

<b>Key Decision Required:</b>	<b>Yes</b>	<b>In the Forward Plan:</b>	<b>Yes</b>
-------------------------------	------------	-----------------------------	------------

**CABINET**

**20 MARCH 2020**

**JOINT REPORT OF THE LEISURE & TOURISM AND BUSINESS & ECONOMIC GROWTH PORTFOLIO HOLDERS**

**A.8 CREATIVE AND CULTURAL STRATEGY FOR TENDRING**

(Report prepared by Tom Gardiner and Gill Burden)

**PART 1 – KEY INFORMATION**

**PURPOSE OF THE REPORT**

This report seeks Cabinet approval of the Creative and Cultural Strategy attached at [A.8 Appendix A](#). Agreement is sought to allocate £100,000 from uncommitted resources within the Council’s Regeneration Budgets to support the development and delivery of projects that will deliver the objectives of the Strategy and also seeks approval for the establishment of a Creative and Cultural Board that will have responsibility for translating the Strategy’s Vision, Objectives, Themes and Goals into focused and tangible action on the ground; and for monitoring and evaluating specific interventions against the Vision and Objectives of the Strategy.

**EXECUTIVE SUMMARY**

The Creative and Cultural sector is recognised as being one of the UK’s fastest growing sectors in terms of growth and job creation. The Strategy recognises the value of innovation and how in thriving communities this drives jobs growth and economic success.

The Strategy sets out how the support of innovation in a community helps increase empathy that in turns builds personal agency and participation, which has proven benefits to health and wellbeing. The Strategy sets out how the Vision, Objectives, Themes and Goals work together to guide and influence project interventions and secure tangible outcomes on the ground. The Strategy also provides a mechanism through which Council and inter-agency activity can be joined-up to maximise economic and social outcomes.

The Strategy describes how participation in creative and cultural activity can improve the community’s health and wellbeing, reduce isolation and loneliness, and reduce the demand on acute services. In this regard, creative and cultural activity should be seen as an early intervention to secure positive outcomes for otherwise disenfranchised communities.

Creative opportunities made available to children and young people through art and imaginative play, supports good mental health, whether it is music, drama, dance, literature, visual art or film. Increasing the opportunities for children and young people to engage in such activities helps them work through problems which reduce conduct disorders and sets up life-long habits of taking part in creative and cultural activity.

The Strategy’s Vision is for Tendring to become a centre for creative innovation, build high levels of cultural participation and encourage variety and cohesion. As referenced above, it has been demonstrated that creative and cultural activity increases innovation across all

sectors and that innovation strengthens a location's economy and creates jobs. Additionally there is growing evidence across all age groups of the positive impact participation in the arts can have on improving both mental and physical health. With the Strategy's ambition to build high levels of cultural participation and to foster and encourage cultural variety and community cohesion the health and social benefits arising from this Strategy are thought to be significant.

The Vision and Objectives of the Strategy will be delivered via the implementation of projects that will be developed departmentally and through new and existing partnerships with the creative and cultural sector (locally and sub-regionally) and with National Portfolio Organisations (NPO) such as The Mercury and Firstsite and with Bridge organisations, such as the Royal Opera House.

With the target of job creation, Tendring can demonstrate that it is an ideal location to attract freelancers, who currently dominate the creative and cultural sector. With relatively low cost housing, good rail links and access to an established supply chain and opportunities for creative collaboration, Tendring is thought to be an ideal location for the burgeoning freelancer economy, provided there is investment in the creative and cultural infrastructure necessary to support this segment of the economy.

In Colchester there exist four sub-regional National Portfolio Organisations designated by Arts Council England (ACE) that have funding and a specific remit to secure participation via outreach activities in Tendring. In addition ACE has been directed by its sponsor department (HM Government) to award 75% of its grant funding to support organisations outside of London. Interventions that respond to the ambitions of the Council's Strategy but which also align with the NPOs outreach objectives, are likely to be looked upon favourably – although securing third party funding is always very competitive.

Supporting our local schools, both secondary and primary to seek Artsmark, the nationally recognised standard for creative and cultural activities in schools would be another way of increasing participation and promoting awareness of the job opportunities in the sector.

Local schools have expressed their appetite for the creation through the Royal Opera House (ROH) Bridge programme of a Tendring Cultural Education Partnership which will further embed the creative and cultural offer in schools. This is something that the Council could facilitate and would further give opportunity to develop the cultural economy through strengthening the many small cultural organisations across the district to work effectively with children and young people.

The strategy is aligned with the emerging Heritage and Tourism strategies which, taken together, will provide a platform to achieve a renewed focus on Tendring's inherent strengths and assets in these sectors. Moving forward it is intended that actions to deliver the objectives of the three strategies will be jointly developed, with partners and potential external funders, to maximise investment and positive outcomes across the District.

## **RECOMMENDATION(S)**

**It is recommended that Cabinet:**

- 1. formally adopts the draft Strategy attached at A.8 Appendix A;**

2. **approves the establishment of a Tendring Creative and Cultural Board to be chaired by the Portfolio Holder for Leisure and Tourism and include the participation of the Portfolio Holder for Business and Economic Growth;**
3. **notes that actions to deliver the Creative and Cultural Strategy will be developed as part of annual Departmental Service Plans; and**
4. **agrees that £100,000 from the Council's Business Investment and Growth Budget be allocated to support delivery of the Strategy.**

## **PART 2 – IMPLICATIONS OF THE DECISION**

### **DELIVERING PRIORITIES**

The Creative and Cultural Strategy responds directly to the corporate priorities identified within the Council's 2020-2024 Corporate Plan and accords with the Community Leadership and Tendring4Growth themes which are central to that Plan.

The Creative and Cultural Strategy also aligns with the objectives of the Council's Economic Development Strategy (EDS).

- Objective 1: Supporting Tendring's growth locations by intervening in areas where the potential for economic growth is highest and where there is a strong case for intervention particularly (but not exclusively) in Harwich, Clacton and West Tendring.
- Objective 2: Targeting growth sectors.
- Objective 3: Ensure residents have the skills and information to participate.
- Objective 4: Supporting modernisation, diversification and growth within Tendring's business base.

On a national and regional basis, the Creative and Cultural Strategy aligns with the ambitions of 'Let's Create' the overarching Strategy of Arts Council England (2020 – 2030), launched in January 2020. The Arts Council's Strategy seeks to ensure that by 2030, England has become a country in which the creativity of its citizens is valued and given the chance to flourish, and where everyone has access to a remarkable range of high quality cultural experiences.

The Let's Create focuses on three strategic outcomes which Arts Council England will work to deliver over the next decade:

1. **Creative People:** Everyone can develop and express creativity throughout their life.
2. **Cultural Communities:** Villages, towns and cities thrive through a collaborative approach to culture.
3. **A creative and cultural country:** England's cultural sector is innovative, collaborative and international.

The Creative and Cultural Strategy also aligns with the emerging themes of the Local Industrial Strategy currently being prepared by the South East Local Enterprise Partnership and with its draft Coastal Prospectus, which (it is expected) will be approved in March 2020.

The Creative and Cultural Strategy corresponds with the aims and objectives of the recently approved North Essex Economic Strategy (NEES). This articulates a vision in which citizens

live in new and established communities that are well connected and inspire innovation and creativity. The NEES has four Missions, which seek to:

1. Drive innovation and technological adoption;
2. Develop a skilled and resilient workforce;
3. Create a network of distinctive and cohesive places; and
4. Grow a greener, more sustainable economy.

Finally the Strategy also aligns with the vision and objectives of Essex 2020, a year-long, county-wide celebration of Science, Technology, Engineering, Arts and Mathematics (STEAM) in Essex.

This programme is inspired by the prestigious British Science Festival, which comes to the region in 2020 for the first time in its 189 year history. Essex 2020 will present a 12 month programme of STEAM related exhibitions, festivals, performances, workshops, conferences, and trails.

The programme plans to engage with Essex business and industry; schools, universities and colleges; arts, heritage and grassroots organisations.

## **FINANCE, OTHER RESOURCES AND RISK**

### **Finance and other Resources**

Cabinet is asked to allocate £100,000 to support the development and delivery of projects that respond to the strategic and economic objectives of the Strategy. Aside from this significant allocation, projects will be developed as and when resources allow, and these will be presented to Cabinet for its consideration and approval on a case by case basis.

Subject to Cabinet approval unallocated funding in the value of £100,000 has been identified within the Business Investment and Growth Budget (5164 7450) to support delivery of the Strategy. The balance within the overall budget to date is £650,000 and a further allocation of £100,000 will leave £550,000 unallocated for future economic growth projects:

Business Investment and Growth Budget (unallocated)	£650,000
Creative and Cultural Strategy	<u>£100,000</u>
Business Investment and Growth Budget (balance)	£550,000

In addition to the proposed allocation, and as opportunities arise, officers will also seek to secure external grant funding to enable project delivery via Government Departments (such as Department for Digital, Culture, Media and Sport) and via third party organisations including Arts Council England, the South East Local Enterprise Partnership and Essex County Council.

### **Risk**

In approving the Strategy there will be an external expectation that the Council will lead work to secure delivery. Failure to deliver against the objectives of the Strategy could result in the Council's reputation being damaged. This risk could be mitigated through the allocation of resources (£100,000) to assist with the development and delivery of projects linked to the objectives of the Strategy, and by establishing the recommended Creative and Cultural Board, thereby securing external support (public, private, community and voluntary sectors) and the capacity of partner organisations to deliver against the objectives of the Strategy.

Other risks include:

- A shift in corporate priorities and policy following political change (national and local);
- A lack of partner commitment to securing the objectives of the Strategy (in particular that of Arts Council England and the South East Local Enterprise Partnership);
- An inability to successfully engage with the private sector (key businesses) to drive creative and cultural growth in the district;
- An inability to secure third party funding in support of specific interventions, projects and programmes;
- The capacity within the Inward Investment and Growth Team (and other service areas within the organisation) to pursue the broad range of interventions identified.

The Inward Investment and Growth Team will seek to control these risks as part of its operational and management function and will develop a risk register to identify, track and mitigate risks as part of its project and programme management function.

It is proposed that the objectives of the Strategy be communicated to staff across the organisation to ensure that its vision and overarching objectives are recognised and understood as being a corporate priority and to establish how and where each of the Council's Directorates might contribute to delivery.

## **LEGAL**

The actions proposed are within the Council's wellbeing powers under Section 2 of the Local Government Act 2000 in that they are considered likely to promote the promotion or improvement of the economic, social or environmental wellbeing of the district and of persons present or resident in the district. The actions also fall within the Council's discretionary general power of competence under Section 1 of the Localism Act 2011.

## **OTHER IMPLICATIONS**

Consideration has been given to the implications of the proposed recommendation in this report with respect of: Crime and Disorder; Equality and Diversity; Health Inequalities; Area or Ward Affected; Consultation and Public Engagement; and any significant issues are set out below:

Evidence suggests that there is a direct link between creative and cultural activity, economic prosperity and social equality. The Strategy therefore seeks to improve the economic performance and vitality of Tendring by creating a more appealing environment through targeted interventions focussed on creative and cultural activity.

### Area or Ward Affected

All Wards

### Consultation and Public Engagement

In developing the Creative and Cultural Strategy the Council's professional team (led by Black Radley) undertook a number of consultation events. These sought to secure the views, thoughts, aspirations and comments of relevant representatives including:

- Established businesses (C&C Sector)
- The voluntary sector (C&C Sector)
- National Portfolio Organisations (The Mercury Theatre, Firstsite, ROH Bridge)

- Arts Council England
- Essex County Council
- The Council's Corporate Team and relevant Heads of Service

## **PART 3 – SUPPORTING INFORMATION**

### **BACKGROUND**

The creative and cultural sector is often narrowly defined as representing museums, galleries, entertainment and events, whilst in reality the sector is much broader than this, embracing as it does a dynamic range of industries that collectively make a significant contribution to the UK's economy.

Nine broad industries currently define the creative and cultural sector. These are:

- Advertising and Marketing
- Architecture
- Crafts
- Design (product, graphic and fashion)
- Film, video, radio and photography
- IT, software and computer services
- Publishing
- Museums, Galleries and libraries
- Music performing and visual arts

The number of jobs in England in the creative and cultural sector grew faster than the all sector average between 2009 and 2014, and in 2017 the total number of jobs in the sector exceeded 1m.

Whilst the creative and cultural sector in Tendring is fragmented and relatively small (in comparison with other sectors, such as: ports and logistics; tourism; and health and social care), it is recognised that with the right encouragement the sector could play an important role in growing the district's economy, whilst also bringing communities together and making a positive contribution to the (mental) health and wellbeing of Tendring's residents.

In recent years investment in Essex has become a priority for Arts Council England (ACE), due in part to a disproportionately lower level of investment per head of population than in other English counties. In 2017 the per capita investment by county was 99p, with the exception of Essex where investment was just 33p.

ACE is also keen to invest funding in creative and cultural activity where this will assist in tackling complex and entrenched levels of multiple deprivations, and in so doing stimulate and support an increase in the levels of participation.

With this backdrop the Council applied for and secured funding in the value of £15k from ACE to prepare a Creative and Cultural Strategy for the district, and in 2018 appointed Black Radley (via a competitive process in line with the Council's procurement protocols), to research; consult; and develop the required strategy.

## CURRENT POSITION

Work to develop a Creative and Cultural Strategy for Tendring is now complete and the draft Strategy is attached to this report for Cabinet's consideration.

Subject to the approval of the Strategy, work will be initiated to develop an Implementation Plan, which will have at its heart a range of interventions designed to deliver against the Vision, Objectives, Themes and Goals of the Strategy.

## BENEFITS OF THE STRATEGY

### THE VALUE OF CREATIVE AND CULTURAL ACTIVITY

The origins of Tendring's relatively weak economy, poor wellbeing indicators, and rising crime rates lie in the decline of its key industries. The persistence of these problems, despite the area's natural advantages, can be explained by the low levels of innovation and cultural engagement, and the associated low levels of investment in these activities.

There is increasing evidence that identifies creativity and culture as being the bedrock of socio-economic progress:

- **Innovation:** Where there is innovation there is business success and jobs growth. The rate of innovation in a population can be measured (e.g. through patent applications). Innovation is highest where the number of creative people in the population is high.
- **Consideration for Others** (or "empathy"): The greater an individual's empathy, the happier and more successful they will be. Empathetic people are happier and longer-lived, commit less crime, and experience less conflict. Empathetic public servants, including in the NHS, provide a better service. Empathetic business people have more successful businesses. Apart from being developed at home, in the family and with friends, empathy is most effectively developed through engagement with arts and culture.
- **Independence of spirit:** The initial event or entrepreneurial spark that gives rise to prosperous regions cannot be planned or predetermined. What matters most is personal agency and the character of place: a spirit of authenticity, engagement, and common purpose.
- **Variety and creativity:** In today's knowledge-based economy, the ability to produce highly novel and practical ideas is critical to an economy. People are most likely to interact with people who are least likely to facilitate radical creativity. Strong ties among very dissimilar group members facilitate radical creativity in groups.
- **Cross community links** ("social capital"): The three different categories of social capital have differing socio-economic effects. Strong bonding capital (that is, links within communities) correlates with that community's ability to contain excesses and maintain social order, but not with economic success. Strong bridging capital (links between communities) correlates with increased social mobility, economic success and educational performance. Strong linking capital (links between people and the institutions that serve them) correlates with a greater sense of agency and well-being.
- **Personal agency and enterprise:** An entrepreneur is more likely to have a sense that events are shaped by his or her own behaviour; and a high perceived self-efficacy so that he or she knows the knowledge and capabilities required for success.
- **Personal Agency and Mental Health:** Empowerment and agency are crucial determinants of mental health, health, and enhanced financial security.

- **Participation, Culture and Economic Growth:** The extraordinary cultural and creative talents we share contribute to the well-being of our society, our economic success, our national identity, and to the UK's global influence.

## THE STRATEGY

The Strategy (attached at A.1 Appendix A) has at its heart: economic development; business growth; and job creation, but also seeks to enrich the creative and cultural offer of the district by increasing the opportunities for informal participation amongst residents and visitors, and by supporting wider health and social wellbeing imperatives.

The draft Strategy has a **Creative and Cultural Vision**, which identifies Tendring as a place of rural and coastal **variety**, where the **popular** and the **traditional** sit side by side, and where **independence** of spirit and **consideration** for others are identified as **core values**.

Culture and creativity are identified as being the levers that will translate Tendring's variety and core values into **innovation, jobs and wellbeing**.

The draft Strategy has three overarching **Objectives**. These are:

1. **To be a centre for creative innovation** – Innovation levels are currently low in Tendring. Innovation drives jobs growth and economic success. Innovation is highest in communities where there is a rich creative and cultural offer.
2. **To build high levels of cultural participation** – Tendring has high levels of multiple deprivations. A more inclusive economy, with lower levels of deprivation, happens where people feel able to engage with the world around them. Participative cultural activity builds engagement, improves employability, and reduces deprivation.
3. **To encourage both variety and cohesion** – Tendring is both beautiful and varied, but is not well connected in terms of its geography or its people. Variety will generate creativity and innovation and improved connectivity in and between communities will build wealth and improved health.

The draft Strategy's **Objectives** are underpinned by four complementary **Themes**. These are:

1. **Supporting innovation** – Creative and cultural activity increases innovation across all sectors.
2. **Increasing empathy** – A Tendring-wide sense of community secured through creative and cultural activity can be of benefit to all.
3. **Health and Wellbeing** – The health and wellbeing of Tendring's residents can be improved through greater participation in creative and cultural activity.
4. **Building personal agency and participation** – Supporting new and existing creative and cultural organisations (businesses, and third sector groups), adding strength to Tendring's offer and increasing opportunities for participation.

The Strategy's Vision, Objectives and underpinning Themes are translated into action via a range of proposed **Goals**. These are suggested activities and deliverables that together will assist in securing the Strategy's Creative and Cultural Vision. The Goals do not represent an exhaustive list of interventions, but are rather presented as examples of the type of interventions and project activity the Council and its partners could pursue in order to secure delivery. The Strategy's Goals are as follows:



1. Grow the Freelancer Economy
2. Innovate in Care
3. Increase the Take-up of Cultural Products
4. Increase the Supply of Cultural Products
5. Join-up Council and Inter-agency Activity
6. Position Tendring as a Centre for popular Innovation
7. Evaluate
8. Influence

An example of potential interventions that cut across many of the aims of the 2020-2024 Corporate Plan would be the creative use of assets and space as part of the vision to deliver Vibrant Town Centres and linking this to maximising our coastal and seafront opportunities. Empty spaces could be subsidised and converted into creative work space that is shown to be a good way to stimulate growth in the sector. For example the use of the redundant Police Station on Queen Street, Colchester which has been converted to provide workspace for creative digital business. The facility has 76 units, all of which were let prior to opening. As a consequence of this projects success, there is a growing need/demand for grow on space, which in and of itself is contributing to Colchester's burgeoning cultural quarter.

The Strategy is derived from widespread consultation with key creative and cultural players in Tendring and beyond – from grass roots to regional and national organisations. The ongoing participation of the Council's partners is crucial if the Council is to secure delivery against the objectives of the Strategy.

To this end it is proposed that the Council establish a **Creative and Cultural Board** that will have responsibility for translating the draft Strategy's Vision, Objectives, Themes and Goals into focused and tangible action on the ground, and for monitoring and evaluating specific interventions against the Vision and Objectives of the Strategy.

It is proposed that the Board comprises circa twelve members and that it is initially chaired by the Council's Cabinet Member for Leisure and Tourism. Membership will include senior representatives of the Council's executive, but crucially will also be drawn from local representatives of the sector, and from the ACE nominated National Portfolio Organisations (such as Firstsite and The Mercury Theatre), and from the ACE nominated Bridge organisations such as Royal Opera House Bridge.

## BACKGROUND PAPERS FOR THE DECISION

None

## APPENDICES

A.8 Appendix A Tendring Creative and Cultural Strategy 2020-2024