



CULTURAL STRATEGY FOR THE HAVEN GATEWAY

**DRAFT
Final Report**

Prepared For:

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EAST OF ENGLAND DEVELOPMENT AGENCY
HAVEN GATEWAY PARTNERSHIP**

“The most successful economies in the twenty-first century will be creative ones. Creativity will make the difference to businesses seeking a competitive edge, to societies looking for new ways to tackle issues and improve the quality of life.”

(Chris Smith: DCMS Creative Industries: Mapping Document 2001)

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1.0 EXECUTIVE SUMMARY

This project was commissioned by the East of England Development Agency the Arts Council England: East and Haven Gateway Partnership

The purpose of this document is not to re-visit all the existing cultural and arts strategies for the region, nor to audit or parade the excellent cultural provision already taking place in the region. This document aims to set out a **culture-led economic development strategy for the Haven Gateway**, to make the existing arts, culture, creativity and innovation work better for the social, cultural and economic wellbeing of the region.

Creativity and innovation are no longer useful add-ons; they are what drive the economy. The ability to produce and attract creative people and industries will be a vital component of economic competitiveness in the next decades. Moreover, as our society gets more complex, our need for creative approach in fields ranging from urban and rural regeneration and modern manufacturing to crime reduction or the enhancement of environment has never been more evident.

The creative and cultural industries are part of the wider knowledge economy, where competitive advantage is based on talent, innovation and knowledge creation. Across the Haven Gateway, whether in commercial centres, rural districts, coastal and market towns, the Creative and Cultural Industries (CCI's) will be critical to the development of the Knowledge Economy in the region.

Our remit was to set out a vision for culture led growth and to identify a number of key themes for action and investment over the short, medium and longer term, principally for the commissioning agencies. We have developed the strategy on that basis.

We believe that the cultural landscape in the Haven Gateway area is reasonably well developed and that there is a rich mix of exemplary activity taking place on the ground. The challenge for partners going forward is to work together across political boundaries to harness that cultural offer to better benefit the economy as a whole. Our focus here is to articulate measures that we believe will add value and build on this existing offer and provide a focus for strategic investment going forward.

In order to achieve this priority, there is a requirement to develop a shared vision for the region and to focus investment in order to prioritise activity and maximise the impact of limited resources.

The sponsors of this assignment understand that culture – in its widest sense - can be a major pillar for the development of a sustainable economy. Haven Gateway's cultural product is significant and ranges from the historic to the contemporary, the urban to rural and coastal. It has major venues but also important community venues, festivals and networks that should underpin the economic, cultural and social development of the region.

The richness of the cultural offer is only partially recognised within the area and is not being effectively organised nor communicated inside or out with the area.

It is also not being utilised effectively to enhance the economic development of the region.

Historic strengths in a broad range of music, architecture, performing arts, visual art and craft opportunities are echoed through a new generation of cultural producers across the region. This continuum from cultural consumption to production is rarely developed or marketed, thereby missing opportunities to connect with new audiences and customers. There is a noted reticence about the region's cultural product that needs to be overcome if it is to become a serious economic driver.

The cultural sector is vital to the ecology of the region. It is a significant source of employment when safeguarding and increasing the number of the jobs is an important objective. It is also important in less prosaic ways. Amongst other things, cultural consumption is a source of enjoyment, it can increase pride in an area and enhance community cohesion. Regional cultural production is therefore a vital asset and the Haven Gateway has the opportunity to develop its cultural assets through innovative partnerships and investment based upon the best international practice.

It is important to realise that the arts and creative industries interact with the more commercial sectors in important and complex ways. In some instances there is a direct link between industry sectors and art forms, with a continuum from subsidised cultural activity through to cultural tourism and the more commercial end of the economy. Developing all aspects of this value chain is critical for a vibrant creative ecology to be achieved.

The core themes running throughout this document are communication, collaboration and 'enterprise' but it is people working in partnership across the public and private sector that will make a difference. We believe that if the various stakeholders communicate better, agree to put aside political, bureaucratic and historic differences and work together to 'borrow' scale – then the return on investment from scarce financial and human capital will be significantly enhanced.

Geographic clusters can become centres of excellence for particular creative industries. They can also be particularly useful in providing a focus for regeneration initiatives. This is true for major cities and smaller towns but the latter have to work together to provide the necessary critical mass to achieve this. Haven Gateways urban centres Market and Coastal Towns are ideally placed to work together to affect this change. They will not realise their potential in any other way.

Haven Gateway could provide a lead and a benchmark for further development and action through its close association with Regional Cities East. Development of a shared understanding here would lead to greater collaboration and a better return on investment for the wider region. Through, collaboration, coordination and collective marketing, Regional Cities East could make significant advances in relation to culture, cultural tourism, innovation and creative industries.

Increasingly, CCI's have significant overlap with science, technology and innovation. In the main, the CCI's will focus on content development whilst the science and innovation agenda will focus more on platform development. This focus on complementing other existing initiatives as well as the existing

strengths of the indigenous company base will result in the Development Plan being market driven. It is essential that the plan becomes industry-led and becomes part of a network of national initiatives and regional bodies. There is a requirement to adjust some of the existing public sector infrastructure to bring a new level of strategic focus enabling support agencies and individual businesses to operate and collaborate from the strongest possible base.

There are 1,664 individual CCI enterprises in the Haven Gateway, turning over around £1.2 billion in the last 12 months and employing in the region of 17,900 full-time equivalent workers: that is 7.6% of the regional workforce. Key CCI sectors within the Haven Gateway economy in terms of employment and turnover have been identified as being publishing, architecture, performing arts, visual arts and software.

There is a compelling case for action on the CCI's in Haven Gateway, based on:

- the potential for market growth;
- a strong culture of participation;
- synergies with related industries;
- the presence of high performing companies;
- emerging areas of strength and specialism;
- sub-regional asset base;
- linkages with regeneration and social inclusion.

This will require the Haven Gateway Partnership and their partners to build a balanced portfolio of activities in terms of cultural consumption, company development and economic development, some of which will require investment that will produce returns over the short, medium and longer term. **nmp** firmly believes that unless this approach is taken, then the Haven Gateway's CCI's will not develop to their full potential in terms of wealth creation, employment and the cultural health of the sub-region.

The Development Plan provides focus for a balanced portfolio of value adding activities through a programme of demand development, business start-up, SME growth, skills and infrastructure development and is designed to complement and extend the existing supporting infrastructure. Where possible, we have focused on extracting more impact from existing resources, rather than merely seeking more money or by adding new layers to the governance infrastructure.

It is vital that Local Authorities work together with partners to continue to support their arts and cultural product locally by investing in the recommendations of their own arts and cultural strategies. Furthermore, we believe that better communication, more open networks and sharing of resources across boundaries would result in a stronger cultural economy going forward.

It is clear that any strategy for culture and creative industries in the region must be long-term and have clear action points if it is to be adopted and taken forward. It must also promote collaborative working between existing organisations and focus on delivery.

Ultimately however, the success of the strategy will be determined by strong individuals seeing the bigger picture and driving delivery forward. These

individuals need to know the area, be engaged in the cultural and creative sector and be able to inspire other people to get behind it.

'It needs inspiration from inspirational people'

2.0 THE HAVEN GATEWAY – STRATEGIC CONTEXT

2.1 Strategic Frameworks

The **Regional Economic Strategy for the East of England** outlines a vision for the economic, social and cultural development of the region. Without strong and continued investment in Culture, any economic and social gains will be less effective and sustainable. Culture matters to this region, especially in the run in to the Olympics in 2012.

The **Regional Cultural Strategy** emphasises many of the benefits of the sector to the region. We take up some of the issues highlighted here and articulate them in terms of recommendations that will have a significant impact upon the long-term economic performance of the region.

The Government's **Creative Economy Programme** has recently set out a framework for the development of the UK's cultural and creative industries. The strategy for Haven Gateway picks up some of these key initiatives and articulates a set of actions to lift Haven Gateway onto a national and international platform and marketplace.

Creative Collaborations, the joint working agreement between EEDA and ACEE sets out a set of clear, well reasoned objectives to enhance the creative and cultural ecology for the East of England. Many of these objectives can be realised through the implementation of this strategy but it will take some clear and decisive leadership from these two organisations in the short term if the region is to develop the necessary delivery capacity with sub-regional partners and the private sector.

Culture and creative industries can help **Haven Gateway Partnership** deliver on all aspects of its Business Plan. The creative talents of the region's architects and designers should be utilised in the strategies for housing growth. The sector itself is a significant source of employment especially for hard to reach communities. Cultural production, participation and cultural consumption enhance the quality of life and produce wider benefits for all. For more than 20 years in regions across the UK and overseas it has been shown that smart, culture led economic development based on the fine grained activities of creative enterprise will lead to sustainable regional growth. The challenge now is to do it here.

East of England Tourism is the last regional tourist board to undergo their strategic transformation and will take a leading role in the transformation of the regional tourism sector. A series of themed initiatives begins with cultural tourism in 2008 and it is here that Haven Gateway can utilise its unparalleled cultural offer to drive its economic prosperity.

2.2 Physical Context - Urban Centres, Rural Districts and Coastal Towns

Colchester and Ipswich have a key role to play in the development of the cultural and creative offer of Haven Gateway, but not exclusively so. The rural districts and coastal towns of the region have a vital role to play around the axis provided by these two commercial drivers.

If the region as a whole is to grow and prosper using culture as a dynamic force for change, the commercial centres have to work with and for the rural economy and the important creative hubs rooted in the market and coastal towns of Suffolk and Essex. It is the cooperation between these places that is the biggest challenge and will be the biggest measure of success going forward.

The agreement between Colchester and Ipswich Museums, Libraries and Archives to jointly manage their resources is a significant and innovative development that could prove to be a model for further collaboration across the region. Collaboration in Cultural Tourism and the development of the Creative and Cultural Industries sector is essential if both are to perform effectively for the region. We can not emphasise enough that this axis provides the necessary scale of demand and that it must reach out to the hubs and networks right across the sub-region.

Cambridge can also be a major driver for the creative and cultural economy of the region but it needs to open its doors to the potential of the cultural offer in Haven Gateway if both are to benefit. This is as true for cultural tourism as it is for creative industries, enterprise and innovation.

Many regions in the UK have implemented policies to develop their cultural product. Few have the opportunity to tie development of the cultural economy into the market opportunity afforded by their proximity to London. The proximity of **London** has a complex effect on the region. It pulls many of the best and brightest talent away from the region to seek opportunities afforded by the concentration of business in the city. The flip side of this is that London's creative economy is overheating: in many cases accommodation and living costs are making many reconsider their location decisions.

Like Haven Gateway, other regions are experiencing the phenomenon of 'returners'; creative enterprises and cultural entrepreneurs who are seeking to relocate away from the capital. The challenge here is provide a point of contact for these people, have the information and intelligence to help them and to provide an appropriate choice of accommodation for these businesses. At present no-one is taking the lead on this.

London also provides not only a market in its own right for businesses and the tourist economy, but also provides a springboard to the global economy for cultural goods and services and for tourism for the Haven Gateway. This relationship needs to be utilised better by all partners going forward.

Each of the **Local Authorities** has an effective Cultural or Arts Development strategy. These will work well if the appropriate investment continues to flow and the excellent individuals that are currently in place to deliver these are given the appropriate levels of support and long-term commitment. Yet added value across Haven Gateway will only happen if there is structured and formal partnerships and working arrangements across local authority boundaries. Evidence of this going forward will be a measure of success of this strategy.

Cooperation and collaboration across the **Regional Cities East** network will also add significant value to this strategy. Regional Cities East will be a potent force for the regions economic, social and cultural development. Many of the recommendations in this strategy should be piloted, monitored and evaluated for regional role out through this network.

2.3 Growth Area Status

There are a number of economic drivers at play across the creative economy of Haven Gateway. The recent acquisition of Growth Area Status for the region adds strategic weight to the investment already earmarked for the region. Over the next 15 years more than £5bn of private sector investment will be ploughed into housing, employment sites and the regions ports and transport infrastructure. This presents a unique opportunity to upgrade the regions cultural infrastructure , enhance and accelerate the creative economy.

From our survey we have identified the demand for additional CCI workspace over the next 5 years. In the absence of significant investment here from the public sector, opportunities to establish appropriate workspace for the sector need to be created through market mechanisms. These can be in larger concentrations in the major towns or small scale in some of the regions coastal towns such as Felixstowe, Clacton and Frinton where property is cheaper and provision of CI workspace will make a significant contribution to the long-term regeneration of these places.

A number of different models for this provision based on ‘planning gain’ are emerging in London and other major cities including Glasgow and Manchester. Haven Gateway has a once in a lifetime opportunity to leverage its physical investment through Section 106 agreements into the future cultural infrastructure of the region. Major demand for workspace exists around Ipswich and Colchester as well as the coastal towns of both Essex and Suffolk.

2.4 The Knowledge Economy

Cambridge University, the University of Essex, and the new University College Suffolk will play an increasingly important role in the attraction and retention of talent to the region. The transfer of knowledge between institutions and industry and across industrial sectors will be a vital ingredient for the future success of the region.

Knowledge regions need high-skill organisations and a pro-active education sector to develop the right mix of skills to grow the distinctiveness of their assets. Haven Gateway’s distinctiveness comes from its plethora of cultural content providers and its proximity to a strong science and technology base. The region can learn from experience elsewhere and develop a Higher Education / Industry Creative Curriculum Development Panel to establish Haven as a centre for cultural and creative learning.

2.5 Culture led Economic Development

It is now widely recognised that culture and creative enterprise should be a major pillar for the development of a sustainable, knowledge based economy and that it should underpin the economic, social and cultural development of competitive regions.

Each individual local authority has either an Arts or Cultural development strategy in place and excellent individuals working to enhance their cultural and arts offer. However, across the region, there is little coordination of service nor incentives to collaborate across boundaries.

Historic strengths in a broad range of music, architecture, performing arts, visual art and craft opportunities are echoed through a new generation of cultural producers across the region. All of this is produced by creative people with invaluable skills: skills that are not being fully utilised by the regions economy.

This continuum from cultural consumption to production is rarely developed or marketed, thereby missing opportunities to connect with new audiences and customers. There is a noted reticence about the region's cultural product that needs to be overcome if it is to become a serious economic driver.

The cultural sector is vital to the ecology of the region. It is a significant source of employment when safeguarding and increasing the number of the jobs is an important objective. It is also important in less prosaic ways. Amongst other things, cultural consumption is a source of enjoyment, it can increase pride in an area and enhance community cohesion. Regional cultural production is therefore an important asset and the Haven Gateway has the opportunity to develop its cultural assets through innovative partnerships and investment based upon the best international practice.

As well as being a subset of the overall creative industries, the arts and cultural industries interact with the more commercial sectors in important and complex ways. In some instances there is a direct link between industry sectors and art forms, with a continuum from subsidised cultural activity through to the more commercial end of the economy.

For example, music organisations continually flow between commercial and non-commercial activity, and drawing the boundary between the two is increasingly difficult and lacks purpose in an age of cross platform production and consumption. Cultural tourism operates across the spectrum of popular to high culture, heritage and the natural environment, and a holistic and inclusive understanding of this will need to form the foundation of any strategic development in this sector.

Culture also has a central role in promoting a positive image of place and places across Haven Gateway thereby enhancing local pride, as well as the potential for both tourism and inward investment.

From Glasgow's year as City of Culture in 1990 to Bilbao's Guggenheim Museum, and St Ives as a thriving area for cultural consumption and production, a vibrant cultural sector can create an image of a place as modern, diverse and creative.

These are key attributes in a modern knowledge economy, and central resources for developing and retaining talent as well as attracting both visitors and inward investors. Doing this successfully however remains a challenging and complex task but one that we feel this strategy will address and the region can deliver on.

This strategy challenges all partners in the region, EEDA, ACEE, HGP, Local Authorities, Cultural Organisations and the private sector to adjust their existing practice to enhance the environment for cultural production and consumption. In this there is a need for the introduction of more risk and of more trust. With further coordination, collaboration and capacity building going forward, the sector and the wider sub-regional economy will prosper; without it will fail to fulfil the potential of its growing creative economy.

3.0 DEVELOPMENT FRAMEWORK

3.1 Education and Participation

Education

Education is the key to the future of the regions economic and cultural wellbeing. Yet, there is a widespread feeling that the education system could do more to attract creative talent to the region and unlock the creativity present in the indigenous population. It appears that more needs to be done to determine the optimum structures and budgets at all levels of education from pre-school through to lifelong learning to encourage creative thinking, entrepreneurship and the application of knowledge.

While the issue of ownership of knowledge is contested, few commentators, from wherever they are on the political spectrum, contest the fundamental importance of the education system in creating the conditions for creativity to flourish.¹

We should not however confuse arts or humanities teaching with the development of creativity. Creative and cultural education is something that underlies all subjects in the curriculum. We see creativity not as something to be taught as a subject, but as a 'general function of education'. Others agree and moreover argue that certain learning environments', are conducive to acquiring these skills, in particular ones that combine:

- Trust;
- Freedom of action – learners are able to make real choices over what they do and how they try to do it;
- Variation of context;
- The right balance between skills and challenge;
- Interactive exchange of knowledge and ideas;
- Real world outcomes.

The value of this should not be underrated by the region going forward and the sub-region should endeavour to provide these opportunities to all the population from cradle to the grave.

Haven Gateway has a number of opportunities to establish itself as a centre for cultural and creative education of national importance. *Creative Partnerships* is having a real impact in Tendring and, whilst remaining embedded in Tendring, should be rolled out across Haven Gateway. The University of Essex and the new University College Suffolk can play a major roll both in the attraction and retention of creative talent. Colleges of further education can have a major impact on Skills and Continued Professional Development for the sector.

Yet all of these assets could perform better if they coordinated their planning and collaborated on the development of the cultural and creative curriculum; to meet the demands of the developing knowledge economy and the opportunities afforded by an expanding cultural and creative sector.

¹ See for example: OECD, 2001, The New Economy: beyond the hype: final report on the OECD growth project, OECD.

Participation

A population that participates in the production and consumption of its unique cultural product develops a sense of identity and confidence in itself that impacts upon the wider society. Other regions in the UK and overseas have shown how widespread participation in culture can have a transformative effect on the region and provide an engine for future sustainable growth.

Across the Haven Gateway participation and take up of cultural opportunities in the area is felt to be high and yet there is a significant subset of the population for whom cultural is felt to be 'not for them' and others for whom accessing culture is problematic, including isolated rural communities, young people, people with disabilities and the elderly.

Whilst it is beyond the scope of this strategy to suggest solutions for all of these disadvantaged groups - that is much better achieved through local actions - we suggest that it is possible for partners to engage more effectively with young people in Haven Gateway.

By utilising the strengths of the sub-region's heritage and bringing it up to date through the application of new technologies and community building models. The cultural narrative of the region remains largely untold and therefore fails to engage with the next generation of cultural producers and consumers.

The region does have its cultural and creative role models but does not utilise this resource. It does not engage with them; it does not shout about their success; it does not pull them to the front of the debate either the cultural or economic growth of the region. Other regions have engaged with and harnessed the potential of their cultural entrepreneurs and performers to be ambassadors for the sector and the region – Creative Heroes that can inspire another generation and elevate the region on a national and international level.

Opportunities for the next generation

'It's always been a problem that we have not bragged about the things we have'

As we have noted, the work of *Creative Partnerships* provides a strong foundation to inspire future generations. A region-wide School Age Participation programme such as the one developed in Scotland could also prove inspirational. The programme would guarantee at least one visit to a creative and cultural venue each term for every child above Key Stage 5; This could be driven by the UK Government's 'Every Child Matters' agenda, be cost neutral and certainly be a first for an English region.

The region has a number of festivals that should be encouraged and maybe funded to provide a platform for the next generation of creative talent. Both *IP Art* and *Latitude* should be encouraged to showcase the best local talent alongside the best national and international performers.

An on-line network of the regions promoters and festivals would help grow this capacity.

The region needs to utilise new communication channels to reach new audiences. Examples of this could be an on-line festival for young people such as the Arts Council Sponsored NOISE, which is already successfully established in the North West with plans to roll out across the UK.

The provision of low cost wireless transmitters in coastal towns and villages could bring wireless technology free to those excluded by initiatives driven by the market in the larger towns and cities. A 'Wireless Coast' would clearly be accessible to the wider community and would also be a UK first. This in-turn would enhance the potential of NOISE and other on-line services and networks.

The Film Council and Screen East's Media Box provides opportunities for both participation and production of digital media content to young people in the region and can be rolled out using existing funding.

Recommended Actions

- Still based in Tendring, **Creative Partnerships** should roll out across Haven Gateway;
- A **School Age Participation Programme** should be developed by all local authorities in the region.
- A **Cultural and Creative Curriculum Group** should be established to coordinate this for FE and HE;
- **Interns and Fellowships** to increase industry placements and talent retention
- Screen East's Young People's Media scheme – **Media Box** – should be delivered across the sub-region on an outreach model;
- Actively explore involvement in **NOISE**, the On-Line Arts Festival for young people currently being piloted in the NW.
- Developing a **Young People's contemporary music initiative** to work with the existing festivals will build a sense of pride and to help talent retention.
- A **Wireless Coast** would increase on-line education and participation.

3.2 Enterprise and Innovation

Creative economies are about people, place and perception and many of the most important interactions develop slowly over time. They cannot be 'parachuted in' in the manner of a semi-conductor plant. Cluster development in both tourism and creative industries is primarily about attracting, growing, training and retaining talent and investment. The opportunity for Haven Gateway is around providing a place and an infrastructure where that investment and talent can develop creatively over time for the benefit of the cultural and commercial health of the sub-region.

Enterprise

Almost 40% of new jobs come from just 4.25% of all new businesses². High growth businesses are the future of the UK economy, creating turnover,

² Scottish Enterprise

employment and a supply chain opportunity for their geographies and sectors. In globalising their businesses, high growth companies address the UK's balance of trade and raise the profile of the UK as an international, innovative business nation built on a strong skills and economic base.

Yet the demographics of the Haven Gateway predicate against this profile of high risk/high growth entrepreneurs. Our evidence suggests a relatively low start-up rate and proliferation of individual practitioners. Clearly, an aging, proportionately high economically inactive population is not what would be looked for with regard to having an entrepreneurial culture yet there are similar regions that have responded to this challenge successfully – particularly the Highlands and Islands of Scotland.

The enterprise agenda is best addressed by playing to the strengths of the Haven Gateway – i.e. the strong links that it has to the knowledge economy in Cambridge and Adastral Park in terms of employment and commercial opportunities. This is best addressed by the development of networks and physical infrastructure such as specialist innovation centres.

Secondly, more has to be done to attract successful creatives looking for a better quality of life whilst still being accessible to London. The Haven Gateway's excellent rail link to London is a strength, as is the cultural health of places like Colchester, Ipswich and Aldeburgh. Some investment in compelling marketing would bring positive results. An inward investment programme to attract successful and growing businesses to the region will provide much need dynamism to a relatively under-developed enterprise culture.

Before these businesses come they will want to know where they can locate their business. The evidence is that successful creativity, innovation and enterprise is increasingly the domain of team based activity rather than that of the individual. Where the offer is correct, creative people do like to gather with like minded others and unquestionably, property focused solutions can be very effective in providing the correct environment for meeting, greeting and showcasing innovative creative output.

These tend to predominate in commercial centres but can also provide the focus for Market and Coastal Towns where smaller hubs can provide a big impact. Like the Munnings or Cuckoo Farm, the Martello Towers in Jaywick and Felixstowe can provide the focus for the wider creative community and are vital elements of the development infrastructure going forward.

Innovation

'Creating Regional Identity, Sharing Success', the Innovative Actions Programme (IPA) for the East of England, supported 12 projects that focused on two themes:

- Regional economies based on knowledge and technological innovation
- Regional identity and sustainable development

At programme level, the East of England IAP is characterised by its close links to an ongoing strategy development process that began in 1999 with the initiation of a RITTS for the East of England and was further strengthened in 2001 by the incorporation of RITTS priorities into the first Regional Economic Strategy (RES)

for the East of England. This process ensured that the objectives of the IAP, when it came to be implemented, were mirrored in Key Action Areas of the RES.

One of the RES Key Action areas expressed the commitment of the East of England to support the development of Enterprise Hubs in the region. Enterprise Hubs were to build on existing expertise and facilities, and therefore contained a strong networking element. The aims of Enterprise Hubs were echoed by the IAP, which proposed activities under three strands:

- **Strengthened networks** – to be done by increasing links between innovation centres and other research organisations across the region;
- **Networked provision of support** – to be achieved by increasing the reach of specialised expertise to companies across the region;
- **Greater networking** – to be stimulated by expanding successful, and facilitating the creation of new, networks across the region

Recommended Actions

- Growing more **micro-businesses into SMEs**;
- The **acceleration** of potential high growth companies;
- The establishment of a **creative innovation network** that is linked to Adastral Park and the existing Cambridge innovation infrastructure.
- Further exploration of the potential for a **Creative Enterprise Hub** in Ipswich as part of UCS linked to a wider network of creative and cultural workspaces.
- A CCI **workspace audit and investment plan** with on-line search resource.

3.3 CREATIVE AND CULTURAL INDUSTRIES

“Culture is the life blood of the region”

Creativity and the realisation of creative ideas have been researched from many perspectives. It has traditionally been viewed as a rather mystical subject – the kind of thing that could be recognized but not defined and certainly not taught. However the combination of systematic research into the creative process and the realisation of its economic and social importance, have helped to de-mystify the subject while making it a legitimate area for public policy.

In that process, we have come to see creativity not as a characteristic of individuals, but as an activity that underlies many other activities (innovation, research, collaboration, learning, entrepreneurship) and one being possessed to varying degrees by everyone.

We have also come to see creativity as the key to economic competitiveness in advanced economies³ and hence as something that cannot be safely left to chance and mythology.

The role of the individual in the creative process is a significant issue that crosses family, social, cultural and environmental boundaries and has been carefully considered in the study. There is unanimity between the literature, the advisers and the awardees that creativity is present within all of us and that the debate is about how best to unlock it.

It is clear that while some individuals may be creative to a very high degree even if isolated, for most of us, *creativity* is developed in collaboration with other people. Therefore, networks matter both in the creative industries, where individuals often work partly in isolation and need to be connected to sources of support and funding, and in science and technology where the ideas involved are complex and uncertain.

While public funding for network development has improved in recent years, there is a tension between the need for 'measurable outputs' and the nature of networks, which take a long time to build up and are based on intangibles like trust and common purpose.

At the more commercial end and in order to accelerate enterprise, innovation and collaboration, the property infrastructure needs to be developed as a linked network of meeting or focal points.

We can usefully draw on the experience of organisations such as Highlands and Islands Enterprise (HIE) who have adopted a community based development model to work with their dispersed audience. The strategy employed by HIE to deliver their innovation agenda has focused strongly on attracting successful creative people to move to the area based on the quality of life and then to maximise their effort in linking those people over distance by excellent connectivity and strong physical and virtual networks. This is focused on overcoming the problems of distance and gaining the benefits of scale by going with the natural dynamics of the creative and cultural industries – rather than trying to force them into a traditional 'manufacturing' model.

Amongst those who live and work in the Haven Gateway, there is a shared awareness of the area's strong heritage and cultural offer. This offer is evidenced by the significant number of major arts organisations, including the Aldeburgh Festival, Colchester Arts Centre, Mercury Theatre, Dance East, FirstSite and the New Woolsey Theatre together with others too numerous to mention.

There is an impressive artistic heritage, with contemporary artists taking on the illustrious mantle of past masters that include Gainsborough, Constable, Britton and Bacon. The regions performing and visual artists make an outstanding contribution right across the region.

This strong heritage and cultural offer is coupled with the area's attractive natural environment and good transport links and a thriving grassroots and creative sector makes the area a highly desirable place in which to live and do business.

³ See for example, Our Competitive Future: Building the Knowledge Driven Economy, DTI, December 1998

Indeed many people move to the area because of the excellent lifestyle it offers: and this offer needs to work better for the whole of the Haven Gateway.

Generally, those who live and work in the Haven Gateway are well aware that there is ample cultural activity in the area and disappointed that regional marketing is not currently communicating this message.

'The area does not promote itself very well – although on the plus side this means that there are less tourists'

The challenge for the Haven Gateway is then to consolidate, support and promote the already strong heritage and cultural offer in the area, with the aim of increasing awareness, participation and pride amongst local people, galvanising the already strong creative industries base and enhancing external perceptions of the area.

Cultural Consumption

'It's about making use of what we have got, there's no new product really required – we need to make the most of those assets'

There is a shared understanding within the cultural and creative sectors of both the strength of the cultural and heritage offer in the region and the broader economic, social and even environmental benefits that this brings. For example, it is recognised that participation in cultural activities helps to develop strong communities; that arts and culture provision raises the profile of the area; and that while any area can offer people a place to live, it is the cultural and heritage offer that makes them want to stay and invest.

Appreciation of the value of culture is improving, however, there is a feeling that this awareness is not shared as widely as it might be by the public and private sectors in the region. Consequently heritage and culture providers frequently find themselves having to justify funding for culture and fearful of cuts in discretionary funding to the sector.

'Culture is one of the region's greatest strengths. However, business and strategies in the region have been very slow to recognise that'

The 'case for culture' needs to be made at the highest level in the Haven Gateway if the work of delivery organisations is to be recognised, encouraged and supported. A shared understanding of the economic, social and environmental value of culture to the region needs to be agreed and communicated throughout the public and private sectors. Culture and heritage provision should not be viewed as an 'add on' when it comes to funding, but as central to the area's economic, social and environmental welfare and future growth.

'The creative and cultural offerings provide the vitality of the region'

Cultural Production

'Any area can offer someone a place to live, however what makes them want to stay and invest is what makes it different – the cultural offerings'

Those engaged in the cultural sector with the Haven Gateway could identify large numbers of creative industry professionals working in the area. However, there was a lack of certainty over the scale and value of this sector. To address this knowledge gap a mapping study was undertaken into the creative industries in the area. The findings of this study are provided in a separate report and provide new evidence of this thriving sector.

Some headline statistics for the creative industries in the area are provided below⁴:

- 1,664 creative businesses
- 17,900 full-time equivalent employees
- £1.188 billion turnover

While these statistics are impressive in themselves, given the lack of a major urban centre, the creative industries sector in the Haven Gateway compares favourably with the sector in the UK. At 7.6% of the total Haven Gateway workforce, employment within the creative industries is comparable to that of the UK, at 7% of the total workforce⁵.

Although the creative industries are evidently thriving in the area, there is an issue around identifying and connecting with the sector. The creative industries in the area are felt to lack 'visibility'; there is no discernable 'scene', or high profile individuals or networks supporting the sector. Creative industries tend to form hubs around cities and with no major urban centres in the area, there is arguably no natural creative industries hub in the area.

'There is not a natural hub in the region, the nearest one would be Cambridge'

As part of the mapping research the 1,664 creative industries enterprises identified in the Haven Gateway were geographically mapped. The results are shown below. As the chart illustrates, while the sector is dispersed, there are clear concentrations of enterprises around the two towns of Ipswich and Colchester, with smaller but important concentrations around the coastal towns of Clacton, Frinton, Felixstowe and Harwich.

In terms of creative industries networks, there are a large number of informal hubs and networks for artists and other creative individuals centred on the cultural venues within the Haven Gateway. These tend to be sector specific and, due to the need to deliver the core activities of the organisations, limited in their scope. Notable examples include the Mercury Theatre, which acts as an informal but active hub for actors and theatre companies, Reunion Gallery and the various artist studios in the region, which act as informal hubs for visual artists. Signal Media Arts acts as a hub for film-makers and digital artists. There are also a large number of highly informal personal networks in the area, with individuals meeting to share ideas and information.

Alongside these informal networks are a number of formalised networks. These include Suffolk Craft Network and Essex Craft Network together with networks run by Shape East, Screen East and the Digital Arts Network. Again these tend

⁴ Nmp original research reproduced in the Research Report in support of this strategy.

⁵ ONS

to be relatively small, sector specific and vary considerably in the range of services they can offer to members.

The area does not presently have a specific and resourced network for the creative and cultural industries, such as CIDS in Manchester, Creative Plymouth, ACME in Liverpool or CIN in Derbyshire.

'There are opportunities for networking on both an informal and formal basis – however, the latter seem to be just an exercise in solicitors touting their wares. There is no real substance.'

Sector development needs

The key barriers to business growth identified by survey respondents are: Limited market for their goods and services (44%); Access to finance (39%); Lack of suitable business networks (26%); Availability of appropriate business premises (25%); and Employee recruitment (22%). While many of these are common amongst the creative industries across the UK, there are a number of specific development issues identified in the Haven Gateway area.

While there is a healthy growth rate across the sector, there is a relatively low business start up rate for new creative industries enterprises within the Haven Gateway.

The key areas of support required by creative industries if they are to realise their growth potential are business advice, market information, business networks and sector information and intelligence.

'Business Link is a good idea for someone like a mechanic. They have not got a clue about creative businesses and the problems faced by them in particular'

Summary

In general there is felt to be a lack of provision within the area for what the creative industries do. The successes of the creative industries sector in the area has been in spite of any coherent and focused development and networking support, suggesting that there is considerable room for growth within the sector.

'There is the opportunity to build a much stronger, powerful CI industry in the region by coalescing it, networking it and building critical mass'

The key growth needs of the sector are around sector specific support, advice and talent development. There is a very real need and desire for a creative industries network to deliver this support. While it would make sense for this to be on-line initially, there is also a value in having a physical focus for such a network.

The re-developed Firstsite venue provides an opportunity for this focus. Firstsite are keen to position themselves as the representatives of the creative industries in the area, once the capital development programme is complete. They already see their role as being a pivotal part of the creative industries network in the area, acting as an incubator and hub for the sector, holding business surgeries and providing information or signposting people on. This role could be developed and extended with a partner in Ipswich and critically, an outreach

programme with networks in Suffolk and Essex. This does not exclude rural districts or coastal towns but provides the critical mass necessary to justify investment into a service of this kind.

'FirstSite are the engine shed that brings disparate creative groups together'

Suffolk and Essex have a mass of hidden cultural capacity that needs to work better together. Essex Creative Consequences, the newly produced Arts Directory for Suffolk Coastal together with **nmp** mapping study, can form the basis of a significant Information and Intelligence service. With this organised and provided on-line information and intelligence can work harder for the sector and the region.

Based on this information and intelligence there needs to be a clear Inward Investment strategy for attracting new businesses and creative talent to the area. Creative enterprises are already moving to the area, attracted by the appealing surroundings, easy links to London and cheap rents. There is the potential for the Haven Gateway to capitalise on this further by promoting the area as a creative industries hub and providing sector specific relocation assistance. Again this needs to begin on-line following examples of CIDs and Manchester, Creative Stoke, or Highlands and Islands Enterprise in Scotland.

In order to attract and retain young creative talent, the area should also look at ways of encouraging and supporting new creative business start ups, through the provision of networks, apprenticeships, mentors, advice, grants and training. The identification of Creative Heroes – high profile, successful creative individuals working in the Haven Gateway, would also demonstrate to young creative talent what can be achieved in the area.

The area also needs to ensure that it can meet the demand for workspace, particularly larger spaces for the high-tech and media sub-sectors if companies are to remain in the area once they have reached a certain size. Information sharing around the availability of workspace in the area would also be beneficial and should be consolidated as a map as part of a wider sector portal.

Recommendations

- Extension of formal **Collaboration Agreements** between Ipswich and Colchester to cover CCI development.
- **Information and Intelligence Service and On-Line Portal** – including workspace, jobs, training, enterprise support and user generated micro-sites.
- Cultural Action Group to establish **CCI support organisation with Firstsite.**
- **Network Development and Industry Events**
- Sector Specific **Skills and Business Development**
- **Creative Heroes** – Moving image profiling of success CCI practitioners
- **Locations Service** – Increase film production in the sub-region; raise industry profile and expand business opportunities.
- **Audience** and Market Development
- **Ladder of Accommodation** – Audit of and development of Appropriate Workspace Provision
- National and **International Trade** Development Strategy

3.4 Cultural Tourism

'The Haven Gateway cannot be positioned as a destination, instead the core assets should be pushed e.g. Colchester and Ipswich, Constable and Gainsborough and the coastal experience'

Culture and tourism are seen as key economic drivers nationally and internationally. Examples of how culture and tourism have worked together to initiate regeneration include Glasgow's success after its year as Capital of Culture and the Guggenheim's role in the transformation of the fortunes of Bilbao. However, it is crucial to note that culture and tourism is a 'long game' – it is true that Glasgow adopted culture and tourism as a regeneration tool in 1978 and only really saw it become embedded in the city's core offer around the late 90's and into the early 21st century.

The cultural tourism market in the Haven Gateway is largely focused around Flatford Mill, Aldeburgh, plus to a slightly lesser degree, Colchester, Ipswich and the surrounding countryside.

Snape Maltings, the home of Aldeburgh Productions is arguably the area's beacon cultural venue and attracts significant numbers of tourists from outside the area. While Aldeburgh undoubtedly has a strong national and international profile, there is a perception that it has its own distinct image that does not necessarily rub off onto the rest of the region; that it even takes the light of other elements of the cultural offer.

'Aldeburgh has its own image – like a Glyndborne'

Currently tourists do not comprise a large audience for the cultural venues located in Ipswich, Colchester and surrounding settlements. Audiences to the area's cultural venues are largely local, or drawn from within the East of England region within a relatively short drive time, around one hour. There are low numbers of international visitors.

Furthermore, tourists are not presently perceived as a hugely important audience for cultural organisations in the area. While some cultural venues are undertaking activities aimed at targeting tourists in the area, for example Mercury Theatre is programming work aimed at tourists over the summer, including open air performances at heritage sites and the Spa Pavilion is working with local hotels to promote its performances to tourists. This activity tends to small scale, localised and not strategically marketed. Furthermore, several of the cultural organisations see their remit as being firmly focused in the local community and therefore do not see tourists as a relevant market for them.

The opportunities

Those consulted felt that the Haven Gateway offers the visitor a great deal beyond Aldeburgh, Flatford Mill, Cuckoo Farm, Snape Maltings and the traditional coastal resorts. The area benefits from a wealth of high quality cultural venues concentrated in Ipswich and Colchester, including theatres, galleries and museums.

Its Coastal Towns have a unique opportunity to develop new dynamic reputation for creativity, spaces for experimentation and risk. Towns such as Margate, Newhaven and Brighton have all transformed their image and reputations on the back of culture and creative enterprise. They should not turn their back on the

major urban centres but work with Ipswich and Colchester to provide an experimental edge to the regions offer.

'You have Ipswich and Colchester and then the coastal resorts. There are currently no offers that unite these places together'

Haven Gateway has a strong built heritage offer, incorporating Medieval villages, castles and historic towns, as well as an attractive natural environment; with its open countryside, big skies, forests, attractive coast and leisure waterways, and a thriving gastro-culture around the quality local produce. The Haven Gateway also has a number of significant historic links, including Maritime and Military history, Roman and Saxon heritage, as well as links to famous British artists and composers, most notably Gainsborough, Constable, Bacon and Britton.

'The assets are stunning, hidden gems... if you objectively look at the assets they are significant'

The Haven Gateway offers this in close proximity and with easy links to London, as well as the international transport gateways of Stansted Airport and Felixstowe and Harwich ports. Key markets for tourism in the area currently are felt to be London, Cambridge and Benelux, with ample scope for development. However, tourism to the area is currently focused around the declining coastal resorts and in restricted numbers to Aldeburgh and Woodbridge and does not seem to capitalise on the area's outstanding natural and cultural offer.

'The marketing and PR needs to move up a gear and be more cohesive and targeted'

The challenges

The area undoubtedly has a strong heritage, cultural and environmental offer. However, there is a universal feeling that the existing ecology and infrastructure would not support a large influx of tourists or day-trippers.

The very appeal of the natural environment is that it is unspoilt and is therefore in need of protecting if it is to remain so. Aldeburgh for example is highly protective of the natural environment as it is seen to be the inspirational factor for musicians past and present. They have no desire to attract a large numbers to the area and are focusing on attracting a small number of wealthy tourists in order to protect the local environment.

'Focus on the high end of the cultural product to meet the needs of the high spending cultural tourist'

There is also limited stock of quality hotel accommodation within the Haven Gateway and, while public transport to and from the region is good, travelling within the region is problematic. The area is valued by those who live there for its attractive environment and pace of life, they are highly resistant to the idea of tourists clogging up their roads and villages with cars and tourist buses.

'There is a real conflict between old residents and the need to welcome tourists. The movement of visitors is a crucial issue'

While public sector organisations and businesses are supportive of a well-managed increase in tourism to the area, there is a perception that local people will not welcome tourists as warmly.

'People don't want other people in their region'

There is a shared feeling within the area that the Haven Gateway has a very strong tourism offer that extends beyond the coastal resorts and is focused around the cultural and heritage offer, as well as the natural environment. The issue to date is felt to be one of packaging together and promoting that offer in a consistent and unified way.

'Aldeburgh markets itself well. However, the regional marketing is terrible'

While variety of the natural environment and culture offer makes the Haven Gateway an invigorating and attractive place to live, it has made the area a difficult place to market. Previous marketing initiatives in the region have focused on promoting geographies or 'places'. Without a major urban centre or significant popular attractions, this approach has arguably had a limited success beyond the coastal resorts with their clear traditional sea-side offer.

With East of England Tourism, a themed approach around a broad understanding of Cultural Tourism should be developed beginning in 2008. Haven Gateway should be at the vanguard of this region wide campaign utilising its range of cultural attractions – forests, beaches, gastro pubs and restaurants, festivals, coastal towns, historic and contemporary culture – to establish itself as a centre for cultural tourism. Haven Gateway should continue this theme annually up to 2012.

Specialist business support for tourism

A number of destinations work with national schemes to deliver specialist tourism support for businesses. There are good local schemes such as 'Profit through Productivity' run by the Suffolk Tourism Partnership, which should be rolled out across Haven Gateway. Welcome Host is the best known – however there are destinations that create bespoke tourism training programmes to address other issues faced by the tourism industry, for example Access for All. Liverpool has been in a leader in implementing this skills agenda.

A series of structured learning journeys themed around business support, cultural tourism and place marketing will help identify best practice and accelerate implementation in Haven Gateway.

Key themes that commonly focus in best practice examples include:

- Quality;
- Productivity and Performance;
- Skills;
- Sustainability.

Tourism and CCI Inward Investment

In most regions there is an inward investment agency that works to attract investment based on the best fit for that areas economy. As tourism, cultural tourism and the creative industries grow as sectors it becomes vital for inward investment strategies to be aligned with these sectors. In a number of regions

what were tourist boards are marketing led and working closely with economic development and inward investment agencies to develop and maximize the tourism product for greater returns for all. HGP should lead on this with the support of EEDA.

Summary

There are clear gains to be had in cultural tourism to the area around the existing heritage, culture and landscape offer. However, with a lack of quality hotel accommodation, limited public transport links and a fragile natural environment, the tourism focus over the coming years should be around value and not volume.

Key markets for tourism in the area currently are felt to be London, Cambridge and Benelux, with ample scope for development within these markets. However, there is a shared feeling that if the area is to appeal to successfully to tourists, a clearer and more coherent offer will need to be packaged together and promoted around core themes. Resonant themes include the area's artistic heritage, the natural environment, culture and heritage and local produce. These themes should be developed and tested with potential visitors.

This need to focus on themes rather than places has been recognised by the reorganised regional Tourist Board, which will become the delivery arm of much more co-ordinated tourism strategy coming from East of England Development Agency.

Their first campaign will be Cultural Tourism in 2008 and HGP should lobby hard for Haven Gateway to become a focus for this campaign and to develop this capacity through the regions 'Cultural Olympiad' in the run up to 2012.

While the more urbanised centres of Ipswich and Colchester can sustain a relatively large influx of visitors and day-trippers, the surrounding countryside cannot. For these areas the focus needs to be on sustainable tourism using environmentally friendly transport.

The area needs to ensure that it readies itself to benefit from an increase in tourism. There is a need for quality hotel provision, improved transport links or alternative transport options and quality assurances around food, accommodation, tour guides etc.

The area also needs to undertake an advocacy programme with local people, informing them of tourism plans and communicating the benefits of carefully managed tourism to the area. Tourists must feel welcome by local people if they are to enjoy their visit, return and recommend a visit to the area to others.

'There is a massive opportunity for the Haven Gateway but is difficult to make people here understand the impact of culture and tourism'

There is also a perception that local politics is getting in the way of activity and that the Haven Gateway is perceived to be unwilling to take risks to drive the cultural tourism agenda forward. There is now a real opportunity for Haven Gateway to reverse those perceptions.

'The Haven Gateway needs to think differently, it needs to have vision and take risks – currently it is risk adverse...'

Finally, there is a need to ensure that the local tourism networks and private and public organisations are motivated to share information and data and ensure cross selling where possible. Some other regions of the UK have been partnership and business led (rather than membership and service led) for over a decade so the region has lost some competitive edge in this respect.

Development of significant Cultural Tourism for the area needs to be strategic and long-term. The added value will once again come from collaboration, cooperation and developing capacity over-time. Added value will come from tying the tourism offer into the overall cultural strategy in an effective blend of doing more of what the sub-region already does well, combined with the use of some emerging technology-led initiatives.

Recommended Actions

Our recommendations in this key strand of the strategy are focused on:

- Comprehensive **Inward Investment** activity;
- Coordinated **Visitor Information and Intelligence**;
- **Coordinated Marketing** Campaign;
- **Constable/Gainsborough Visitor Centre** in Ipswich;
- **Themed Cultural Campaigns** for the whole sub-region;
- **Learning Journeys**.

4.0 CONCLUSIONS

Our vision for the Haven Gateway is one that is shared by the overwhelming majority of the cultural and creative sector in the sub-region. It is that the areas culture and creativity is recognised and utilised not as a useful add-on but as the driving force behind a growing, dynamic, enterprising and innovative regional economy.

For this to happen, it will require a significant change of practice by public sector agencies and partnerships in the region. It will require structured and long-term engagement with the private sector – the producers of the regions cultural and creative product.

It will require some but not huge amounts of structured, long-term investment into the sector to enhance the market for cultural goods and services over time. In the main this investment should come from existing economic development funds that should be directed at the cultural and creative sector. In turn, the cultural and creative sector should develop the capacity to better utilise economic development funding. This will take work and commitment together with compromise and learning from all concerned and across all geographic boundaries.

Success in utilisation of cultural resources for economic growth will depend on a number of factors not least of which is the ability of partners to both trust and to take risks; to cooperate, to collaborate and to build scale by going beyond parochial concerns for the benefit of the wider sub-region.

Evidence gathered and lessons from elsewhere tells us that critical mass needs to be built around the major towns of Colchester and Ipswich, but that this axis must act with and for rural areas, market and coastal towns. Only through this networked support will cultural production and consumption benefit. Any significant return on investment will only be achieved if it is scaled in this way. It is not Colchester and Ipswich versus the rest but Colchester and Ipswich with the rest. Either or does not work – collaboration is essential if success is to be achieved.

Investment into the regions infrastructure needs to be based on good information and intelligence. Through this work that information and intelligence has been gathered in one place for the first time and it needs to work harder for the region and the sector going forward. Organisation of this will be a major opportunity going forward.

Based on good intelligence partners can help develop a stronger enterprise culture in the region. Enterprise and innovation will thrive if the right conditions are put in place over time. This will be driven by people but partners need to create the networks that bring disparate skills together and the opportunities to create teams on which all successful knowledge economies are built.

Finally, Haven Gateway does not need to make the mistakes that other regions have made. It needs to look outwards to new markets and also to lessons learned. Having achieved Growth Area status Haven Gateway needs to learn from other regions that have used culture to drive the transformation of their economies. Achieving this status is not an end in itself rather than a beginning.

Culture cannot be a useful add-on to other agendas and all partners in Haven Gateway – both public and private – can learn from the experience of other regions and therefore accelerate the transformation of its own cultural economy into the future.

5.0 ACTION PLAN

This **Action Plan** consists of a number of specific short and medium term actions to be undertaken. These are essential to develop 'world class' capabilities and competitiveness across the region and deliver quantifiable outputs over the next five years. These have been divided into five key themes which cut across the development areas:

- **Theme 1: Coordination and Collaboration.** This theme contains a number of significant interventions aimed at encouraging more effective partnerships across the region, sharing of knowledge and information and achieving benefits of scale through presenting a unified approach. This element of the strategy is critical to the success of the region. In the short term we recommend partners take the lead from other regions and establish a Cultural Action Group. A small group of 3 public and 4 private sector individuals that can keep momentum going over the critical next 12 months.
- **Theme 2: Infrastructure Development.** This theme seeks to create a ladder of opportunity, from education and participation, cultural consumption, through to production. Initiatives in this theme are focused around industry access, information and intelligence and workspace provision. This strengthening of each rung on the ladder of cultural opportunity together with the motors to encouraging movement up the ladder from consumption into production will realise significant value over time.
- **Theme 3: Encourage Enterprise & Innovation.** This activity will have a three-fold agenda: (i) to maintain and increase the number of business start-ups and to facilitate growth of the region's many micro businesses into SMEs; (ii) intensive, targeted support for intellectual property rich high growth companies; and (iii) to further develop partnership and commercialisation possibilities with BT at Adastral Park. This will involve the delivery of a bespoke programme of assistance in the areas of improved supply chain management, availability of first class market information and internationalisation of markets and sales.
- **Theme 4: Talent Development and Retention.** Talent is the key to all successful knowledge economies of the 21st century. The CCIs are led by people - they are people businesses where talent is at the heart of success. Haven Gateway needs to attract and retain more creative talent, once here the key requirement is to 'commercialise the talent'.
- **Theme 5: Looking Outward.** This initiative will focus on three main activities: building linkages out with the sub-regional boundary; inward investment and a programme of trade fairs; and learning journeys.

nmp believes that if all five themes are addressed there is a much higher possibility of positioning the Haven Gateway as an attractive place to live, work and visit. This investment will produce benefits for local people through enhanced cultural consumption and local pride, together with enterprises connected to the creative and cultural industries and the tourist economy. This activity will significantly assist efforts to attract skilled knowledge workers to the area irrespective of where they trained or currently work.

Theme 1: Coordination and Collaboration

Initiative	1.1 A Common Vision
Description	<p>Launch Event and conference to share findings of this report, to rally support and to identify individuals for the Cultural Action Group. Thereafter this group needs agreement on a common vision of 'culture led economic development'.</p> <p>Audience will be stakeholders from practitioners and the public, private and HE/FE sectors.</p> <p>CAG members need to be hand picked private sector representatives that can galvanise the sector and drive delivery</p>
Actions	<ul style="list-style-type: none"> ▪ Announce strategy with a difference. ▪ Achieve an impression of scale. ▪ Galvanise private sector ▪ Repair the disconnection between the private and public sectors. ▪ Encourage organisations in the cultural sector to combine forces. ▪ Encourage interfacing with other initiatives where appropriate. ▪ Test the possibility Sector Development Agency
Lead agency/support	<p>ACE:E, EDDA and HGP to form Cultural Action Group to consist of two public sector representatives and four from the private sector (these need to be recognised leaders - nmp will identify these from the CI mapping). This will be a time limited group set-up to drive short-term objectives and actions. The CAG could then emerge as a shadow board for a (region wide) Creative Economy Development Agency.</p>
Outputs	<p>Action taken, jobs created, jobs safeguarded, businesses created, business attracted, business surviving, private sector investment</p>
Outcomes	<p>Focused activity to move from strategy to implementation. A focal point for interaction, decision making and cluster building. Possible pilot for region-wide initiative.</p>

Initiative	1.2 Thinking Big
Description	Haven Gateway should build on its strengths and work collaboratively with would-be competitors (such as Cambridge) where this is advantageous, in order to position its creative and cultural sector in national terms.
Actions	<ul style="list-style-type: none"> ▪ Develop closer links between the Cultural Action Group, BT and Adastral. ▪ Do further research to identify the commercialisation opportunities that this presents; ▪ Deliver industry network events for CCIs at Adastral (and other locations) ▪ Establish a Creative Innovation network built around these events. ▪ Bring together Festival Organisers to develop growth strategy. Position festivals to ensure that they attract talent and industry participation. ▪ Clarify the sub-region's branding and promotional activities and ensure that culture and creativity is central to the proposition for key agencies including HGP, Tourism Agency, EEDA, Screen East etc. ▪ Build the physical infrastructure for creative production. Commission innovative Section 106 for creative workspace across the region. Set targets for workspace provision for next 2,5 and 10 years ▪ Showcase for the sub-region's cultural heritage – for example, a Constable/Gainsborough visitor centre and workspace provision at Ipswich Quays. ▪ UCS to carry out feasibility study for a Creative Campus (or more modest Creative Learning Centre) for Ipswich. ▪ Advocacy: market the sub-region's strengths within the UK so that national agencies fully recognise Haven Gateway's key role within the national culture portfolio.
Lead agency/support	
Outputs	Jobs created, Jobs safeguarded, workspace created, businesses created, businesses attracted, businesses surviving, private investment.
Outcomes	Culture and Haven Gateway positioned in the national framework.

Initiative	1.3 Ipswich Colchester Cultural Axis
Action	Enhance collaboration between the region's two major urban centres. Formal partnership that will build on the Museums Service agreement to lead on the co-development of Cultural and Creative Industries for the sub-region. Should begin with workspace development strategy and Creative Enterprise Hubs (See 2.5)
Action	<ul style="list-style-type: none"> ▪ Formal partnership between towns. ▪ Cultural Action Group to drive establishment of CCI Hub(s). ▪ Develop a critical mass of cultural, creative industries support. ▪ Establish a major hub for all of the above.
Lead agency/support	
Outputs	Enhanced cultural offer for the whole sub-region. Stronger marketing sell.
Outcomes	Stronger inward investment offer.

Initiative	1.4 Capacity Building
Description	As in 1.1 there is a need to establish a Haven Gateway Cultural Action Group. This should include three public and three private sector members and be time-limited. The remit for this group should be to drive the infrastructure development and priorities for implementation. This should lead to the establishment of a specialist support organisation which would drive development of sector Information and Intelligence, supply chains, create links with other sectors and provide 'one door' clarity for the companies. This could be a pilot for regional (or Regional Cities East) organisation.
Action	<ul style="list-style-type: none"> ▪ Decide who should manage information and intelligence for the sector. ▪ Establish cross sector Network and Network Events. ▪ Deliver support in line with industry time requirements. ▪ Enable advisors to give more accurate, higher standard of advice. ▪ Help to educate the companies about the different types of support available. ▪ Help raise awareness of growth issues at different stages of company development. ▪ Develop markets.
Lead agency/support	
Outputs	Jobs created, jobs safeguarded, businesses created, businesses attracted, businesses surviving.
Outcomes	More effective engagement between the support sector and their customers – the companies. Bigger, better and stronger companies – faster.

Initiative	1.5 Industry Website and Showcase
Description	Linked to 1.1, 1.4, 1.6 and 2.3 - An interactive website profiling the cultural and creative industries in the area.
Objective	<ul style="list-style-type: none"> ▪ Raise awareness of the area. ▪ Build the creative community. ▪ Attract inward investing companies. ▪ Encourage inter-trading through user-generated micro sites.
Lead agency/support	
Outputs	Enhanced regional and industry profile. Businesses Assisted. Companies Investing in the area. Number of hits from organisations and individuals.
Outcomes	Increased inter trading between companies. Improved supply chain. Increased market. Increased awareness of Haven Gateway, increased community participation. Increased visits to cultural attractions.

Initiative	1.6 PR Campaign
Description	Targeted campaign to raise awareness of the CCIs in the Haven Gateway, linked to the inward investment campaign.
Objective	<ul style="list-style-type: none"> ▪ Improve tourism infrastructure. ▪ Raise awareness of Haven Gateway as a good place to do business. ▪ Establish reputation as a creative region. ▪ Help to retain graduates who want to set up in business. ▪ Achieve and maintain political backing.
Lead agency/support	
Outputs	Number of articles in economic development and relevant business press. New businesses located in the region. Jobs created.
Outcomes	Increased employment. Increased GVA. Momentum is maintained and the Haven Gateway hits the ground running.

THEME 2. INFRASTRUCTURE DEVELOPMENT

Initiative	2.1 Audience Development
Description	To create a shared forum to promote dialogue between the key cultural organisations and enable them to share information and resource and explore joint marketing, market research and development initiatives.
Objective	<ul style="list-style-type: none"> ▪ Bring together leaders of the cultural organisations. ▪ Establish common audience development information systems. ▪ Share audience intelligence. ▪ Enable organisations to work together to raise the profile of culture. ▪ Enable cultural organisations to know their audiences. ▪ Address the knowledge and information deficit.
Lead agency/support	Cultural Action Group.
Outputs	Increase number of opportunities for a wider range of people to consume a more diverse cultural offering, increase number of successful funding applications, increase private investment.
Outcomes	Increase audience, audience groups, cultural consumption.

Initiative	2.2 Creative Partnerships Roll Out
Description	Whilst maintaining its Tending base, roll out activity of Creative Partnerships across Haven Gateway.
Objective	Increase the work of Creative Partnerships to schools across the sub-region.
Lead agency/support	
Outputs	Increase the scope and potential viability of Creative Partnerships as core funding declines post 2010
Outcomes	More school age children exposed to creativity in education Greater possibilities for community participation Increased audiences for culture in the region

Initiative	2.3 Wireless Coast
Description	Establishment of series of Wireless transmitters in key sites across the coast of Essex and Suffolk. Avoiding AONB this would bring wireless access to the Public Realm along the coast of Suffolk and Essex.
Objective	Bring free Wireless access to the public realm, not covered for Broadband. Increase access and participation to online initiatives such as NOISE and CCI portal.
Lead agency/support	
Outputs	Increase community access to on-line support services. Increase PR and marketing opportunities.
Outcomes	Greater participation. Better communication with audiences. Regional cohesion.

Initiative	2.4 School Age Participation Programme
Description	Develop a programme of participation for young people, focused around participation and entitlement, as set out in the government's Every Child Matters and Youth Matters initiatives.
Objective	<ul style="list-style-type: none"> ▪ Improve access to culture, sport and play for children and young people. ▪ Provide the support they need to: be healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic well-being. ▪ Give everyone in Haven Gateway, through early childhood to young adulthood and beyond, the opportunity to engage with the highest quality of arts and creative experiences.
Lead agency/support	HGP Education Group
Outputs	Adopt the Glasgow model where every young person is entitled to at least three cultural experiences per school year.
Outcomes	Increase cultural consumption, awareness of the arts and creative industries as a career path. Deepen the talent pool.

Initiative	2.5 Networks and Industry Events
Description	To develop two types of networks: <ul style="list-style-type: none"> ▪ A network for established, successful creative and cultural entrepreneurs and practitioners. ▪ A network for young, aspiring entrepreneurs and practitioners.
Objective	<ul style="list-style-type: none"> ▪ Enhance a sense of critical mass, or identity and (for the members) of belonging; ▪ Provide useful mechanisms through which information and knowledge can be shared; ▪ Provide a vehicle through which groups of like-minded individuals can develop strategies for change give everyone in England, through early childhood to young ▪ Exert influence on policy-makers and achieve big picture change.
Lead agency/support	ACE:E & EEDA, Cultural Action Group
Funding Partners	EEDA/ACEE, NESTA, HGP
Outputs	Quarterly events. More awareness and intelligence in the region. A more collaborative approach resulting in a better return on investment for funders.
Outcomes	A more connected region.

Initiative	2.6 Online Portal - Information, Intelligence, Brokerage
Description	Linked to 1.5 - Dedicated online portal to provide industry reports, market briefings, statistics, journals and information services pertinent to all areas of the creative and cultural industries. Provide information on industry structure, size and value; key players; key trends; buying behaviour or forward-looking research and information on the sectors (e.g. medium to long term trends and their implications, changing business models etc).
Objective	<ul style="list-style-type: none"> ▪ A comprehensive database and route map for of support agencies, projects and programmes ▪ Always on – delivers support in line with industry time requirements ▪ Geographically neutral – support to urban, rural and coastal creative communities ▪ Regular updates so information is always current ▪ Enable advisors to give more accurate, higher standard of advice ▪ Help to educate the companies about the different types of support available ▪ Help raise awareness of growth issues at different stages of company development ▪ A simple and speedy mechanism for intermediaries to deliver accurate and up-to-date advice to businesses and individuals seeking support
Lead agency/support	Business Gateway
Outputs	Web portal established, jobs created, jobs safeguarded, businesses created, business attracted, business surviving.
Outcomes	More effective engagement between the support sector and their customers – the companies. Bigger, better stronger, companies – faster.

Initiative	2.7 Establish Enterprise Hub(s) at Firstsite linked to a wider network of CCI workspace
Description	To create a strong and credible sector specialist focal point organisation for the CCIs.
Objective	<ul style="list-style-type: none"> ▪ To establish an interface with government and industry. ▪ Create an umbrella for company development support, including information and events, training and development, one-to-one business development support. ▪ More effectively address the particularly fluid nature of the labour market in the creative industries – in Haven Gateway and nationally - and the challenges of growing CCI organisations in this business environment. ▪ Deliver CCI portal and support map.
Lead agency/support	EDDA/ACEE, CULTURAL ACTION GROUP – FIRSTSITE
Outputs	Networks of linked CCI support hubs, jobs created, jobs safeguarded, businesses created, businesses attracted, businesses surviving, new markets developed, new products developed.
Outcomes	Bridge between public and private sector. More effective engagement between the support sector and their customers – the companies. Bigger, better and stronger companies – faster.

Initiative	2.8 Locations Service
Description	To maximise the economic and other benefits to be gained from on-location production in Haven Gateway. The overall aim is to increase the amount of film production in the geographical area of remit.
Objective	<ul style="list-style-type: none"> ▪ Increase enquiries and productions and the average value of each production. ▪ Increase the number of contacts on the database. ▪ Increase the outward business profile through building relationships in the related tourism and business communities at local, regional and national level. ▪ Provide location facilitation for producers wanting to film in the area. ▪ Help to ensure that filming runs as smoothly as possible for film-makers, while at the same time minimising disruption to local people.
Lead agency/support	Screen East
Outputs	Jobs created, jobs safeguarded, businesses created, business attracted, business surviving, regional image improved, industry sector raised, community engagement facilitated.
Outcomes	Raised profile of Haven Gateway, screen industry consolidated in Haven Gateway. Increased business for film and ancillary industries. More profile and more effective return on tourism and business development budgets. Inward Investment Opportunities

Theme 3: ENCOURAGING ENTERPRISE

Initiative	3.1 Business Start-Up, Incubation & Acceleration
Description	Develop a programme to incubate and accelerate enterprise, innovation and collaboration, which means that the property infrastructure needs to be developed as a linked network of meeting or focal points.
Objective	Capture, grow and accelerate creative industries in the region.
Lead agency/support	EEDA, Business Gateway
Outputs	Businesses established, businesses accelerated, Increased GVA
Outcomes	Creative enterprise culture established, commercialisation of IP, businesses created, jobs created, markets developed.

Initiative	3.2 The Ladder of Accommodation
Description	Audit all available workspace, analyse gaps and growth sectors. Develop workspace registry as part of the portal. Workspace development strategy linked to growth point and physical development. Target land and building owners, potential developers, investors including cultural entrepreneurs and specialist developers to provide a variety of mixed use accommodation including 'own front door' business space. Preparing supplementary planning guidance to ensure a positive and supportive planning framework. Workspace targets as part of CCI 106 agreements.
Objective	Establish better information and brokerage of available workspace. Strategically work with property development sector to provide appropriate workspace for a growing sector.
Lead agency/support	
Outputs	Workspace registry. Workspace development strategy. Increased CCI workspace.
Outcomes	Engagement with private sector. Brokerage of property to business. New enterprise. Business growth. Increased employment. Inward Investment

THEME 4 TALENT DEVELOPMENT AND RETENTION

Initiative	4.1 Attracting and Retaining Talent
Description	Media Box – Youth Media Fund
Objective	Attract awards for 13-19 year olds to create their own media product.
Lead agency/support	Screen East
Outputs	Variety of new media products developed by young people in Haven gateway. Showcase of regional Talent.
Outcomes	Opens up media as career choice. Develops talent for local market.

Initiative	4.2 Cultural Curriculum Development Group
Description	Establishment of FE and HE Cultural Forum. HE, FE, Arts Council EEDA and Employer forum to consolidate and develop the cultural curriculum.
Objective	Forum to review, consolidate, coordinate and develop a Haven gateway as a centre of excellence for cultural and creative learning.
Lead agency/support	University of Essex with UCS
Funding Partners	N/A
Outputs	Review of curriculum provision. Consolidation and development of full-time, modular and part-time provision of cultural and creative courses and training provision
Outcomes	Establish Haven Gateway's FE and HE as a EU Centre of Excellence for cultural and creative learning. Attract the best creative talent to the region. Talent sticks and grows cultural economy.
Project reference/title	4.2a Cultural Campus -Cultural Learning Hub/Axis
Description	Taking best practice from the UK and overseas, establish a creative learning hub at University of Essex and UCS. This will be a combination of teaching and learning facilities with incubation, workspace and acceleration facilities. Utilise local strengths in Marine services and boat building skills to broaden appeal.
Objective	Establish Haven Gateway as a national centre for cultural and creative learning
Lead agency/support	HGP Education Sub-Group, Essex University and UCS
Funding Partners	LSC, HEFCE, DfES
Outputs	Establishment of a Centre of Excellence for cultural learning and production.
Outcomes	Attraction and retention of the best cultural and creative talent to the region.

Initiative	4.3 Interns and fellowships
Description	Internships for undergraduates with emphasis on cross fertilisation of skills. See SPICE at Manchester University Careers
Objective	Strategic approach to work experience and cross fertilisation of creative and business skills in the region.
Lead agency/support	University of Essex and UCS Careers Service
Outputs	Creative skills into mainstream business. Business skills into creative and cultural business.
Outcomes	Mainstreaming of creativity. Injection of Business Skills into CCl's.

Initiative	4.4 Creative Heroes
Description	Moving image profiling of successful creative and cultural practitioners and enterprises in Haven Gateway.
Objective	Raise the profile of the sector and of entrepreneurs and initiatives in the region. Open up CCl's as a career option for young people. Identify success factors for other entrepreneurs.
Lead agency/support	EEDA/ACE/Screen East
Funding Partners	ACEE/ Home Office – Respect Agenda
Outputs	Linked to portal – web-based development tool. Business assisted. Learning opportunities.
Outcomes	Profile of sector raised. Young people and businesses inspired. Profile of area developed.

THEME 5. LOOKING OUTWARD

Initiative	5.1 Learning Journeys
Description	Learning Journeys to develop capacity and learn from best practice in cultural tourism and creative industry development from outside the region (Manchester, Liverpool and Glasgow being good examples).
Objective	Develop capacity and expertise for institutions, intermediaries and businesses in Haven Gateway.
Lead agency/support	Haven Gateway Partnership
Outputs	Three annual visits for selected individuals and key industry groups from cultural tourism and creative industries infrastructure.
Outcomes	Key lessons learned. Best practice imported to the region. Capacity developed. Business performance improved.

Initiative	5.2 International Trade Development Strategy
Description	Take a strategic look at all international trade activity across CCIs in the sub-region. Develop a long-term programme of activity to consolidate international markets.
Objective	Increase market share for companies trading out with the region.
Lead agency/support	EEDA with UKTI Creative Industries Team
Outputs	Increase overseas sales
Outcomes	Consolidated international partnerships. Increased international trade activity. International profile raised.