

offer of the council is inconsistent and lacks coherence. This needs bringing together in a single overall vision for the Arts in Warwick district which connects to other corporate ambitions but is understood by the wider Arts community and local residents in general across the area.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Helen Murray, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Helen's contact details are: helen.murray@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Appendix 1 – Possible best practice areas/ideas

1. A recent Arts Professional magazine survey (October 2017) revealed the strain that council cuts have put on community arts organisations. Some reported that their local authority is maintaining a commitment to the arts or finding innovative ways to support the sector while cutting spending. Amongst those singled out for praise were Hull, Manchester, Leeds and Islington.
2. The Gloucester Culture Trust aims to be a spark and a catalyst, which links up the creative and cultural sector and supports it to make things happen. This means that the council works in partnership – locally, regionally and nationally – to create, test and deliver projects which will make Gloucester a city full of culture. Gloucester City Council has provided £20k per year (2016/17 and 2017/18) to help set up Gloucester Culture Trust. Arts Council England committed £50k in 2016/17 to help set up Gloucester Culture Trust. In March 2016, Gloucester City Council was awarded £1,489,200 from the [Great Place scheme](#) to support a three-year project entitled *Gloucester – a proud past: Culture at the heart of an ambitious future*. Gloucester Culture Trust is managing this exciting project (2016-2020). See [Gloucester Culture Trust](#).
3. Lincoln BIG (BID tourism partnership) and cultural quarter is in the heart of the city centre, and is a vibrant hub. Spanning the east of the city centre and the south entrance to Lincoln's [Cathedral Quarter](#), This is the location of theatre, museums, art, music, cuisine, bars and cafes. Whether spending the afternoon in a vibrant cafe, taking in the culture of the theatre or discovering the history of the area, the Cultural Quarter has plenty to keep you interested. [Lincoln cultural quarter](#).
4. The LGA offers a range of commercial skills training and support, visit www.local.gov.uk/commercialisation to find out more.
5. Waltham Forest has used its London Olympic 2012 legacy to reaffirm its commitment to culture, develop a more strategic and outwards looking focus. As a consequence the borough will be the first to receive the Mayor's award for London borough of culture 2019. This award is to stage a programme of ambitious cultural events and initiatives, and to develop a plan to make culture an integral part of the boroughs' future - placing communities at the heart of decision-making and programming. See [Waltham Forest London borough of culture 2019](#).
6. Explore York Libraries and Archives Mutual' has a five-year contract to manage City of York Council's libraries and archives services. It was set up in 2014 as an industrial and provident society with charitable status. It is one-third owned by its staff and two-thirds by the local community: community membership is free of charge and open to local residents aged over 16.

Explore worked with the Cabinet Office mutuals support programme to ‘spin out’ from the council. Being part of this programme provided essential access to legal and other support. Fiona Williams, Explore’s Chief Executive and Director, said: “We chose to go down the ‘mutual’ road because we wanted to give staff and local people more meaningful ways of being involved in our services. We have a Board of seven which includes a staff director and two community directors.” There is an LGA case study at [York mutual library trust](#).

7. The Chief Leisure Officers Association (CLOA) now encourages membership by senior local council arts officers. This would provide peer support to WDC officers. CLOA works closely with the DCMS and Arts Council England to promote the benefits of culture. See [CLOA membership](#).
8. This case study about Dundee titled ‘*Creative Industries: Support for Growth*’, highlights the challenges, strengths and activities happening in Dundee to grow the creative industries and tackle issues such as talent retention and attraction. See [Dundee creative industries](#).