



Arts and culture, including museums and libraries, make a substantial contribution to the UK and local economies, creating an estimated £29.5bn for the UK economy in 2017 (1.6% of the total).<sup>16</sup> This has increased by 38.5% since 2010. For every £1 of Gross Value Added (GVA) generated by the arts and culture industry, an additional £1.30 of GVA is generated in the wider economy.<sup>17</sup> In 2017, the culture sector directly supported 674,000 jobs, 2% of the UK total.<sup>18</sup>

Culture also has a wider growth impact, through making places where people want to live, work, visit and invest. Culture is what makes a place distinctive, and helps provide an answer to the question, “Why should I invest in this place over another?”

A strong cultural offer attracts high skilled workers and retains graduates. This in turn attracts firms and boosts business investment across sectors, increasing employment opportunities. There is evidence that the cultural offer is a significant pull factor in the

location decisions of businesses, but particularly in creating clusters of creative industries.<sup>19</sup>

In addition, culture attracts other forms of strategic investment, for example transport and housing expansion, and integrates new neighbourhoods and infrastructure to maintain thriving and attractive places.

Culture has wider social impacts, including wellbeing and health. Participation in arts and culture has been linked to reduced stress, depression and need for medication, and to increased volunteering and charitable giving.<sup>20</sup> Culture creates enriching experiences for all, and cultural belonging increases community pride, cohesion and social inclusion. A wealth of evidence for this can be found in the What Works Centre for Wellbeing [Knowledge Bank](#).

16 [DCMS Economic Estimates \(2017\), GVA](#), p.6

17 CEPR, [Contribution of the arts and culture industry to the UK economy](#), 2017, p.5

18 [DCMS Economic Estimates Employment 2017](#), p.4

19 DCMS, [The role of culture, sport and heritage in place shaping](#), 2017

20 What Works Wellbeing, [Visual art and mental health](#), 2018, p.3

## Developing a baseline

You will need to understand the makeup of the cultural sector in your area in order to identify opportunities and challenges for your strategy. The following sources of data for the culture sector can help you develop your baseline:

- Cultural assets in your area ([National Heritage List](#), [RSA Heritage Index](#), [Cipfa library profiles](#)).
- Participation rates in culture (e.g. [visitors](#), [volunteers](#), [Active Life Survey](#)).
- Income and spending by local cultural assets, as well as local government funding, and Art Council England investment in the area (including sources of income).
- Networks and partnerships.
- Local [visitor numbers and spending](#), and type of visits.

Approach your [Arts Council England Area Team](#) for advice and guidance on data and evidence to inform LIS development.

## Agreeing objectives

You will want to consider how locally-controlled policies can affect the opportunities and trends identified in your baseline, for example planning, library and museum funding, cultural programming, high street policy and public health funding. In developing objectives, you should consider:

- How to help everyone enjoy the opportunities culture offers, no matter where they start in life.
- How to support a resilient, innovative cultural sector e.g. encouraging private funding partnerships, shared services, and commercial models.
- The strategic role of culture and leisure in the 'offer' of a place alongside transport, housing and employment.

Examples of good objectives might include:

- X% increase in people participating in

cultural activity by [20XX].

- X% increase in positive perceptions of a place, measured through a survey.
- Increase of [X number] creative industry and digital firms by [20XX].
- X% increase in the number of people employed in culture by [20XX].
- Attract or generate [£ amount] in non-public income to cultural organisations by [20XX].

The [2016 Culture White Paper](#) Appendix 1 'Measuring the Impact' contains further example indicators and sources of information to establish a baseline so that progress can be measured.

## Designing interventions

Place-making through culture requires a long term strategic view and investment, with strong leadership of cultural institutions and a community engagement plan so that culture has buy-in from the people. For an example of a long term cultural strategy see [New Anglia 'Culture Drives Growth'](#). Arts Council England can support LEPs to work with local partners to develop cultural strategies: contact your [Arts Council England Area Team](#).

Previous national cultural funds illustrate approaches to supporting the culture sector that you could consider when developing the objectives of your LIS. These include: [Cultural Development Fund](#), [Northern Cultural Regeneration Fund](#), [Creative People and Places](#), [Creative Local Growth Fund](#), [Cultural Destinations](#), [Great Place Scheme](#) and forthcoming heritage high streets element of the Future High Streets Fund.

In addition, the culture sector in a LEP area can be supported by creating local biddable funds modelled on the aims of these national funds. Evidence suggests that small cultural organisations can be effectively supported through a mix of grant funding and sub £150,000 [repayable finance](#), to increase sustainability.

You should ensure that your plans for the arts, herit-

age and tourism sectors complement the objectives of any existing funding in your area, and avoid duplication. The site [360giving.com](http://360giving.com) can give an oversight of where some foundations and public bodies fund projects.

Culture can attract and integrate new development to create a cohesive sense of place. For example, cultural programming around new major infrastructure (e.g. HS2) can assist integration into the fabric of a place and help to build buy-in from communities. Housing expansion plans should consider how new settlements will be integrated into the existing place.

Cultural leadership is key. DCMS strongly encourages the inclusion of cultural leaders in LIS decision making, to help LEPs embed culture and develop a shared understanding and a 'narrative' on what makes a place distinctive. As a starting point, contact your [Arts Council England Area Team](#) for advice.

Representation of cultural organisations in decision making can be achieved either through Board representation or by establishing a cultural steering group to advise the Board. A recommended steering group model is a '[Culture Compact](#)' to bring together a range of partners to embed culture in the life of a place, including in approaches to public health, education and criminal justice. We recommend forging cultural partnerships at all levels (e.g. town, city, town, LEP and/or regional level).



## Case study: Physical regeneration

The physical regeneration of disused and unproductive areas can kickstart wider business investment. Flagship buildings can be the anchor point for regeneration, for example V&A Dundee and Chester Storyhouse. DCMS welcomes innovative ways to transfer ownership of existing assets to drive growth in a local area - see the example of 'asset portfolio approaches' in the recent Cultural Cities Enquiry [report](#). Culture-led regeneration - the conversion of underused spaces into cultural venues or affordable spaces for creative businesses - rejuvenates areas and attracts footfall which supports wider economic activity.<sup>21</sup> This can revitalise whole high streets and areas - consider a Community Interest Company social enterprise model e.g. Liverpool Baltic. With creativity, public space can be re-imagined as a destination in itself with public realm art.

The Local Government Association [Culture Hub](#) highlights good practice in the delivery of cultural services by councils and their partners, and provides useful case studies.

## Evaluation and monitoring

You should think about how the objectives of your intervention(s) will be monitored and evaluated. Evaluation outcomes should align with your objectives. In addition to the core economic and sector-specific indicators measured in the baseline, you may wish to consider the following indicators:

- Cultural participation.
- Perceptions of place and satisfaction with the local area.
- Health and wellbeing.
- Sense of community belonging.
- Number of new/regenerated cultural assets
- Volunteering rate.

If you need more information on monitoring and evaluation the [Arts Council self-evaluation toolkit](#) is a helpful resource.



## Case study: Museums improving local economy

Operated by a Cultural Trust, Touchstones Rochdale houses Rochdale's Museum, Art Gallery and Local Studies centre. Rochdale Borough Council recognises that a vibrant cultural and heritage offer is attractive for businesses looking to relocate to the town, with companies feeding back that it contributes to the holistic offer for workers living in the area. This is a key strand of Touchstones' involvement in the emerging Business Improvement District and Place Board. Working in partnership with the council to understand the need for a cultural offer, the museum has created a programme of events and activities that are designed to support the local economy. Touchstones also has a central role in the Heritage Action Zone, which is promoting Rochdale's broad heritage offer, including the Rochdale Pioneers Museum, Greater Manchester Fire Service Museum, and Town Hall.



## Case study: One-off events

One-off events can be used strategically as part of a wider cultural plan, either to launch a cultural programme or to galvanise partners towards a common goal e.g. UK City of Culture bid. Liverpool makes effective use of one-off events to raise the international profile of the City Region and attract inward investment e.g. [Giant Puppets](#). One-off events can boost an area or high street through increased visitor spend and bring the community together through shared identity.



## Case study: Libraries

Starting in Wimbledon library and now across seven libraries in London and growing, Wimbletech CIC transform under-utilised library spaces in partnership with councils as Workarys. These enable entrepreneurs to start and grow their businesses in their local area, whilst contributing and giving back to their community. To date they have provided £250,000 in sustainable income for libraries and councils, £1.5m of spending locally and created 210 local jobs.

The Workarys have a diverse membership with a higher proportion of 30-40 year olds than the UK start up national average (50% of members in Wimbledon), and most are from their local community (nearly 80% of members in Wimbledon live within two miles of the library). The network of members, partners and supporters run programmes of events and experiences in libraries designed to support growth and enhance community cohesion.



## Case study: Business environment

The cultural offer helps to build the business environment; areas with a culture, sport and heritage offer are more likely to see growth in creative industries.<sup>22</sup> Concentrated cultural investment can create clustering effects, offering benefits of shared infrastructure, knowledge spillovers and innovation. Cultural institutions assist SMEs to grow through small business support and commercialising intellectual property, for example the British Library [National Network](#).



Hull-born actor Jon Campling, Queen Victoria Square, Kingston Upon Hull. The image includes Hull City Hall and Blade installation by Nayan Kulkarni

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## Case study: Cultural programming

Ongoing cultural programming, such as pop-up galleries or performances, increases the vibrancy of a place and attracts residents and visitors e.g. Waltham Forest art trail, Coventry High Street Shop Front Festival. Renovation of historic buildings, lighting strategies and pedestrianisation can create new spaces for cultural programming. [Hull City of Culture](#) and [Liverpool European Capital of Culture](#) demonstrate how major cultural programmes kick start regeneration, improve the perception and pride of places and increase private investment. Spread the economic impact and cultural celebration throughout a LEP area with local celebrations e.g. [Borough of Culture](#).