



PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR ECONOMIC DEVELOPMENT

TOPIC – ADOPTION OF THE CULTURAL STRATEGY FOR THE WINCHESTER DISTRICT, 2014 - 2019

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Chief Operating Officer, the Chief Executive and the Chief Finance Officer are consulted together with Chairman and Vice Chairman of The Overview and Scrutiny Committee and any other relevant overview and scrutiny committee. In addition, all Members are notified.

If five or more Members from those informed so request, the Leader may require the matter to be referred to Cabinet for determination.

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SUMMARY

- The Council has long recognised the importance of culture and creativity in supporting the economy and quality of life in the Winchester District. This has been reflected very recently by the fact that culture has been incorporated into the Economic Development Portfolio.
- The first outcome of the Council's Economic Strategy is that "Winchester exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business". It talks of *[enhancing] the role of cultural activity in stimulating prosperity*" and it names the creative industries as one of the five core sectors of the economy of the District.
- In order to help achieve this economic outcome, and indeed to maximise the potential of the cultural and creative sector to add value across all three of the

Council's community outcomes, a Cultural Strategy was commissioned and has recently been completed.

- The Strategy is informed by a wide-ranging consultation exercise which elicited the views of residents and cultural practitioners during the summer of 2012.
- In addition, a separate study to quantify the economic impact of culture was completed earlier this year in order to establish a baseline against which to measure progress in the coming years. This study, which used a nationally recognised research model, found that "*the cultural and creative sector creates £119m of gross Value Added (GVA) and supports around 5,000 jobs across the City and District*". Previous research has shown that the creative industries are one of the fastest growing sectors in the Winchester District.
- The new Cultural Strategy reinforces the importance of culture in attracting talent and investment, in creating visitor appeal and in enhancing community wellbeing. It sets out a vision of Winchester in 2020, along with proposals for realising this vision. In particular, it seeks to identify the role of the Council in supporting the sector.
- Feedback from local practitioners suggested that there was a lack of cultural leadership in the District. Although it is generally acknowledged that the Council is supportive towards the sector, there was an ambition for the District to achieve more and to make a greater reputation for itself. Whilst there was not an expectation that the Council should itself lead, there was a wish to see some kind of vehicle established which could provide such strategic leadership – preferably in partnership with the University of Winchester and the University of Southampton's Winchester School of Art.
- In addition, there was a feeling that although the Council was facing financial constraints it could use available funds more effectively to foster creative innovation which will in turn benefit the wider economy. This could be in terms of longer term results, rather than in immediate and measurable outputs.
- Overall, there is a clear role for the Council in facilitation - bringing together partners, resources and ideas in a way which leads to positive action. There was a desire, for example, for a new-style 'Café Culture' meetings to be established as a platform for information exchange and networking.
- The Strategy identifies key actions under a series of themes which include leadership, but also creation spaces, participation, digital media and advocacy.
- Members are invited to adopt the Strategy, entitled *Culture, Innovation and the Winchester Economy, 2014 – 2019*.

- The Strategy will be launched, and first steps towards delivery discussed, at an open meeting for all cultural and creative practitioners and stakeholders from across the Winchester District on the morning of 28 February 2014. The keynote address will be given by the Area Director at Arts Council England, South West.

DECISION

- a) That the Cultural Strategy attached at Appendix 1 be adopted;
- b) That the Council's wish to build on the economic impact of culture across the District be taken into account in allocating budgets as part of each corporate planning cycle;
- c) That Portfolio Holders refer to the Strategy – especially the list of possible actions for the Council on page 12 - in developing their own annual Plans with Heads of Team each year to ensure that, where they can be resourced, these actions are implemented during the five year life of the Strategy.

RESOURCE IMPLICATIONS:

There are no additional resource implications arising directly from the adoption of the Cultural Strategy.

Some actions – such as the organisation of the cultural conference in February 2014 – can be accommodated from within existing revenue budgets.

Where there is scope for the Council and its partners to work together on bigger projects aligning to the Strategy, such projects would be brought to Cabinet for consideration in the usual way.

A formally adopted Cultural Strategy will also provide an evidence base for funding bids, sponsorship and other forms of support from a range of other private, public and voluntary sector organisations.

REASON FOR THE DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

The Council's last Cultural Strategy was adopted in 2002 for a five year period, having been produced in line with Government requirements at the time. It was a comprehensive and cross-cutting plan, underpinned by broad community consultation. Since this time, the requirement to have a Strategy has ceased and the Council has not had one for six years.

One of the original drivers for commissioning the new Strategy was the advent of the Community Infrastructure Levy. Securing contributions to cultural projects in the future will be more possible with an adopted Strategy to underpin proposals. However, the same is true of other external funding sources and this document will

support bids made by a range of practitioners to grant-making bodies such as Arts Council England and the Heritage Lottery Fund. In order to make the document as helpful as possible for this purpose, the scope has been limited to a more traditional definition of culture than the last Strategy – and one which was supported by local people during the consultation process.

It would be possible not to have a Cultural Strategy at all, but this document provides a route map for the Council and its partners in securing long term economic benefits for the District by working in a more consistent way with a sector which is already strong and ambitious. Officers have been encouraged to produce the Strategy by key stakeholders, including the Council's own, commissioned arts advisor who has also played a key role in producing the final document, based on his in-depth understanding of local cultural organisations and practitioners.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

n/a

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

n/a

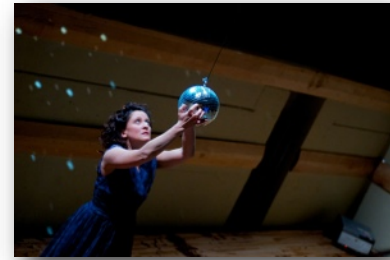
DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

n/a

Approved by: (signature)

Date of Decision: 23.12.13

Councillor Robert Humby – Portfolio Holder for Economic Development



CULTURE, INNOVATION AND THE WINCHESTER ECONOMY 2014-2019



***Culture is the realm in which a community explores its past,
describes its present and imagines its future***

A Cultural Strategy for Winchester

Contents

Summary	3
Introduction	4
Culture, Creativity and Economic Prosperity	5
The Current Situation and a Vision for 2020	6
Conditions for Success	8
Need and Opportunity	9
What the Council Can Do	12
The WIN : WIN Action Plan	13
Appendix – A New Model for Cultural Leadership	16

We found that the cultural and creative sector creates £119m of gross Value Added (GVA) and supports around 5,000 jobs across the City and District. this means that Winchester City Council and Winchester BID's support for the cultural and creative sector yields far greater return than their investment.

The Economic Impact of Culture in Winchester : BOP Consulting 2013

Opportunities to experience the arts are hallmarks of sustainable communities...Thriving and excellent arts attract visitors and have economically valuable spin-offs precisely because they are something many people want to enjoy – 70 percent of adults and 97 percent of young people attend arts events.

Driving growth through local government investment in the arts: LGA 2013

A Cultural Strategy for Winchester – Summary

Values

Culture and creativity are significant contributors to the economic prosperity of the District. They also enhance social well-being, improve the quality of the environment and encourage civic pride.

Objectives

To establish Winchester as a vibrant centre for contemporary culture and creative enterprise alongside its reputation as a world-class heritage destination.

Strategy

Winchester City Council's role will be to:

- Lead
- Facilitate
- Invest

*Winchester District scores high on some ... success factors. Its quality of place and quality of life give it a distinct advantage. It currently has plenty to attract businesses, investment, creative talent, expertise, and the workforce needed to build a successful place; but **there is still a considerable amount to do to sustain success and move from good to outstanding.***

WIN : WIN October 2012

The District has a concentration of creative firms and jobs which is already above the national average, particularly in architecture and software. However, workspace for creative industries presents a real barrier for small businesses who cannot afford the commercial rents of Winchester. The City Council recognises that for this sector to thrive, there has to be space for practitioners to create new work, and has worked hard to make available premises for occupation by a range of artists (eg Matley's Yard at Wharf Hill, or the Colour Factory's bungalow in Gordon Road). The sector works on a spectrum from participatory community arts through to high-yield commercial enterprise, but the full spectrum is needed to sustain the long term economic and social well being of Winchester.

Economic Strategy for the Winchester District 2010 – 2020

Introduction

The intrinsic value of culture as an indicator of a mature, confident and forward looking society is well understood. In recent years civic leaders across the country have also come to appreciate the added value of cultural and creative activity to the economy, environment and social well-being of their area. Councils seeking a competitive edge have increasingly turned to the creative economy to provide a distinctive “offer”, added attractiveness, innovative and dynamic new business, as well as opportunities for meaningful public engagement.

There is an important symbiotic relationship between cultural activity, creative enterprise and creativity in business. Culture fosters the development of curiosity, imagination and inventiveness – the hallmarks of creativity – as well as craftsmanship, performance skills and communication. Creativity is characterised by adaptability, experimentation and the willingness to take risks. People with such skills can make a significant contribution to the vitality, attractiveness and identity of a place – as well as its economy – and tend to be drawn to locations which exhibit lively cultural opportunities.

These factors are acknowledged in the Council’s Economic Strategy for the District 2010-2020:

Our vision for a prosperous local economy is of a dynamic and creative Winchester District, in which traditional assets and qualities underpin innovation and entrepreneurship for the long term benefit of everyone who lives, works or visits here.

Key outcomes : a) Winchester exploits its reputation as a cultural stronghold, using this as a means to stimulate a modern and creative approach to business.

Working together, we will:

- foster the growth of knowledge-based industries, from creative to low carbon;*
- enhance the role of cultural activity in stimulating prosperity;*
- facilitate sympathetic and sustainable diversification in the rural areas;*
- encourage innovative solutions to premises and transport challenges;*
- market Winchester as a world-class tourism destination;*
- champion and reward best practice in the district’s five core economic sectors.*

This paper draws on a number of recent sources, notably *WIN : WIN A Cultural Strategy for Winchester District 2012-2020* (Larsen, Jarvis, Parkes. October 2012) and *The Economic Impact of Culture in Winchester* (BOP Consulting January 2013). It sets out a case for the development of WCC’s role in fostering a vibrant contemporary cultural profile for Winchester District and indicates a plan for achieving this.

Winchester punches above its weight in knowledge and creative industries, and this report estimates that around 5% of the District’s jobs are due to the cultural and creative sector.

The Economic Impact of Culture in Winchester : BOP Consulting 2013

As we move towards a mixed economy of arts funding, we need to ensure that the total public subsidy for the arts is aligned with the priorities of local communities – including economic growth.

Driving growth through local government investment in the arts: LGA 2013

Culture, Creativity and Economic Prosperity

Culture and creativity are intimately bound up with Winchester's economic success and future prosperity. The sector has the potential to:

- **attract people of skill, talent and enterprise**

A significant magnet for such people will be the vitality of cultural life in the area, particularly where that culture is diverse, contemporary, innovative, accessible, and where it reflects the world as it is today while respecting, without being in thrall to, the past.

We want to have an international reputation. We want to be known for our culture in the same way as Edinburgh or Barcelona.

Cultural producer

- **encourage graduate retention**

With the number of students now graduating in Winchester and the wider sub-region this is a significant challenge. The area needs an integrated approach offering ladders of opportunity, training, networking and advice alongside business incubation and development.

Creative Industry workers are thought to be enthusiastic cultural consumers, implying a virtuous circle whereby a strong cultural and creative ambience attracts further creative people, who generate further demand for culture.

The Economic Impact of Culture in Winchester : BOP Consulting 2013

- **sustain and develop Winchester's visitor appeal**

The continuing attractiveness of the district to visitors requires a greater diversity of offer, where the contemporary sits alongside and enhances the traditional, where quality of experience is a priority and the creative identity of the area is clearly communicated. While a big new attraction may be unrealistic in the current climate, a distinctive over-arching idea that makes the most of existing assets and talents is not.

- **attract new investment to the district**

Artists and arts organisations in all fields bring substantial funding from a wide range of public and private sources into the district, the majority of which is spent directly in the district; this return on local support demonstrates exceptional value for money.

- **improve social well-being**

Many cultural and creative organisations and individual practitioners provide opportunities for participation and engagement among people of all ages, offering a valuable bonding effect for new communities, skill development, volunteering opportunities, community pride and environmental improvement.

The Current Situation and a Vision for 2020

The 2012 WIN : WIN report summarises the current situation in Winchester as follows:

Our advantages	Aspects we need to resolve: our weaknesses
<ul style="list-style-type: none"> • Iconic cultural heritage, from Winchester Cathedral to Jane Austen • Quality of built environment and sense of place • A strong cultural offer which supports the visitor economy • Critical mass of cultural organisations and events • Reputation of academic institutions • An emerging sense of ambition for culture 	<ul style="list-style-type: none"> • Lack of strategic coordination of the cultural offer • Narrow offer with low profile for contemporary work • Lots of small-scale festivals: cultural offer appears disparate and unfocused • Cultural infrastructure is too focused on Winchester town • Town and district divide
Our opportunities	The threats to success
<ul style="list-style-type: none"> • Boost collaboration between our cultural and creative industries • New communities bring new opportunities • A major new attraction • South Downs National Park • Working together to build our national and international reputation for innovation • Restructuring of cultural services in Hampshire • New cultural opportunities acting as a magnet for creative people • New digital infrastructure 	<ul style="list-style-type: none"> • Being left behind as other places invest in culture to gain competitive advantage • Lack of a single point of leadership • Diminishing public sector resources • Disengaged and alienated new communities • Lack of opportunities for young people, potential is not fulfilled and talent leaves the area • Danger of complacency and low level of ambition

We must take account of the differing needs of different places. We will do this in partnership with local government, the largest investor in arts and culture in England.

Great Art and Culture for Everyone: Arts Council England: October 2013

The report identifies four key challenges to Winchester's cultural profile:

- **Major housing developments**, growing and changing populations: cultural participation and engagement can support these new places to become real communities.
- **Maintaining a competitive edge**: a flourishing cultural offer is a key quality of life indicator and a magnet for talent and skill across the economy.
- **Consumers are becoming more discerning** – they want different experiences, added value reasons to visit and destinations that offer something distinctive, an innovative take on a traditional offer.

- **Digital technologies** are changing the way culture is communicated, distributed and consumed. Cultural providers have to be alert to new opportunities and challenges.

The result of extensive consultation, WIN : WIN goes on to describe a future **vision for culture** in the district:

The view from 2020: what we could be...

- **Winchester is known as the place to be creative:** imagination transforms spaces and places to provide unforgettable new experiences. Cultural organisations and artists are skilled at engaging audiences and communities and are prepared to be adventurous.
- **Winchester inspires the world:** automatically associated with innovation and excitement Winchester is nationally and internationally known as the place with something new happening.
- **Winchester grows talent:** the people of Winchester, especially young people, are making the most of their talents, realising their aspirations. Talented people are drawn to work in our creative and cultural industries and facilitated to create new ventures.
- **Our cultural life creates prosperity:** businesses recognise its value and demand to be involved, and funders are confident to invest.
- **Our culture creates community:** Our rich past and contemporary creativity are proudly celebrated. Participation inspires new and growing communities to develop strong, well-integrated identities.
- **Our can-do attitude is infectious:** all the players, community leaders and emerging talent are making connections – joining together to make extraordinary things happen and achieve more.
- **There's something big to look forward to:** everyone is collaborating on big ideas of national interest instilling local pride.

Conditions for Success

The 2012 WIN : WIN report identifies the following **Conditions for Success**:

Necessary condition	Place	Community	Creativity	Structures & institutions	Resources
What does it look like?	<ul style="list-style-type: none"> Strong sense of place and identity An attitude that values culture Developed over many years and generations Illuminated by a beacon or signified by an icon or flagship Features that stimulate or act as a catalyst for culture 	<ul style="list-style-type: none"> A critical mass of actual and latent audiences Culture delivers a need of the community A curious community that has hunger for culture 	<ul style="list-style-type: none"> Critical mass of artists and creators Connections and collaborations Magnet drawing in other creativity Restless and regenerating Catalytic events and performances Opportunities for people to engage 	<ul style="list-style-type: none"> Networks of artists and cultural organisations Links between culture and other elements of civic and business life Leadership Aspiration and ambition Nurturing of talent 	<ul style="list-style-type: none"> Places and spaces where culture can happen Skills and capability People who make things happen Funding and money Investment
How well does Winchester measure up?	<ul style="list-style-type: none"> Ancient town, with well-known history and place in English history Strong heritage and built environment Appreciation of culture built up over centuries Cathedral has acted as a beacon for culture Natural landscape and open spaces 	<ul style="list-style-type: none"> Culture provides jobs and livelihoods Culture supports tourism and retail and strong creative industries sector Culture supports lively and engaged communities Growing and changing population Presence of young people in two higher education institutions, schools & colleges 	<ul style="list-style-type: none"> A large number of artists and cultural organisations are located in the district Strong programme of events and festivals with growing reputation outside Winchester 	<ul style="list-style-type: none"> Networks of cultural organisations Strong support for culture from Winchester City Council Business community engaged in culture and recognises the economic contribution Desire to 'do better' and strong aspiration to grow a national reputation 	<ul style="list-style-type: none"> A number of performance places and display spaces which could be more productive Streets and open spaces and market towns which lend themselves to events and performance Critical mass of catalytic 'animateurs' Investment in the digital infrastructure

For centuries, residents of the surrounding district have come to the city centre to access employment, retail and leisure. It follows that Winchester's most prominent cultural attractions are based in the city centre, as that is where the greatest density of audience is. Cultural provision outside the city is more strongly oriented towards local community celebration and inclusion.

The Economic Impact of Culture in Winchester : BOP Consulting 2013

The main challenge to extending Winchester's cultural offer is the lack of city centre space to develop new attractions. The intelligent response is to programme events and festivals which...can transform public spaces into cultural spaces and generate fresh ways to experience established cultural venues.

The Economic Impact of Culture in Winchester : BOP Consulting 2013

Need and Opportunity

WIN : WIN breaks down what is needed under the following headings:

People – audiences, communities and values

- encouraging cultural events that bring different communities together
- longer-term, imaginative initiatives involving a broad spectrum of residents to build civic pride
- cultural provision that enhances the quality of life in the new communities / new housing developments in the district: opportunities to take part in creative events or learn new skills will help people to feel part of a place
- training and support for local artists to develop their skills and confidence and enable growth from within the sector
- new communities and the growing population beyond the city offer both audiences and talent for a more widespread cultural offer and programme.

Cultural infrastructure

- better utilisation of current physical assets,
- the development of creative workspace which encourages crossover between cultural organisations, individuals and creative businesses
- investment in the creative sector to enable the creation of cultural product and new forms of cultural delivery (including digital)
- balancing the need to maintain the cultural infrastructure in Winchester with meeting the needs of market towns, rural areas and the new communities in the southern parishes
- new programming, including greater connection between modes and disciplines with more production and collaboration space
- engendering a shared sense of direction among cultural players and creating more opportunities for collaboration
- making more of digital tools and social media to enable this interaction (cf Umbrella Winchester)
- supporting and encouraging initiatives that will increase cultural activity across the district, increasing opportunities for people to participate and develop new skills and creativity
- ensuring that all cultural facilities are continually improving and adapting to meet changing needs, and maintaining quality
- providing the right evidence base to make a compelling case for investment from the Community Infrastructure Levy and/or other external funding sources as a means of meeting some of the investment needed for cultural infrastructure to meet new aspirations and challenges

The big debate among Winchester creative businesses is the shortage of suitable workspace in the city centre. Our interviewees all agreed that graduate retention and business growth is inhibited by the shortage of affordable units for creative start-ups and micro businesses and the shortage of medium to large units for growing businesses.

The Economic Impact of Culture in Winchester : BOP Consulting 2013

- *There is a positive vibe associated with developing the creative sector; it is important to capitalise on this in order to successfully develop business interactions that will lead to growth.*
- *There is an apparent link between increased subsidy in the creative industry and increased commercialisation and for profit business. This implies that if more funding was granted for the sector, more profit generation could occur.*

Businesses in Growth Sectors in South Hampshire: tbr 2008

- exploring the potential for a new cultural infrastructure in the form of a major new attraction.

Economy and business

The PUSH Business in Growth Sectors 2008 report emphasised how workspace ecology – co-location between cultural organisations, creative people and creative businesses – leads to regular knowledge exchange, information sharing, access to training and networking activity. Winchester District Economic Strategy addressed the encouragement of the creative industries sector, but there are important implications for this Cultural Strategy:

The potential flow of ideas between the critical mass of cultural and creative industries is a genuine strength and could help further rebalance the Winchester economy away from the public sector. A strong cultural ecology is a necessary companion to growth in creative industries – so action and leadership is required to keep it robust, fresh, growing and contributing to business and employment growth in creative businesses.

- An adequate supply of suitable quality business and creative workspaces allows the co-location of cultural organisations, artists, amateurs, creative businesses and entrepreneurs, enabling and encouraging exchange of ideas and business.
- Any consideration of new business and creative space should include the market towns and new communities in South Hampshire as well as Winchester Town. Some current creative space is also in need of refurbishment.
- Innovative re-purposing of existing buildings or looking for new uses at the margins of existing cultural buildings might offer a means of creating new space for business and cultural organisations.
- Growth in the digital creative sector requires high-quality digital infrastructure. Current broadband development led by Hampshire County Council and funded by Broadband Delivery UK (BDUK) will ensure coverage of high-speed broadband to 90% of locations. However, this might miss important locations for cultural organisations and businesses in rural areas. Enterprise M3 Local Enterprise Partnership aims to ensure the remaining 10% is covered as far as is possible.

Leadership, policy, partnership

The cultural community is looking for leadership to:

- deliver on its sense of anticipation
- move development forward at a faster pace
- enable exciting new things to happen
- make better use of what we have: physical spaces and places, people and organisations

We cannot create a thriving cultural sector working by ourselves. The current economic climate makes partnerships essential if we are to make the most of public funds.

Great Art and Culture for Everyone: Arts Council England: October 2013

- voice ideas for big new developments and attractions in culture and secure everyone's commitment to achieve them
- emerge from the cultural community itself, drawing in a spectrum of stakeholders, and not relying on the impetus and resources of the City Council alone.

The role of Winchester City Council is likely to be one of facilitator and enabler, a broker for its cultural sector, connecting up the district's cultural institutions and facilities, producers, entrepreneurs and networks to facilitate a new dynamic. The Hampshire / Winchester Cultural Trust may open up new opportunities for investment and development.

Resources for cultural development will have to be assembled in different ways, from:

- the local authority
- the spend of audiences and visitors
- support from business recognising the crucial contribution that culture makes to creative industries, retail and the visitor economy
- Community Infrastructure Levy and other planning gain
- regional and national funding sources including Lottery funds, Arts Council England and other competitive sources.

Image

- building consensus on the aspirations for Winchester's cultural image among leading stakeholders
- supporting ambition and the creation of innovative contemporary cultural product to give Winchester the edge over other destinations in the next ten years – its unique proposition
- presenting this in a coherent way to visitors and residents – the whole 'Winchester experience'
- creating international and national recognition for Winchester's cultural product
- making Winchester a compelling place for artists to work and to inject surprise and dynamism.

As well as a principal funder of the arts, councils play a key brokering role in supporting local community and voluntary arts groups, and a management role that helps provide a framework in which artistic vision can be brought to fruition. From liaison with licensing to access to rehearsal and performance spaces, advice on marketing and leading partnerships across public and private sector, councils facilitate almost all of the public leadership and support offered to the arts.

Driving growth through local government investment in the arts: LGA 2013

For every £1 spent by local authorities on arts services, leverage from grant aid and partnership working brings in £4.04 of additional funding.

Local authority spending on the arts annual survey: Arts Development UK. August 2013

What the Council Can Do

There are many roles a local authority can play in supporting cultural organisations, creative businesses and individuals, but leadership and proactivity are key.

Specific roles include:

- Marketing and promotion of the district as a creative place – essential to enhance Winchester’s reputation and image, and to sustain and develop footfall
- Convening a cultural leadership group – a small active group of key influencers such as WCC, the University of Winchester and Winchester School of Art working in partnership to enact the strategy
- Facilitation and brokerage with partner organisations including other funders – maximising the leverage effect of WCC funding and support
- Proactively seeking to develop creative workspace – using local intelligence and influence to help generate opportunity
- Providing favourable rent for start-ups and not-for profit creative enterprise – key to graduate retention and business incubation
- Providing discretionary rate relief for not-for-profit cultural groups – a key contribution to financial viability and income generation
- Support for capacity building, training and professional development – recognising the needs of voluntary organisations for help to become more resilient and mature
- Designated arts grants and advice on alternative sources of funding – to maintain capacity and provide match funding; to align creative activity with other WCC policy objectives
- Co-ordination of information and publicity, access to district-wide networks for the purposes of audience development and marketing
- Acknowledgement of and support for the very substantial voluntary effort on which the sector depends
- Support for projects that establish Winchester as a leader in cultural excellence – investing in securing the conditions, spaces and resources that enable artists, makers, designers and performers to create work of distinction
- Encouraging projects that support the development of participation and attract new audiences – socially and geographically.

...it is clear that culture is valued in Winchester and there is good awareness of how culture generates economic value. There are intelligent plans to further strengthen Winchester’s creative and cultural sector, safeguarding Winchester’s success and growing the economic benefits in terms of attracting businesses and skilled workers, retaining talent and so on.

These include:

- *Developing a strong contemporary offer alongside the heritage offer*
- *Encouraging cross promotion and cross-selling between attractions*
- *Using cultural events to help position the High Street as a destination for tasteful and pleasant shopping, eating and evening leisure, and introducing artistic ‘talking points’ into the streetscape and key sites*
- *Improving the supply of city centre affordable workspace and introducing more formal creative business skills support programmes*
- *Encouraging leadership and risk taking within the sector.*

The Economic Impact of Culture in Winchester : BOP Consulting 2013

The WIN : WIN action plan

A version of the following plan was included in *WIN : WIN A Cultural Strategy for Winchester District 2012-2020* (Larsen, Jarvis, Parkes. October 2012)

1. A bold vision: making the case for culture

Culture is not peripheral: it is essential to the success of Winchester District, its economy, quality of place and distinctiveness as a destination. Added value from creative and cultural production and distribution is an increasingly important aspect of the district's economic success.

Key actions:

- Promote the Cultural Strategy
- Organise a conference to bring stakeholders together, communicate the vision and secure buy-in for a shared sense of direction.
- Broker key partnerships (e.g with Arts Council England, Hampshire County Council) and act as catalyst
- 'Back the maverick' – encourage new thinking and innovative projects – to put Winchester firmly on the map of groundbreaking, contemporary culture.

2. Connect up culture: Cultural Leadership Group

To lead the strategic development of new initiatives that will build the district's cultural offer, increase its economic contribution, raise its profile and enhance Winchester's regional and national image. The Cultural Leadership Group will be a small executive group of key players able to champion key strategic initiatives. By linking directly to Culture Network Winchester it will be well placed to spot opportunity and talent and to make strategic connections. It will require officer support at a senior level and ideally have access to a budget or 'challenge fund' to stimulate partnership and development and to lever in resources.

Key actions

- Set up the Cultural Leadership Group
- The Cultural Leadership Group to identify a prioritised and costed cultural development plan for Winchester District in consultation with Culture Network Winchester (see Appendix).
- Facilitate the establishment of Culture network Winchester.

3. Using the knowledge: Culture Network Winchester

Bringing together the district's talented and imaginative creatives in a new network will provide a catalyst for their creative energy and expertise. It will enable the Cultural Leadership Group to access creative ideas and secure consensus for its proposals; it will provide a forum for debate, mutual support and co-operation.

Key actions

- Establish Culture Network Winchester.
- Ensure that resources such as the highly skilled individuals at Winchester University work with local cultural organisations to inspire new creative projects: this will also help students and interns to develop their practice.
- Facilitate training and advice on business development to build the economic viability of cultural organisations and their capacity to make a difference.
- Incubate new creative businesses and entrepreneurs to support growth of the Winchester cultural economy.

4. Fresh pastures: wider creative exchange

Winchester's cultural sector benefit from exposure to wider cultural networks to stimulate diversity and cultural exchange. Bringing respected, high-profile artists and cultural producers into the area can inspire local creators. Taking work beyond Winchester, nationally and internationally, to build awareness of work 'Made in Winchester' enhances the district's reputation as a creative city.

Action

- Encourage initiatives which attract artists and companies of national / international standing to Winchester to work with local creatives.
- Foster ties between city organisations and others in rural areas and market towns and widen audiences and access to culture.
- Support creative work of all kinds that is 'Made in Winchester'.

5. Working the assets

The concept of city as a 'cultural space' as exemplified by Hat fair, 10 Days and others capitalises on one of Winchester's key assets, its public realm. This concept – the city as stage, the city as screen, the city as canvas – could become Winchester's unique feature. The idea provides the opportunity to use Winchester's streets and public spaces as inspiring backdrops for performance, public art and other creative events; it can prompt innovative responses to local landscapes and sites and connect the city to the surrounding countryside. It is specific to its sense of place, gives it a more continental ambience and helps to make a name for the city.

Key actions

- Encourage and enable events and activities that make positive use of the city as a cultural space.
- Where possible facilitate the clustering of creative and cultural businesses to encourage co-creative work and the sharing of ideas
- Encourage large scale participatory projects and/or community events and celebrations.
- Take steps to make heritage sites, streets and public spaces accessible to cultural producers for such events.
- Provide support and resources for cultural event organisers through a business-to-business site with an event management and marketing toolkit.

6. Creation places: sites, spaces, labs

Winchester has no shortage of people with creative ideas for cultural enterprises with potential for considerable impact, so supporting and investing in creative risk is key to cultural innovation. This can be done by increasing the resources available for artists and others to create work in the city and by developing the conditions that will enable cultural production. Finding ways of providing more creative workspace is vital to graduate retention and business incubation.

Key actions

- Use existing spaces and venues as pop-ups and temporary spaces for artists. Invite artists to 'take over' spaces and provide them with support.
- Make it easier to access use of temporary and other creative work spaces by:
 - developing a live database of vacant spaces available for cultural projects
 - offering favourable rents and using discretionary powers to provide rate relief
 - making available small amounts of start-up funding as an impetus and to support other inward investment.

7. Realising potential: participation engagement

Increasing opportunities for participation in cultural activities, for acquiring new skills and lifelong learning will benefit a diverse range of people at different stages of their lives, enhance employment prospects as well as creating enjoyment, fulfilment, new aspirations and a sense of wellbeing. This has particular value for young people and new communities in development areas.

Action

- Use the talents of cultural organisations to extend the reach of projects and activities across the district and support this through their funding agreements.
- Use the power of free events as an effective way of bringing communities together, through use of public sites
- Support open days, taster sessions and showcases that highlight what is on offer.
- Identify community cultural ambassadors across the district
- Support young people to reach their potential by exposing them to cultural opportunities through apprenticeships and mentoring
- Strengthen links between cultural organisations and schools and young people's services to make it easy for young people to participate in culture. Work with cultural organisations to reduce barriers to cultural participation.

8. Digital media: new opportunities

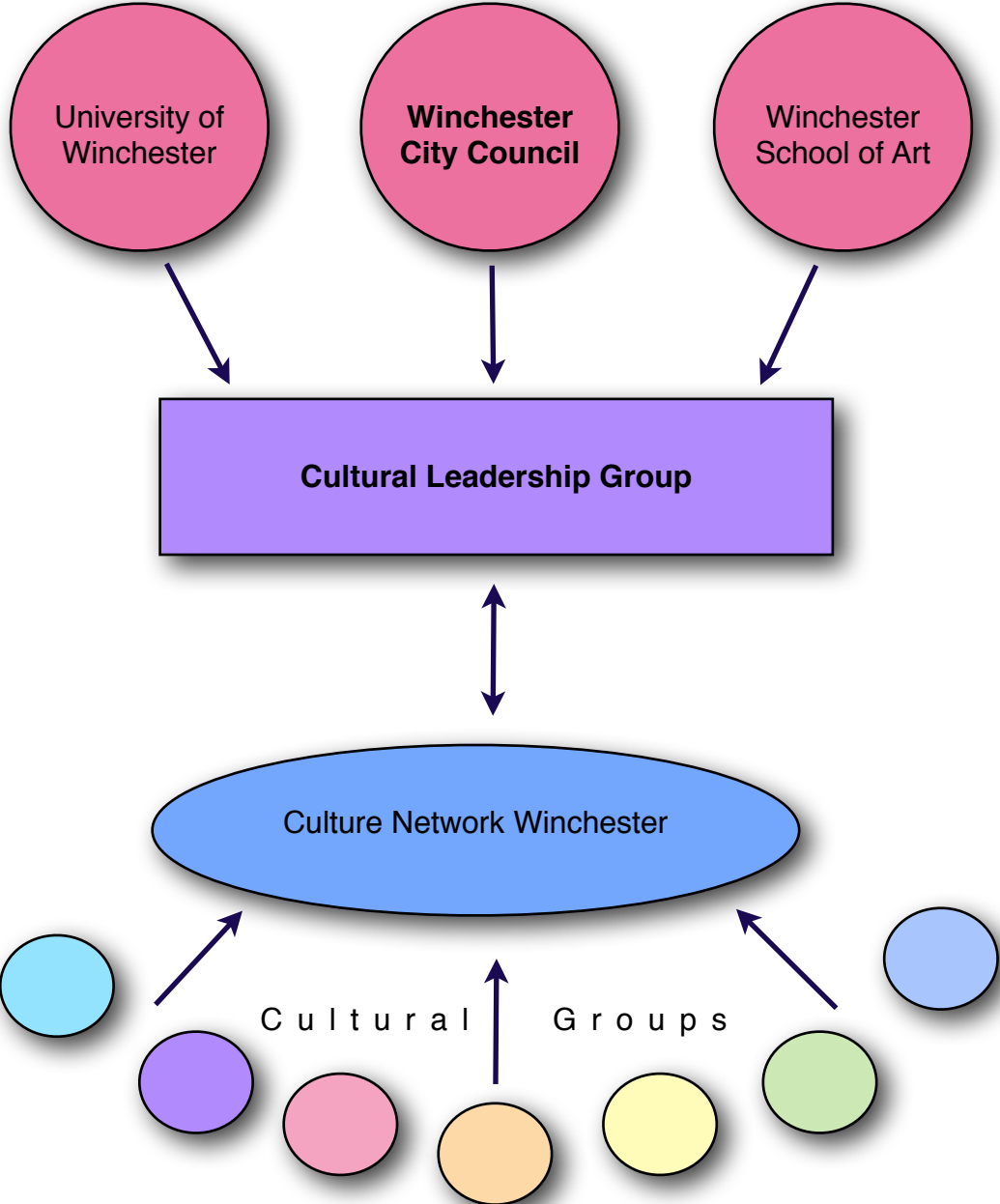
The opportunities for cultural expression, communication and new forms of cultural participation offered by digital innovations continue to expand. Such developments can deliver new cultural experiences to less well resourced areas and provide new ways to link with other cities and countries, thereby building Winchester's profile, connections and resources. Winchester's reputation as a creative and cultural city depends to a large degree on the way it is portrayed online and the 'word of mouth' generated by online information and image.

Key actions

- Support the work of Umbrella Winchester and others making use of digital media for creative and communicative purposes
- Create a new online portal – a 'Time Out' for Winchester – which presents all information in one accessible, attractive and downloadable format, with complementary social media platforms and a live events feed.
- Consider providing a professional online and in-person box office ticketing service available for the use of all venues and cultural organisations.

Appendix

A new model for cultural leadership





Images: Wet Picnic | Hat Fair | Platform 4 | Badger Press | Alice Kettle | Ben Mousley | Lucy Ash | 10 Days
Photography: Joe Low | Dave Gibbons | Stephen Boyce | Platform 4

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