

URBACT GEN Y CITY INTEGRATED ACTION PLAN



CREATIVE WOLVES:
CREATING THE ENVIRONMENT NEEDED FOR CREATIVES TO THRIVE
‘Putting Wolverhampton on the Map’

CONTENTS

1. INTRODUCTION TO GEN Y CITY	3
2. CITY CONTEXT AND DEFINITION OF THE POLICY CHALLENGE	4
3. CULTURAL AND CREATIVE CONTEXT	7
4. BEST PRACTICE REVIEW AND GEN Y CITY WORKSHOPS	10
5. SETTING OF FOCUS AND OBJECTIVES	14
6. ACTIONS AND SCHEDULE	17
7. FUNDING SCHEME	27
8. FRAMEWORK FOR DELIVERY	28

APPENDICES

- A. BOP STRATEGIC PLANNING FOR CULTURE REPORT
- B. EVIDENCE REVIEW
- C. BEST PRACTICE REVIEW

1. INTRODUCTION TO GEN Y CITY

Through membership of the EURO CITIES network, Wolverhampton was invited to participate in a project application for funding under the URBACT III call to support network development for exchange of best practice amongst different European partners on urban development issues. The overall purpose of the Gen Y City project is to develop, retain and attract young people through:

- **Developing creative tech talent:** start young at school to inspire young people to study STEAM (science technology engineering arts and maths) subjects. Work with businesses to promote and support young people to aspire to the range of opportunities in these areas. This will help develop young people to meet future business needs.
- **Retaining young people:** through creating opportunities/pathways for young people to relevant jobs or self-employment. To understand the skill sets required by businesses in the creative tech field and ensure that there is the relevant training.
- **Attracting creative tech talent:** relates to developing the offer to innovative businesses. Understanding the criteria which determine where these businesses decide to locate and where the gaps in the local offer are. This will enable us to offer better support to businesses who in turn offer the right opportunities to attract people to live and work in Wolverhampton.
- **Placemaking:** crucial to develop a vibrant place where young people want to live, work and play. Examine the cultural and lifestyle offer that the city provides.

Wolverhampton Urbact Local Group (ULG) comprised representatives from the Council's City Economy and Learning Technology Team, University of Wolverhampton SPARK creative industry hub and Faculty of Arts and Technology, The Way Youth Zone and a local tech company WM Media. To maximise benefit from participation in the Gen Y City network, representatives from the partners attended various Gen Y City workshops in order to implement best practice back in Wolverhampton.

Wolverhampton faces many challenges - low skills profile, high unemployment and relatively low productivity however it also has key strengths – a University with 23,000 students with high level skills, strong cultural assets and growing creative and tech business clusters. Through participation in Gen Y City, the focus on Wolverhampton's Gen Y City Integrated Action Plan (IAP) is on tackling our key challenges by building on our strengths.



2. CITY CONTEXT AND DEFINITION OF THE POLICY CHALLENGE

INTRODUCTION TO WOLVERHAMPTON AND CHALLENGES

The City of Wolverhampton is part of the Greater Birmingham conurbation and West Midlands Combined Authority area (comprising the Black Country, Birmingham and Solihull and Coventry LEPs).

Wolverhampton is a young and vibrant city with a population of 254,000 and is one of the top ten growing economies in the UK. It is currently enjoying record levels of private and public investment with £3.7 billion pounds being injected into regeneration projects citywide, including £992 million pounds either on site or planned in the city centre alone.

It benefits from good connectivity to the rest of the West Midlands and beyond, the city's excellent road, rail and air links put Wolverhampton at the heart of Britain and Europe. The city's connectivity is being further boosted by the flagship transport interchange project – £132m private and public investment into a single integrated city centre transport hub, supported by brand new prime office and retail accommodation at i10, and a £35m refurbishment of the city's main retail centre.

Advanced manufacturing is a key sector for Wolverhampton's economy with particular specialisms in automotive and aerospace. However, culture, creative and digital sectors are also important contributing £201.5m GVA employing 4,527 people. Wolverhampton contains nationally significant clusters in museums, galleries and libraries and music, performing and visual arts. Advertising, marketing and publishing are strong for a city of Wolverhampton's size.

As a city, however, Wolverhampton experiences challenges around low productivity, low employment rates and high unemployment. There is a poor skills profile with large numbers of residents with no qualifications and a low proportion with higher level qualifications. This results in skill shortages for businesses and compounds the already often negative image of the city.

Therefore, Wolverhampton's Integrated Action Plan is exploring actions enabling the city to exploit its' culture, support creative industries and develop, retain and attract skills feeding into a Creative, Cultural and Visitor Economy Strategy. Our involvement in Gen Y City has enabled us to bring together a partnership to capture best practice both locally and from participating cities, to inform our overall Strategy, replicate best practice locally and join up existing initiatives.



Wolverhampton Strategic Context

Wolverhampton's vision for 2030:

The vision cards are arranged in a grid-like fashion:

- Card 1 (Red):** Icon of a wrench, graduation cap, pound symbol, and gears. Text: **CELEBRATE ENTERPRISE, EDUCATION AND SKILLS**
- Card 2 (Olive Green):** Icon of a classical building. Text: **HAVE A CITY CENTRE WE'RE PROUD OF**
- Card 3 (Red):** Text: **ARE SERIOUS ABOUT BOOSTING HEALTH AND WELLBEING**. Icon: Heart with ECG line.
- Card 4 (Dark Blue):** Text: **retain more of the value produced by our economy to benefit the whole city**. Icon: Money bag with a downward arrow.
- Card 5 (Olive Green):** Icon of a gear with a pound symbol and an upward arrow. Text: **have a buoyant and resilient economy that includes international manufacturing companies with local roots and a strong, vibrant and innovative business base**
- Card 6 (Red):** Icon of three stylized people. Text: **care and are confident about our diversity**
- Card 7 (Red):** Icon of a lightbulb. Text: **are committed to sustainability for future generations**
- Card 8 (Dark Blue):** Icon of two hands holding a person. Text: **have world class public services that continually improve and have collaboration and co-production at their heart**
- Card 9 (Red):** Text: **all play our part in creating a confident, buzzing city that's synonymous with ambition, innovation and inclusion**. Icon: Three stylized people.
- Card 10 (Olive Green):** Icon of a bus, train, and car. Text: **make it easy for businesses and visitors to access the city and are well connected to the wider world through our infrastructure**
- Card 11 (Dark Blue):** Icon of a network of people. Text: **have a vibrant civic society that's focused on the future, empowers local communities and is supported by local businesses and institutions**

Wolverhampton's future vision document, Our Vision, Our City places a clear emphasis on a developing an inclusive vibrant, safe and attractive city centre and strengthening the visitor economy.



Connecting cities
Building successes



Wolverhampton's Strategic Economic Plan will emphasise the importance of culture in improving quality of life for its residents and making the city more attractive for investment, businesses and skilled people. It recognises the importance of creative and digital businesses due to their existing and potential contribution to the cities' economy, improving quality of life and in making the city more attractive. A more detailed **Creative Industry, Cultural and Visitor Economy strategy** is being developed, underpinned by learning from the Gen Y City project and informed by our Integrated Action Plan, with the aims of inspiring young people, supporting creative and tech businesses, ensuring the right skills are available to support their growth and maximising the benefit of cultural and the wider visitor economy. The City also has ambitions to become a **Smart City** with Smart people and businesses being a key theme.

Wider sub-regional and regional context

The **West Midlands Combined Authority (WMCA)** is exploring culture, creativity and tourism to identify key opportunities and develop a strategic framework going forward. Developing the creative and digital sector is one of the eight priority areas of the WMCA. The West Midlands has the second greatest number of creative industries of all the combined authority areas, after Greater Manchester, comprising of 6,860 creative businesses, the highest proportion of which are in IT, software and computer services, although the majority of these are in Birmingham.

Creative workspace in Wolverhampton was highlighted in the **WM Mayors Digital Plan** around creating places where innovation can flourish, building on the West Midlands' successes in the high growth and future facing Technology and Creative Industries by supporting the growth of proven business clusters such as the Lighthouse Media complex in Wolverhampton.

The **Greater Birmingham and Black Country Visitor Economy Strategy (VES)** focused on the visitor economy and cultural sector as a whole and its contribution to economic growth including entry level jobs and the development of transferable skills. It proposed action in four areas: business tourism, attracting international leisure visitors, cultural events and the importance of maximising the local market and spend from within the City Region. The Visitor Economy across Greater Birmingham and the Black Country generates £7 billion and supports 80,000 jobs.

The **Black Country Strategic Economic Plan** recognised the importance of Wolverhampton's cultural and creative economy with six venues in the city classified as national / regional cultural assets including Wolverhampton Art Gallery, the Civic Halls and Grand Theatre.

The **Black Country European Investment and Structural Fund (ESIF) Strategy** included a strategic intervention area around Local Growth Clusters under its SME competitiveness theme supporting for business creation and growth in specific local growth clusters in the creative, cultural and visitor economy



3. CULTURAL AND CREATIVE CONTEXT

<p>STRONG CULTURAL OFFER</p> 	<p>Nationally significant clusters in museums, galleries, libraries and music, performing and visual arts</p> 	<p>Strong advertising, marketing and publishing sectors</p> 
<p>Wolverhampton needs to improve the evening economy</p> 	<p>HIGH ranking for industrial heritage (91 out of 325) and museums, archives and artefacts (81 out of 325)</p> 	
<p>Cultural offer attracted over 2 million visitors in 2016/17</p> 	<p>23,000 + students</p> <p>1,367 students in Faculty of Art 3,859 in School of Technology</p>	<p>Six national / regional cultural venues including CIVIC HALLS and GRAND THEATRE</p>
<p>Events play a key role in attracting visitors to the city</p>	<p>420 creative businesses employing 2,642 people (excluding freelancers and creatives in non-creative businesses)</p>	
<p>Retention of creative young talent is a challenge</p> 	<p>Largest entertainment and concert facility in the £ Black Country generating £7.9 m GVA, supports 637 jobs</p>	<p>Best collection of POP ART in UK</p> 

Wolverhampton has a strong cultural offer with nationally significant clusters in museums, galleries and libraries and music, performing and visual arts. Advertising, marketing and publishing sectors are strong for a city of Wolverhampton's size.

Wolverhampton's cultural and creative economy has six venues in the city classified as national / regional cultural assets including the Art Gallery, with the best collection of Pop Art in UK, the Civic Halls and Grand Theatre. The Civic Halls provide the largest entertainment and concert facility in the Black Country and attract visitors from across the UK and beyond. They generate £7.9 m GVA and support 637 jobs directly and indirectly in the economy, creating highest levels of revenue spend on cultural activity which is highest in the region. Wolverhampton's cultural offer attracted over 2 million visitors in 2016/17 despite the bigger cultural venues being closed for refurbishment in that time.

A rich cultural scene and creative industries help to generate local GVA and jobs; drive regeneration, placemaking and the visitor economy and generate social and intellectual capital (which ultimately has economic value). Culture plays a vital role in stimulating creative industries by encouraging inspiration, innovation and opportunities to explore new ideas. Culture also has a huge impact on the visitor economy, not just as a direct employer, but supporting jobs in other industries.

There are 420 creative businesses employing 2642 people (excluding freelancers and creatives in non-creative businesses). University of Wolverhampton has over 23,000 students with 1367 students in Wolverhampton's Faculty of Art and 3859 students in School of Technology. However, retaining these skills in Wolverhampton after they graduate remains a challenge.

Wolverhampton's cultural offer is a key element of its visitor economy. In 2016/17, Wolverhampton's venues attracted over 2 million visitors despite the Civic Halls being closed for 9 months of this time. In terms of cultural assets, Wolverhampton ranks high for industrial heritage (91 out of 325) and museums, archives and artefacts (81 out of 325). Events also play an important role in attracting visitors to the city and addressing negative perceptions. Wolverhampton, however, struggles to provide a diverse range of entertainment options exacerbated by the attraction that Birmingham offers which is close and easy to get to.

Students from the University of Wolverhampton have a very high chance of being in Employment 6 months after graduation 96% in either FE or employment (Destinations of Leavers from Higher Education (DLHE) Survey is a national annual survey of everyone who has recently graduated from university or HE college). Wolverhampton students are also supporting the regional economy with 80 per cent working in the West Midlands after graduation. 66 per cent of students also go into graduate level jobs being employed in professional or managerial roles.



STRENGTH

420 creative businesses
 4th best place to start a business
 2642 people employed in creative industries
 23,000 UoW students
 5000 arts and tech students
 Young age profile
 High graduate employment (90%)
 High graduate retention (80%)
 Museums, performing & visual arts
 - nationally significant
 Advertising & marketing and publishing
 - strong
 National/regional cultural assets
 Largest cultural venue in BC
 2m visitors to cultural venues
 - generating £4.3m
 - supporting 637 jobs
 High spend

WEAKNESS

Micro creative businesses reflects lack of growth
 Business births low growing
 Performance on clusters in relation to other areas
 Internet connectivity
 Negative perception
 Lack of USP/ identity
 Competition from larger cities
 Reliant on nights out for visits

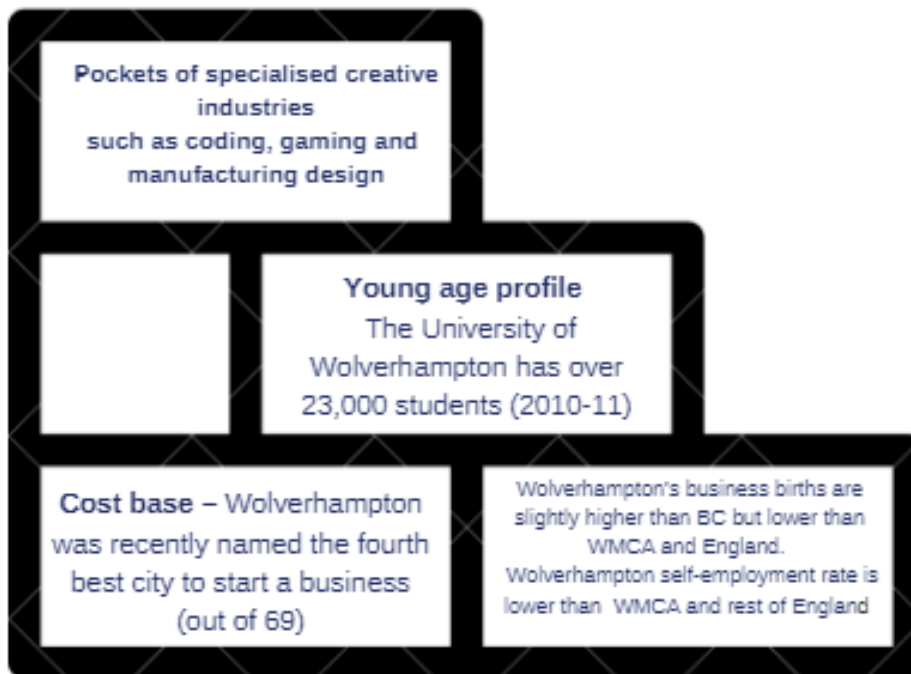
THREAT

Brain drain
 Skills deficit
 Closure of Civic Halls
 City centre only attracts 23% catchment area
 Negative perception
 Better creative industry and cultural/ entertainment offer elsewhere

OPPORTUNITY

Exploit cultural offer to retain creative talent
 Influence FE providers to meet skills needs of businesses
 Emerging creative tech ecosystem
 Branding to promote cultural assets and opportunities within creative industries
 Graduate retention including enterprise
 Maximise benefit from existing assets
 - Civic Halls, Lighthouse
 Develop new assets
 - Grand Posthouse, Arts Park
 STEAM activities
 - JLR Education Centre
 Construction UTC at Springfield
 - Elite centre for manufacturing

Wolverhampton had many of the 'building blocks' present for thriving creative businesses such as large cultural venues, University and College with excellent creative training, affordable space, however more needed to be done to develop a stronger creative business base, develop, retain and attract higher level skills.



4. BEST PRACTICE REVIEW AND GEN Y CITY WORKSHOPS

Wolverhampton workshop September 2016

Wolverhampton hosted the first of the themed transnational workshops. The workshop was based around two themes:

Day 1 retaining creative tech talent: the mornings workshop was hosted by SPARK Business Incubation Hub - 15,000 sqft of business incubator space for start-up companies in the Creative Industries Sectors. Participants received a presentation from the University of Wolverhampton around what they are doing to retain talent. The afternoons workshop moved across to Wolverhampton Racecourse which was hosting a technology show as part of Business Week where a local businessman and business champion talked about his approach to attracting talented young people.

Day 2 developing creative tech talent: partner presentations were held at Wolverhampton Grant Theatre which had just benefited from a £800,000 refurbishment followed by lunch at Wolverhampton Art Gallery. In the afternoon, participants visited the Jaguar Landrover Education Centre which was set up to encourage young people into engineering by engaging with schools. The final

session was at Whitwick Manor a National Trust property once owned by William Morris which demonstrated the links between Wolverhampton's heritage and industry.

Genoa workshop

The Genoa workshop was attended by two representatives from the University of Wolverhampton who are heavily involved in the design and development of the Grand Posthouse, new creative workspace for the city.

Alison Carminke, University of Wolverhampton said *"The visit gave us a good introduction to Genoa's vibrant music scene. This harbour city is blending old and new, resulting in modern facilities for new working practices (such as the Talent Garden co-working offices), while cultural heritage is preserved and repurposed. The hi-tech music research centre housed in the restored Casa Paginini is a good example of how this blending can be done effectively, and provides a model for Wolverhampton's Grand Post House".*

Talent Garden in Genoa is a co-working campus designed to help entrepreneurs connect, collaborate, learn and celebrate success together. Talent Garden offers much more than mere 'managed premises'. Co-working spaces in the Talent Garden include areas to work, relax, enjoy lunch or coffee away from your desk and meet people. They are open 24/7 and offer all the facilities needed to grow a business or idea. The TAG Innovation School provides training programmes that help individuals and companies to work with passion, lead, innovate and grow in an increasingly digital world.

The Talent Garden facility in Genoa has formed a partnership with **CoderDojo Genoa** and has opened its doors to young talents (children from 7 to 14 years old) to learn programming with the leaders of the Dojo of Genoa! In forming this partnership, Talent Garden Genoa and CoderDojo Genoa have brought together important elements of 'tech' inspiration and entrepreneurship in cool surroundings and with cool role-models to inspire young people to develop into tomorrow's tech 'unicorns'.



MadLab Genoa, a grass-roots, community based Fabrication Laboratory (Fab Lab) based in the historic centre of Genoa, delivers a range of social and educational activities for children and young people to popularise science and the educational use of technology.

The main aim is to teach young people about programming and 3D printing. MadLab has a small retail workshop equipped with a series of computerized instruments able to realize a wide range of 3D objects. The MadLab workshop is equipped scanners, 3D printers and other technological tools and offers personalized services for digital fabrication to creative, teachers, students and curious.



Coimbra workshop

Tech towns explored how smaller cities are fostering the growth of tech entrepreneurs and talent, aligning with Wolverhampton's developing Smart City Strategy. The project has identified the key areas to develop:

- **Workspace:** incubators, accelerators and co working spaces;
- **Talent:** lifestyle choices, career progression, networks and meet ups, hacking into educational curriculum through coding clubs, teen tech events and bringing together companies and young people;
- **Finance** for start ups and scale ups including angel investors, seed funding, venture capital, grants, debt finance; support to access public sector funding, contracts and infrastructure including accessibility of public procurement contracts;
- **Open Data:** clear governance; access to open reliable accurate and updated data; communities of data users come together and exploring problems and solutions; workshops, market places, showcases, community orientated and other events (Hackathon); and
- **Connectivity:** importance of good internet connectivity.

Wolverhampton is replicating much of this practice through its Creative Industry, Cultural and Visitor Economy strategy, Smart City Strategy and Strategic Economic Plan.



The workshop also heard about **Project Baixa** whereby young architectural students are volunteering to regenerate a deprived area of town by designing and improvement homes, businesses and unused spaces creating pop up space funded by sponsorship from local companies. Wolverhampton is working with students from the University on a range of initiatives including running coding clubs in libraries.

Heather Clark, Service Development Manager at City of Wolverhampton Council said *“Coimbra was a beautiful city with lots going on. The visit was useful to look at best practice and consider how these can be replicated in Wolverhampton. The best practice gathered and discussions are proving invaluable in the development of Wolverhampton’s creative industries, cultural and visitor economy strategy. The involvement of a local digital business in the visit resulted in the development of a creative and tech meet-up with the intention of building a sustainable ecosystem going forward building on Silicon Canal in Birmingham”.*

Shaun Owen, West Midlands Media said *“The visit to Coimbra was a fantastic experience. It helped me identify how other European cities are experimenting with innovative solutions in reaction to the challenges that most cities face in the next decade. It stressed the importance of bringing together stakeholders in the city to deliver a workable solution to train young people and retain the talent that we have in the area. Doing the groundwork to create an organic tech/creative ecosystem now*



will undoubtedly fuel growth and help reposition Wolverhampton from industrial to innovative. This decade is crucial to how the city develops for the next century and it was incredibly positive to discuss the challenges with our European cousins in a friendly, collaborative environment”.

As a result of this visit, Wolverhampton hosted a work experience placement from Coimbra in May and June 2017.

Bologna workshop

Interactive physics laboratory inside the Ducati factory, working with the Malpighi High School they have designed and constructed interactive machines based around the design of Ducati motorbikes. **Ducati Summer school:** 25 students selected from over 100 applications spent 5 full days in the Ducati ‘Fisica in Moto’ training centre receiving advice and guidance from the University, researchers and Ducati engineers. Participants have the opportunity to get a diploma and 25% of them get hired by Ducati or Lamborghini and by supply chain companies.

Guasto village: In an underused dilapidated part of the city blighted by anti-social behaviour, the University area of the city will be occupied by ten shipping containers to provide an area in the evenings with music, food and art until September 30th. The containers included a Radio station run by Radio Cape Town, live Dj’s, bars and bistro’s selling beers and cocktails alongside street food, a book stall and a shop selling hand made t-shirts. Guerrilla gardeners and a group of local artists ‘the *Serendippo* association’ have transformed the area with the help of temporary lights into a welcoming oasis with a very cool ambience.

http://bologna.repubblica.it/cronaca/2017/05/30/foto/guasto_village-166808547/1/



Catherine Perry, Development Officer City of Wolverhampton Council said “*The historic city of Bologna shares a rich industrial heritage with Wolverhampton and is a city where culture is part of everyday life and part of the scenery. Of particular interest, were the free cultural experiences available to residents and visitors. Kw Summer is a free summer festival offering four months of music, art, film, literature, children’s activities, design and sound experimentation at Le Serre dei Giardini (the former municipal greenhouses which have recently been regenerated).*”

*Cineteca di Bologna preserves and restores old films for future generations and curates **Sotto le stelle del cinema** (under the stars of the cinema).*



For forty-five nights over the summer, unique films are shown for free on a big screen in the open air in Piazza Maggiore creating a magical atmosphere bring hundreds into the city each night.

Wolverhampton is developing a strong offer of cultural events but can learn much from other cities”.

Louise Hunter, SPARK Business Incubation Hub said *“Bologna is a vibrant, historic city that has clearly worked hard to retain Gen-Y talent. I found the visit informative particularly the development of skilled young people in the region by Ducati. I was especially interested by the view in Bologna that creativity and science go hand and hand as this is a concept we have already established at SPARK Incubation Hub. Within the City of Wolverhampton we have a strong creative culture which will undoubtedly provide a solid base on which to develop our science, tech and cultural strategies. Bologna has established effective regional creative partnerships and following the visit a similar initiative has been established in Wolverhampton - The Creative and Tech Meet-Up which aims to develop an alliance with the Silicon Canal tech ecosystem that already exists in Birmingham.”*

Nantes workshop September 2017

Charlotte Johns - Head of Service, City Economy City of Wolverhampton Council said *“The Gen Y City visit to Nantes during ‘Digital Week’ and the opportunity to participate in a number of events provided a fantastic insight to how to develop the creative and digital industries. Some of the learning has already been applied to the city of Wolverhampton, including developing plans for digital events in the city during 2018”.*

Gavin Hawkins, Learning Technology Team City of Wolverhampton Council said *“The visit to Nantes provided me with an opportunity to evaluate the support given to the Gen-Y population and also those adults (particularly the school and university workforce) who work with those young people. The visit has enabled my team, who are specifically concerned with the raising of aspiration and outcomes in relation to digital technologies, to see how a city-wide solution involving a number of different providers, can engage and empower young people. As a result, I have made a number of connections both within Nantes and also within Wolverhampton where an innovative, and integrated, approach to digital technologies can impact on aspiration and creativity. Following those connections, we are currently looking at a number of activities focussing on digital technologies in partnership with schools, the university and creative partners to raise the profile of digital skills and digital industries”.*

Kristiansand workshop November 2017

Oliver Ford, Graduate Management Trainee looking at Wolverhampton's smart city agenda said *“Kristiansand was an inspiration. Not only was the opportunity to network and share best practice with other cities valuable, but the chance to attend the SORVIEV music conference really highlighted the opportunities Wolverhampton has to use music as a catalyst for regeneration. As a result of the visit, a music network has been set up to focus efforts on growing Wolverhampton's live music scene.”*

Catherine Perry said *‘Visiting Kristiansand gave us the opportunity to understand the complex issues which affect cities facing similar problems to Wolverhampton. Kristiansand like Wolverhampton wanted to explore their unique selling point and ‘capture the spirit of Kristiansand’ based on its history, character and potential. They hope that this will lead to a more effective branding of the city.*

Kristiansand has a rich industrial heritage and has invested in culture and cultural venues but they still lack space in the city for creative entrepreneurs and a shortage of smaller cultural venues. They too face difficulties in ensuring businesses have access to sufficient technical talent.



Of the many highlights of the visit was the opportunity to visit the Sørveiv music festival, the visit to their co-working space Co-Worx and the Makerspace and a fascinating presentation which gave an insight into what ‘Makes Austin’ Texas weird. Following the visit we have been in contact with Ben Ramirez VP, World Affairs Council of Austin who gave the talk to discuss how Wolverhampton can learn from / participate in the Hackney-Austin sister city partnership and explore how Wolverhampton could participate’.

Description of the process

Wolverhampton Urbact Local Group (ULG) comprised representatives from the Council's City Economy (including Strategic Development, Business Development and Investment and Employment Growth teams) and Learning Technology Teams, University of Wolverhampton SPARK creative industry centre and Faculty of Arts and Technology, The Way Youth Zone and a local tech company WM Media. To maximise benefit from participation in the Gen Y City network, representatives from the partners attended various Gen Y City workshops in order to translate best practice back in Wolverhampton.

At the Urbact Local Group meetings attendees were asked to consider what factors they thought impacted on the retention of young people in the city and what actions could be taken to retain Gen-Y. This highlighted the need for a strategic review of culture and creative industries in the city - the BOP report - giving us the areas of focus for the Integrated Action Plan.

BOP Consulting was commissioned by City of Wolverhampton Council to undertake a rapid strategic planning exercise for culture and creative industries in the city. The aims of this exercise are:

- To help the City of Wolverhampton Council and partners develop the case for investment in culture and the creative industries, and to maximise the potential
- To consider the overall pattern of development of culture and creative industries in the city, across multiple projects

The strategic planning for culture report (appendix A) recommended that the City Council and its partners respond by focusing on the following five Priorities over 2017-2021.

- Priority One: invest in upgrading cultural venues to improve the customer experience
- Priority Two: develop the skills and learning offer, including the City Learning quarter and the Lichfield Street proposals
- Priority Three: develop effective placemaking including a distinctive, imaginative public realm
- Priority Four: support creative businesses to flourish
- Priority Five: keep joining up efforts to ensure a strategic approach.

Utilising the BOP report and other evidence, we produced a review of the evidence base attached as appendix B.

Participation in the Gen Y City project, in particular the transnational exchange and learning, cumulated in a best practice review attached as appendix C.

The reports' recommendations, the evidence and best value review informed the development of Wolverhampton's Gen Y City Integrated Action Plan.

As a result of our participation in the Gen Y City project, we have supported the development of a Creative Tech meet up. Comments include:



Tracey Knowles, Head of HR, Connect Group

www.connect-group.com/



Networking with people in the same boat as you...is great...together we will work out ways to change things.

There's a real skills gap around this sector right now.

I wonder how many people know about the roles, and the careers available and that they're available here in Wolverhampton.

I just don't think it's shouted about enough (Wolverhampton's creative/tech sector).

"Wolverhampton, years ago, was a really, really vibrant city, and I think over time, for whatever reason, that has been a little bit diluted.

Affordable housing is a big, big thing as a bonus for Wolverhampton.



Anton Deputy Creative Director, Connect Group

www.connect-group.com/



We've met some people we will certainly get in touch with.

Recruitment here in Wolverhampton is often an issue for us.

I just don't think people are aware of it...it needs developing.... (Wolverhampton as a creative city).

We've got to decide what's unique about Wolverhampton.



Connecting cities
Building successes



Vinny Connect



There is a lot of creativity in Wolverhampton, it's just not on the map...events like this...help to showcase what Wolverhampton has going for it

I'd create an identity for Wolverhampton...a brand for Wolverhampton.



Sean Owen WM Media

www.webdesignwestmidlands.com/



Events like this are really important, it's good to find out what everyone's up to.

What the city's missing are these opportunities and networking platforms.

We need to let the young people of Wolverhampton know that there are opportunities out there locally for them.

The wider business community needs to know that the companies here are really good at what they do.

The wider profile of Wolverhampton needs to be raised...we need to identify the talent and start to promote it.

We need more talent, we need people coming through with the right skills.



Kevin Blaire, Dark Realities

www.darkrealities.com/

“ An opportunity to get together...you get to know who people are, you get to know what everyone else is doing, and through that you get to exchange ideas.

It's very important to grow talent...however it's not that important to retain it, you need that talent to go out, develop, explore and bring it back...bring that knowledge back.

”

Andrea Catterall, artist, Wolverhampton Green Party:

“ [Events like this are] massively important.

How can we get the bubbling undercurrent...to rise.

It feels like there's something waiting, and it just needs a little gentle push in the right direction to move it.

Encourage people to buy work locally rather than going nationally, then it keeps the money in Wolverhampton and it helps grow an area.

We need to create a... what on guide that people can input into as well as access, something simple easy.

We need to support independent places like this (The Light House).

A comfortable, relaxed space is what people need.

Wolverhampton is a lovely, real, welcoming place.

”



Aaron, Lighthouse Duty Manager

www.light-house.co.uk



There is hidden talent within the city...there isn't much opportunity to show off.

There's so many people here, who can offer so much.

The talent's there, but the word to get it out isn't.



The Gen Y City Integrated Action Plan will inform the production of a Creative Industry, Cultural and Visitor Economy Strategy and Smart City Strategy in mid-2018.



**Gen_Y
City**

Connecting cities
Building successes



5. SETTING OF FOCUS AND OBJECTIVES

Wolverhampton faces many challenges - low skills profile, high unemployment and relatively low productivity however it also has key strengths – a University with 23,000 students with high level skills, strong cultural assets, growing creative and tech business clusters and the 4th best place to start a business. Through participation in Gen Y City, the focus on Wolverhampton's Gen Y City Integrated Action Plan (IAP) is on tackling our key challenges by building on these strengths.

Wolverhampton's Integrated Action Plan focuses on actions that enable the city to exploit its culture to drive creative industries and develop, retain and attract skills. The areas of focus will be reflected in and developed in the Creative, Cultural and Visitor Economy Strategy. One of the key successes of our involvement in the Gen Y City project has been development of Creative Tech meet ups which have resulted in input of a broader range of stakeholders in the process, highlighting key areas to address including the importance of networking resulting in an emerging creative tech ecosystem.

BOP consultancy was commissioned in July 2016 to undertake a rapid strategic planning exercise for culture and creative industries within the city with the aim of developing a case for investment in culture and the creative industries and consider pattern of development of culture and creative industries.

The BOP Framework laid out in the strategic planning for culture encompassing Smart City activities:

1. Investing in upgrading culture venues
2. Develop the skills and learning offer to increase STEAM skills and number of young people moving into technology
3. Develop effective placemaking including a distinctive imaginative public realm used to increase the culture and leisure offer into the evening / night to include events and festivals
4. Support creative businesses to flourish
5. Keep joining up efforts to ensure a strategic approach

Our aim is to build on our cultural assets to make Wolverhampton a place attractive to skilled young people and creative and tech companies:

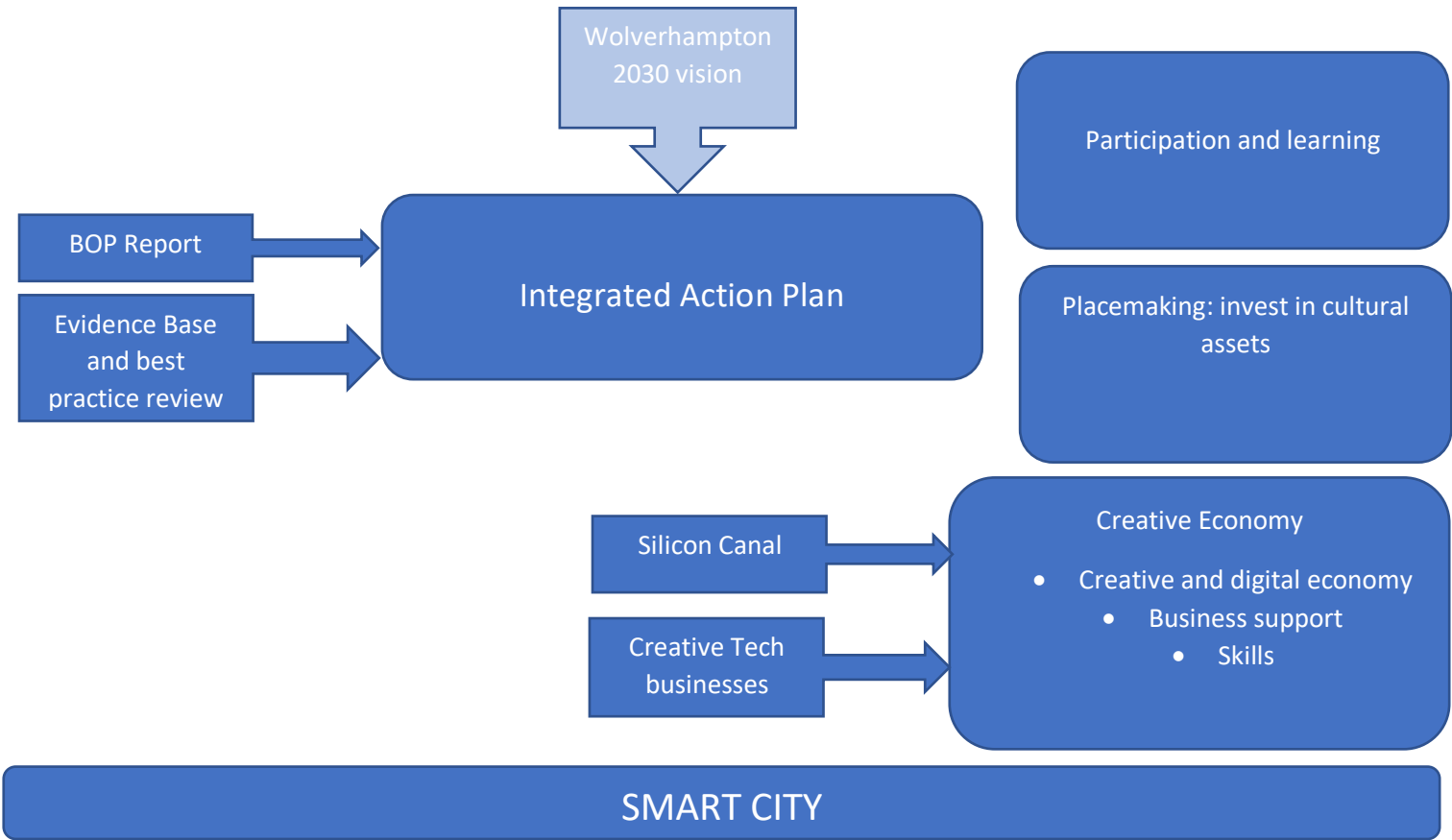
1. Cultural Participation: creating the vibe that raises the profile of Wolverhampton and attracts visitors through programme of events.
2. Cultural Learning: developing creative and tech skills of young people;
3. Create an environment through developing our cultural assets
4. Supporting our creative and digital economy

Key Outcomes:

<i>Cultural Participation and Learning (People)</i>	<i>Placemaking - Developing cultural assets (Place)</i>	<i>Supporting the creative and digital economy (Business)</i>
<i>Increased visitor numbers:</i>	<i>Improved venues</i>	<i>New creative and tech start ups</i>





<p><i>No of events</i></p> <p><i>People participating in cultural activities including events</i></p> <p><i>No. of cultural learning opportunities</i></p> <p><i>Participation in creative learning opportunities</i></p>	<p><i>New leisure and entertainment offer</i></p> <p><i>Perception of Wolverhampton including environment enhancements</i></p>	<p><i>Creative and tech sector growth including development of creative / tech ecosystem</i></p> <p><i>Young people with the right skills starting a business or moving into creative tech jobs</i></p>
---	--	---



6. ACTIONS AND SCHEDULE

Cultural Participation and Learning (people) including learning and events

Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale	Resources
Events					
Implement and package programme of public events to engage with the community and animate the public space 	CWC Visitor Economy team	Markets, Business Improvement District (BID)	Increased visitor numbers	Ongoing Dec 17 – Victorian markets & switch on's	Various including BID, sponsorship, grant funding etc.
Develop a series of cultural participation and events utilising Crowdfund Wolves. 	CWC City Economy team	Spacehive, BID, Wolverhampton Voluntary Sector Council	No. of projects funded	Workshops early 2018 to develop projects	Crowdfunding

Learning					
Stimulate creativity amongst young people including coding in libraries and other community settings	CWC Libraries	University of Wolverhampton	Young people involved in coding	Ongoing however digital focus during resident week March 2018	Further funding to be identified to develop makerspaces in libraries. Coding clubs run by University and LTT
Developing young people's creative talents through activities within the Youth Zone 'the Way' including music production & bands	Youth Zone	Headstart programme	Young people engaged	Ongoing	Headstart
Develop technical skills amongst young people in schools expanding to other venues using minecraft, lego and robotics	CWC Learning Tech Team (LLT)	Arts Gallery, libraries, RAF Cosford, Amada Ltd	Young people involved	Ongoing	Charges apply to schools and for some sessions. Additional funding being explored in connection to other venues.
Annual Digi Awards to celebrate the success of young people in digital film and media	CWC LTT	Schools across Wolverhampton	Young people involved	July 2018	Within existing resources





Encouraging young people to take up STEAM subjects and progress to STEAM careers	Worcester Uni/CEC, EBP, LTT	JLR Education Centre, RAF Cosford STEM Innovation Centre	STEAM Ambassadors and schools engaged	Ongoing	Sponsorship – JLR, RAF Cosford. National resources for STEAM activity.
Joined up approach to developing creative and digital skills from school to college to University	CWC	Wolverhampton College, University of Wolverhampton	Learner assists	Ongoing	Use of civic hall venues for training
Encouraging take-up of work experience and placements in creative and digital sectors	EBP UoW	Schools, College and University of Wolverhampton	Young people involved	Ongoing	Within existing resources






Placemaking: Developing our cultural assets (place)

Councillor John Reynolds said *“The city centre is undergoing massive change. All told, there is £1 billion pounds worth of investment on site of in the pipeline. This will transform the city centre experience for residents, visitors and office workers. We want the city centre to become a destination of choice for those who want a day out to enjoy Wolverhampton’s growing and distinct cultural, leisure, retail and hospitality offer. We want to create a buzz and vibrancy - the place to meet and greet business contacts, enjoy a drink and a meal before going to the theatre or a concert at the newly re-furbished Civic Halls”*. Connected Places Strategy



Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale	Resources per annum
<p>Implement Connected Places Strategy improving Wolverhampton's city centre's streets and public spaces.</p> 	CWC City Dev	BID and City Centre businesses	Improved walking and cycling routes	Underway	Local Growth Fund
<p>Develop vibrant and animated places including annual arts events - Wolves in Wolves</p> 	CWC	BID, Wolves FC	Increased visitor numbers	2 nd Wolves in Wolves Summer 2018	£50,000 raised by Sponsorship
<p>Develop a placemaking strategy for the cultural quarter and Lichfield Street – Arts Park</p>	UoW	Grand Theatre, Council, venues	Increased visitor numbers	Studio theatre business case early 2017	Arts Council and BC LEP

<p>Implement “leaves and light” to illuminate and green the city around landmark buildings and public art including living green walls and pocket parks.</p> 	CWC	BID	Increased visitor numbers	Underway and ongoing	CWC resources
<p>Refurbishment of Civic Halls to increase capacity</p> 	CWC	Local Enterprise Partnership	Increased visitor numbers	First stage 2019. Further funding being sought for later stages.	Local Growth Fund. Additional resources from Heritage Lottery Fund.
<p>Upgrade of the Art Gallery and other cultural venues across Wolverhampton</p>	CWC	Arts Council England	Increased visitor numbers	Ongoing	Arts Council and Heritage Lottery Fund

<p>Delivery of Westside and other city centre sites supporting creative and cultural offer.</p> 	CWC	Developers, Mander Centre, Centro	Improved offer and increased visitor numbers	2019 onsite	LGF and Private sector funded
---	-----	-----------------------------------	--	-------------	-------------------------------

3. Supporting the creative and digital economy (business) including business support and skills

Activities	Lead Actor or Agency	Key Partners	Intended Outputs	Timescale	Resources per annum
Support creative and digital business start-ups	BET (BC Enterprise Together)	Growth Hub UoW, Access to Business, Princes Trust	Business starts	Current funding until December 2018	ERDF and BEIS funded
Support businesses to become more digitalised through Black Country Digital Passport Project.	UoW	Black Country Consortium, CWC	Business assists, graduate placements	Funded until December 2018	ERDF funded
Develop Creative Tech meet-ups in Wolverhampton	WM Media	Council, University	Creative tech businesses supported	Meet-ups held Sept, Oct.	Within existing resources

Support sustainability of creative tech meet ups and network through relationship with Silicon Canal	CWC/ WM Media	Silicon Canal, UoW	Creative tech businesses supported	End 2018	Within existing resources
Develop additional creative tech workspace through redevelopment of Grand Posthouse	UoW	Private sector	Support 100 creative businesses	Tbc	ERDF
Bid for resources to enable access to ultrafast broadband for businesses within Wolverhampton	CWC	College, University, Business champions	Access to ultrafast broadband	s.t. successful bid, procure Spring 2018 complete 2021	Local Full Fibre Network funding
Develop creative industry, cultural and visitor economy strategy to drive forward Gen Y City initiatives going forward.	CWC	University, BID, Cultural venues	Strategy in Place	July 2018	Funding to be identified to fund activities going forward
Develop Smart City strategy for Wolverhampton and implement hero projects including Innovation Challenge and Hackathon	CWC	University, Smart City Network partners	Strategy in place	July 2018	Funding to be identified to fund activities going forward



GANTT chart/project timeline]

Cultural Participation and Learning

Action	2017				2018				2019				2020			
	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec
Programme of public events				♦ Xmas ♦ Victorian Market	♦ Lit fest		♦ Wolves in Wolves									
Cultural participation and events utilising Crowdfund Wolves				♦ launch at make-shift	Project work-shops											

Developing our cultural assets (place)

Action	2017				2018				2019				2020			
	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec



Supporting the Creative and Digital Economy

Action	2017				2018				2019				2020			
	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec
Support start-ups																
Black Country Digital Passport Project.																
Develop Creative Tech meet-ups			◆	◆												
Support sustainability of meet ups																
Develop additional creative tech workspace																
Bid for resources for ultrafast broadband					◆											
Develop creative industry, cultural and visitor economy strategy							◆									



CITY OF
WOLVERHAMPTON
COUNCIL



Develop Smart City strategy for Wolverhampton and implement hero projects including Innovation Challenge and Hackathon							◆									
--	--	--	--	--	--	--	---	--	--	--	--	--	--	--	--	--



Funding

Activities will be funded through a range of resources including:

Black Country's **European Investment and Structural Fund (ESIF)** strategy included a specific Strategic Intervention Area around Local Growth Clusters providing Support for business creation and growth in specific local growth clusters in the creative, cultural and visitor economy. European Regional Development Fund (ERDF) is part funding the Grand Posthouse creative workplace. European Social Fund (ESF) is funding skills for growth ensuring that local residents have the skills to meet business needs.

Local Growth Fund (LGF) is funded through Growth Deals that provide funds to local enterprise partnerships or LEPs (partnerships between local authorities and businesses) for projects that benefit the local area and economy. The refurbishment of Wolverhampton Civic Halls and the Grand Theatre have been partially funded through this fund.

Arts Council invest in art and culture with funding available to organisations, artists, events and initiatives. The Arts Council are funding several venues including the Art Gallery and Newhampton Arts Centre.

Heritage Lottery Fund distributes a share of National Lottery funding, supporting a wide range of heritage projects across the United Kingdom

CrowdFund Wolves is a new online grant/crowdfunding site that connects people, ideas and support, enabling you to shape Wolverhampton's future.

<https://www.spacehive.com/movement/crowdfund-wolves> A number of creative projects are being developed through this forum.

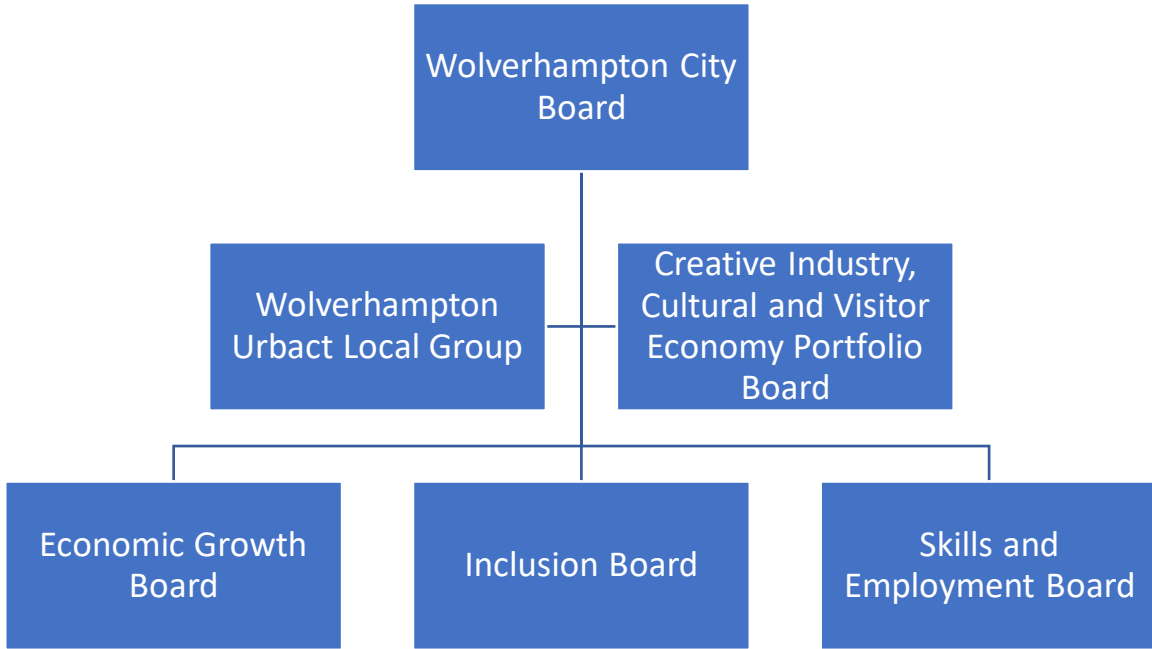
Private sector through sponsorship and contribution, for example the Grand Posthouse Creative workplace is being partially funded by a local business.

Other grants



FRAMEWORK FOR DELIVERY

Governance



Key Stakeholders



Stakeholders	Roles and Responsibilities
City of Wolverhampton Council	<p>City Economy – overall responsibility for creative, cultural and visitor Economy</p> <ul style="list-style-type: none"> • Visitor Economy team oversee Wolverhampton’s venues including Civic Hall, Wulfrun Hall and Slade Rooms and Art Gallery. They organise a number of cultural events and work in partnership to support other cultural events across Wolverhampton. • Markets organise a number of events across Wolverhampton..... • Enterprise team offer support to creative and technology businesses including access to grant funding. • Learning technology team work with schools to develop tech and creative talent for the future including annual Digi Awards. • Skills team work with creative and technology businesses and support access to work experience and jobs in this area. • Libraries developing their digital and STEAM activity including aspiration for makerspaces
University of Wolverhampton	<p>23,000 students including 1367 at the Faculty of Arts and 3859 at Faculty of Technology.</p> <ul style="list-style-type: none"> • School of Art exhibitions and show cases at the Wolverhampton Art Gallery. • BA and MA film courses at the Light House Media Centre • Supporting the University-run Arena Theatre in community engagement, developing new artists and increasing accessibility for artists and audiences • Creative workspace – SPARK and Grand Posthouse
Wolverhampton City College	<p>Wolverhampton City College has over 4,500 students and offers over 300 qualifications including creative courses including backstage theatre and production HND. The College currently use the Slade Rooms to develop training</p>
Cultural Venues	<p>Grand Theatre, Newhampton Arts Centre, Starworks, Arena Theatre, Lighthouse, Racecourse.</p>
Creative Black Country	<p>Three year project that makes the most of creative talent in the Black Country</p>
Creative and Digital businesses	<p>Developing ecosystem through developing Creative and Tech meet-ups with support from Silicon Canal</p>
Young people	<p>Youth Zone ‘The Way’ offers a range of facilities and activities for young people of Wolverhampton in the city centre including creative, music, art and digital</p>

Risk analysis

Risk	Probability	Impact	Score	Mitigation
Lack of continuation of Gen Y City agenda	2	3		<i>Development of the Creative Industry, Cultural and Visitor Economy strategy</i>
Lack of funding for events	4	4		<i>Explore other forms of funding including sponsorship and crowd funding</i>
Lack of participants for events including uncontrollable circumstance e.g. inclement weather	3	4		<i>Planning including for weather, marketing and communication and profile</i>
Schools fail to recognise benefit of creative tech activity	3	3		<i>Learning Tech Team informing and upskilling schools. EBPs role in explaining career options</i>
Lack of funding for STEAM activity: funding moved regionally limiting	5	3		<i>Explore other funding sources e.g. LTT working with RAF Cosford. Local initiatives through conference weeks.</i>
Graduates leaving with wrong creative tech skills including employability and enterprise	4	5		<i>Work with creative businesses to understand tech-stack requirements, influence providers and wolves@work employer work coaches</i>
Cultural participation not reaching Wolverhampton's diverse community including women, BMEs and disabled	4	3		<i>Specific events targeting diverse groups to engage on the pathway</i>
Lack of funding for capital projects	4	4		<i>Detailed businesses cases being drawn up</i>
Lack of connectivity of different cultural offers to maximise benefit to city	2	4		<i>Connected Places strategy drawn up</i>

Lack of joined up offer linking cultural offer and profile of city and its offer	4	4		<i>Enjoy Wolverhampton, What's on in Wolves and CI, Culture and VE strategy</i>
Failure to connect local creative tech skills to local creative tech businesses	4	4		<i>Emerging Creative Tech meet up and ecosystem, wolves@ work employer coaches</i>
Creative tech businesses working in isolation, not accessing support available including finance impacting on growth	4	3		<i>Growth Hub and emerging Creative Tech meet up</i>
Lack of enterprise skills of creative people impacting on ability to turn into a viable business	3	3		<i>Link to local enterprise support providers and Growth Hub</i>
Offer and availability of the right Creative workspace, the support offered and the right price.	3	4		<i>Creative Industries, Cultural and Visitor Economy strategy, Grand Posthouse, Arts Park</i>

Appendix: detailed SWOT

SWOT

<p>Strength</p> <ul style="list-style-type: none"> • 420 creative businesses employing 2,642 people • 23,000 University of Wolverhampton students including over 5,000 in Faculty of Art and Technology • Nationally significant clusters in museums, performing art & visual arts • Advertising and marketing and publishing sectors strong for smaller city • Wolverhampton 4th best city to start a business • Concentrations of creative industries in buildings across the city • Younger age profile • Wolverhampton has national/ regional cultural assets including Art Gallery, Civic Halls and Grand Theatre • Civic Halls largest entertainment and concert facility in the Black Country • £2million visitors to culture offer • Culture and entertainment offer generates £4.3m GVA supporting 637 jobs • Daily expenditure highest in region • Revenue spend on cultural activities highest in the region • Ranks high for industrial heritage and museums, archives and artefacts • High graduate employment rate of 96% • 80% students continue to work in WM 	<p>Weakness</p> <ul style="list-style-type: none"> • Majority creative industries micro businesses, reflecting lack of growth • Business births and self-employment rates lower than WMCA and England • Performs less well in other creative clusters • Low numbers in proportion with other areas within WMCA • No superfast broadband in city centre • Negative perception of the city • Not considered a traditional visitor destination • Competition from larger cities • Reliant on nights out for day visits • Hotels mainly attract business visitors reflected in good occupancy during the week but poor at weekend. • Quality of hotel offer • Lack of USP / identity for art / tech scene
<p>Threat</p> <ul style="list-style-type: none"> • Graduates and skilled young people lost to bigger cities • Skills do not meet the needs of creative businesses • Creative industries locate elsewhere 	<p>Opportunity</p> <ul style="list-style-type: none"> • Developing creative and digital skills at the University, College and industry specific apprenticeships • Use cultural offer to encourage young people to stay in the city

<ul style="list-style-type: none"> • 17 hotels with 984 rooms • Closure during refurbishment of Civic Halls and Grand Theatre • Civic Halls, racecourse and Grand Theatre generator of hotel demand. • City centre only attracts 23% of catchment • Better entertainment offer in B'ham and improving offer from Bridgnorth / Telford. • Other areas e.g. Birmingham have attractive accelerator • Telford has attractive offer for young families Southwater 	<ul style="list-style-type: none"> • Encourage creative / tech ecosystem • Develop niche within wider ecosystem • Branding • Promote the cities assets and talents • Encouraging business growth • Graduate retention • Enterprise - Graduate starts • Creative Arc/Art Park • Grand Post House • Lighthouse • Refurbishment of Civic Halls • Rank for assets scores higher than rank for activities therefore scope for making more out of cultural assets. • New Springfield campus housing the West Midlands University Technical College (WMUTC) for 14-19 year olds • Elite centre for Manufacturing skills housing the new Institute of Technology
--	--