

9 Culture, creativity and the visitor economy

9.1 Ambitions

The cultural, creative and visitor economies play a crucial role in improving regional competitiveness and enhancing the vitality of the East of England. They nurture talent which in turn drives international competitiveness, innovation and business growth. The strength of our creative and cultural offer contributes to our region being one of the best places in Europe to live, work or visit. It is within this context that the region will experience substantial growth over the period of the Implementation Plan and beyond.

Culture in the context of this theme is used to cover arts, museums and libraries, sporting activities, tourism and the creative and leisure industries. The theme covers the growth of the creative and cultural sector as a key driver for the economy, the development of creative places and communities, growing our strong tourism offer and maximising the opportunities of the London 2012 Olympic and Paralympic Games.

Our shared ambition is to enhance the creative capacity of our economy, to build on the strengths of our digital and media sectors, and to raise the profile of the region through promotional activities centred on the region's cultural centres of excellence, heritage and the towns and cities in which they are based. Tourism is a critical part of our regional economy. Our focus is on encouraging longer visitor stays, particularly from the domestic market. This approach reduces environmental impact and encourages an increase in spend, which helps maintain the quality of the environment and the cultural and historic assets on which the visitor economy relies.

The programmes identified within this theme contribute to the regional economic strategy (RES) and regional spatial strategy (RSS) targets through:

- the above-average sectoral growth rate of the creative industries, with particular regional strengths in digital and media industries
- the role of cultural and sporting infrastructure in improving the quality of place and catalysing regeneration, along with raising the profile of the region and attracting inward investment
- skills development programmes, such as the creation of the National Skills Academy for Creative & Cultural Skills in Thurrock
- a high level of business creation and labour market opportunities within the visitor economy sector that are particularly suitable for those with low or no skills or who wish to work flexibly
- the positive potential tourism, business and community development opportunities presented by the London 2012 Olympic and Paralympic Games.

This theme is also important in terms of the delivery of key national policies such as Creative Britain: New Talents for the New Economy (2008), Innovation Nation (2008), Digital Britain (2009) and New Industries: New Jobs (2009).

9.2 Status

Given the region's underlying strengths, there is the potential to position culture, creativity and the visitor economy at the heart of the region's economic performance, as well as ensuring that there is a strong and diverse cultural and leisure offer valued by existing and new communities. The region offers a varied cultural portfolio and a rich historic built environment and landscape that are attractive to businesses and to those wanting to live in the region.

The visitor economy in the East of England is one of the region's largest business sectors worth over £5 billion per annum and employing more than 180,000 people. Visits to the region are becoming more appealing to many UK residents, with the current economic decline encouraging more people to explore domestic holidays. The sector continues to grow above national trends. In 2007 the value nationally of domestic tourism increased by just 1.6 per cent, while the East of England grew by 15 per cent. There are opportunities to further enhance

the region's competitive position, based on the many distinctive destinations and attractions that we have on offer. The potential of the London 2012 Olympic and Paralympic Games to highlight the regional tourism offer is clear

Nationally, the creative and cultural industries⁽¹⁾ is a fast-growing sector and makes a strong contribution to gross valued added (GVA) targets, as GVA output per employee for this sector tends to be higher than the UK average for other sectors. The East of England accounts for seven per cent of total employment in the creative industries across Great Britain. Computer games, software and electronic publishing are the largest creative industries sub-sectors in the East of England, representing 37 per cent of employment. The region's growth in the new media or digital content industry, which is the use of digital technologies in the creation and distribution of creative products, is of national significance and the region will be working to ensure the East of England remains at the forefront of the development of this sector.

The region has a strong track record in collaborative working exemplified by joint investment in arts infrastructure through a shared prospectus approach which, to date, has generated a portfolio of eight new world-class facilities worth more than £110 million. However, the activities set out in the following programmes should be viewed against a backdrop of tight public funding for this theme over the short to medium term. The region has traditionally had tight budgets for this theme (funding for some of the key delivery agents for this theme such as Arts Council East and East of England Tourism is the lowest across the English regions). There is evidence that corporate sponsorship, local authority funding for cultural provision and running costs in cultural organisations have all tightened further in the last 12 months as a result of the economic downturn. Ensuring value for money from existing assets and considering innovative means to lever in additional funding will be important for the success of the programmes.

It will be important to ensure that pressure on expenditure resulting from the economic downturn does not impact negatively on the region's rich offer, limiting the growth potential of the creative and visitor economy and limiting the sector's ability to deliver on the RES and the RSS.

9.3 Programmes

The following programmes have been identified as key to delivering the ambitions for this theme.

	Programmes	Programme component
1	Supporting creative and cultural industries	(1a) Digital content
		(1b) Creative economy hubs
		(1c) Skills development
2	Creative places and communities	(2a) Cultural centres of excellence
		(2b) High quality cultural engagement opportunities for communities
		(2c) Embedding culture in sustainable communities
3	Growing and sustaining the tourism visitor economy	(3a) Promotion and marketing
		(3b) Business support and skills development
		(3c) Visitor accommodation

1 For the purposes of the Implementation Plan, the sector definition used is that adopted by the Department for Culture, Media and Sport (DCMS) "those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.", DCMS 2001 and encompasses 13 industries.

	Programmes	Programme component
		(3d) Sustainable tourism
4	The London 2012 Olympic Games and Paralympic Games	(4a) Sporting infrastructure and major sporting events
		(4b) Cultural Olympiad
		(4c) Procurement opportunities
		(4d) Skills development
		(4e) Tourism
		(4f) Health/well-being/volunteering

Programme 1: Supporting creative and cultural industries

Description and strategic fit

This programme aims to create the optimum framework to support the growth, innovation and productivity of the creative and cultural industries and its supply chain in the region.

The programme focusses on three main areas. Firstly, digital content is a particular priority. The region hosts a strong cluster of design, animation and other niche films, games and media-orientated companies, as home to half the UK's studios and production facilities. There are particular market failures around access to finance and resource efficiency which will be the focus of activity in the short term.

Secondly, the region plans to support the development of creative industries clusters through a programme of investment in specialist creative economy hubs that build on the expertise of our cultural centres of excellence. Because of the nature of the region, with no large conurbations, the region lacks the concentration of activities that in other places nurture and support the creative industries, leading to a risk of creative talent seeping from the region.

Thirdly, the skills associated with creativity are among the most important in securing improvements in the productivity of the economy overall. There is a shortage of industry-specific skills in key creative industries and more broadly of knowledge on how to commercialise creative ideas. While large businesses may provide training for specialist skills, the majority of businesses in this sector are small and are unable to provide the necessary learning opportunities. Skills development has become a priority for all of the cultural agencies, particularly as a result of the recession. Opportunities available, or being developed, include apprenticeships, Future Jobs placements, higher education (HE) and further education (FE) courses and professional development programmes.

The programme supports Policy C1 Cultural Development in the RSS and plays a role in furthering the aims of the enterprise and innovation goals in the RES. It also supports the national strategy Digital Britain.

Implementation

Leadership

The East of England Cultural Partners (currently termed CREATE) involving Arts Council East (ACEE), the East of England Development Agency (EEDA), English Heritage, Government Office for the East of England (GO-East), Heritage Lottery Funding (HLF), Museums and Libraries Association (MLA), Screen East and Sport England,

is responsible for the delivery and management of the cultural aspects of this programme. Screen East, with EEDA, is responsible for the delivery and management of the digital content and commercialisation aspects of the programme, working with the East of England Cultural Partners. EEDA and the Arts Council are responsible for the delivery of creative economy hubs working closely with local authorities and other partners.

Monitoring

EEDA and the Arts Council will produce annual reports on the cultural outcomes. EEDA and Screen East will produce annual reports on the digital content commercialisation outcomes, which will feed into the monitoring for this programme. Monitoring on the skills component will be derived from the reports of key delivery agents in this area, such as English Heritage.

Resources

Much of the investment required to support this programme has been secured or is in the process of being secured. Phase 1 of the creative economy hubs capital development has been developed or complete. Phase 2 is currently at feasibility stage.

Programme components

1a Digital content		
Implementation of the Digital Content Industries Plan 2010–2015, including the digital content investment fund. Establishment of Digital Eden content industries business network incorporating Games Eden and TV Eden.		
Key Delivery Agents	Budget	Results
Screen East, EEDA, business networks.	<p>£10 million (including private sector leverage and European funding).</p> <p>Funding for Digital Eden not yet established.</p>	<p>Outputs:</p> <ul style="list-style-type: none"> investment provided for 15 regional SMES as part of digital content venture capital fund reduction in carbon emissions from participating small and medium-sized enterprises (SMEs) number of SMEs assisted through Beyond 2010 and Digital Eden as set in respective business plans. <p>Outcomes:</p> <ul style="list-style-type: none"> growth in digital content sector.

1b Creative economy hubs		
Development of a network of specialist creative economy hubs that build on the region's centres of artistic excellence to attract and retain talent, and increase knowledge transfer and research and development (R&D) opportunities.		
Key Delivery Agents	Budget	Results

1b Creative economy hubs

ACEE, EEDA, HE/FE, local authorities, local delivery vehicles, MLA.	Total to be confirmed but likely to be from arts capital lottery, local authorities, EEDA, HCA and others.	Outputs: <ul style="list-style-type: none"> delivery of creative economy hubs.
	Investment to date (end 2009) for feasibility and initial capital investment is £438,000.	Outcomes: <ul style="list-style-type: none"> increase in number of business start-ups percentage of innovative active businesses in sector.

1c Skills development

Improving opportunities for industry-led skills development including work-based qualifications, continuous professional development for the sector, training opportunities for entries into the sports and leisure sector and establishment of the National Skills Academy for Creative and Cultural Skills (NSA). Activities also include continued delivery of the Beyond 2010 higher level skills investment for the Creative Industries.

Key Delivery Agents	Budget	Results
ACEE, MLA, Skills Active, EEDA, HLF, Learning and Skills Council (LSC), Sector Skills Councils, NSA, HE/FE providers, local authorities, the Commission for Architecture and the Built Environment (CABE), English Heritage.	<p>£1.3 million for East-Links: Leading the Field and £2 million for Team East for Skills.</p> <p>£60 million for NSA ROH Production Park; £333,000 from LSC to NSA for development of Apprentice Training Company.</p> <p>£200,000 for Beyond 2012 Skills programme.</p> <p>Additional funding for individual skills programmes.</p> <p>Funding for Digital Eden not yet established.</p>	Outputs: <ul style="list-style-type: none"> outputs set out in appropriate skills programmes NSA established by 2012. Outcomes: <ul style="list-style-type: none"> reduction in skills gaps in the current workforce reported by employers qualifications levels in the sector.

Programme 2: Creative places and communities

Description and strategic fit

This programme aims to create distinctive places and vibrant communities by ensuring that culture makes a significant contribution to growth and regeneration. Culture is intrinsic to the character of a place and one of the main considerations in businesses and employees deciding where to locate. It also plays an important role in helping communities, including hard to reach groups, develop new skills therefore increasing their potential for economic participation, as well addressing other important issues such as health and well-being.

The region has an existing portfolio of cultural organisations and events that are funded by the Arts Council, English Heritage, MLA, Screen East, local authorities, and other regional and local bodies. Many of our cultural organisations already play an important role in the civic leadership of the towns and cities in which they are based. Building on this strong basis, the programme's focus is on extending the reach of our strongest cultural assets to promote community engagement and economic participation. The development of cultural and sporting opportunities and infrastructure as part of a sustainable community is a priority for areas of the region that are faced with significant growth.

The programme supports Policy C2 Provision and location of strategic cultural facilities in the RSS and plays a role in furthering the objectives of the spatial economy goal in the RES.

Implementation

Leadership

The East of England Cultural Partners group involving Arts Council East, EEDA, English Heritage, GO-East, HLF, MLA, Screen East and Sport England, is responsible for the overall delivery and management of this programme. Cultural Strategic Partnerships (CSPs) and Local Strategic Partnerships (LSPs) also manage and deliver parts of this programme.

Monitoring

The Arts Council and other delivery agents will provide material for the monitoring of this programme. Engagement in cultural activity is measured by the cultural national indicators 8,9,10 and 11, which are reported on a local level as part of LAAs.

Resources

Much of the investment necessary to deliver this programme will come from cultural agencies and local authorities, either through cultural or cross-cutting opportunities such as commissioning. In terms of new facilities, these are set out in integrated development programmes IDPs, Local Area Agreements (LAAs) and other local/sub-regional plans and associated local policies, with resources being identified according to likely availability.

Programme components

2a Cultural centres of excellence

Embedding the region's new cultural centres of excellence and sporting facilities in their locality.

Building on the region's cultural specialisms, including supporting Norwich's bid for United Nations Educational, Scientific and Cultural Organisation (UNESCO) City of Literature and Peterborough's plan to be UK Environment City; supporting Norwich, Ipswich/Haven Gateway and Southend's ambitions around UK City of Culture and supporting Basildon Sports Village.

2a Cultural centres of excellence		
Key Delivery Agents	Budget	Results
ACEE, Sport England, EEDA, local authorities, MLA; Regional Cities East; Metal, Wysing Arts Centre, UK Centre for Carnival Arts, Aldeburgh Music, firstsite, Jerwood Dancehouse, the Royal Opera House Production Park, including the National Skills Academy.	Funding varies for the centres of excellence and is mainly derived from lottery capital investment and Arts Council revenue investment (£4.17 million in 2010/11), with support from EEDA and local authorities on a case-by-case basis.	<p>Outputs:</p> <ul style="list-style-type: none"> Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) led Citizens of the Future programme in Peterborough opening of two centres of excellence: Royal Opera House Production Park (2010) and firstsite (2011). <p>Outcomes:</p> <ul style="list-style-type: none"> increased number of visitors to regional attractions increased value of visitor economy improvement in perceptions of the region.

2b High-quality cultural engagement opportunities for communities		
<p>A series of initiatives designed to enhance community engagement with culture, with a focus on up-skilling opportunities and audience development. Examples include the museums' Renaissance programme, Heritage Open Days, arts led community events, film and heritage projects and outreach activities run by regional libraries.</p>		
Key Delivery Agents	Budget	Results
ACEE, MLA, libraries, English Heritage, Screen East, local authorities, other cultural partners.	<p>Renaissance programme has secured £7 million funding for 2009-11.</p> <p>Lottery investment on a project basis.</p> <p>Arts Council revenue investment to be determined.</p>	<p>Outputs:</p> <ul style="list-style-type: none"> community engagement activity. <p>Outcomes:</p> <ul style="list-style-type: none"> increase in engagement in cultural activities (Active People Survey).

2c Embedding culture in sustainable communities		
<p>Promoting high quality design and taking forward an integrated approach to developing cultural and sporting facilities as part of place-shaping using the Culture and Sport Planning toolkit.</p>		
Key Delivery Agents	Budget	Results

2c Embedding culture in sustainable communities		
Local authorities, with assistance and guidance from regional bodies such as CABE, Inspire East, English Heritage, MLA and Sport England.	Budgets are allocated through individual IDPs and LAAs.	<p>Outputs:</p> <ul style="list-style-type: none"> • new cultural facilities developed within growth areas. • widespread use of toolkit. <p>Outcomes:</p> <ul style="list-style-type: none"> • improved planning for sport and cultural facilities.

Programme 3: The tourism visitor economy

Description and strategic fit

The region aspires to be a leading region for sustainable tourism, based on the quality of its environment, culture and heritage. This programme aims to increase the rates of growth in the visitor economy and raise the profile of the region. The visitor economy is one of the region's largest business sectors and is well placed to continue to grow above the national trend. The focus of this programme is on encouraging domestic visitors to stay longer in the region, reducing the impact of travel while concurrently boosting tourism-related income.

Continued growth of a sustainable visitor economy is dependent on promoting the region; this requires public sector intervention due to the fragmented nature of tourist providers. In addition to core promotional activity of East of England Tourism, opportunities to dovetail with other marketing opportunities such as those associated with the new cultural centres of excellence and with the 2012 Olympic and Paralympic Games will be explored.

The region needs to raise the quality of the visitor experience, particularly in the light of the opportunities afforded by the 2012 Games. This will be carried out through skills development and business support activity in order to help businesses improve their performance and the quality of the products and services that they provide. A particular priority will be on raising the quality of accommodation within the region.

The sustainability of the visitor economy is dependent on travel both within Britain and to and from international destinations. Therefore, climate change is an important consideration in implementation of this programme. There is evidence that consumers are starting to consider a more responsible approach to tourism and the East of England has the potential to become a leader in this area, putting the principles of sustainable tourism at the centre of its visitor economy policy.

This programme is the main programme for delivery of the objectives set out in Policy E6: Tourism of the RSS, as well as supporting other policies such as the provision of strategic cultural facilities, historic environment and the coast. It also supports priorities set out in the spatial economy goal of the RES.

Implementation

Leadership

East of England Tourism (EET), supported by EEDA, has overall responsibility for the delivery and management of this programme, working with sub-regional tourism partnerships. Policies within Local Development Frameworks (LDFs) also provide for a range of sites and identify specific tourism initiatives that support the visitor economy. Continuing to develop relationships with the private sector, such as with regional airports, is also critical to the delivery of this programme. The region's local authorities are essential partners in the

9 Culture, creativity and the visitor economy

development of the visitor economy, through their support for East of England Tourism and subregional and local tourism destination marketing organisations, their support for tourism attractions, and their critical work in destination management, making their areas more attractive and enjoyable both for visits and for residents.

Monitoring

EET reports on progress against its business plan and this will form the basis of the monitoring for this programme.

Resources

EEDA provides core funding to EET through its single programme budget (approximately £3 million over three years). Sub-regional partnerships are funded by local authorities and business, and budgets vary across the region.

Programme components

3a Promotion and marketing		
<p>Promotion and marketing of the region, sub-regions and destinations to national and international key and emerging markets and to different market sub-segments. Two themed marketing campaigns will be carried out per year. The approach to responsible tourism is reflected in all aspects of marketing. Marketing campaigns will also be supported by public relations activity, with additional support provided for joint activity with National Express, Scene on Screen and gateway partners.</p>		
Key Delivery Agents	Budget	Results
EET, sub-regional tourism partnerships, Screen East, Visit Britain, Visit England.	Approximately £3 million over 3 years.	<p>Outputs:</p> <ul style="list-style-type: none"> two themed campaigns per year (short breaks/cities and towns in first year of plan) new gateway brand image campaigns. <p>Outcomes:</p> <ul style="list-style-type: none"> three percent increase in business and international visitors within 5 years improvements in profile and perceptions of the region domestic tourism to exceed the average rate of growth for the other English regions within 5 years.

3b Business support and skills development		
<p>Continuing and enhancing programmes to improve customer service standards, skills development and signposting to business support services.</p>		
Key Delivery Agents	Budget	Results

3b Business support and skills development		
EET, sub-regional tourism partnerships, Business Link, Tourism sector skills.	Some activity is covered by EET core budget, but additional funds needed to extend skills activities.	Outputs: <ul style="list-style-type: none"> 50 businesses receiving training support through Beyond 2012 programme 1,280 participants in Welcome to Excellence suite of customer care training courses. Outcomes: <ul style="list-style-type: none"> increase in GVA from the visitor economy increase in spend per visitor.

3c Visitor accommodation		
Activities include the development of market intelligence to attract hotel developers to the region, and advocacy work around encouraging take up of standardised quality ratings.		
Key Delivery Agents	Budget	Results
EET, sub-regional tourism partnerships, local authorities, private sector.	Share of EET's core budget above.	Outputs: <ul style="list-style-type: none"> collection of market intelligence. Outcomes: <ul style="list-style-type: none"> improvement in visitor satisfaction increase in spend per visitor above average increases in the percentage of accommodation that is quality rated by recognised schemes.

3d Sustainable tourism		
Delivery and embedding of the responsible tourism agenda, including the Sustainable Tourism East programme, funded through the rural development programme for England (RDPE) covering promotion of green accreditation, local information provision and internet marketing and support for businesses to overcome barriers to adoption of sustainable tourism practice.		
Key Delivery Agents	Budget	Results
EET, EEDA.	£900,000 RDPE.	Outputs:

3d Sustainable tourism		
		<ul style="list-style-type: none"> • 300 green business advisory visits • 920 delegates through a variety of sustainability courses including smarter marketing and Green Advantage courses. <p>Outcomes:</p> <ul style="list-style-type: none"> • 100 Green Tourism Business Scheme (GTBS) accreditations • greater awareness of sustainability opportunities amongst tourism businesses.

Programme 4: The London 2012 Olympic Games and Paralympic Games

Description and strategic fit

The London 2012 Olympic and Paralympic Games provide unique opportunities for the region in a number of areas that directly influence achievement of the RES and RSS objectives. In economic terms, it could bring in excess of £600 million to our region through an uplift in tourism activities, business procurement opportunities and skills development, as well as providing long-term health and wider social benefits.⁽²⁾ However, the benefits are not guaranteed and, if no action is taken, there is a risk of negative impacts on some sub-regions, with visitors, labour and expertise flowing from the region.

The Games will be a valuable source of contract opportunities for our regional businesses. Priorities include encouraging companies in the East of England to secure new business through public procurement opportunities, stimulating investment in skills and training in areas related to the 2012 Games and making the most of the economic and health benefits of the two Olympic sporting venues located in the region.⁽³⁾ Tourism is the business sector that is most likely to deliver the greatest economic benefits from the 2012 Games, as long as the opportunity is appropriately managed, and so this programme has strong links to the visitor economy programme.

The four-year Cultural Olympiad, which runs up to the Games in 2012, is also contributing to a large amount of additional cultural activity, including regional delivery of national major projects by each of the cultural agencies, a series of major regional events both sporting and arts based, along with local activity designed to celebrate the countdown to the Games, and activity focussed on leaving a strong legacy beyond 2012.

This programme supports the objectives set out in Policy C1: Cultural Development and Policy E6: Tourism of the RSS, as well as priorities set out in the spatial economy goal of the RES which specifically identifies opportunities linked to the 2012 Games. The regional strategy The Power of Possibilities is the region’s primary strategy and business plan for setting out the region’s ambition for the achievement of legacy benefits from the 2012 Games.

2 Economic Impact Study of the London 2012 Olympic Games and Paralympic Games, prepared by Grant Thornton for EEDA July 2006.
 3 White Water Canoe Slalom Course in Broxbourne, Hertfordshire and Mountain Biking course at Hadleigh Farm, Essex.

Implementation

Leadership

Nations and Regions East (NRE) is a representative group that co-ordinates and champions 2012 Games-related strategic issues across the region. NRE has a seat on the national Nations and Regions Group, which is responsible to the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) and the Department for Culture, Media and Sport (DCMS). NRE comprises a number of regional agencies, together with representation from the county areas and central government departments.

Monitoring

The NRE Board takes a lead responsibility for monitoring the actions contained in The Power of Possibilities strategy, which sets out measurement indicators for success. An interim meta-evaluation study will be undertaken in 2009/2010 and this will also establish a framework future evaluation. It is the responsibility of individual projects and programmes to establish appropriate evaluation and monitoring processes to allow reporting to NRE.

Resources

Funding for the two proposed sporting venues required for the Games is from the Olympic Delivery Authority, with EEDA also contributing £4 million for the White Water Canoe Centre (WWCC) in Broxbourne in Hertfordshire for legacy enhancements. Sport England East and Lee Valley Regional Park Authority have also committed substantial funding to the WWCC, again for legacy elements. EEDA is the sole funder for the core activity of NRE, which has a budget for core staffing, communication, co-ordination and advocacy work, and EEDA is covering the regional costs of the CompeteFor project. Arts Council, MLA, English Heritage and Screen East co-fund the 2012 Creative Programmer.

Core funding for tourism channelled through EET is a major resource for this programme but as there are no specific funding streams available, most of the activity will be incorporated where possible into existing marketing programmes.

Programme components

4a Sporting infrastructure and major sporting events		
Delivery of two proposed Olympic venues in the region (Broxbourne White Water Canoe Course and Hadleigh Farm Mountain Biking Course), sporting participation programmes, major sporting events and engagement with Cultural Olympiad and Health/social agendas.		
Key Delivery Agents	Budget	Results
EEDA, Sport England East, Lee Valley Regional Park Authority, local authorities. NRE co-ordination and communication.	£4 million funding secured from Olympic Delivery Authority, EEDA, Lee Valley Regional Park Authority and Sport England for capital investment for WWCC. Funding requirements for Mountain Bike venue to be determined. Legacy Trust.	Outputs: <ul style="list-style-type: none"> • two Olympic legacy venues in the region • two Olympic events plus at least two further major sporting events • roll-out of regional 2012 cultural, health, volunteering and sports plans • pre-Games Training Camps located in the region. Outcomes:

4a Sporting infrastructure and major sporting events

	<p>Major Events Funding.</p> <p>Sport England East/Department of Health/NRE.</p>	<ul style="list-style-type: none"> increased regional participation in sport growth in visitor economy.
--	----------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------

4b Cultural olympiad

Delivery in region of programme of: national major events (Artists taking the lead, Discovering Places, Stories of the World, Unlimited, Film Nation), a series of major events in 2012, local Inspire marked cultural activity.

Key Delivery Agents	Budget	Results
<p>ACEE, English Heritage (EH), MLA, Screen East, LOCOG, local authorities.</p> <p>NRE (co-ordination and communication).</p>	<p>ACEE £500,000 for artists taking the lead plus solicited lottery for major events.</p> <p>Legacy trust £500,000 major events (four cultural and two sporting).</p>	<p>Outputs:</p> <ul style="list-style-type: none"> a high number of major cultural activities. <p>Outcomes:</p> <ul style="list-style-type: none"> increase in engagement in cultural activity increased capacity in the cultural sector.

4c Procurement opportunities

Encouraging and supporting businesses to register and publish on CompeteFor (national online portal for London 2012 related contracts) and improving skills of businesses engaging in public procurement process.

Key Delivery Agents	Budget	Results
<p>EEDA, Business Link, NRE (co-ordination and communication).</p>	<p>c. £1million for CompeteFor.</p>	<p>Outputs:</p> <ul style="list-style-type: none"> publication levels on CompeteFor maintained between 40 and 50 per cent increasing level of business stock registered and published on CompeteFor (4 per cent in Dec 2009) percentage of contracts won via CompeteFor by businesses in the East of England. <p>Outcomes:</p>

4c Procurement opportunities

- businesses to secure five-ten percent of total value of Games' contracts.

4d Skills development

Working through existing projects and programmes such as CompeteFor, Train to Gain and Skills for Volunteering to target skills support at those sectors most related to 2012 Games.

Key Delivery Agents	Budget	Results
Skills agencies led and co-ordinated by the East of England Skills and Competitiveness Partnership (EESCP) (Executive Operations Group). Nations and Regions East (Co-ordination and Communication).	Varying budgets of skills providers.	Outputs: <ul style="list-style-type: none"> delivery of outputs for the Legacy Trust Volunteering into Employability programme, and Sports and leisure and Construction skills programmes. Outcomes: <ul style="list-style-type: none"> increased participation in skills, education and training.

4e Tourism

A range of tourism initiatives linked to the 2012 Games, including a series of major 2012-related national marketing campaigns and targeting substantial national and international media coverage of the region before, during and after the Games.

Key Delivery Agents	Budget	Results
EEDA, EET NRE (co-ordination and communication).	No specific budget attached, but delivered as part of EET's core marketing campaign.	Outputs: <ul style="list-style-type: none"> international marketing campaign in 2011/12. Outcomes: <ul style="list-style-type: none"> increased number of domestic and international visitors.

4f Health/wellbeing/volunteering

Using the 2012 Games as a catalyst to improve health and well-being and reduce health inequalities. Encouraging East region residents to be more active and engaged in their communities.

Key Delivery Agents	Budget	Results
---------------------	--------	---------

4f Health/wellbeing/volunteering		
Strategic Health Authority, Sport England East, EEDA, voluntary and community Sector, local authorities. NRE (coordination and communication).	Existing budgets of key strategic agencies. Legacy Trust Fund/ European Social Fund (ESF) EEDA (Volunteering into Employment initiative).	<p>Outputs:</p> <ul style="list-style-type: none"> • legacy Trust volunteering into employment project outputs • revised Regional Physical Activity strategy • various initiatives for health, sport and volunteering. <p>Outcomes:</p> <ul style="list-style-type: none"> • increase in numbers of individuals physically active • increase in number of volunteers • reduction in obesity levels.

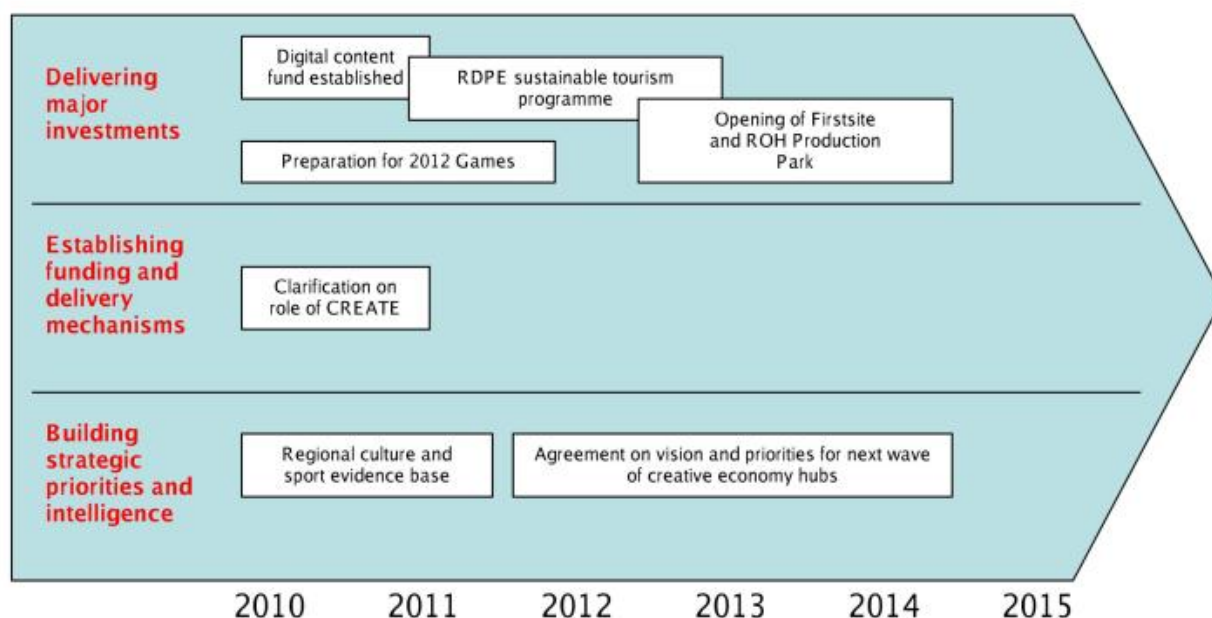
9.4 Key milestones and phasing

The deliverables set out in the programmes are primarily focussed on the first three years of the Implementation Plan, where funding has been, or is in the process of being, secured, and on those areas where the region needs to act most urgently. The immediate focus is to secure cultural and economic returns from the large-scale investment in cultural infrastructure projects undertaken over the last three years which are now coming to fruition, together with delivering activities associated with the 2012 Games.

Over a longer timescale, the region aims to sustain and grow investment into the creative and cultural economy in order to:

- develop innovative initiatives to support the film and computer games sectors to maximise our strengths in the digital sector
- develop a network of new creative economy hubs to attract and retain talent, generate high-quality product, and support R&D, innovation and skills development
- broaden our tourism and cultural promotional activities with a focus on using new media and investment in new public/private partnerships.

Fig. 12 sets out the sequencing for a few of the most critical interventions to be made in the region over the first five years of the Implementation Plan.

Figure 12: Phasing of key milestones

9.5 Synergies

The programmes set out in this theme have clear interdependencies. For example, the region's museums, the natural and historic environment, galleries and festivals help to attract tourists to the region. Specific cultural and sporting events, such as the London 2012 Olympic and Paralympic Games can, if appropriately managed, have immediate and long-term effects on the region's profile, levels of tourism, business performance and health and well-being of residents.

Activities to support the cultural and creative industries sector need to be closely aligned to the business support, finance and innovation programmes set out in the enterprise, business support and innovation theme. Successful delivery of the information and communications technologies (ICT) and the workplace programme will also be integral to the growth of the sector. The skills programme Skills for business will reinforce activities to develop the skills needed to grow the cultural and creative industries sector, and to support creativity in the knowledge economy more widely.

The region's heritage and environmental assets are important drivers for the visitor economy programme. The programme Protecting, restoring, enhancing the region's distinctive natural and historic landscapes, built heritage, habitats and species in the green infrastructure theme will be critical to the success of the aims of the visitor economy programme. Equally, tourism is critical for supporting the care and management of our historic and natural environment, and for contributing to the region's low carbon aspirations.

9.6 Delivery and capacity

The East of England Cultural Partners group involving Arts Council East, EEDA, English Heritage, GO-East, HLF, MLA, Screen East and Sport England, takes a regional lead on regional strategies, working with local partners and providing support for sport, heritage, museums and archives, and the arts and creative media. Other regional strategies for other themes, such as in the areas of business support, complement the activities of the Cultural Partners group. The Cultural Partners group will need to consider its role in relation to the new

Development and Implementation Boards as they become established. NRE provides strategic leadership and co-ordination of activity to maximise benefits from the London 2012 Olympic Games and Paralympic Games. Members of the Cultural Partners group sit on NRE to co-ordinate activity across the cultural sector.

Given the links between this theme and other programmes, joint delivery is an important principle. For example, in driving forward the skills needed for the cultural and creative economy, collaboration is needed among cultural agencies and the LSC, sector skills councils, the national skills academy for creative and cultural industries in Thurrock, and HE/FE providers as well as employers.

Many of the programmes have a particular spatial dimension, and in implementing these programmes it is important to ensure cultural initiatives are relevant to, and reflect, local communities. For example, the particular emphasis of the creative economy hubs is on: Greater Cambridge; Colchester and Ipswich within the Haven Gateway; Luton within the Milton Keynes South Midlands growth area; Norwich; Greater Peterborough; and Southend and Thurrock within the Thames Gateway. Delivery will be through, and in partnership with, the relevant integrated development programmes (IDPs) or other sub-regional partnerships such as MAAs. Similarly, the impact of tourism varies across the region. It is Norfolk and Suffolk's largest industry, and is particularly important for the region's coastal and rural areas.

Underpinning delivery of the programmes is a requirement for a greater emphasis on regional intelligence. Market intelligence is a core activity of EET, and particular attention is being given to understanding the changing consumer approach to responsible tourism and the impact of the Olympic Games. In the first year of the Implementation Plan, the region will be investing in dedicated resource to strengthen the regional culture and sport evidence base in collaboration with Insight East. This will be linked to the Culture and Sport Evidence (CASE) research programme, led by DCMS in partnership with the national cultural agencies. The region is progressing two important evaluation projects. The first is focussed on the joint EEDA/Arts Council East capital investment projects made under the 'Creative Collaborations' prospectus. The second is a cross-regional development agency (RDA) project to establish a framework for measuring the economic impact of destination marketing and promotion activity.

In terms of regional financial resources, it should be noted that these are significantly constrained over the first few years of the Implementation Plan. Core funding to the delivery agencies central to this theme is low compared with the rest of the UK and is likely to be affected by the immediate squeeze on public expenditure. Many cultural organisations and projects also rely on investment from local authorities, trusts and foundations, and other partners, all of which are also affected. However, the programmes identified reflect important, prioritised activity for the region and local partners.

Despite relatively low levels of public sector investment, the region continues to demonstrate its ability to form innovative partnerships that exploit regional strengths through joint investment. For example, Creative Collaborations is a nationally unique prospectus between EEDA and Arts Council England East, resulting in a transformative world-class portfolio of joint capital investments with sub-regional and local partners worth over £110 million. Support for the theme also comes from the EU Structural Funds including the European Regions Development Fund and Interreg programmes, which has supported many of the components of the Digital Content Action Plan. NRE has developed a unique and robust structure that brings together county areas with regional agencies and has seen the establishment of county area working groups and the leverage of significant additional resource from local authorities to deliver interventions to capture benefit from the Games. The region has a clear vision for culture, creativity and the visitor economy that will enable delivery partners to attract additional investment to implement our programmes.