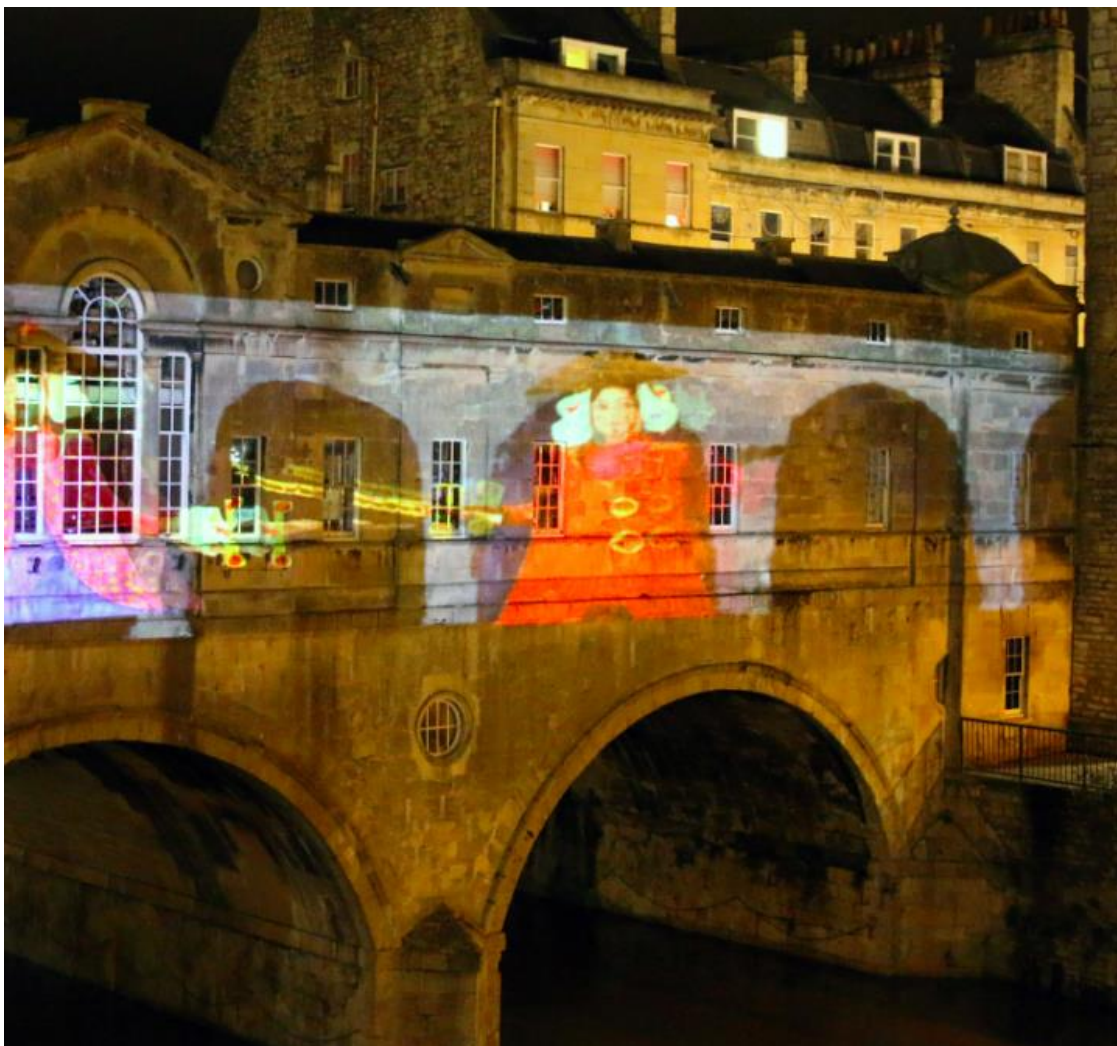


**Cultural and Creative Sector Strategy Review
Bath and North East Somerset
2015-2020**

**Cultural Life
Creative Work**



Illuminate Bath 2015: Major new light installations at eight city sites; 20,000 attendees at eight sites involving 220 participants including local school and university students, and businesses.

Foreword



The Bath Fringe festival: Dot Comedy, Bedlam Fair 2014

Culture and creativity are vital to the economic and business life of Bath and North East Somerset.

Culture is the life-blood of our community, and creativity and culture touches the lives of everyone in Bath and North East Somerset, whether visitors, local residents or businesses. Participation in heritage, arts, and other cultural activity enables people to celebrate, grow, learn, think, and debate – the hallmarks of a community with a strong identity whose citizens are active in local democracy.

The City of Bath and its surrounding area is home to a significant cluster of creative businesses that are reinterpreting Bath's tradition of invention and creativity for a modern age. Our cultural reputation, inspiring environment, and our leading educational facilities continue to attract highly-skilled people working across diverse fields such as web and digital technology, architecture, publishing, and television and film production.

We know from our work as local Councillors, just how important it is for Bath and North East Somerset to be a creative place that offers opportunity to all. We welcome this Cultural & Creative Strategy Review as a strong statement of the value of culture and creativity to the local community, and as a clear commitment to working together to increase participation in creative activities of all kinds.

**Councillor Paul Crossley,
Leader of Bath and North East Somerset Council**

**Councillor Ben Stevens
Executive Member for Sustainable Development**

Executive summary



Bath Literature Festival, celebrating its 20th year bringing international, national and local authors to Bath and North East Somerset

Bath and North East Somerset will be internationally renowned as a beautifully inventive and entrepreneurial twenty-first century place with a strong social purpose and a spirit of wellbeing, where everyone is invited to think big – a ‘connected’ area ready to create an extraordinary legacy for future generations.

Collaboration, creativity, imagination and innovation are at the heart of this ambitious new strategy review. Our challenge now is to work together to build on our world-class heritage as an ‘a masterpiece of human creative genius’ (UNESCO) to create an inspiring cultural and creative sector. It has long since been shown that a healthy society and a strong economy are inseparable from a vigorous cultural and creative environment. It does not just create jobs, broaden education and attract visitors. It lifts the spirits, deepens connections across communities and makes people feel better about where they live.

Our Cultural and Creative Strategy Review is built around ten core propositions concerning our ambition and activity, audiences and participation, and infrastructure and connectivity. Specific actions are set out to take forward each proposition. A new framework will encourage a connected approach across the sector, council, and funding bodies to ensure cultural and creative excellence for all, and economic sustainability and growth.

Section 1: Introduction



i) Vision

Bath and North East Somerset will be internationally renowned as a beautifully inventive and entrepreneurial twenty-first century place with a strong social purpose and a spirit of wellbeing, where everyone is invited to think big – a ‘connected’ area ready to create an extraordinary legacy for future generations.

This is a great place to live, work, and do business. Bath and North East Somerset has an unusually high concentration of innovative creative industries. This is a place where curiosity, playfulness, making, and the fostering of talent and knowledge across all ages and backgrounds encourage individuals and enterprises to flourish. We will pioneer effective new ways of working which combine creativity, social purpose and wellbeing with connectivity, digital technology, and collaboration.

ii) Purpose of the cultural and creative strategy review

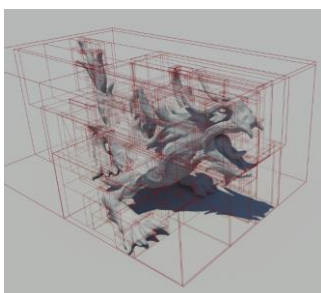
As a world-class heritage destination, Bath and North East Somerset owes its timeless appeal to centuries of creativity and innovation. The city offers an unbeatable lifestyle, combining cultural and sporting excellence, breath-taking architecture, health spas, independent shops, markets and award-winning cafes, all in a remarkable countryside setting. Culture and lifestyle are cited by 38% of those moving to the area (and 44% residents) as a key incentive to living in B&NES. The area has a unique concentration of cultural and creative enterprises, varying from small self-employed businesses and individual artists and writers to large commercial businesses, together with a higher education sector working at the cutting edge of culture, creativity and digital technology.

Increasingly strong creative links with Bristol and the South West region are encouraging inward investment, as demonstrated by recent AHRC industry-focused funded collaborations ‘Bristol and Bath by Design’ (Bath Spa, UWE, and Bristol universities), and the Arts Council funded ‘Bristol and Bath Cultural Destinations’ project. B&NES lost various National Portfolio Organisation (NPO) funding for 2015-18, leaving us with just one NPO-funded organisation, Radstock-based Creativity Works (£271,000). Other cities with comparable populations did significantly better: York (4), Norwich (4), Oxford (6), Exeter (7), and Brighton (8). The strategy review will address this.

Bath and Bristol now hosts the largest tech cluster outside London and Bath's employment growth in the knowledge economy of 7%, far exceeds the national figure at 2% (B&NES Economic Strategy Review, 2014). We are in a prime location, along an internationally-recognised creative innovation corridor from west London to Cardiff, where future electrification of the Great Western main line will improve capacity and comfort for commuting.

There are pockets of deprivation and rural isolation in B&NES, and challenges exist around young people's mental health and lack of engagement. Numerous creative and cultural bodies in the area already undertake socially-engaged arts projects that make a real difference to people's lives. For an area renowned for millennia for its healing waters, there is scope to deepen and broaden participation in creative and cultural activity to promote positive health and wellbeing outcomes.

The importance of a world-class, vibrant cultural and creative sector is detailed in the 'Economic Strategy Review (ESR) for B&NES 2014-30' with 'Creative and Digital' being identified as one of the 'Key Sectors' and 'Arts and Culture' being identified as one of the 'Core Sectors' for growth and new jobs. Targets include 'more residents and workers participate in cultural activity' with a '20% increase in local residents attending events', and 'more sustainable local cultural businesses' with one of the key outcomes being 'improved health and wellbeing for local residents and workers'. Challenges and opportunities include attracting an increased level of investment into the area through more diverse funding sources, and taking full advantage of our status as a key UK hotspot for creative and tech industries.



Centre for Digital Entertainment, University of Bath: £20 million investment university research-industry: animation, games and visual effects.

iii) Development of the strategy review

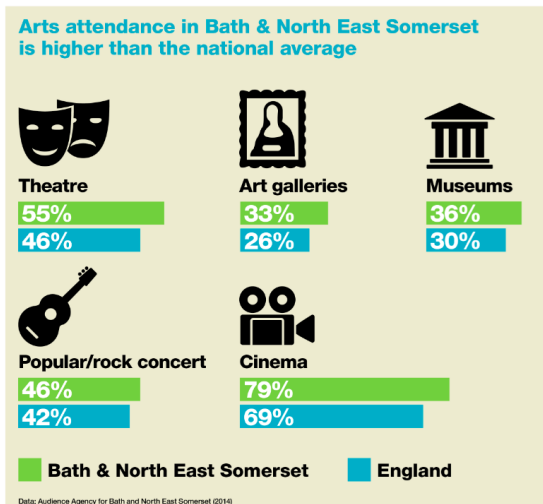
Our Cultural and Creative Strategy Review has involved wide-ranging sector consultation and is built around ten core propositions concerning our ambition and activity, audiences and participation, and infrastructure and connectivity. Specific actions are set out to take forward each proposition. A new framework will encourage a connected approach across the sector, council, and funding bodies to ensure cultural and creative excellence for all, and economic sustainability and growth.

This strategy review is informed by published research, which provides clear evidence of the:

- Financial health of the sector
- Social value of the arts – and of B&NES cultural and creative sector
- Importance of culture and creativity for children and young people
- Benefits of collaboration across sectors and specialisms
- Relationship between tourism, culture and the economy
- Economic and creative co-dependence of culture and the creative industries
- Creative-tech cluster around Bath and Bristol – and the positive effect of clusters as sources of growth

Section 2: The case for culture and the creative industries

It has long since been shown that a healthy society and a strong economy are inseparable from a vigorous cultural and creative environment. There is clear and growing evidence that the sector does not just create jobs, broaden education and attract visitors. It lifts the spirits, deepens connections across communities and makes people feel better about where they live.



Audience Agency data showed that B&NES has an unusually high rate of arts and culture attendance across all forms including classical and popular music, with particular spikes in theatre, visual arts and cinema.

i) Economic impact of cultural and creative industries



Chloe Jones, Gold Award Winner, Graduate Fashion Week, Bath Spa University graduate.

'The city's reputation as an international visitor destination is also a driver for the cultural sector in Bath. The wider visitor economy, covering tourism, leisure, culture and retail sectors accounts for 15,500 jobs, 25% of total employment in the city, and generates £315m of GVA annually.' (ESR)

Employment in the creative and cultural economy in B&NES is increasing at over twice the national rate at a time when the creative industries are recognised as 'one of our most powerful tools in driving growth' (DCMS, 2015), worth £77bn a year to the UK economy as a whole. Creative industries generate £183m in GVA in B&NES with 700 businesses employing 4,200 people supported by a further 2,500 individuals in self employment, while arts and culture activities in B&NES generate at least £157m and over 6,000 jobs.

The Arts Council identifies five key ways that arts and culture can boost local economies: 'attracting visitors; creating jobs and developing skills; attracting and retaining businesses revitalising places; and developing talent.'

Bath is rated by NESTA as one of the UK's creative-digital hotspots, particularly for architecture, publishing and design, with much potential for wider economic growth. The economic power of the cultural sector is highlighted in B&NES' own economic strategy review: 'the city's reputation as an international visitor destination is also a driver for the cultural sector in Bath. The wider visitor economy, covering the tourism, leisure, culture and retail sectors accounts for 15,500 jobs, 25% of total employment in the city, and generates £315m GVA annually.'

B&NES:

- 12.7% increase in people employed in Bath's creative sector between 2009–2012 (national increase: 4.7%)
- The (LEP) for the West of England has identified the business sectors of creativity and technology as key drivers of the growth of the regional economy.
- The economic impact of Bath Festivals across the Literature, Children's Literature, and Music Festivals is £5 million, with attendance of 62,686 (48% B&NES residents) in 2014.
- Bath and North-East Somerset is on the London–Cardiff innovation corridor and, together with Bristol, is the largest tech cluster outside London (Tech Nation, 2015)

ii) Impact of culture and creativity on health and wellbeing



Creativity Works, Radstock (ACE National Portfolio Organisation)

- Increasingly, the arts and culture are entwined with initiatives to foster social inclusion, promote mental health and wellbeing, and inspire children and young people. Arts Council (ACE) Research offers robust evidence that participation in the arts can contribute to community cohesion, and reduce social exclusion and isolation. New research shows a significant association between engaging with the arts and longer lives, better lived (AHRC 'Cultural Value': Dr Gordon-Nesbitt, 2015). Research also demonstrates that taking part in arts activities has positive impacts on dementia, Parkinson's disease and depression.

B&NES

B&NES has areas of high deprivation and rural isolation, and young people with mental health problems and we know that people experiencing severe mental illness have a significantly shorter life expectancy than the general population.

We have great expertise in this area within the Cultural and Creative sector:

Art at the Heart (RUH): A sustainably-run hospital-based organisation which has expanded over the years helped by a diverse approach to funding and collaboration with the HE sector.

Creativity Works (ACE National portfolio organisation): 'Exemplary work in socially engaged arts and delivery of creative projects that make a real difference to people's lives.' (ACE, 2015)

Mentoring Plus: Helps 12–21 year olds with emotional needs and employability; last year 96% mentees reported improved self confidence.

iii) Impact of culture and creativity on children and young people



'Forest of Imagination': a collaborative four-day arts festival for children and young people

- 'Participation in structured arts activities have been shown to improve: pre-school and primary students' early literacy skills young people's cognitive abilities.' (Case, 2010)

Research by Arts Council England has found that:

- Students from low income families who take part in arts activities at school are three times more likely to get a degree than children from low income families who do not.
- Taking part in structured music activities improves attainment in maths, early language acquisition and early literacy.
- High school students who engage in the arts at school are twice as likely to volunteer as those who don't engage in the arts. (ACE, 2014)
- The intrinsic value of culture and creative learning is at the heart of B&NES Child Friendly City initiative.

We have great expertise in this area within the Cultural and Creative sector and in working with HE and schools.



Section 3: Delivery themes



Three priority themes have emerged from discussions in wide-ranging sector consultation with over 150 organisations and through research including a specially-commissioned Audience Agency survey of the area. This process was led by Bath Bridge with a sector-wide steering group. Together, these themes point to ten areas of action which are described in the following section. An action plan will be developed as part of the implementation process.

Ambition and activity:

1. World-class culture
2. Creative economy
3. City identity and B&NES

Audiences and participation:

4. Visibility and discoverability
5. Audiences and engagement
6. Children and young people
7. Nurturing talent

Infrastructure and connectivity:

8. Venues and work spaces
9. Collaborative networks
10. Financial sustainability and infrastructure

1) World-class culture



Bath Film Festival screening at Bath Abbey with members of Goldfrapp and Portishead: 'The Passion of Joan of Arc'

B&NES is creative, imaginative and innovative: beautifully inventive. This attracts visitors, inward investment, and additional talent into the area, providing jobs and a vibrant cultural life for residents. We have a diverse offer with leading organisations such as the Theatre Royal, Ustinov and egg theatres, together with smaller theatre organisations such as The Naturals and Kilter Theatre. We have an unbeatable range of festivals across all cultural forms including classical and popular music, film, literature, performing arts, and national creative sector collections such as that of the Fashion Museum. But we need to aim higher, see ourselves within a national and international context in terms of programming, funding, and marketing: What could we do better?

Action

- Develop effective national and international marketing: shout about – be proud of – our existing excellence and expertise.
- Make more of our gateways/entrances to the city to welcome visitors and promote events: our culture should be visible at street level: it's one of the city's major USPs.
- Work in partnership to deliver a lively contemporary cultural programme that meets the highest standards of international excellence.
- Work towards a major award such as UNESCO Creative Cities Network; European Capital of Culture 2023.
- Maximise opportunities for collaboration with regional, national and international centres of cultural and creative excellence; for example, build on our world-renowned spa heritage and the European spa town networks.
- Maintain the area's profile as a centre for major events through the development of a year-round programme of events and festivals' (ESR, 2014-30).
- Ensure access to excellence for all.

2) Creative Economy



Glynn Hayward of Complete Control: BAFTA-winning interactive digital content.

‘Given the focus of priority sectors in Bath it is unsurprising that growth in employment in the knowledge economy in the city, which increased by 7% between 2009-2012, has outstripped increases in the wider B&NES area (5%), the West of England (4%) and nationally (2%).’ (ESR)

‘Creative skills and a creative workforce are important to innovation and growing a knowledge-based economy.’ (BIS, 2014)

The creative industries is a proven strength for B&NES, but we need to take action to ensure that we remain competitive in terms of workspace, skills, and have a suitably attractive offer for national and international business – and for expanding home-grown companies.

Research tells us that creative industries are a major driver for economic growth and job creation – and that this is growing fast. Most of the creative industries work with digital technology and digital job growth is set to outperform all other occupation categories by 2020 with 90% of the UK's digital companies expecting their revenue to rise in 2015. We are well placed to grow our economy in this sector as (with Bristol) we are the with largest high-tech cluster outside London employing over 61,000 people across both cities. (Tech Nation, February 2015) – A unique concentration of a highly-skilled workforce and innovative enterprises.

Action

- Ensure availability of superfast broadband across B&NES, essential for creative-digital industries and important in facilitating a broader geographical spread of businesses across the area.
- Communicate the distinctiveness of our offer to attract national and international businesses looking to relocate to the Bath-Bristol-Cardiff corridor.
- Encourage a high level of creative-digital skills across all ages in our workforce to meet current and future demand (working with the LEP, FE and HE).
- Regenerate our historic market towns, through culture and the creative industries, to create distinctive and affordable places to live and work – connected with Bath through transport (e.g. green cycle routes), high-profile branding, and business facilities.
- ‘Provide tailored support to small business and VCS providers’ (ESR).

3) Identity and Bath and North East Somerset



Bath Spa University Publishing students providing live social media coverage of the sell-out TEDxYouthBath event at Komedia

How can we reimagine ourselves for the twenty-first century, building on our heritage of extraordinary creativity and innovation? What legacy we will create for future generations?

The city of Bath is at the heart of Bath and North East Somerset surrounded by historic market towns – together this offers an exception range of culture, heritage, lifestyles, and work spaces. Cultural and Creative regeneration has been shown to succeed in breathing new life into historic areas. The strength of the sector in B&NES presents a major opportunity to reconceptualise redevelop North-East Somerset's market towns as affordable, characterful alternatives to the city of Bath for living and working – with links to a strong Bath Brand to give coherence and foster a sense of belonging. We can:

- Develop their distinctive characters
- Provide a cultural and creative industry infrastructure and
- Promote green cycle routes from town to city
- Provide superfast broadband
- Improve business facilities
- Enhance the role of local libraries for connecting communities, work and culture.

Action

- Promote Bath as a cultural beacon and centre for the creative-tech industries: the 'hub' of the B&NES wheel.
- Develop and promote the concept of Bath at the centre of a constellation of excellence e.g. Radstock's national excellence in dance, and an Arts Council National Portfolio Organisation, Creativity Works; major annual music festivals in Bath, Iford and Keynsham.
- Develop an enhanced role for the local libraries for connecting communities, work and culture.
- Work with regional and national partners and stakeholders to develop a more complete and visible cultural and creative offer for residents and visitors (and for the enormous number of students) living in the West of England.
- Expand collaboration between grassroots cultural and creative enterprises in the West of England.

4) Increased visibility and discoverability



Sue Hill School of Dancing and Bath Dance College (national training academy for professional dance) Radstock

We need to tell our story better, amplifying what we do in a coherent, powerful way: to residents, visitors, business and investors. At the heart of the strategy review is the development of an engaging digital marketing strategy to raise the sector's profile locally, nationally and internationally to facilitate its success.

Action

- Promote the sector at a national and international level; make use of our award-winning creative-digital marketing and design agencies and young vloggers.
- Promote new experiences:
 - **Be a Local Tourist:** build on the Discovery Card and existing open-week events to encourage residents of all ages to discover what's on offer on their doorstep.
 - **Bath Art and Culture map (BAC map):** produce a beautifully-designed, pop-up culture map to highlight the diversity of venues and promote year-round events and/or a monthly calendar of events and activities.
 - **Curate the city:** develop Bath Lanes and Parades: new cultural routes, peppered with surprise and delight, to join up cultural venues (e.g. from Roman Baths to Holburne Museum via *Northanger Abbey's* alleyways, the Corridor arcade, Victoria Art Gallery, Pulteney Bridge, to the Holburne Museum and Sydney Gardens).
- Develop a simple but effective, comprehensive 'What's On' platform, building on existing systems and working with Bath Box Office, Bath Tourism Plus, and B&NES-based creative-digital businesses.
- Combine the platform with innovative digital marketing, the Discovery Card, Bath Passport, and audience data analysis.
- Consider a city-wide approach to booking: working with Bath Festivals (which manages booking for 120 organisations), local festivals, universities (Bath Spa Live, Institute of Interdisciplinary Contemporary Arts, and University of Bath).

5) Audiences and engagement



Holburne Museum lantern procession, an annual community event

We need to understand our audiences to encourage sustainability and diversity of participation. Audience research can very precisely measure audience engagement and potential barriers to taking part; this can be used for evidence-driven policy, identification of areas for improvement (e.g. 'Hard to Reach' audiences) and funding decision-making. An Audience Agency profile report for B&NES commissioned for this strategy review, showed that engagement with the arts is unusually high with 80% of B&NES residents taking part in an arts, cultural or sporting activity at least once a month, and attendance for most art forms (especially theatre, art, and cinema) greater than the national average by around 20% or more. In 2013/14 over 500,000 people attended outdoor events. Conversely, some people never or rarely engage with culture and creativity, something this strategy review will seek to address.

Action

- Use digital technology to gather audience data and generate insights to measure and deepen audience experience, and highlight opportunities to increase participation.
- Research the participation gap identified within specific communities and develops strategies to address this.
- Work with local employers to promote engagement in volunteering programmes
- Align the cultural and creative offer with the profile of the planned new workforce attracted by the presence of creative and tech businesses.
- Extend access to the health and wellbeing effects of culture and creativity: we will lead nationally with our cross-sector approach to the new Social Prescription.
- Expand our audience base beyond B&NES: from the West of England, national and international.

6) Children and young people



Culture and creativity for children and young people is an area of national and international excellence for B&NES with the UK's only dedicated children's literature festival, a world-leading postgraduate course in writing for young people, leading creative learning research organization, 5x5x5=creativity. There are long-standing collaborations in this area and a strong tradition of the sector working with primary and secondary schools, colleges and universities. Arts Council England has identified children and young people as a priority area. We want to maximise the opportunities for activities and events to fire the creative imagination of children and young people, and to ensure social inclusion. This strategy review is Trans generational with a focus on children and young people.

Action

- Support and promote high-quality activities and events: opportunities to fire the creative imagination.
- Consult with children and young people on the choice of creative experiences and activities.
- Ensure social inclusion through our specialist organisations and many voluntary groups.
- Build on our national reputation for excellence in this area by furthering the work of, and collaborations between, our specialist enterprises.
- The Council will facilitate the organisation of suitable spaces for activities and events to enhance the lives and learning of all children and young people in B&NES.

7) Nurturing talent



Singapore 'Gardens by the Bay' designed by Grant Associates Landscape Design

- To encourage sustainability and diversity we need to encourage new talent into the sector and establish a framework in which it can develop. We need to celebrate and support those who are working at a national or international level in the sector, and who might take on a leadership role (e.g. through the Clore Leadership Programme). We aim to broaden and deepen public and professional involvement in the sector to create a diverse Trans generational engagement which is mutually beneficial.

Action

- Develop supported points of entry for young cultural entrepreneurs:
 - Specialist internships (to improve diversity)
 - Professional and community volunteering
 - Diverse cultural leadership (existing and emerging) and ambassadorship
 - Active networks
 - Collaborative project groups
 - Patronage/ business sponsorship

8) Venues and work spaces



The Edge, ICIA contemporary arts and performance space, University of Bath

The premises and related infrastructure needs of arts and cultural enterprises in B&NES are varied, from basic studio spaces to professional facilities for artistic creation, rehearsal, performance and exhibition. We have new state-of-the-art spaces for broadcast and film (The Commons, Bath Spa University) and for art and performance (The Edge, Bath University) and should collaborate to make best use of these. We also have the Bath Guild Co-working Hub which has proved extremely successful – but more space of this sort is needed. The Creative Hub & Sector Support Study identified that ‘over the longer term (2012-2030) there could be a need for up to 20,000sqm of space for the Creative & Digital sector, with a medium term need of 1,000–2,000sqm.’

We need to make the most of outstanding collections and concentrations of excellence by providing suitable high-profile, international-standard space e.g. for designated national collections such as the Fashion Museum. Bath holds this important collection for the whole country, fashion is an extremely popular area of our cultural and creative life and work; and B&NES has great curatorial, practitioner, industry, and academic expertise in this area; Bath Spa University Fashion graduates have been awarded London Fashion Week Gold Medals twice in the last five years.

There is great demand from the sector for a landmark city centre ‘arts and culture venue for ‘all the arts all the time’ with exhibition space, multi-use/performing space and a world-class café-bar, to provide the all-important social-work space for a sense of community and for the fostering of collaboration.

‘The main constraint to further future growth in the city’s knowledge economy is the lack of appropriate business space of the right type and right quality.’

B&NES Economic Strategy Review 2014-2030

Action

- Increase availability and diversity of workspace hubs for creative and cultural industries along the lines of Bath Guild Co-working Hub, Bath Artists Studio, The Makery, and Glove Factory, also for satellite hubs in neighbouring market towns.
- Council to work with IBB to make space available for companies seeking to expand and those moving to the area.
- Develop high-visibility temporary exhibition and museum-type spaces (e.g. during the Christmas Market).

- Examine requirements for destination venues and spaces across West of England and explore opportunities for collaboration.
- 'New creative hub established' (ESR). Explore, with strategic development partners and regional stakeholders, viability of the development of a central, international-standard, large exhibition space (suitable for an international contemporary art biennale or major touring exhibitions)
- Collaborative, joined-up working across the Council and sector will facilitate the provision and improvement of permanent or temporary venues and work spaces.
- Promote sector networking and social space: mix of provision with an initial focus on the Cultural & Creative Bath Partnership and The Guild Co-working Hub space.

9) Collaborative networks



Film Festival screening at Bath City Farm, Twerton

‘Partnerships and collaborations, both within and outside the sector, are considered by many to be very important to sectoral survival and development.’ (Arts Council Strategy, 2013).

Collaboration is at the heart of this strategy review. It can raise the profile and effectiveness of cultural organisations with benefits (as well as challenges) across infrastructure and operations, marketing, and programming. There are many ways in which we can expand on collaborative working between B&NES council departments to achieve high-quality results in cost-effective ways (e.g. Public Health, Education). The recent Craneworks Centre for Invention initiative has shown that the sector can pull together and share expertise for the potential future benefit of all (nearly 1,500 people actively supported the venture in the opening weeks of the launch of the Craneworks’ website, demonstrating an engaged community). Sustainable collaborations are increasingly a feature of major funding bids as demonstrated by our seventeen museums, recently working together to secure ACE funding.

Action

- Work differently, smarter, cross-sector, public and private: raise our ambitions through a shared commitment to excellence for all and the creation of a city ready for future challenges and opportunities.
- Be more joined up as a sector through collaboration, and consider possible mergers and partnerships to promote a common sense of identity and purpose.
- Work collaboratively with the HE sector to access expert, up-to-date advice and put together collaborative funding bids across B&NES and different sectors.
- Seek suitable national and international partnerships and collaborations to raise our profile, expand horizons, and help facilitate large (e.g. EU) funding opportunities.

10) Financial sustainability and infrastructure

'Insufficient attention has been paid to the synergies between the interlocking sectors of the cultural and creative industries ecosystem'.

Warwick Report: *Enriching Britain: Culture, Creativity and Growth* (2015)

Financial sustainability is of key importance for funding bodies who want to be sure that their investment will be of long-term benefit. The B&NES economic strategy review, launched in November 2014, describes the importance of the sector and hence the case for tailored support to sustain it. Our creative and creative-tech industries are poised to expand and create increased income and jobs for the area. 'Employment in the creative economy grew on average over three times faster than the workforce as a whole (4.3% p.a. vs. 1.2% p.a.) between 2011 and 2013.' (NESTA 2015). The council, despite extreme financial pressure, will wish to enhance the economic and social benefits through continued investment in the sector. This strategy review aims to provide the framework for that investment and to create a coherent ecosystem for the sector.

Action

- Put in place a new, ethically-robust, Cultural and Creative Investment Board to support the Local Authority funding process and ensure strategic working between different bodies investing in culture in B&NES.
- Through a new collaborative Cultural and Creative Bath Partnership, deliver an infrastructure to support the sector, make beneficial connections, and deliver high-quality, up-to-date advice.
- Develop long term strategies for working across sectors (e.g. HE, Tech) and with a wider variety of funders to increase income.
- Increase revenue from public engagement, including tourism, using digital technology and high-quality arts marketing.
- Increase cost effectiveness through collaboration
- Develop touring for our excellent productions and exhibitions.
- Reposition the sector and support individual organisations for success in the next Arts Council 'National Portfolio Organisation' funding round (2018).
- Communicate clearly the contribution of the Council, across departments, to the sector (and the wider benefits of this).

Section 4: Next steps for the strategy review: implementation

A key focus of this strategy review is its implementation and the establishment of a framework within which the sector can operate.

Implementing the strategy review

The B&NES Cultural and Creative Strategy Review sits beneath the high-level B&NES Economic Strategy Review 2014-2030. Effective implementation will only be achieved with clear priorities about the best ways to support and facilitate action within resource constraints. The following implementation plan is designed to enable coordinated and effective action within this context, and to support the sector to develop projects and programmes which add to the social, cultural and economic fabric of B&NES.

Cultural and Creative Investment Board (CCIB)

Made up of key public sector funders (e.g. Arts Council England, Heritage Lottery Fund, Local Economic Partnerships) with B&NES Council, Bath Tourism Plus, and three cultural and creative sector representatives to:

- Provide ethically-robust, diverse, sustainable governance
- Support the development of culture and the creative industries
- Identify strategic priorities and possibilities for investment and advise the council on the level and allocation of its support to the sector
- Facilitate cross-department funding and working within the Council on major projects
- Implement the strategy review and prioritise short and long-term goals, set targets and milestones
- Work with key cultural organisations, locally, regionally and nationally, to develop transformational projects
- Attract and coordinate where necessary external funding for cultural projects
- Identify and facilitate large-scale opportunities e.g. major national and international bids

Cultural and Creative Bath Partnership (CCBP)

Representing the sector, this brings together Creative Bath, Cultural Forum and The Guild Co-working Hub to:

- Represent the sector to the CCIB
- Coordinate activity across the sector
- Develop ideas, collaborations and connections
- Identify areas for research e.g. audience, impact, creative industry cluster mapping
- Communicate feedback from the CCIB, and from specialist groups and individuals
- Foster a collegiate and collaborative approach among culture sector enterprises
- Be supported by B&NES Economy & Culture Team in coordinating the promotion of sector networks and specialist groups

Specialist groups and individuals

Self-initiated and self-governing groups are often defined by area of interest or through a specific project. This strategy review, through the CCBP, will encourage networking, the sharing of expertise, and collaboration (e.g. for projects and funding bids, creative programming) across these groups. Specialisms might include: marketing, festivals, fundraising, individual cultural forms, children and young people, open studio groups, voluntary organisations. All are included in this strategy review and we will welcome the involvement of individuals, freelancers and practitioners, and individual organisations and businesses.

Definitions:

Culture

DCMS definition of culture is broad-ranging e.g. performing and visual arts, festivals, landscape, sports.

B&NES has developed specialist strategies and so, in this context, the cultural sector covers a range including theatre, dance and music to visual arts and photography, design and literature.

Creative industries

DCMS has defined the creative industries as 'those industries which have their origin in individual creativity, skill and talent and have a potential for wealth and job creation through the generation and exploitation of intellectual property.' (DCMS, 2011)

The LEP definition of priority sectors defines the 'creative sector' as combining Creative and Digital, and Information and Communications.

Creative businesses in B&NES might include digital communications and branding agencies, design agencies, architectural firms, book and magazine publishing companies, film and digital media companies.