

REFINING OUR APPROACH TO CULTURE

The culture, creative industries and tourism sector is vital to our economy. In the West Midlands, it employs around 170,000 people in over 10,000 businesses (up 16% in the last seven years), and contributes over £4 billion to the economy.

Developments around the Local Industrial Strategy and Growth Company are likely to change the way we work with creative and tourism sectors, and so it is appropriate to review our approach to these sectors and also to establish specific support to the culture sector.

This paper proposes revisions to the current advisory group arrangements that respond to activity already underway around the creative industries and tourism, and propose an approach to culture that places the sector firmly in the lead, to help ensure maximum benefit from key visitor events such as the City of Culture and Commonwealth Games are derived for the whole region. The proposals are applicable to the whole CA geography.

The proposed new arrangements recognise the civic role for local authorities in delivering cultural objectives, and are intended to support coordinated, sector-led activity across the region. The Midlands Engine has important roles around culture, including promoting culture across the region and investing in cultural infrastructure. The role for the CA is an enabling one: helping maximise the quantum and effectiveness of funding secured for and deployed in the region, and playing a supportive role in convening the cultural leadership of the region.

Creative sector

Whilst we were not successful in the bid for the relocation of Channel 4, as we progressed through the bid process we saw a growing sense of collaboration and commitment across the region between local authorities, organisations and our creative industries.

The Local Industrial Strategy (LIS) has identified the region's creative sector as key economic strength: internationally recognised, at the heart of pioneering new content production and platforms, and a world-leading gaming and artificial intelligence cluster. We propose a commitment to a pre-eminent national creative & media cluster anchored by institutions, world class facilities and networks driving innovation and collaborative approaches to Intellectual Property and business growth.

As part of the development of its Local Industrial Strategy, the 3 LEPs and the CA have worked with the creative and cultural industries, to identify opportunities and potential interventions to unlock these strengths to support inclusive growth. It is proposed future actions are guided and led by LIS processes, in line with the approach being taken with other sectors.

We will put in place implementation arrangements to drive the LIS creative element, futureproof the sector and work regionally to create competitive advantage.

As a recent development, the West Midlands has been selected by DCMS as one of three CA areas invited to undertake a two year investment readiness programme for creative industry businesses with strong growth potential. The funding will provide business support leading to better access to finance, increased productivity, scalability and profitability.

Tourism sector

The West Midlands Growth Company (WMGC) business plan will include work to develop and maximise the economic contribution of the visitor economy by the development of a regional tourism strategy by summer 2019. This will create a new umbrella approach to maximising and increasing the productivity of the West Midlands regional tourism sector, including a regional partnership scheme for tourism linked businesses. The strategy will be developed collaboratively across the region, via a series of stakeholder workshops in the New Year. The strategy development will be overseen by a regional working group, formed by local authority and private sector stakeholders nominated by the WMGC Board. The final tourism strategy, will be shared with the Local Industrial Strategy working group, the Strategic Economic Development Board and the WMGC Board, as well as other key visitor economy stakeholders across the region.

Cultural sector

The West Midlands is arguably the most significant cultural sector outside London with a focus in Birmingham on performance, theatre, dance and music; in Stratford-Upon-Avon on theatre; in Wolverhampton with a wide-ranging cultural offer and in Coventry preparing to be City of Culture in 2021, alongside huge opportunities through the Commonwealth Games 2022. Public engagement in the sector is extensive, with 2 million people participating in cultural activity annually (2015 figures).

Given the proposed and established oversight processes in place for both the creative industries and tourism, it is appropriate to revisit the arrangements for the CA in engaging with and supporting the cultural sector.

The award of City of Culture status to Coventry City of Culture 2021 will unlock investments and productivity improvements in arts, culture, visitor economy not just in Coventry but across the wider region, alongside other major visitor events such as the Commonwealth Games 2022. Coordinated operational planning is taking place between the City of Culture and Commonwealth Games teams, but would be enhanced with deeper strategic coordination across the region.

The Cultural Cities Enquiry brings together cities, UK Arts Councils and leaders from the cultural, education, design, development, hospitality and technology sectors to consider how to ensure that culture continues to improve and enrich the lives of cities and citizens in more and deeper ways. Many studies have looked at why culture should be resourced, considering the impact on the lives of individuals and communities. The enquiry seeks to advance the debate by taking a close look at how culture can be more effectively resourced across the UK, to multiply the benefits and ensure they can be shared by all in our society. We anticipate this will produce practical improved approaches including on tax and public finance, property and development, sponsorship and giving, and commercialisation.

We propose to establish a new Cultural Leadership Board with a remit to:

- Convene a sector led forum to develop and deliver a cultural strategy or “compact(s)” for the CA region if this demonstrates significant added value.
- Develop ideas and proposals to the national Spending Review.
- Maximise funding opportunities for the cultural sector in the region, for example from devolved government, public and private funding; more effective bidding, collaboration and coordination; and new opportunities identified by the Cultural Cities Enquiry.
- Help wider groups including young people and “hard to reach” communities to take part in the full range of cultural activities and organisations, and ensure the whole region benefits from landmark events.
- Incorporate input from local authorities, LEPs, and funders, supported by the rescoped officer advisory group. Link with existing local culture advisory bodies including Coventry’s Cultural Place Partnership Board, Birmingham’s Culture Central and Coventry & Warwickshire’s Culture & Tourism Group.

The approach of the group should be based on information sharing and ideas development, producing advice for the CA and partners. It will not consider individual capital funding propositions.

Annex 1 to this paper provides a draft terms of reference for the WM Cultural Leadership Board and Annex 2 provides an illustrative programme for the initial activities of the Board.

The precise membership will be determined separately, for illustration purposes Table 1 overleaf summarises the arrangements in Greater Manchester and Greater London related bodies.

Table 1: Examples from GMCA and GLA cultural advisory bodies

GMCA Cultural Steering Group	GLA Cultural Leadership Board
<p>Focus</p> <ul style="list-style-type: none"> • Culture, arts and leisure strategy and policy development • The GMCA Cultural and Social Impact Fund programme • Project performance management • Identifying and supporting best practice • Communication with the GM Culture, Arts and Leisure community on GM portfolio priorities • Recommendations to GMCA on project selection where relevant. 	<p>Purpose</p> <ul style="list-style-type: none"> • Steer the delivery of the Mayor’s policy pledges for a specific leadership area • Help to shape the Mayor's new Culture Strategy • Keep the Mayor and Deputy Mayor for Culture & Creative Industries abreast of issues facing the creative industries and culture sector
<p>Membership</p> <p>Arts Council England BBC North Bolton Octagon Company Chameleon Department for Culture, Media and Sport GM Local Enterprise Partnership GM Night time Economy Adviser Greater Manchester Arts Heritage Lottery Fund HOME Manchester Digital Music Archive Marketing Manchester Museum of Science and Industry RNCM The Lowry Warehouse Project/Parklife Young Identity</p>	<p>Membership</p> <p>Arts Council England British Film Institute Broadcasters and media Creative Businesses and industries Cultural Funders Culture Organisations Federation Heritage Lottery Fund Historic England Individual artists and creatives London First Music Venues Trust National Trust Society of London Theatres Theatres Trust UK Music Umbrella Groups and Networks Workspace Providers</p>

Culture Creative Industries and Tourism Advisory Group (CCTAG)

The Culture Creative Industries and Tourism Advisory Group (CCTAG) was established in June 2018 to support the development of the cultural sector, creative industries and tourism. The current membership of the Group consists largely LA and member organisations as follows:

- Constituent WMCA members (7)
- Non Constituent member rep
- WMGC
- Local Enterprise Partnerships (4)
- Culture Central
- Creative Industry Organisations: West Midlands Screen bureau and Creative Industries Bureau
- Commonwealth Games – Birmingham 2022
- Coventry City of Culture Trust
- Cultural Organisations: Royal Shakespeare Company and Black Country Living Museum
- West Midlands Combined Universities

In the light of the changes to the creative, tourism and culture sectors outlined about it is appropriate to review the future remit of the CCTAG Group. It may be appropriate for the Group to change the scope of its activities and/or the balance between strategic and operational focus, for example by providing an expert operational working group function to the Cultural Leadership Board.

There is a strong overlap in the promotion, distribution and booking channels for cultural product with the visitor economy, and hence a need for regular networking between the areas of culture, creative industries and tourism. We will therefore develop a twice yearly forum to share opportunities and understanding across all three areas.

Recommendations

It is recommended:

1. To establish a Cultural Leadership Board to advise the CA on the further development of culture in the region, in collaboration with the sector.
2. To approve the review of the remit of the Culture Creative Industries and Tourism Advisory Group (CCTAG) to provide working group support to the new Cultural Leadership Board.

Annex 1: Draft Terms of Reference for Cultural Leadership Board



Cultural Leadership Board - Terms of Reference	
Purpose	To advise on the development of culture in the region including developing a cultural strategy or compact(s), maximising funding opportunities, preparing for bidding opportunities, widening participation, and benefiting from major events.
Accountable to	CA Programme Board
Membership	Membership: led by the cultural sector with Board level representation from local authorities (including one or more non constituent councils) and LEPs. Representatives from funders and wider business (details to be developed).
Chair	TBA
Voting	Decisions will be reached by consensus, where necessary disagreements will be referred to the Director (Strategy).
Frequency	The Board will meet quarterly initially.
Servicing	Secretariat to be agreed by the group and CA Director (Strategy)
Functions	<p>To provide advice on the development of culture in the region including to:</p> <ol style="list-style-type: none"> a. Develop and deliver a cultural strategy or “compact(s)” for the CA region. b. Develop ideas and proposals to the national Spending Review. c. Maximise funding opportunities for the cultural sector in the region, for example from: <ol style="list-style-type: none"> a. further devolved government funding b. additional allocations from other funders including the private sector c. more effective bidding, collaboration and coordination d. opportunities around tax and public finance, property and development, sponsorship and giving, and commercialisation. d. Attract wider groups including young people and “hard to reach” communities to the full range of cultural participation. e. Ensure the whole region benefits from landmark events.
Review	January 2020

Annex 2: Cultural Leadership Board - illustrative programme

	Priorities				
Timing	Develop cultural strategy or compact(s)	Develop proposals for the Spending Review	Maximise funding and preparing for bid opportunities	Attracting hard to reach communities	Ensuring the whole region benefits from major landmark events
Jan-Mar 19	Review potential added value of regional strategy / compact(s).	Initial brainstorm on opportunities Develop proposals for Spending Review.	Identify future funding and bid opportunities. Analyse SWOT of current arrangements		Review arrangements for whole region benefits from the CoC and CWG events.
Apr – Jun	If appropriate, develop outline strategy with sector.	Spending Review submission.	Develop proposals to improve bid preparedness and maximise funding.	Review existing intelligence and strategies on attracting hard to reach communities.	Identify opportunities to extend the benefits of these events.
Jul - Sept	Formal consultation and approval.	Review of opportunities following Spending Review.	Pilot new approach to funding and bids.	Identify and prioritise potential improvements	Prioritise opportunities and pilot.
Oct - Dec	Implementation.		Review learning and refine approach.	Pilot potential improvements	Review learning and refine approach.