section's original Position Statement and the full report from the Peer Challenge team are both included as **Appendix A** and provide the wider context to this report).
- 1.3 The Peer Challenge team identified that WDC is excellent at delivering services directly from its own cultural facilities and that significant improvements have been made in recent years. However, despite having an exceptionally strong creative economy including one of the most significant digital clusters nationally, there was an apparent lack of strategic planning and collaboration with key partners (within the Council and externally) which could maximise the impact of that wider creative sector upon Warwick District for the benefit of residents and the local economy.
- 1.4 Officers have now considered the outcomes of the report and its twelve recommendations and prioritised them. The recommendations carried forward to Executive within this report would allow the Arts Section to become more strategic and outwardly focused. Officers believe that there is a necessity for WDC to use its influence to stimulate the growth and impact of the arts by providing leadership to, and working in partnership with, the District's creative sector rather than concentrating solely on its own service delivery and cultural facilities (all of which are currently located in Royal Leamington Spa).
- 1.5 The Peer Challenge team were impressed by the Arts Section and the scale of opportunities arising from within the creative sector in Warwick District and they identified many direct benefits to the Council. However, they also recognised that further resources would be necessary in order to maximise the impact of those opportunities for the District over the next three to five years. The impact of Coventry's year as UK City Culture in 2021 and the emerging Creative Quarter were singled out as particularly unique opportunities. (A briefing note regarding the potential benefits offered by Coventry City of Culture 2021 is included as **Appendix B**).

## 2. **Recommendations**

- 2.1 That Executive approve an allocation of up to a maximum of £24,700 from the Community Projects Reserve in order to fund a temporary increase in the working hours of the current Arts Development Officer post from 22.2 FTE to 37 FTE. This increase would be on a fixed-term basis for the three-year period between April 2019 and March 2022.

- 2.2 That Executive approve an allocation of up to a maximum of £89,250 from the Community Projects Reserve in order to fund the new full-time, fixed-term post of Projects & Development Manager (Arts) for a period of two years between April 2019 and March 2021.
- 2.3 That Executive approve an allocation of up to a maximum of £20,000 from the Community Projects Reserve in order to commission a specialist consultancy company to complete a comprehensive impact study on Warwick District's creative sector on behalf of the Council; and that the Arts Manager and Head of Cultural Services be given delegated authority to draw down this allocation as required in consultation with the Portfolio Holder for Culture.
- 2.4 That Executive note that, subject to approval of 2.3, it is the intention for the results of the impact study to form the basis of a new 'Cultural Framework' for WDC which will be brought forward for consideration at a later date.
- 2.5 That Executive approve an allocation of up to a maximum of £15,000 from the Community Projects Reserve in order to fund the facilitation of a pilot 'creative forum' scheme, running for a 3 year trial period from April 2019.

### **3. Reasons for the Recommendations**

- 3.1 It was a key finding of the recent 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.
- 3.2 The current role of the Arts Development Officer has been reviewed 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.
- 3.3 The Arts Development 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.
- 3.4 The Arts Development 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

3.5 The Arts Development Officer post is currently vacant and it would be the intention to review the role immediately with the aim of permanently recruiting to the post by late May 2019.

3.6 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 Development Officer in particular.

3.7 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

3.8 If good progress is made with these projects and the impact can be proved to generate significant additional value for the Council, officers may return to Executive at a future date to request that the Projects & Development Manager (Arts) post be extended beyond 2021.

- 3.9 Another key recommendation arising from the Peer Challenge was for the Arts Section to develop improved intelligence about Warwick District's creative industries and their value to the local and regional economy. Therefore, it is proposed that WDC commission an impact study that would result in a comprehensive report that will identify the current profile and impact of the District's creative sector, identify particular strengths and opportunities for growth and reflect on areas of weakness, recommending a reasonable course of action to address them.
- 3.10 The results of the impact study will feed into the formation of the Council's strategic objectives including a new Cultural Framework, the emerging Creative Quarter project and a Public Arts policy. It will also identify issues across sub-sectors where Warwick District Council could potentially make strategic interventions and take a proactive approach in supporting the sector to grow. (The draft specification for the impact study is included as **Appendix C**).
- 3.11 The impact study would also provide WDC with a transparent and replicable methodology that will enable comparable studies to be undertaken internally in the future by the Arts Development Officer so sector growth can be tracked and compared year on year and success evaluated effectively.
- 3.12 It became clear as part of the consultation carried out with local arts organisations as part of the Peer Challenge that WDC requires an outward facing strategy or 'Cultural Framework'. There is evidently a great deal of frustration about WDC's fragmented approach to the creative sector and a perceived lack of support. This framework will be created in partnership with key arts organisations in District and will clarify WDC's role as an influencer, key funder, collaborator and coordinator within the sector. It is intended to prioritise and resource emerging opportunities and link those opportunities to WDC's strategic objectives across services. It will also clearly identify the benefits and value of the various creative sub-sectors, and how the Arts Section can better help to deliver the Council's priorities.
- 3.13 It would be the aim of officers to complete the framework by June 2019 in order for it to be brought to Executive in July 2019 to be formally adopted as a WDC strategy. It is anticipated that a request for further funding would also be included as the strategic imperative and work streams were identified during the formation of the framework. (For example, the development of a 'digital creative portal' for the District or the establishment of a specific City of Culture grant fund).
- 3.14 A further recommendation of the Peer Challenge, again arising during consultation with arts organisations during the review, was the creation of a 'Creative Forum'. It is proposed that WDC form a creative steering group, with representatives from the sector and facilitated by the Arts Section, in order to run a pilot scheme. This 'creative forum' will seek to bring a wide range of creative organisations and individuals together to create links between key creative sub-sectors (particular arts and digital) and explore possibilities for collaboration – with a short term focus on the City of Culture year. The intention is for the Arts Section to host these regular events in its venues that will seek to address gaps in skills and training, help to pool resources, provide leadership and act as a vehicle for better collaboration and partnership.

3.15 These events will require some additional budget in order to facilitate them – including guest speakers and trainers as well as promotion.

#### 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 three 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.”

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met <b>Impressive cultural and sports activities</b> 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 <b>Vibrant town centres</b> <b>Improved performance/ productivity of local economy</b> Increased employment and income levels
<b>Impacts of Proposal</b>		
Impressive cultural offering which encourages an increase in community led activities and use	Safe and vibrant town centres with an active programme of cultural events where the community feel comfortable at all times	Contributes to a dynamic 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 <b>The right people are in</b>	<u>Intended outcomes:</u> Focusing on our customers’ needs <b>Continuously improve our processes</b> Increase the digital provision of services	<u>Intended outcomes:</u> <b>Better return/use of our assets</b> Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for

<b>the right job with the right skills and right behaviours</b>		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

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here:

### 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  
None

## 5. Budgetary Framework

5.1 At the time of writing, the posts of Arts Development Officer and Projects & Development Manager (Arts) have not yet been evaluated through the Council's HAY process. It would be the aim to present the new job descriptions to the HAY Panel on 19<sup>th</sup> February 2019 and then to Employment Committee on 20<sup>th</sup> March 2019. If approved the intention would be to recruit to the posts in late May 2019. At this stage, based on comparable roles within the Council, it is reasonable to anticipate that the Arts Development Officer will be Grade F and the Projects & Development Manager (Arts) shall be between Grade E2 – D. The additional cost of these changes to the Council, including all on-costs, are:

### **Arts Development Officer (Grade F) – additional hours (14.8 hours)**

Year 1, 2019/20:	£7,629
Year 2, 2020/21:	£8,228
Year 3, 2021/22:	£8,839
<b>TOTAL</b>	<b>£24,696</b>

### **Projects & Development Manager (Arts) (Grade D) – new post**

Year 1, 2019/20:	£43,950
Year 2, 2020/21:	£45,270
<b>TOTAL:</b>	<b>£89,220</b>

#### **5.2 Creative Sector Impact Study**

Officers have carried out soft marketing testing in order to establish which specialist consultancy companies are suitable and acquire indicative costs.

Survey development and analysis	£10,000
Focus groups, interviews and consultation	£5,000
Analysis of supporting data (for example, GVA)	£5,000
<b>TOTAL</b>	<b>£20,000</b>

#### **5.3 Creative Forum**

To fund a pilot 'creative forum' scheme – including marketing materials, venues, guest speakers for up to a period of 3 years:

Speakers and facilitating monthly events	£6,000
Promotion, design, E-marketing and print	£4,000
Skills and training	£5,000
<b>TOTAL:</b>	<b>£15,000</b>

5.4 The total funding requests within this report total £148,950. It is proposed that this is funded from the Community Projects Reserve. The unallocated balance of the Community Projects Reserve is £362,000 prior to any allocations agreed at this Executive meeting

### **6. Risks**

- 6.1 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.
- 6.2 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.
- 6.3 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**

#### **APPENDICES:**

**A – Position Statement & Cultural Peer Challenge Report**

**B – Coventry City of Culture 2021 Briefing Note**

**C – Creative Impact Study Draft Brief**