

Building a healthier, happier, better connected and more prosperous West Midlands

A business case for Culture, Creative Industries and Tourism

Proposal by the the Culture, Creative Industries and Tourism Advisory Group (CCTAG)

June 2018

CUTURE, CREATIVE INDUSTRIES AND TOURISM
IN WMCA AREA

6860

Creative
Businesses



38

National Portfolio
Organisations (NPOs)

£2.8 million

Grants for the Arts
(April - December 2017)



82.3 million
visits to the West Midlands (Visit Britain
2016)

£3.2 billion
generated in expenditure



72,373
(2013)

40.2%



101,471
(2030)



Predicted growth in number of jobs in the Creative and Digital Sector

Culture, Creative Industries and Tourism: Driving Prosperity

This paper sets out why culture, creative industries and tourism are interrelated and interdependent and how a coordinated approach to investment and support across WMCA led by the Culture, Creative Industries and Tourism Advisory Group (CCTAG) will bring economic growth, social improvement and make the region an even greater place to live in, work in, visit and invest in.

It shows how the three sectors are:

- Major contributors to the economy, providing significant employment and delivering high growth. WMCA has more culture, creative industries and tourism businesses than any other combined authority with 10,570 firms, 7.3% of total businesses. This has grown by 15.8% from 2010-2017. It accounts for 170, 716 jobs, 7.6% of the total workforce and delivers £4bn in GVA per year 4.6% of the region's total (source: Black Country Economic Intelligence Unit).
- Driven by innovative practice – as early adopters of new technology and catalysts for new ways of working – from augmented reality to the rise of crowd-funded enterprise.
- Place-makers: with creative businesses, cultural organisations and cultural tourism activities impactful for making distinctive places attractive to investment.
- Collaborative and convergent, with cultural organisations key anchors and catalysts for the creative economy; digital businesses such as in gaming dependent on the arts for inspiration and talent; and tourism increasingly fuelled by personalised, interactive cultural experiences.

It describes how the CCTAG made up of a core of representatives from local government, supported when necessary by sector representatives, the wider public and private sector, will help to drive prosperity for the region, delivering spillover effects across the economy and helping to shape distinctive, attractive and dynamic places through coordinating investment and maximising strategic opportunities. It shows how CCTAG will work with the West Midlands Growth company in growing inward investment, tourism and raising the region's profile nationally and internationally.

The CCTAG, which was formed by local Council officers aware of the critical importance of sharing information and ideas, will ensure the three sectors work together, contribute to and benefit from the new regional strategy, vision and scale given by WMCA. It will:

- Share best practice on effective policy and investment tools which nurture growth and competitiveness via the CCT sectors.
- Identify within the strategic landscape a set of shared WMCA-wide opportunities and priorities for the growth of the CCT sectors. This focuses on 'Big Ticket' items which can have a transformational effect for the WMCA if positioned as shared opportunities.
- Present a shared prospectus of CCT opportunities for lead and partner agencies to deliver on.
- Delivering a targeted programme of interventions which strengthen cross-WMCA working and cement the interconnectedness of CCT sectors as a collective opportunity for every local authority.

This paper presents the overarching business case for a joined-up approach to investment in the CCT sectors as a vital ingredient for prosperity built on a portfolio of distinctive places offering inclusive growth. It provides an overview of three 'Big Ticket' transformative projects which require a shared approach via the CCTAG and its partnership with lead agencies. This includes its priority projects for 2018-19.

CCTAG's vision for culture, creative industries and tourism in WMCA

A region where culture, creative industries and tourism working together are recognised for the transformative power they have on people, places and the economy. It will achieve this by ensuring that:

1. Culture, creative industries and tourism are central to delivering quality of life, quality of place and the economic growth aspirations of the West Midlands Strategic Economic Plan.
2. All areas benefit from the economic, social and cultural dividends that investment in culture, creative industries and tourism brings.
3. Culture, creative industries and tourism benefit from major physical infrastructure transformation.

It will deliver this through acting as the strategic coordinating body which ensures for the first time that the three sectors are considered at a regional level. It will concentrate on the strategic landscape for investment and opportunities and within this ensure that the four 'Big Ticket' opportunities deliver for their individual lead cities/authorities *and* the region as a whole. It will also coordinate research, networks, action pilots and strategic intervention across a range of smaller projects which will help support the SEP.

Without the CCTAG opportunities for collaboration will be missed, the benefits from the big opportunities will not be maximised across the region, information exchange will be harder and the opportunity given by the establishment of combined authority to transform the role the sectors play in growing the economy will not be fully realised.

Strategic Landscape - Four Big Ticket Opportunities CCTAG will ensure deliver for the whole region

1. Coventry City of Culture 2021 - commission a shared strategy and prospectus which sets out the goals and building blocks for Coventry 2021 as a regional opportunity.
2. Birmingham Commonwealth Games 2022 - commission a shared plan for a 'Games ready' CCT sector: focusing on skills, market and commissioning and opportunities to grow and CCT capacity.
3. Creative Industries Local Industrial Strategy – support its development including the alignment of it to the ambitions of the region-wide cultural inquiry.
4. Develop a regional Creative Industries Bureau to connect up the regional clusters, engage industry leaders, raise awareness and inform strategy.

CULTURE

WORLD CLASS CULTURAL OFFER

BIRMINGHAM  **STRATFORD**

24
National Portfolio and Major Museum Organisations

£271 million
Contribution made by City based cultural orgs to the Region's economy

Around 4.9 million people, with a spend of £336m, visit the RSC and Shakespeare Birthplace Trust each year

Coventry CITY OF Culture 2021  **Commonwealth Games 2022**

1000 Events

£80 Million in Economic Benefits

22,000 more new jobs over 4 years 

Heritage

Huge Driver of Tourism & Jobs in WMCA Region.

Ancient monuments, castles, cathedrals, churches and stately homes are joined by increasingly popular and accessible industrial heritage sites

Culture - Improving quality of life and quality of place

CCTAG's work for arts and culture, will deliver a set of strategic outcomes which will support the WMCA SEP. Through focussing on the strategic landscape for investment it will ensure that opportunities deliver for their lead city/authority as well as for the whole region. Two 'Big Ticket' opportunities - Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022 will be more successful if there is coordination and support across the region. The role out of the Birmingham Investment Enquiry across the region will ensure that cultural organisations region wide can pilot new forms of public and private investment. CCTAG will also ensure that the region benefits from the new £150 Million Creative Industries Sector Deal including the new £20 million Cultural Development Fund for places to boost their sectors. CCTAG's work will:

- Boost resilience and sustainability of the arts and culture sector ensuring it can continue to deliver high quality, high-skilled jobs supporting the SPE target of a growth of 44% in jobs in the culture and sports sector.
- Ensure that culture is central to improving physical and digital connectivity across the region - improving productivity and access through growing the sector's role to support innovation.
- Further culture's ability to drive-up aspirations, improve skills and encourage lifelong learning by maximising the potential it has to deliver educational, social, health and wellbeing outcomes.

What's holding back arts and culture in the region?

While cultural organisations are thriving across the region there are collective and individual challenges which prevent them achieving even more:

- **Audiences:** growing the ability and capacity of all organisations to reach out to new audiences in new ways.
- **Infrastructure:** fit-for-purpose, efficient and sustainable infrastructure in the right location.
- **Resilience:** building the ability of organisations to thrive in an increasingly mixed and competitive economy.
- **Private and alternative forms of investment:** poor regional track record in leveraging in private investment – worst performing region in the UK (relative to public investment).
- **Diversity:** growing the talent pool - so that more people from more backgrounds can achieve their creative potential.

Culture – Improving quality of life and quality of place

The region is home to one of the richest and most diverse cultural ecologies in the UK. Arts and culture are valued across the WMCA area for the intrinsic benefits they bring individuals and communities, as well as the wider impact they have on places, economies and quality of life. In the cities and major urban areas, they are central to regeneration, growth and improvement; in smaller towns and rural areas – as epitomised by organisations such as Black Country Touring – they strengthen communities, diversify economies and draw visitors.

Birmingham and Stratford-upon-Avon are two world-class cultural clusters, while Wolverhampton is home to three nationally significant arts organisations. Birmingham has the strongest and deepest cultural infrastructure of any city in England outside of London; Stratford is home to one of the UK's most important cultural institutions in the RSC and one of the most visited cultural tourism destinations. However, beyond these two clusters arts and culture is increasingly positioned as vital to the region's future dynamism and prosperity, as evidenced by GBSLEP including a quality of life measure to assess its performance and the scale of Arts Council's investments across the region.

For CCTAG the strategic landscape for investment includes three 'Big Ticket' opportunities which will benefit from regional coordination and delivery: Coventry, UK City of Culture 2021, Commonwealth Games Birmingham 2022 and the roll out of the Birmingham Investment Enquiry. Coventry will be the place to go to for culturally active audiences from across the country and beyond. It will generate significant profile and investment for the city and region. Birmingham in 2022 will be the largest sporting event in the UK since the 2012 Olympics and are expected to deliver over £1.1bn to the economy. They will include a large cultural programme in the build up and for the duration of the games. The Birmingham Investment Enquiry provided ground-breaking research into new forms of investment and support for culture – by rolling it out across the region through action research pilots it will help grow resilience and sustainability for the sector by leveraging in new forms of investment.

How CCTAG will make a difference

- Through focussing on the strategic landscape for investment it will coordinate, support and amplifying the three 'Big Ticket' opportunities to ensure they deliver for the region.
- Supporting pilot projects that use the larger WMCA footprint and potential of big data to develop new ways of reaching new audiences.
- Raising the scale and profile of cultural activity through coordinated events, marketing and activity.
- Transforming the delivery of culture in new ways through technology, collaboration and innovation through connecting culture to the region's digital and research strengths.
- Better connect culture to the wider economy through spillovers, innovation and collaboration through increased networking and opportunities for cross-sector collaboration.

Big Ticket Opportunity

Coventry, UK City of Culture 2021

Coventry, as UK City of Culture 2021, will be the place to go to for culturally active audiences from across the country and beyond. It will generate significant investment for the city and region. Hull, as UK City of Culture in 2017, saw an uplift of £50m in cultural infrastructure, with £250m secured as a legacy plan. Over £60m was directly generated for the local economy in 2017, with 3.5m visitors attracted to the city.

Coventry, unlike Hull, is not 'out on a limb', but to the very heart of the UK with 6m people living within a one hour drive time to the city. The city also has very dynamic neighbours, with burgeoning CCT sectors. The WMCA has a collective offer which will enable Coventry to deliver a programme of globally significant scale, diversity, excellence and innovation. In turn, Coventry, as UK City of Culture, can drive creative and culture-led development for the WMCA, as a hotbed of creative programming that shines a light on the incredible talent, energy and identity of this part of the UK.

Role of CCTAG

- ✓ Identifying shared opportunities for cultural investment attracted by UK City of Culture – e.g. in cultural infrastructure, creative workspace and test beds for creative economy innovation and growth.
- ✓ Co-designing and connecting development activities – e.g. a coordinated approach to creative and cultural skills provision which services Coventry 2021 and catalyses workforce development across WMCA.
- ✓ Developing innovative approaches to combined visitor offer
- ✓ Taking Coventry's lead and working with the Birmingham Marketing Company CCTAG can ensure Coventry 2021 – including the process which leads up to it and its legacy – is impactful across the WMCA economy.



First Steps

- Commission a shared strategy and prospectus which sets out the goals and building blocks for Coventry 2021 as a WMCA Big Ticket opportunity. This will be a publicly facing document which can be used for partnership and fund-raising.
- Present a shared opportunity (based on this strategy) to major investment partners such as Arts Council England, British Film Institute and Heritage Lottery Fund - to ensure an infrastructure uplift across the WMCA.
- Develop with Coventry 2021 options for joint marketing activities which promote tourism and inward investment to the WMCA.
- Align approaches from the LEPs and West Midlands Growth Company with regard to the role of Coventry 2021 in delivering culture-led investment and growth.

Ask of WMCA

- Investment for development of a shared strategy and prospectus: £80k.
- Advocacy to coincide with its launch.
- Guidance to delivery agencies to take the strategy and prospectus forward.

Big Ticket Opportunity

Birmingham Commonwealth Games

Hosting the Commonwealth Games in Birmingham could generate over £1.1bn to the UK economy, with over half invested in the WMCA area. Played right, it could generate over 4,500 jobs in Birmingham each year until 2022 as well as see training opportunities in areas like construction, engineering, sport and tourism. As the largest sporting event held in the UK since the 2012 London Olympics, the Commonwealth Games will also have a major CCT element:

- As a cultural showcase for the city and region, incorporating an opening and closing event and a wider cultural programme.
- As a generator of content: requiring services from creative and digital businesses and cultural organisations, with major opportunities to drive growth across the WMCA creative economy.
- As a driver for innovation: for creative and digital firms working to make the sporting occasion more immersive, interactive and participatory.
- As a catalyst for investment and tourism: providing accessible narratives for place-branding and coordinated approaches to destination management which connect across the city and region's cultural landscape.

Role of CCTAG

- ✓ Identifying shared opportunities for CCT sectors – notably ensuring a WMCA network approach to generating creative business through the Games; aligning the goals of cultural strategies towards the opportunities of the Games; and shaping a shared narrative and offer for the tourism sector.
- ✓ Developing innovative approaches to combined visitor offer
- ✓ Ensuring CCT skills programmes are tailored to the opportunities of the Games.



First Steps

- Commission a shared plan for a 'Games ready' CCT sector: focusing on skills, market and commissioning and opportunities to grow and CCT capacity.
- Present a shared opportunity (based on this plan) to the local organising committee, major investment partners such as lottery distributors and UK Government.

Ask of WMCA

- Investment for development of a shared plan: £50k.
- Advocacy to deliver on this plan – ensuring the Games is positioned as a City of Birmingham proposition supported by the WMCA.

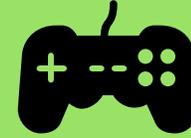
CREATIVE INDUSTRIES

ACROSS WMCA REGION

- **£3.7bn GVA for Creative Industries**



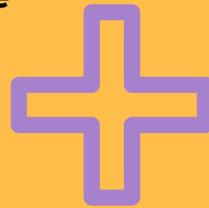
6,860 Creative businesses



£224m GVA for Games industry - with 80% and 50 firms based in Leamington Spa

GBSLEP AREA

£4.1bn GVA for Creative Economy, employing 50,000 people (5.6% of total)



£1.9 bn Creative services value chain

£1.4bn creative content value chain across the GBSLEP



Potential to add 30,000 new jobs and 3,000 new creative businesses across the GBSLEP alone

Creative industries - supporting a world-class creative region

CCTAG's work for the creative industries will deliver a set of strategic outcomes which will support the WMCA SEP. Through coordination of delivery and targeted programmes CCTAG will help remove existing barriers to growth and ensure the sector's future contribution to:

- Strengthening the economy, growing jobs and GVA: helping deliver the SEP target to increase digital and creative jobs by 40.2% by 2030.
- Making the region more desirable for Inward Investment – by growing the profile and visibility of clusters and increasing the sector's contribution to the wider economy.
- Increasing the region's profile as a 'World Class Creative & Cultural Region' – by coordinating more collaboration, innovation and cross-sector working.
- Improving the level of skills of local people (life-long learning) – through better connecting schools, universities and further education to business.
- Improving quality of life and the wellbeing of its citizens – through driving up productivity and contributing to the reform of public services.

What's holding back the creative Industries in the region?

At a regional level there are significant barriers to growth for the sector:

- **Networks and connectivity:** research shows that businesses from the region's urban areas are not as closely connected as in other areas in the UK meaning that collaboration, innovation and connections to the wider economy are weaker than they should be.
- **Skills shortages:** Creative businesses across the region cite the challenge in recruiting highly skilled staff as a significant challenge, despite the region's strengths in further and higher education, the skill levels of workers is lower.
- **Lack of suitable workspace and broadband connectivity:** in some growing urban areas there is a lack of suitable creative workspace, while some rural areas are held back by poor broadband connectivity.

Creative industries – a growing regional success

The region's creative industries and wider creative economy is critically important to the future economic prosperity in its own right and in the way it supports other vital sectors including advanced manufacturing. The region is home to nationally nationally and internationally significant clusters: Birmingham and Solihull's IT, Software and Computer services cluster, employing 15,000 people (while the region as whole employs over 25,000). Leamington Spa's computer game cluster is home to 130 businesses employing 3,500 people, second only to Dundee and London. Advertising, Marketing and PR has grown massively across the region with workers increasing by 93% in the Black Country and 114% in Coventry and Warwickshire.

Across the WMCA area, there is increasing impact of Augmented and Virtual Reality tools, born out of the games industries, in vital sectors including engineering, accelerating the growth of high value digital manufacturing. Design is growing in significance across the region with employment up by 238% to over 1,500 jobs between 2010 and 2015 in Birmingham and Solihull. The number of designers in the creative industries has also increased in the Black Country LEP (245 % increase between 2010 and 2015) and Coventry & Warwickshire LEP (239% between 2010 and 2015).

High-end content production is also increasingly significant, with 22,000 jobs in content production in Greater Birmingham, generating £1.859 Billion through the production of television, games and other creative content. When linked to the games cluster in Leamington Spa this is nationally significant. The potential move of Channel 4 to the region would provide a massive boost to the sector. The production of creative originals – especially crafts in the Jewellery quarter in – is more densely clustered in GBSLEP than any other LEP in England.

As well as the significant growth in the creative industries, growth in creative occupations in the wider economy is large and growing. In Greater Birmingham, the creative economy as a whole employs 50,000 people generating £4.1 Billion GVA per year - 9.5% of the total.

How CCTAG will make a difference

- CCTAG will ensure that the region as whole benefits from the forthcoming Sector Deal for the Creative Industries by co-ordinating the work of the LEPS and local councils and establishing the Creative Industries Bureau.
- Champion the best practice examples of skills and apprenticeships, such as Creative Alliance's 'Multi-Employer Model' and 'Micro-Module Model' across the region to ensure the region's diversity is better leveraged.
- Champion diverse leadership development programmes to develop creative and cultural leaders with 'high-flying' potential from diverse backgrounds. Increase cultural exchange to open up job opportunities.
- Promote and develop creative workspace in hot and cold spots to balance demand and needs across the region.
- Strengthen our creative clusters and the enterprise and innovation ecosystems that surround them, connecting to the priorities of Government's industrial strategy and the forthcoming sector deals.
- Champion a cross-regional network that enables businesses, cultural organisations and innovative businesses from across the region.
- Support the regional roll-out of targeted Business Support linked to cluster growth.

Big Ticket Opportunity

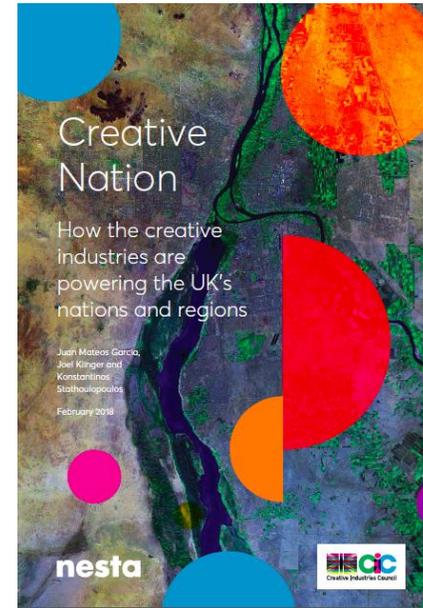
WMCA Creative Industries Bureau

Lack of connectivity between the regional creative industry clusters holds back the growth of the sector. With nationally significant clusters in Birmingham and Solihull's IT software and computer services cluster and Leamington Spa's computer Games Cluster as well as regional strengths in advertising, marketing and PR in the Black Country, the region is a powerhouse for the creative and digital economy.

This is backed-up by new research from Nesta which identifies the West Midlands as one of the region's where Creative Industries are growing fastest. Birmingham as a 'Creative Challenger', a place with a diverse creative ecosystem, with some high growth firm presence and a recent specialisation. Leamington is identified as a creative conurbation and relatively stable location where creative firms have high survival rates. High-growth firms play a stronger role in job creation than in other clusters, and churn rates are generally low. This report identifies Birmingham as having 4988 creative industry businesses employing 19,315 people; Leamington Spa is identified as having 1635 businesses employing 7400 people. The report, using Travel to Work areas (TTA), points out the West Midlands is one of the regions dominated by a single TTA, in this case Birmingham.

In its eight facts about a creative nation, this report makes several points which are highly applicable to WMCA and the establishment of this group. Namely that the Creative Industries are a motor for growth; Creative neighbours grow together not at each others expense; the wider creative economy is stronger in clusters; creative communities are interconnected and the diversity of connections increases over time; creative research collaborations are taking place locally and nationally.

The role of the Bureau will be to ensure that these effects and others are multiplied across the region, working closely with the three LEPs and councils to ensure that opportunities and models for support, networks, inward investment, research and development are maximised. This includes support for the forthcoming Local Industrial Strategy. It will be the role of the Bureau to make recommendations on whether initiatives such as the STEAM house in Birmingham should be rolled out to more areas. It will also advise the three LEPs on areas of policy and strategy related to creative industries.



Role of CCTAG

- ✓ To develop a terms of reference for the Creative Industries Bureau.
- ✓ To arrange and manage quarterly meetings.
- ✓ To coordinate the Bureau's activities – which will include input on LEP and Council strategy, events, sector research, and pulling together existing creative clusters, that currently work in silos, to open up new opportunities
- ✓ To present to the Mayor regular updates from the group and to invite the Mayor to large scale events.

Ask of WMCA

- Investment for events and pilots: £100,000.
- Advocacy and support for the Bureau as an advisory group.

TOURISM

Key Driver of Economic Growth

Visitor Economy across Greater Birmingham and Black Country generates £7bn and supports 80,000 jobs



76 million visits to the region (2014)

£3.3bn in expenditure from overseas visitors and those visiting friends and family



Top 3 attractions by visitor numbers:

1. MAC, Birmingham (1,130,030)
2. Drayton Manor Theme Park, Tamworth (1,054,102)
3. Birmingham Museum and Art Gallery, Birmingham (750,559)

£7 million investment in Wolverhampton Civic Halls will substantially increase the £4.3 Million GVA that Culture and Entertainment currently brings

4.9 million a year visit the RSC and Shakespeare Birthplace Trust spending £336 million

292,000 visitors to Black Country Living Museum contributing £4 million to local economy

Tourism – Connecting up a transformative sector

CCTAG's strategic outcome for tourism is to boost the economic performance of the region and support place-making by growing the visitor economy. It will do this by:

- Working closely with the West Midlands Growth Company (WMGC) as they progress regional tourism initiatives and secure new funding (including the £3 million they have secured for promoting the region's cultural scene from the Discover England Fund and ACE), its work on internationalisation (recently commissioned) and the forthcoming Regional Tourism Strategy. It will help role out the regional brand development work the WMGC has undertaken more widely across CCT.
- Spreading the benefits of international, national and business tourism across the region bringing income, investment, jobs and infrastructural improvements through supporting the Birmingham Marketing Company and Destination Management Organisations across the region to deliver a joined up approach.
- Ensure that the importance of the visitor economy and visitor experience is recognised in the development of high-quality places and is recognised for its contribution to the quality for life for all through ensuring that tourism, culture and creativity are strategically connected.
- Support the development of a WMCA – wide brand for tourism development and inward investment which will increase coherence and legibility, regionally, nationally and internationally and ensure that this is supported across cultural and creative sectors.

- Ensuring that the huge opportunities presented by the Commonwealth Games and City of Culture are properly realised through a coordinated approach.

What's holding back tourism in the region?

Skills and careers: urgent need for a higher skilled, more productive workforce with long-term careers across tourism and hospitality sectors, made more pressing by Brexit.

Infrastructure: increased supply of fit-for-purpose, well located modern tourism infrastructure, with particular focus on business tourism and growing markets, including in experience tourism.

Connectivity: weaknesses in joined-up transport planning and marketing means visitors ability to travel to destinations is impaired.

Marketing and branding: region's tourism hotspots are well known but not joined in a coherent brand which connects the gateway of Birmingham to the rest of the region.

Tourism – Culture and Creativity helping drive a vibrant visitor economy

Across the WMCA region culture and heritage are massive drivers of national and international visitors. Visit Britain 2014 figures show there were over 76 million visits to the region in total with over £3.3 billion in expenditure generated in total from overseas visitors and those visiting friends and family. Other figures show the Visitor Economy across Greater Birmingham and the Black Country generates £7 billion and supports 80,000 jobs.

The region outperforms all other regions in the UK in business visitors, driven in large part by the gateway effect of Birmingham and Birmingham Airport - accounting for over half of all business trips and a third of all day visits. Business, conference and exhibition tourism is a particular strength for Greater Birmingham in absolute terms and compared with other city regions. Birmingham is ranked 2nd in the UK after London on volume of business tourism trips.

Shakespeare's England, centred on Stratford is one the UK's largest cultural tourism draws with around. Around 4.9 million people, with a spend of £336m, visiting the RSC and Shakespeare Birthplace Trust each year. Tourism is one of the key drivers of economic growth to the South Warwickshire economy and surrounding areas. It generates a total business turnover to the area of £547 million annually and supports 9,588 jobs.

Wolverhampton and the Black Country have regional and national assets which draw large visitor numbers. The Black Country Living Museum attracted 292,000 visitors in 2015 and contributed £4 million to the local economy. While the £7 million investment in Wolverhampton's Civic Halls will substantially increase the £4.3 million that culture and entertainment brings in additional GVA to the town.

Since 1989 the Custard Factory in Birmingham, has gone from being the derelict home of Birds Custard to being at the heart for Birmingham's creative and digital district, offering dynamic spaces for over 100 creative industries, independent shops and an alternative cultural offering. Fargo Creative Village in Coventry and Court Street Arches in Leamington are both up and coming locations, which demonstrate the potential that creative approaches have to transform urban locations.

How CCTAG will make a difference

- Support the West Midlands Growth Company (WMGC) in the better coordination of tourism, marketing and destination management across the region including support for its nationally funded programmes, the regional Tourism and Internationalisation Strategies.
- Cultural Tourism pilot; Work with the WMGC to deliver the budgeted for £30k Cultural Tourism pilot, connecting up the region's cultural offer with its role as a tourism gateway.
- Ensure that Coventry City of Culture 2021 and Birmingham Commonwealth Games 2022 deliver visitors for the whole region.
- Properly connect tourism to placemaking through growing the relationship between tourism and place-making through integrating local and destination specific events and attractions through marketing, support and education of tourism professionals.
- Support the sector in delivering the forthcoming Tourism Sector Deal, including the potential provision of Tourism Zones.
- Ensure that culture and creative industries are considered as central to the marketing and branding of the region being developed by the WMCG.

CCTAG Prospectus for the WMCA

By focussing on the strategic landscape for investment – which includes The four ‘Big Ticket’ opportunities - the CCTAG will enable a coordinated approach across WMCA which ensures investment in culture is more impactful for growth and prosperity. Critical here is balancing local distinctiveness and subsidiarity with a set of shared opportunities where convergence and coordination will generate more economic value. The CCTAG has an important role here – to hold the picture of the WMCA as a whole and connect different parts to form a shared opportunity.

In addition to the clear gains to be made through joint WMCA working for these three ‘Big Ticket’ opportunities, a set of smaller-scale opportunities should also be explored. These build on a set of local investments where culture is playing a major role. The CCTAG should work with the WMCA and cultural investment partners such as Arts Council England to set-out a **shared CCT Prospectus**. This will describe major projects which have a cultural element, identify a set of practical measures which will make them more scalable and capable of contributing to economic growth. This can be modelled on the approach undertaken in South East England via the SE LEP, ACE and the local authorities, where the Prospectus is being used as a fund-raising document with Government, LEPs, local authorities, trusts and foundations and industry. Significant investment has been raised from the Prospectus.

- **Cultural commissioning pilots for place-making and urban change.** This is an innovation testbed to improve the quality and distinctiveness of place in a sample of transport hubs and gateways. The WMCA is a functional urban area with high levels of commuting. However, most transport hubs and gateways do not offer an uplifting or distinctive experience, with few examples of arts and culture integrated into design or playing an animating role. Through a commissioning process, creative, technology and design talent will be supported to trial new interventions in public art, interactive media, signage, literature and performance. Site specific interventions will demonstrate the value of creative place-making, enhancing the experience of travel and exploring how to embed creativity into the design and build process as the transport infrastructure is upgraded in coming years. With partners to include Network Rail, HEIs, arts organisations, creative businesses and each local authority, this is an opportunity to collectively and systematically re-imagine the kinds of spaces and places which too often negatively impact on our quality of life. In turn, this can unlock mechanisms for the role of culture in place-making for future infrastructure investment.

- **Cultural Tourism Pilot (budget agreed for 2018).** With the region needing to develop stronger international connectivity and recognition, as well as raise awareness within an increasingly easy to reach domestic market, this strand will test how new approaches to leveraging the WMCA's core cultural assets (and the wraparound visitor economy infrastructure). Managed through the West Midlands Growth company it would help generate priorities for investment, focus and joining up of the offer. As a globally-orientated region WMCA needs to ensure it can maximise new international opportunities post-Brexit. This strand will ensure a renewed coherence to the regional offer internationally, maximising the appeal of world-class strengths like Stratford-Upon-Avon and Birmingham for tourist and business visitors and inward investment. Building stronger connections between the region's strengths and its attractiveness as a location to establish knowledge intensive businesses will be vital.
- **A proposed National Centre for Diverse Arts.** Which provides development, production and presentation facilities to generate career pathways, encourage innovation, and drive growth across the UK's diverse CCT talent base.
- **Big store:** A new store for Birmingham's museums that could serve a wider group of the region's museums.
- **Restoration, development and repositioning of the Civic Halls, Wolverhampton.** As hubs for creative production and presentation. Capitalising on the city hosting The British Art Show in 2022.
- **Science & Heritage Museum transformation programme.** Improving the visitor experience, connecting to science and tech sectors, positioning the museums sector as hubs for the creative economy. A key demonstrator project will see a new £2m interactive children's gallery at Thinktank, Birmingham Science Museum via £1.4m investment from the Wellcome Trust.

Role of CCTAG Group

- Develop the brief for design and development of the Prospectus; commission the Prospectus.
- Liaise with partners to identify seed-funding for priority projects.
- Liaise with WMCA for Prospectus launch.

Ask of WMCA

- Investment for development of a CCT Prospectus for the WMCA – potentially match funded by Arts Council England, LEPs etc. £30,000.