

## **Towards a Case for Culture: a distinctive framework for inclusive investment to create more and better jobs**

### **1. Introduction**

- 1.1 This submission has been developed by the North East Culture Partnership (NECP) following consultation with the North East LEP (NELEP) and a sector-led event held at Beamish on 14 February 2014, which engaged most cultural leaders from the North East. Appendix A is a list of participants who attended this session.
- 1.2 We acknowledge the strong support of ANEC, Local Authority Leaders and Chief Executives who all clearly recognise the critical role that culture, heritage and the creative industries have to play in creating more and better jobs. Our sector is resilient and flourishing, despite the economic downturn and historically having been in receipt of a smaller slice of national funding for the arts. This was highlighted in the recently published research report 'Rebalancing our Cultural Capital'. With smart investment in the right transformational projects, there is significant potential for us to make even more of a contribution to 'more and better jobs'.
- 1.3 We can see that culture is recognised in the SEP as a 'cross cutting theme', but our ambition in this submission is to go further and show clearly how a framework of integrated capital and revenue investments, coordinated through the sector-led NECP and working with other partners, including ACE and HLF, will deliver on the NELEP's priorities and outcomes from 2015.
- 1.4 The framework covers the following areas/ themes:
- 'Batteries for growth': a distinctive and innovative North East region with an entrepreneurial spirit
  - Creating skilled and inclusive communities through investment in culture
  - Using culture to create an enterprising, creative and innovative business base
  - Cultural infrastructure that serves and connects

### **2. Batteries for growth: a distinctive and innovative NELEP region with an entrepreneurial spirit**

- 2.1 We have heard a range of powerful voices, including leaders in universities, FE colleges, the North East Chamber of Commerce (NECC), regional media, and experts such as Professor Roy Sandbach, all highlighting how vital it will be to create the right conditions for growth through open innovation and the development of a distinctive and attractive place.
- 2.2 We all know instinctively that culture has crucial role to play in this – acting as one of the 'batteries' for our region's growth, by for example helping our leading universities attract world class talent and retain valuable skills in the region, and by making the area more attractive for tourist visitors, residents and businesses. The enthusiasm of higher education institutions (HEIs) to collaborate with cultural organisations on shared agendas such as 'place-making' was exemplified recently at an ACE conference in Liverpool ('The cultural knowledge ecology') where Graham Henderson, vice chancellor of Teesside University, spoke with passion about mima's role in Middlesbrough, and Andrew Wathey, Vice Chancellor of Northumbria University, spoke about the pioneering partnerships with Baltic and New Writing North his institution has forged. A strong, flourishing cultural sector is a powerful draw – helping to attract talent to the region and offering a context for employment, post-graduation.
- 2.3 We propose the SEP includes a co-ordinated framework for investment in culture from 2015 costing an estimated £50m from 2015 to 2020 to deliver on this ambition. We are submitting a more detailed table setting out the proposed framework for investment. With NELEP's support the NECP wants to work with the sector to develop this over the coming months, creating a new 'Case for Culture' with projects that are ready to deliver from 2015 onwards.

2.4 Innovative investment would include establishing a 'Culture and Innovation Fund' managed across the region for the NELEP by the NECP. Working together and building on joint initiatives such as the Festival of the North East and major investments in County Durham such as Lumiere and the Lindisfarne Gospels, this 'Culture and Innovation Fund' could make a really significant impact from 2015, and operate themed, annual open calls for projects to connect culture with the economic ambitions of the NELEP. The fund would support great ideas – projects which are genuinely innovative, assist in promoting growth/jobs and help to define the region, and could include major commissions and/or regional cultural festivals and events that showcase the distinctiveness and attractiveness of our region.

2.5 We see this work building on the success of HLF and ACE investment in culture and heritage. HLF have funded over £300m into a range of programmes in the North East (see Appendix B which sets out a selection of HLF programmes that contribute directly to the economic growth and sustainability of the region). Both HLF and ACE have a focus on resilience and innovation, dovetailing with NELEP priorities. With additional support the cultural sector can help to reach beyond the boundaries of the North East, playing an active role in the development of North East International. This would build on the success the sector has had in working with UKTI and connect the north east across Europe, to encouraging trade to and from the North East.

### **3. Creating skilled and inclusive communities through investment in culture**

3.1 Culture has a pivotal role to play in creating skilled and inclusive communities that are vibrant, attractive places to live in. Our universities are an important part of this mix. The five universities have agreed to work together to extend their programmes of graduate support for the creative industries. Clearly, these programmes would be so much more powerful as one, joined up scheme - more than the sum of its parts – and to this end the North East's grouping of universities is in discussion about how to develop this as an integrated package of support, a programme called 'Culture Works' – building on the smart specialisation of each university.

3.2 There is an opportunity to use culture as tool to help ensure that the NELEP's investment is inclusive. Inclusion is an area of work where the cultural sector has an impressive track record, particularly in relation to volunteering schemes. We know that volunteering is an important pathway to employment – and we think we can do more to reach young people not in education, employment or training through further investment in our volunteering programmes.

3.3 Significant high profile, high impact projects to address low levels of arts engagement in Sunderland, South Tyneside, South East Northumberland and East Durham have recently been funded through ACE's Creative People and Places programme. Although the primary driver of these projects is arts engagement, each will have creative approaches to tackling social exclusion at its core – all of these localities are areas of high deprivation and worklessness. The three CPP projects are in dialogue and are enthusiastic about opportunities to work together to explore pioneering, culture-led approaches to pathways to employment, which will complement the ACE drive towards sustainability in arts engagement. The sector is keen, on a regional basis, to explore the scope to use the ACE CPP funds to match other funds to these activities, working with NECP as a broker.

3.5 Helix Arts is currently developing ideas with Live Theatre and Vonne in relation to a joint culture/voluntary sector social inclusion programme. Creative approaches to social inclusion will enable more people to participate in the North East economy, with the arts and voluntary sectors coming together to form a unique partnership to transform the potential of those currently excluded from economic success.

3.6 In terms of skills and the built and natural environment, an example of the ground-breaking projects in development is the 'Changing Environments Landscape Laboratory' initiative led by the North Pennines AONB Partnership. This project will train the next generation of scientists, developing skills in the management of our

natural and cultural heritage assets and using the unique context of the North Pennines to carry out genuine science to aid the study of climate change. The potential of this project in terms of growth, jobs and smart specialisation is significant.

3.6 Investment of additional funds into cultural sector programmes relating to skills and inclusion will have broad, wide ranging impacts: creating the conditions for creative and cultural businesses to thrive, developing skills, driving innovation and knowledge transfer from universities and helping to create attractive infrastructure for businesses.

#### **4. Using culture to create an enterprising, creative and innovative business base**

4.1 The cultural sector is has a vital role to play in helping the North East to thrive in the global economy and create more and better jobs. Organisations such as Generator and Beamish have shown just how adept the sector can be in terms of developing innovative, entrepreneurial and creative business models which are self sufficient – relying on *no* public funding at all. These organisations have a strong sense of wider role and are committed to disseminating the results of their learning to others in the sector – exploring ways of diversifying income streams and becoming more commercial without compromising their aspirations towards excellence in artistic/ cultural output.

4.2 There has been a strong history of collaboration between region’s business community and the cultural sector over the years. Most recently, the NECP has promoted the concept of placing 100 artists in 100 companies.

4.3 Generator in Newcastle has shown how innovative investment in the creative industries can deliver real benefits in terms of ‘smart specialisation’ and SME start-up/incubation. We want to learn lessons from this and explore ideas including providing new locations and clusters for creative industry SMEs to develop and low cost spaces for artists – not just in Newcastle Gateshead but across our region. We see real opportunities to invest in new creative writing and film, to reach an international audience, a ‘Creative Alliance’ within the cultural sector.

#### **5. Cultural infrastructure that serves and connects**

5.1 We would like to propose a renewed ‘Case for Culture’ investment, with a focus on creating a distinctive region that supports sustainable growth, environmental sustainability and resilience. We want to build on the lessons learnt from the investment of some £250m since 2000 that has completely transformed Tyneside, recognising that the task is not finished. As a region there are still gaps. We are 15 years through a journey that will take us until 2030 to complete. Further investment in major projects, such as a new cultural quarter in Sunderland, a regional exhibition centre at the SAGE Gateshead and the transformation of Beamish, are vital if our ambition to achieve a world class offer is to be fulfilled.

5.2 We know we need to invest in projects that help us adapt and become more resilient, following examples of leaders such as Live Theatre. We do not simply want to repeat a familiar pattern of ‘cultural regeneration’ from a decade ago – nor do we want grants to plug holes in stretched revenue budgets. We want to show how with innovative investment we can adapt to become much less reliant on public funding and even more outward looking, innovative and competitive. We want to learn from international examples, diversifying our income streams and creating a real sense of strength, independence and creativity.

5.3 We also want to actively invest in low carbon measures to reduce costs and make our venues as sustainable as possible. Cultural venues can take the lead from demonstrating the benefits of adopting low carbon technology and make a significant contribution to running costs.

- 5.4 The 'Sill' project is an example of the ambition and vision within the natural/ built environment arena of the cultural sector. The 'Sill' will be the country's first landscape discovery centre. It will encompass 500m<sup>2</sup> of exhibition space to inspire discovery of the region's landscapes, generating revenue streams through learning activities and on-site accommodation. This project has innovation and sustainability at its core, with an anticipated 30,000 paid-for day activities per annum, and 100,000 visitors of which 15,000 will stay overnight. The 'Sill' will become the place in England to study the landscape with all key partners delivering under one roof – a roof is made from the very whin sill grasslands which are a feature unique to our region.
- 5.5 'Remaking Beamish' is focused on the diversification Beamish Museum to secure its long term sustainability. Beamish is one of the region's key heritage assets and our largest visitor attraction. This project will at once enhance our overall 'offer' and celebrate the distinctiveness of the region through innovative, pioneering ways of using collections to share stories of everyday life in the North East through time. The project proposes over thirty new exhibits across four themes: home, community, industrial and rural life, and will create 95 direct FTE museum jobs, invest in 50 high quality apprenticeships, secure indirect jobs in the supply chain as well as a host of wider benefits including dedicated exhibits for people living with dementia and their carers/families.
- 5.5 There is still a huge untapped potential for growth in cultural tourism – including both rural and urban destinations, and recognising the diversity of our region and the individual destinations within it. We want to work with and support the Northern Tourism Alliance and help the NELEP create growth from cultural tourism, by developing both our cultural tourism infrastructure and destination marketing. We want to work closer together to achieve this – these tourists will not come to our region if we do not. With smart investment to extend reach to national/international markets we are sure we can increase both the volume and yield from cultural tourism in our region, through an innovative programme of festivals and events.

## **6. Conclusions: what we would like to do for the NELEP**

- 6.1 NECP believes that the cultural sector, through the four pillars proposed in our framework, has a fundamental role to play in delivering the NELEP's vision in the Strategic Economic Plan. Our rich and vibrant cultural offer helps to define the region and will be a vital ingredient in securing its economic success. We have a proud history of innovation and resilience in the North East and at a time of intense pressure for resources it has been exciting to see such forward-thinking ideas coming forward from the sector, indicative of its creativity and future potential. With a relatively small investment in the 'batteries' there is so much more to come – and NECP looks forward with to working with NELEP to make these great ideas a reality – and in doing so, delivering 'more and better jobs' for the region.

## Appendix A

### cultural sector consultation meeting to develop the North East Strategic Economic Plan 14 February 2014, Beamish Museum – attendees list

<b>Name</b>		<b>Organisation</b>
Matthew	Jarratt	ANEC Cultural Partnership
Jonathan	Blackie	ANEC Cultural Partnership
Jane	Tarr	Arts Council England
Bill	Vince	Arts Council England
Godfrey	Worsdale	Baltic
Helen	Barker	Beamish Museum
Sally	Dixon	Beamish Museum
Richard	Evans	Beamish Museum
Brian	Debnam	Brian Debnam Ltd
Liz	Robson	CURDS
Terry	Collins	Durham County Council
Anna	Siddall	English Heritage
Judith	Doyle	Gateshead College
Jim	Mawdsley	Generator
Ivor	Crowther	Heritage Lottery Fund
Brian	Aitken	Journal
Kim	Gowland	mima
Cllr David	Budd	NE Cultural Partnership Co-chair
John	Mowbray	NE Cultural Partnership Co-chair
Jonathan	Walker	North East Chamber Commerce
Edward	Twiddy	North East LEP
James	Davies	North East LEP
Dinah	Jackson	North East LEP
Prof Roy	Sandbach	Newcastle University Business School
Prof Eric	Cross	Newcastle University, Dean of Cultural Affairs
Declan	Baharini	NewcastleGateshead Cultural Venues
Sarah	Stewart	NewcastleGateshead Initiative
John	Tulip	Northern Film & Media
Nigel	Walsh	Northumberland Council
Jude	Leitch	Northumberland Tourism
Malcolm	Armstrong	Redcar & Cleveland Council
Kate	Edwards	Seven Stories
Reuben	Kench	Stockton Council
Julie	Gray	Sunderland City Council
John	Kelly	Sunderland City Council
Helen	Connify	Sunderland Cultural Partnerships Coordinator
Graeme	Thompson	Sunderland University, Arts, Design and Media
Prof Gerda	Roper	Teesside University
Michael	Laverty	Teesside University, Assistant Chief Executive
Anthony	Sargent	The Sage Gateshead

Iain	Watson	Tyne and Wear Archives and Museums
Bill	Griffiths	Chair NE Historic Environmental Forum
Michael	Chaplin	Writer

## Appendix B

### Heritage Lottery Fund – North East Response to the NELEP Consultation

#### Strategic Framework and Vision of the Heritage Lottery Fund

In setting out our goals and ambitions for 2013–2018, we are describing an overarching strategic framework, rather than a plan, within which we will respond to current needs and pressures, changing circumstances and an uncertain future. The continuing climate of economic instability raises questions on which it is as yet too early to form a view. Our strategic framework, therefore, aims to give confidence and provide some certainty as to how we will deploy our increased resources, whilst retaining flexibility to respond swiftly to emerging needs. We will maintain our current balance of providing open programmes to respond to proposals from the full range of heritage, as well as targeted interventions focused in areas of urgent need or opportunity. Since 2008, we have taken a number of steps to help the sector to address strategic needs in the face of challenging circumstances.

#### Skills for the Future

Our Skills for the Future programme, first run in 2009, was a strategic intervention to address the shortage of skills and training opportunities, designed to enable the sector to flourish once the worst effects of the recession had passed. This year we are increasing the training being delivered under our existing skills programmes with an additional investment of £13.6million, providing 788 additional training places. In 2010 we reduced our partnership funding requirements to make it easier for projects struggling to put together viable funding packages. We are committed to introducing initiatives that will benefit the sector through continued Lottery investment, we want to ensure that heritage can fulfill its potential to contribute to the UK's economy, society and a better preserved and understood heritage in its broadest sense. In the next five years, we expect our investment to increase sustainability and stimulate growth. Budget for new awards in 2014/15 is £375million. This is due to a combination of very strong Lottery ticket sales and the Government's decision to increase the share of Lottery 'good causes' income for heritage from 16.7% to 20%.

#### Investing in growth

##### Heritage Enterprise

Achieving sustainable end-uses for historic buildings and industrial sites, particularly where they are at risk, remains fundamental to their survival. We know there is potential for more social enterprise-led projects to come forward for funding to refurbish historic buildings, as well as more commercial projects which can deliver strong heritage and public benefits. From 2013 we are making a new strategic intervention to stimulate local economic growth with an enterprise-focused programme offering grants of £100,000 to £5million. This will support the conservation and adaptation of an individual historic building or a coherent group of historic buildings for an end-use which actively contributes to sustainable development in areas experiencing economic disadvantage.

Once a building has been refurbished, we will expect to see ongoing commercial income generation from activities taking place within it.

Communities wanting to apply under this programme will be able to take advantage of our new start-up grants. In order to maintain momentum and community support, we will also allow some capital expenditure during project development to enable applicants to introduce 'meanwhile uses' in or adjacent to their historic building(s) such as cafés, shops or cultural venues. These can help to stimulate new footfall, test trading opportunities, generate revenue, create employment opportunities and encourage local business enterprise.

## **Townscape Heritage**

The Townscape Heritage Initiative will continue, with some simplification and improvements, as our primary means of enhancing quality of life and the environment in conservation areas in historic towns and cities. Our funding for Townscape Heritage schemes – which improve the historic character and fabric of local places and contribute to making them better for living, working or visiting.

Through targeted investment the Townscape Heritage programme has revitalised the historic core of many towns and cities by stimulating investment from private individuals and companies. This investment has enhanced the success of their business, regenerated key historic areas, resulting in the market value of properties increasing and increased customers, especially in retail centres.

## **Landscape Partnerships**

The Landscape Partnerships programme is the most significant grant scheme available across the UK for landscape-scale projects which focus investment on cultural, natural, archaeological and built heritage, as well as on public access, community participation and learning. The programme is acknowledged as a significant funding stream for delivering the aspirations of the European Landscape Convention in the UK. It is widely agreed that nature conservation needs to be addressed at a landscape scale. We have increased the maximum grant available from £2million to £3million.

## **Heritage Tourism**

The heritage-based tourism economy directly accounts for at least £5 billion in GDP and 134,000 jobs. Once indirect and induced effects are accounted for, however, the heritage-based tourism economy is estimated to account for at least £14 billion in GDP and 393,000 employees. This information has been compiled by Oxford Economics, VisitBritain, Northern Ireland Statistics & Research Agency. The full report can be viewed on the HLF website

<http://www.hlf.org.uk/aboutus/howwework/Documents/EcolmpactHeritageTourism2013.pdf>

Heritage Tourism is supported through the aforementioned mentioned programmes and in particular through the Heritage Grants programme which has boosted visitor numbers to the region numerous heritage attractions, providing retail opportunities, as well as supporting the evening economy of many of our towns and cities in the north east.

## **Summary**

The investment of the Heritage Lottery Fund in the North East has stimulated the visitor economy strengthening its resilience in the current economic recession. The North East has received over £300m through the broad range of programmes we deliver and is the largest heritage funder in the UK.

Detailed above is a selection of programmes that contribute directly to the economic growth and sustainability of the North east. The HLF would welcome the opportunity to engage with the North East LEP to contribute to a shared vision for the cultural sector in its broadest sense.

**Ivor Crowther**

**Head of Heritage Lottery Fund – North East**



## Framework for transformational North East LEP area cultural sector projects to create more and better jobs

A framework to underpin an investment programme by the NELEP working with ANEC Cultural Partnership

Alignment with pillar within framework/ project title	Contribution to outcome 1: Innovative, enterprising and creative business	Contribution to outcome 2: Skilled and inclusive communities	Contribution to outcome 3: Infrastructure that serves and connects	Timescale for delivery	Cost and funding secured	How is the project innovative and how does it help create a distinctive region?
<b>Distinctiveness and innovation:</b>  15 Year Vision: 'Culture and Innovation Fund'	Building on the positive lessons learned in the mid 90s through the 'Case for Capital' which kick started the region's cultural renaissance, the NE Culture Partnership's 15 Year Vision aims to galvanize a regional cultural ambition around production and engagement which backs new ideas and strategically drives the sector forward.	24,000 people are employed in the cultural and heritage sectors in the North East (TBR). And many organisations are beginning to work together on workforce training and skills development in addition to having a central commitment to serve the communities of the North East.	Potential for a 'North East Opt-in' where cultural organizations can use their core funding as match for EU funding and work in partnership to unlock inward investment and business growth.	In development via a NE Culture Partnership subgroup and wider sector engagement. Should be complete by Autumn 2014.	A potential 'Culture and Innovation' Fund of...	The recent DCMS report on growth in creative industries sector highlights the need for a 15 Year Vision to grow the economic performance of culture in the North East and increase its role around regional distinctiveness. The Culture and Innovation Fund would back new thinking from the current infrastructure and invest in cultural entrepreneurs.  The Fund could be managed within ANEC/NE Culture Partnership which has a regional mandate from the 12 local authorities, business sector, universities and culture/heritage organisations.
<b>Distinctiveness and innovation:</b>  Festivals and events initiative promoting distinctiveness	This initiative aims to grow talent and increase skills across the range of jobs that underpin successful festival and event delivery	This initiative can work with the 3 Creative People and Places schemes in the region where communities are empowered to become more active and engaged with culture as organisers, producers and creatives	In 2014 we will see the BBC Passions and in the medium term we have opportunities including WW1, and the Magna Carta. Planning, coordination, brokerage and promotion of these events are crucial. In addition there is a commitment for the cultural sector to tie in with major sporting events post 2012	Currently in development via the NE Culture Partnerships Festivals subgroup.	Tbc	This skills element of this initiative has grown from the North East's festival programme and the need and opportunity to train, grow and sustain festival producers, performers and workers. It has been noted how successful projects such as SIF and Lumiere rely on a significant amount of content from outside of the region and that it is vital to nurture talent and grow people into roles where they can be the next generation of festivals producers and performers.  The Distinctiveness element builds on the good cross regional working of the 2013 Festival of the North East. Work is now underway to redesign and rebrand the website to be the Festivals of the North East website which connects and presents festivals by local authority area and retain the capacity to be a regional platform to promote future region wide festivals (such as WW1).
<b>Innovative, enterprising and creative business base:</b>  100 Artists in 100 Businesses	Mentoring and access to new partnerships for 100 creative SMEs	Cross fertilisation of skills with creative SMEs learning from the commercial businesses and in turn the businesses improving staff engagement and distinctiveness by working with an artist.	Potential for new collaboration between sectors that may not otherwise meet.	Development with ANEC/NECC and NECP during 2014.  Implementation spring 2015 to 2016	In-kind support from host business and potential funding from Arts Council and EU funds. £300,000	This initiative will encourage closer working between the region's businesses and the creative sector. 100 Artists in 100 Businesses is a tangible idea in development that would match 100 artists (creative SMEs including visual art, choreography, film, writers, theatre etc) with a wide range of businesses across the North East to foster more collaboration, mentoring and innovation.
<b>Innovative, enterprising and creative business:</b>  Allen Valleys Landscape Partnership –North Pennines AONB Partnership	Newly developed and supported micro-businesses, support for existing local businesses	Training for local people	Developing and then extending a network of micro- businesses to support sustainable tourism	2014 -2018	£445,000 total cost. £267,000 secured, £178,000 required	Electric bike network, Allen valleys trails, heritage information centres, visitor giving scheme, electric vehicle charging points. Working to encourage links between existing tourism businesses, sustainable travel and the cultural heritage of the North Pennines. Establishing comprehensive links across the community to ensure that the cultural heritage offer in the Allen Valleys is cohesive, robust and sustainable.
<b>Innovative, enterprising and creative business:</b>  Allen Valleys Landscape Partnership	Enhancing the skills of existing businesses to enable them to become better equipped for the future	Celebration of the cultural heritage of Allen Valleys	Making the most of our cultural heritage assets to support local tourism businesses and a thriving community.	2014 -18	£200,000 total cost. £80,000 required.	Allen Valleys stories –capitalising on local history resources and living memory to research, record and then interpret local heritage - supporting existing tourism offer. Allen Valleys Ambassadors – training local visitor facing businesses to make the most of their cultural and natural heritage. Folk festival, youth and school work to enhance cohesion and understanding of the rich cultural heritage of the Allen Valleys.
<b>Skilled, inclusive communities:</b>	The creative and cultural industries have been the	Universities attract some of the most	A key element of the proposal is the	The project is currently being developed, based	Tbc	This would be a truly innovative partnership between all the regional universities, FE and the creative sector, supported by Arts Council England and the ANEC Culture Partnership. No similar collaboration exists anywhere in

<p>'Culture Works': a regional response to training and higher level skills within the NE creative and cultural sector</p>	<p>fastest growing sector during the recession. The proposal would harness the resources of the region's five universities with those of leading cultural organisations to create an 'innovation hub' within the region to support new SMEs within the creative sector.</p>	<p>talented individuals to the North East. The proposal would foster a highly skilled workforce, supporting new businesses and retaining graduates within the region. This would cover rural businesses (an increasing area within the cultural sector) and draw on the latest digital technologies (eg through the Social Inclusion through the Digital Economy project)</p>	<p>development of a new infrastructure, connecting skills providers across the region and giving new and established businesses access to mentoring, skills training and placements throughout the North East. A digital platform would provide a 'one stop shop' with a menu of training right across the cultural sector (from creative arts to heritage and digital technologies)</p>	<p>on a significant scoping study a few years ago. A full proposal could be ready by autumn 2014, with delivery from summer 2015.</p>	<p>Match funding could be provided from Arts Council grants supporting NPOs and HEFCE funding for universities and FE.</p>	<p>the UK, and it would provide an exemplar for the sector.</p>
<p><b>Skilled, inclusive communities:</b>  North Pennines AONB Partnership Changing Environments landscape Laboratory (CELL) project</p>		<p>Training the next generation of scientists. Developing skills in the management of our natural and cultural heritage assets.</p>		<p>2014 - 16</p>	<p>£135,000 total cost. £65,000</p>	<p>Changing Environment Landscapes Laboratory takes sixth form students out into the North Pennines landscape with real scientists to carry out genuine science to aid the study of climate change. This project will work with four schools over a 2 year period.</p>
<p><b>Skilled, inclusive communities:</b>  Allen Valleys Landscape Partnership</p>		<p>Trainee Conservation Project Officers</p>		<p>2014 -2018</p>	<p>£55,000, (£38,500 secured) - £16,500 required</p>	<p>One to two trainees per year, placed within a varied team to gain genuine work experience in the cultural sector. It is hoped that these placements will lead on to employed posts by the end of the scheme (2018).</p>
<p><b>Skilled, inclusive communities:</b>  Heritage Skills Institute</p>	<p>A new enterprise developing engineering, built and traditional craft skills and offering affordable workshop space</p>	<p>Accredited qualifications, ranging from and everything in between  Community engagement</p>	<p>Restoring a heritage asset  Bringing a new resource in the region (the nearest at the minute is c250 miles away)</p>	<p>2015 – 2018 2018 – 2025</p>	<p>£6.2m</p>	<p>Rescuing and repurposing a heritage asset helps maintain the distinctiveness of the region and further create a distinctive offer  Nowhere else in the country encompasses this range of skills all under one roof</p>
<p><b>Cultural infrastructure that serves and connects:</b>  'Remaking Beamish'</p>	<p>95 direct FTE museum jobs created on completion  Construction training scheme will pass on high value heritage skills and support young people through to establishing their own businesses  Expansion of cultural education programmes reaching 50k+ children and young people/yr</p>	<p>Investment in 50 high quality apprenticeships, creating construction jobs  Pathways through with training partnerships from volunteering to full employment  Investment and indirect job creation in local supply chains  Involving people across region to create the museum  Dedicated exhibits for people living with dementia and their</p>	<p>Diversification of a key heritage asset to secure its long term sustainability, enhancing the overall 'offer' of the region  Beamish is the largest visitor attraction and/or museum in NE with nearly 600,000 visitors in 2013/14, over half of which were tourists from outside the region</p>	<p>Development phase, July 2014 – Dec 2015  Delivery phase, April 2016 – Dec 2020</p>	<p>£16m (including pending award of £10.75m from HLF)</p>	<p>Remaking Beamish will use collections in an innovative and engaging way to share unique, more rounded stories of everyday life in the North East through time.  Extensive consultation with stakeholders has clearly defined 'what's needed'- as set out in Beamish's Development and Engagement Plan 2013 – 2025.  The 'Remaking Beamish ' project matches what's possible and what's needed, and is designed to enhance the museum's long term sustainability, at the same time as celebrating the distinctiveness of the North East.  30+ new exhibits proposed across four themes; Home Life, Community Life, Industrial Life and Rural Life.  Home Life examples from Joe the Quilter's Cottage 1820s to 1950s Social Housing and Aged Miner's Homes providing dedicated exhibits for people living with dementia.  Community life exhibits from 1820s Coaching Inn offering overnight stays to 1950s parade of Shops and Police House  Industrial Life investment in transport infrastructure to meet rising demand and expand 1820s area with candle house, smithy and windmill  Rural Life – including the lost story of the 1950s Upland Farm</p>

		carers/families				
<p><b>Cultural infrastructure that serves and connects:</b></p> <p>Dance City: purpose built Dance Conservatoire</p>	<p>Jobs created at the Conservatoire – teachers, administrators, course leaders</p> <p>Retain graduates in the NE</p> <p>Promote higher level skills and retention of exceptionally talented people</p> <p>Promote links to industry</p> <p>Generate new jobs and support talented individuals to take leadership roles to drive forward the creative and ancillary economies</p>	<p>More talented people stay in the North East region to train</p> <p>More talented people attracted to the North East to train from the rest of the UK and overseas</p>	<p>Kudos and reputation of the North East enhanced as a place to live, train and excel.</p> <p>The North East is a better place to live, bring up a family, be employed in and offers opportunity to fulfill an individuals expectations and aspirations</p>	To be confirmed	New build – circa £5.5m to 6.5m	Promote higher level skills and excellence in Dance through a purpose-built Conservatoire, led by Dance City. This would offer world-class education and training and as a higher education institution, would receive HEFC revenue funding.
<p><b>Cultural infrastructure that serves and connects:</b></p> <p>Allen Valleys Landscape Partnership</p>			<p>Network of micro-hydro sites generating sustainable power and supporting the local community; generating a small income towards sustainability of managed heritage assets and powering EV charging points.</p>	2016 - 2018	<p>£584,000 total cost. Detailed design costs, £30,000, three phase grid connections and vehicle charging points £170,000 required.</p>	<p>Feasibility stage completed and EA consents underway. Installation and commissioning to be paid for via share issue and private investment. Detailed design specification and related infrastructure requires funding.</p>
<p><b>Cultural infrastructure that serves and connects:</b></p> <p>The Sill: national landscape discovery centre</p>	<p>Innovation –The Sill will be the country's first landscape discovery centre and is of national significance.</p> <p>142 ongoing FTE jobs and 101 job years during one - off construction phase (2016 to 2017)</p> <p>National learning on landscape management (like natural flood control) will be taught and exhibited at the Sill</p>	<p>Skills - partnerships have been developed with regional universities, local colleges, school and accredited training providers to enable over 500 people pa to receive vocational training and formal education to further their employment opportunities and employability.</p>	<p>Built and Natural Environment - The Sill will enable businesses to make a living directly from the high quality natural and built environment of the north of England. This will be done by providing activities, learning materials and events.</p> <p>The visitors, including many coming to learn and study, will be inspired to learn and develop career pathways to manage the landscape and built heritage.</p> <p>Serviced accommodation for up to 15 businesses will be provided at the Sill.</p>	<p>Full business case developed including public and partner consultation, pre-planning and highways advice, and planning permission submission by 31/3/14.</p> <p>Stage D Design and costings complete.</p> <p>Independent Initial Economic Impact Assessment complete – update to be complete by 20/3/14.</p> <p>Financially robust business plan.</p> <p>Aim start construction phase in Jan 2015 with opening in Oct 2017.</p> <p>Activities programme tested in 2013/14.</p> <p>Activities and events to start in 2015/16 i.e. while the Sill is being built.</p>	<p>Total Capital Cost £9,354,000</p> <p>Spend profile of:</p> <p>Yr 0 2014/15 £577,000</p> <p>Yr 1 2015/16 £1,184,000</p> <p>Yr 2 2016/17 £4,693,000</p> <p>Yr 3 2017/18 £2,900,000</p> <p>Funding secured from HLF at round 1 (subject to round 2 submission in October 2014), National Park Authority, YHA and others.</p> <p>Funding gap on the capital project is £3m.</p>	<p>A nationally significant learning and activity based discovery centre - the first in England on the landscape. 500m<sup>2</sup> of exhibition space to inspire people to discover and learn about the natural and cultural landscapes in the North East. Internal and external learning and activity areas supported by dedicated staff, partners, volunteers and on-site low cost and secure hostel accommodation.</p> <p>An iconic building with state of the art services for learners, business offices, visitors and partners to use. Generating 30,000 paid day activities pa throughout the region, 100,000 visitors pa of which 15,000 will stay over-night in the integrated youth hostel. Serviced accommodation for businesses - hot desking and dedicated desk spaces in shared or sole occupancy offices. The Sill will become <u>the</u> place in England to study the landscape with all key partners delivering under one roof..... and that roof is made from the very whin sill grasslands that are unique feature of the north east of England.</p> <p>Large café with spectacular views of Hadrian's Wall (National Park) and the North Pennines AONB. The café and retail area will specialize in local products and services.</p>
<p><b>Cultural infrastructure that serves and connects:</b></p> <p>Development of a new Heritage attraction for Berwick</p>	<p>Investment in tourism. The museum collections include art works of international significance by Degas and Boudin as well as the history of the border town.</p> <p>Would provide a much</p>	<p>Brings jobs and skills development opportunities for local people directly in a rural area. Also supports employment opportunities in the</p>	<p>Stimulates continued demand for already good East Coast rail to Berwick and supports case for investment in road and rail infrastructure.</p>	<p>TBC - To commence in 2015 to tie in with 900<sup>th</sup> anniversary of Berwick. Aim to open 2018.</p>	<p>Cost approx. £4 million</p>	<p>As England's northernmost town Berwick has a proud and distinctive history with museum and archive collections to match. These include an internationally significant fine art collection as well as documents from as long ago as the Elizabethan era charting the town's turbulent history.</p> <p>The town and surrounding area rely heavily on tourism but have a poor infrastructure for delivery and are heavily reliant on caravan parks and low economic value activity. The growing tourism economy of much of the rest of Northumberland and the Scottish borders provide an opportunity for Berwick to exploit its natural assets and good</p>

up on Tweed to subsume the current Berwick Museum and Berwick Archives (Name to be confirmed)	needed year-round indoor tourist attraction and spread the benefits of higher value cultural tourism to the far North of the LEP area. Would forge strategic partnerships with Scottish Government around borders tourism.	many small businesses that rely on the visitor economy in the north of Northumberland. Opportunities for apprenticeships and educational partnerships built in to the project plan.				<p>rail links and attract international and domestic visitors.</p> <p>Would be sited in an existing historic building within the context of a wider regeneration plan for Berwick. We are working with ARCH (Northumberland's regeneration partner) to develop the project as a key part of their plan's to stimulate business growth in the town.</p>
<p><b>Cultural infrastructure that serves and connects:</b></p> <p>Millennium Place Cultural Quarter – Durham City (still at scoping stage)</p>	The scheme will enhance and extend the current infrastructure within Durham City and help to create new jobs within the conferencing, catering and wider cultural sector	To be developed with partners, anticipate increased jobs at all levels from entry level catering to managerial.	The extended mix of the new offer will also enhance the economic opportunity throughout the year, reducing seasonal variations, and increasing the economic vitality of the area. Increased visitors and multiplier effect on cultural spend.	Tbc	c.£20m. Funding mix to be confirmed.	The development of Millennium Place into a cultural quarter in the heart of Durham City. The project would include the development of the current theatre and wider cultural offer, and would include significant conferencing facilities (500 plus).
<p><b>Cultural infrastructure that serves and connects:</b></p> <p>Development of the Hackworth Buildings within the NRM Locomotion Museum Shildon (still at scoping stage)</p>	New apprentices in engineering and heritage.		Increased infrastructure to support inclusive programmes for skill development. Increased visitors and multiplier effect on cultural spend		c.£4M. Funding mix to be confirmed	The development of the Hackworth Buildings within the NRM Locomotion Museum Shildon. These buildings are currently under-utilised, yet provide a great opportunity to further extend the economic and learning opportunity at this high profile attraction. The restoration of these buildings will extend the site's visitor experience, whilst providing valuable studio and workshop spaces to support learning and skill development programmes. The museum aims to extend the apprentices in both engineering and heritage, and continue to utilise the skills and knowledge of the extensive volunteers to encourage a further generation of enthusiasts to support the region's railway heritage.
<p><b>Cultural infrastructure that serves and connects:</b></p> <p>Sunderland Music, Arts and Culture Quarter (MACQ)</p>	Directly creation of 30 jobs	In development with partners within Sunderland's Cultural Partnership.	A vibrant cultural quarter in Sunderland – an important economic boost to Sunderland's failing city centre		Initial cost is c.£6.5	<p>This proposal involves the development of the Sunderland Music, Arts and Culture Quarter (MACQ) in the heart of the City Centre. It will initially involve the renovation and redevelopment of the Old Fire Station situated next to the Empire Theatre. Here it is proposed to locate a Sunderland base for Dance City, a relocation of the Northern Gallery for Contemporary Arts, a new 400-seater auditorium and potential location for a Sunderland base for Live Theatre.</p> <p>Stage 2 and Stage 3 involve the conversion of the nearby Tax Office and Magistrates Court into cultural venues as they become vacant over the next few years.</p>
<p><b>Cultural infrastructure that serves and connects:</b></p> <p>Auckland Castle</p>	110 FTE jobs	22 training and apprentice placements	Transform the remarkable Bishops Palace at Auckland Castle into a thriving tourism attraction with 130,000 visitors each year	2014 – 2020	£26m will be invested	Transform the remarkable Bishops Palace at Auckland Castle into a thriving tourism attraction with 130,000 visitors each year. We will build new galleries, housing a unique exhibition of 5000 years of Faith in Britain and internationally important art, both at the Castle and in the Market Square of the Town adjoining. We will restore the important Walled Garden as an attraction. We aim to heat the whole complex with a deep ground geothermal water system.

# Gross Value Added (GVA) = Wages + Profits



Together, these indicators form the basis of a performance framework that will underpin our investment programme. Investment and resource allocation will be informed by analysis of the economic benefits which could accrue from investment propositions. This approach to measuring success is illustrated in the diagram below which shows how the measures, strategic outcomes and investment sub programmes inter-relate.

