

Economic and Social Impact of Culture in Hertfordshire and Vision for Cultural Tourism

Final Report

January 2014

Introduction and Contents

Introduction

This short report by Tom Fleming Creative Consultancy for Hertfordshire Local Enterprise Partnership and Arts Council England, managed by Watford Palace Theatre completes two linked studies:

- The first Part describes the current economic impact of culture in Herts and how culture could play a more significant role in the 'smart' growth that the county requires
- The second focuses on cultural tourism a key aspect of this and how a new strategic approach could bring a range of benefits
- The third sets out some key recommendations for delivery

Alongside this report sits a fuller action plan for cultural tourism which will be presented to the LEP board on Thursday.

Contents

Part 1 Economic Impact of Culture

- 1.1 Project Objectives and Outcomes
- 1.2 Culture's transforming role
- 1.3 Snapshot of Cultural Organisations
 - 1.3.1 Henry Moore
 - 1.3.2 Herts Museums
 - 1.3.3 Herts Music Service
 - 1.3.4 Knebworth
 - 1.3.5 University of Herts Galleries
 - 1.3.6 Warner Bros.Uk
 - 1.3.7 Watford Palace Theatre
 - 1.3.8 Culture's Impact
 - 1.3.9 Additional impacts
- 1.4 Herts today
 - 1.4.1 Already stronger than UK City of Culture Candidates
 - 1.4.2 Five ways to transform economic impact
 - 1.4.3 Driving smart growth
 - 1.4.4 Where growth will come from

Part 2 Cultural Tourism in Herts

- 2.1 Reminder of our Objectives
- 2.2 Tourism the UK's 3rd biggest business
- 2.3 Culture's huge contribution
- 2.4 Culture in Herts today
 - 2.4.1 Bristol Case study
 - 2.4.2 Isle of Wight Case Study
- 2.5 Potential if take a joined up approach
- 2.6 Connecting to the Growth Strategy
- 2.7 Culture Driving Tourism
- 2.8 Five key themes
- 2.9 Five Strategic Work Areas

Part 3 Recommendations

- 3.1 Potential Delivery Model
- 3.2 What could be achieved in Herts
- 3.3 Concluding remarks

Part 1: Economic Impact of Culture

Key Findings

1.1 Project objectives and outcomes

Objectives

- To inform the development of the Herts LEP strategy for economic growth
- To inform the development of a Cultural Task force to advise the LEP
- To provide an assessment of the Hertfordshire cultural sector's current economic impact
- To set a baseline and identify the potential for increasing the economic impact of Hertfordshire's cultural sector
- To provide baseline evidence for making sector wide or consortium bids that would contribute to the growth agenda, to relevant public sector or business partners
- To develop knowledge and skills within cultural organisations about assessing economic impact and provide them with tools to continue this analysis independently into the future
- To provide cultural organisations, Arts Council England and Hertfordshire LEP with key facts and data about the overall economic impact of cultural tourism in Hertfordshire and a robust advocacy tool for helping to secure further investment
- To provide cultural organisations with key facts and data about the economic impact of their own organisations that can be used to help leverage additional investment.

Outcomes

- An economic impact study with aggregated results for the Hertfordshire cultural sector as a whole, that includes a baseline and identifies the potential for growth
- Separate results for an agreed number of key individual cultural organisations
- Economic impact study training provision to Hertfordshire cultural sector organisations
- Practical tools and guidance that Hertfordshire cultural sector organisations might continue to use into the future in order to continue to assess economic impact.

1.2 Culture's Transforming Role

Regenerating town centres

Every £1 spent on public realm improvements by Southampton city council has prompted £5 investment. Also 1,200 jobs have been created as a result.

Regenerating regions and cities

- **Bilbao:** contributing: 9.2 million visitors, a GDP contribution of over €2 billion, local tax revenue of €342 million, 4,355 jobs per year and a return on investment of 12 per cent all between 1998 and 2006 (according to Guggenheim's own data)
- **Liverpool:** the economic impact of achieving European Capital of Culture (ECOC) in 2008 was considerable. Visits generated by the scheme had an economic impact of £753.8 million in additional direct visitor spend) across Liverpool, Merseyside and the wider North West region. The perception of the city was also improved nationally whilst 68 per cent of UK businesses believed the ECOC had a positive impact on Liverpool's image



Culture's contribution to economic regeneration – A long list of benefits including...

- increased property values/rents
- corporate involvement in the local cultural sector
- higher resident and visitor spend arising from cultural activity
- job creation (direct, indirect, induced); enterprise (new firms/start-ups, turnover/value added)
- employer location/retention; retention of graduates in the area
- a more diverse workforce creative clusters and quarters; production chain, local economy and procurement; joint research and development
- collaboration and ideas sharing, leading to greater innovation
- public–private–voluntary sector partnerships
- investment (public–private sector leverage)
- higher educational attainment

1.3 Snapshot of cultural organisations



**Henry Moore
Foundation**



Herts Museums



Herts Music Service



Knebworth House



**University of Herts Galleries
and Theatre**



**Warner Brothers Studio Tour
London**



Watford Palace Theatre

1.3.1 Henry Moore Foundation

Henry Moore's former home and studio at Perry Green is the focus for this study.

The wider work of the Foundation also includes:

- Exhibitions of Moore's work worldwide
- Funding exhibitions and research at the Henry Moore Institute in Leeds
- Awarding grants to arts organisations in the UK and abroad.

Henry Moore's house, gallery, tapestry barn, studios & sculpture gardens at Perry Green are open the public March to October.

2013 comparing the sculpture of Rodin and Moore - first time work of another artist has been shown alongside Henry Moore at Perry Green.

Henry Moore
Perry Green



Henry Moore Foundation Perry Green: Some Economic and Social impacts

ECONOMIC

Generated income set to rise in 2013 with Rodin exhibition and dedicated marketing budget for the first time

Henry Moore Foundation endowment significant annual investment in culture in the County

Estimated GVA for Perry Green £1.1 million

EMPLOYMENT

71 people or 53.4 FTE posts

76% of posts are filled by Herts residents

VOLUNTEERS

42 volunteers in a mix of professional and events roles – 10 volunteer board members

The majority over 45 years of age

LEARNING SESSIONS

8 creative workshops attended by 80 people

1 sculpture workshop attended by 10 A Level students

VISITORS

17,000 visitors in 2011/12
Predominantly local: 45% from Herts, 48% from London and surrounding counties

1.3.2 Hertfordshire museums

Over 30 museums in Herts including:

- The Natural History Museum at Tring.
- The International Garden City Exhibition just re-opened after large scale refurbishment
- Welwyn Hatfield Museums Mill Green and Welwyn Roman Baths
- North Herts has a major new museum for the district due to open in 2015 co-locating collections from Letchworth Museum and Hitchin Museum which both closed in September 2012, with the new library
- St Albans Museums including the Verulamium and the Museum of St Albans
- Stevenage Museum and Watford Museum
- Independent museums including 12 total run by volunteers

The County Council provides support to the museums across Hertfordshire through the museum development officer post.



Hertfordshire Museums Economic and social impacts

ECONOMIC

Direct expenditure higher than income, heavily subsidised by local authority for staff and other costs.

Estimated GVA of £647,195

EMPLOYMENT

14 Hertfordshire museums employ 35 people or 27.4 FTE posts

77% of posts are filled by Herts residents

VOLUNTEERS

471 volunteers worked 44,862 hours, equivalent to 27 full-time jobs or £419,000 of staff time

LEARNING SESSIONS

78,194 participants in workshops and learning sessions

73,839 young people

VISITORS

Estimated 861,655 visitors

Mostly local museums so can expect most visitors are local (no figures available on where visitors are from or spend during visits)

1.3.3 Hertfordshire Music Service

Hertfordshire Music Service is one of the largest Local Authority music services in the country with over 25,000 children in schools and music centres across the county learning music.

The Music Service is the Lead Partner in the Hertfordshire Music Education Hub which brings individuals and organisations together to offer a diverse range of music opportunities in schools, music centres community settings and online.



Hertfordshire Music Service

ECONOMIC

Income of £9.7million - £7.1million of generated income.

Estimated GVA of £7.1million

EMPLOYMENT

The Music Service employ 505 people or 254 FTE posts

43% of posts are filled by Herts residents

VOLUNTEERS

All teachers are professional and employed

The volunteer roles with the Music Service includes more professionals among the 18 board members

LEARNING SESSIONS

25,000 young people benefit from individual and groups music lessons

There is also an extensive programme of Continuing Professional Development

1.3.4 Knebworth

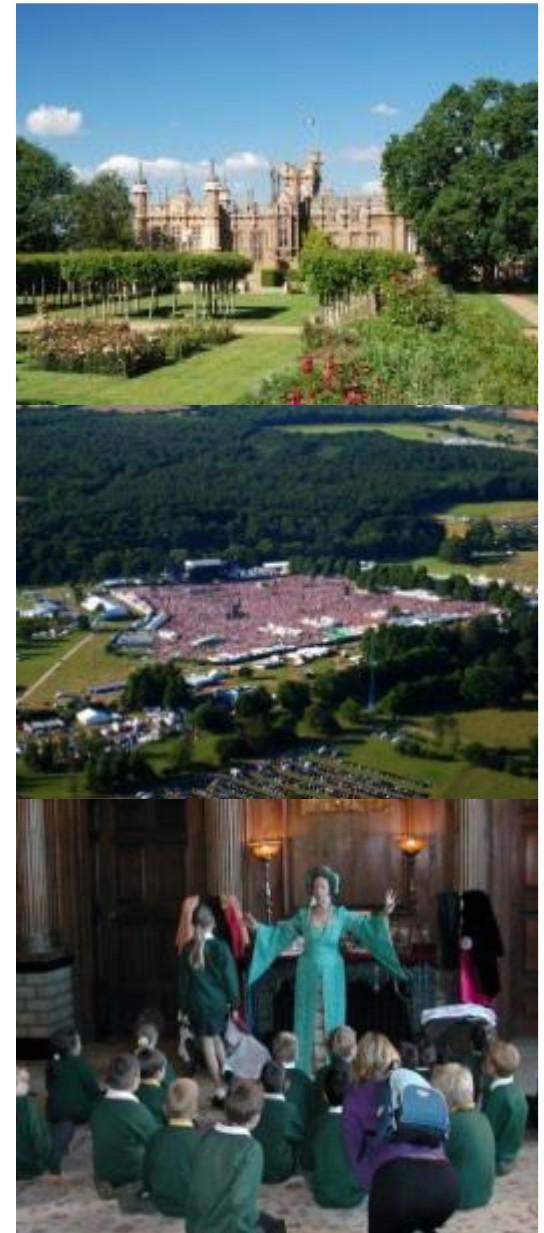
Knebworth is an English stately home, owned and managed by the 19th generation of the Lytton family.

Famous as:

- the home of Victorian novelist Edward Bulwer Lytton
- as a live music venue,

Knebworth House, Gardens, and Park opens to visitors on weekends and school holidays from mid March to the end of September and for special Christmas events in December.

The House, Gardens and Park including Knebworth Barns Conference and Banqueting Centre are also available all year for weddings, private, corporate and special events.



Knebworth

ECONOMIC

No public investment

GVA of £725,082 (based on figures with no expenditure other than staffing)

EMPLOYMENT

117 employees or 64.5 full time equivalent staff

All staff are Hertfordshire residents

VOLUNTEERS

6 professional volunteers

LEARNING SESSIONS

Award winning education programme for nursery to sixth form students

VISITORS

109,000 – 60% from Hertfordshire

1.3.5 University of Hertfordshire Galleries

The UH Galleries have two primary aims:

- To offer artists and makers in the early stages of their professional careers significant exhibition and associated publishing opportunities
- To provide local audiences with the opportunity to engage with contemporary art and discover an array of surprises and hidden interests in our varied and vibrant programme of exhibitions.

UH Galleries have two exhibition spaces :

- Art and Design Gallery at the University's main campus in Hatfield
- Gallery space within the Museum of St Albans.

Ten exhibitions each year across the two galleries including Eastern Approaches showcasing artists from East of England.

Also touring exhibits and range of publications.



UH Galleries: Economic and social impact

ECONOMIC

Direct expenditure higher than income, suggesting heavy subsidy by University .
Estimated GVA of £73,194

EMPLOYMENT

14 people or 10.6 FTE posts

65% of posts are filled by Herts residents

VOLUNTEERS

26 volunteers
From all age groups: Nearly half aged 18-25, six over 65

LEARNING SESSIONS

10 schools workshops attended by 148 students

VISITORS

No figures available

1.3.6 Warner Bros. UK

Nationally:

- Warner Bros. in the UK directly supports over 4000 jobs and many thousands more indirectly through film, TV and video games interests.
- They contribute upwards of £1.2 billion to the British economy.
- Committed to supporting the next generation of creative talent:
 - invested £1 million in Creative Skillset
 - recently launched Warner Bros. Creative Talent to provide work experience and placement on all Warner Bros. films and more.



Warner Bros. Studios Leavesden and Warner Bros. Studio Tour London – The Making of Harry Potter

EMPLOYMENT

Directly employ 400 people
A further 250 people employed by contractors delivering catering, catering, transport, cleaning, security etc.

80% of staff local

In excess of 500 crew members are employed on each film with a maximum of three films made at one time.

VISITORS

2 million visitors in 17 months since opening 50% come from within 50 mile radius

15% from overseas

1 million visitors travelling over 50 miles, at least a small proportion will be staying and spending

ECONOMIC

Considerable impact on local economy through spend in shops, restaurants, hotels – no exact figures

LEARNING AND TRAINING

25,000 students have attended over 800 curriculum related classes coming from as far as Scotland and Cornwall as well as from local schools

1.3.7 Watford Palace Theatre

"Watford Palace Theatre provides excellent theatre productions and film screenings within easy reach and priced affordably in a beautiful venue to attend and appreciate. It's a reason to go into Watford and have a meal before seeing a play or film. As it's local, we sometimes bump into people we know there, which adds to a sense of belonging to a community."

Survey respondent

Watford Palace Theatre has the engagement and development of audiences, artists and communities at its heart. Annually the Watford Palace Theatre has:

- Over 300 performances and 250 film screenings
- More than a dozen productions produced or co-produced
- Productions seen in more than 60 towns and cities across the UK



Watford Palace Theatre – Some Economic and Social Impacts

ECONOMIC

GVA £966,618.

Investment leverage

For every £1 invested by local authorities £5.84 is levered from other income sources

EMPLOYMENT

24 people full-time, 10 part-time. 31.8 FTE

65% of FTE posts are filled by Herts residents

VOLUNTEERS

48 volunteers

17 board members and the rest volunteering at events

VISITORS

Total audience and participants 155,063 in 2012/13

Average audience spend in local bars and restaurant £10.08

LEARNING SESSIONS

25,106 people participating more than 500 workshops and learning sessions

A total annual audience spend alone in local bars and restaurants outside of the Theatre of £1.16 million

1.3.8 Culture in Herts has a significant Economic Impact

Culture currently has a significant economic impact in Herts in three main ways:

- **It has a direct economic impact** - **Six** of our snapshot organisations contribute £9.3 Million to the GVA of the County, employ 1,186 people (the vast majority of whom our local residents)
- **It has an indirect economic impact** - Contributing over £5.4 million of expenditure to goods and services in Herts
- **It is a key driver of the visitor economy** - Including Warner Brothers over 3.5 Million Visitors per annum spending over £35.5 Million

Additionally it contributes to the economy through:

- Providing skills, training and progression routes for young people
- Contributing to reputation and brand of county
- Making town centres and urban locations attractive

1.3.9 And a range of broader impacts...

Volunteers

- 593 volunteers worked in five of the cultural organisations
- In just 14 museums, volunteers worked a total of 44,862 hours, equivalent to 27 full-time jobs or £419,000 of staff time

Learning and outreach

- More than 1300 sessions run by four cultural partners
- Over 116,500 people
- 88% of participants were young people

1.4 Herts today – doing well

But could do much much more

1.4.1 Already stronger than ‘UK City of Culture’ Candidates

- Stronger baseline than candidate cities – in GDP and GVA from culture; and in creative industries turnover and employment
- Greater potential – links to markets and supply chains regionally and internationally; opportunities across the wider knowledge economy.



Culture – delivering growth, accelerating innovation

"By 2030, Hertfordshire will be among the UK's leading economies, helping to realise the full economic potential of the assets and opportunities within the Golden Triangle"

Maintaining our global excellence in science and technology:

Culture and the creative industries delivers the content, inspiration and emergent technologies to drive innovation. Culture is also a vital attractor of talent and inward investment.

Harnessing our relationships with London (and elsewhere):

Culture and the creative industries are key to attracting talent, markets and audiences from London; and Herts is home to a growing sector of creative overspill from London, with opportunities for a strong cluster overall.

Re-invigorating our places for the 21st Century:

Our towns suffer from reputational deficit and a lack of balance and mix. Culture can drive processes of repurposing and reinvigorating our towns, which in turn will lift the brand and attractiveness of Herts overall.



1.4.2 Five ways to transform the economic impact of culture in Herts

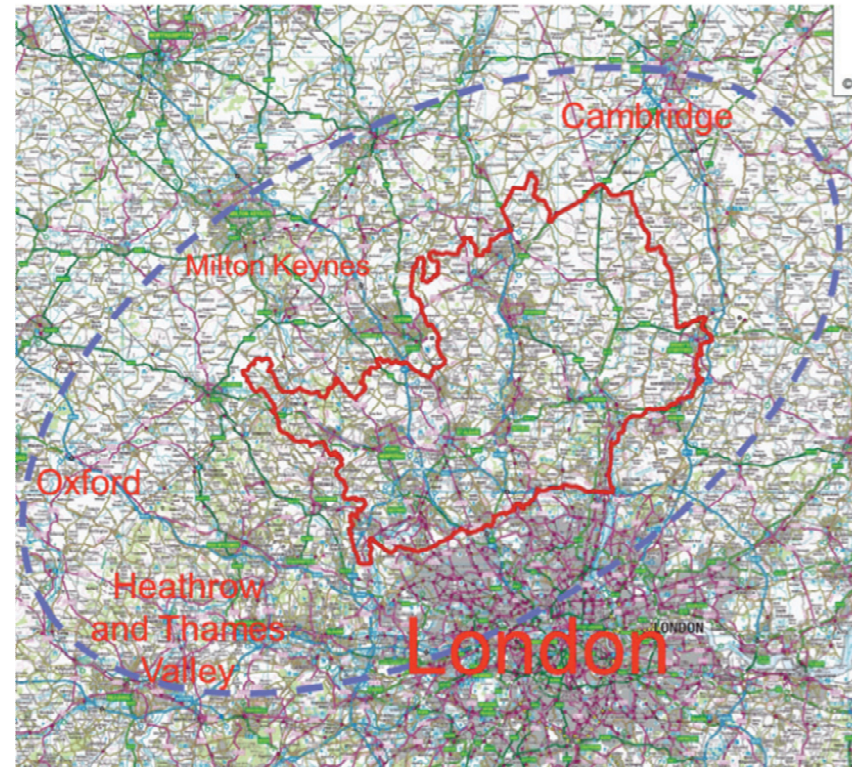
Current Situation	Intervention e.g	What would it do for Herts
Un-connected: business, cultural organisations, HE/FE not connected	Targeted joint working networking, events, showcases	A stronger cultural sector better connected to the wider economy and life of the County
Limited Footprint: Culture too much on the periphery and too often not seen as key to economic and social life of County	Expand cultural reach outside institutions into urban and rural areas through strategic planning, programming and joint working	A county where culture is seen to and does deliver added value across a broad range of agendas including improving the public realm, inward investment, quality of life
Reposition Culture: So its sits alongside HE, Research, the wider Knowledge Economy as a key sector	Ensure that the LEP Growth Strategy is culture proofed – so initiatives and interventions include culture as a key partner	The County benefits from the catalysing role that Culture can play in generating new ideas and innovative ways of working
Urban centres and distinctiveness: Many Herts towns are not currently up to standard as attractive 21 st century places to live, work and visit	Work with cultural organisations to programme new work, grow local distinctiveness, develop a new high street offer	Vibrant and dynamic centres with multiple reasons to visit, for local people, businesses and visitors alike
Under-developed cultural tourism economy: Not as many tourists as could be, brand under-sold, cultural assets under exploited	Strategic and joined-up cultural tourism plan that develops marketing partner working	Herts is recognised as a modern and cohesive location for visitors and businesses, increasing numbers and inward investment

1.4.3 – Culture Driving ‘Smart Growth’

- On the surface – Herts has a strong economy relative to the UK
- But the Herts economy is ‘slipping back’ relative to neighbouring counties – much of its current performance can be traced back to the high growth of the late 90s
- Jobs growth has been modest with some areas actually declining
- What growth there has been has not been ‘smart’ – need for more high skilled, high productivity jobs
- Large income gap between commuter income and those employed locally.

There are some strategic advantages though:

- 40% of working population educated to degree level
- Home to leading Knowledge-based businesses – GlaxoSmithKline, EADS, Astruium, Imagination technologies, EE
- Research and technology through Rothamstead and Clare Hall
- Location – between London, Oxford and Cambridge “the Golden Triangle”
- **Culture and the creative economy.**



1.4.4 Where growth will come from

"By 2030, Hertfordshire will be among the UK's leading economies, helping to realise the full economic potential of the assets and opportunities within the Golden Triangle"

Three priorities

- **Maintaining our global excellence in science and technology:** *"a huge opportunity for knowledge-based growth. Hertfordshire has the potential to become the private sector-led core of this process."*
- **Harnessing our relationships with London (and elsewhere):** *"focus...on the growth dynamic that can add value, interest and opportunity to Hertfordshire's businesses and workers alike."*
- **Re-invigorating our places for the 21st Century:** *"new vision for economic growth in urban areas, recognising that each town is – and needs to be – distinctive."*



"Encouraging the growth of sport, leisure and cultural activities as key economic drivers within the wider tourism sector."

Part 2: Cultural Tourism in Herts

Key Findings

2.1 Reminder of our Cultural Tourism Objectives

- To identify with cultural organisations in Hertfordshire a distinctive and overarching narrative of what the cultural tourism offer currently is
- To agree imaginative and striking ways of effectively articulating that narrative to a range of stakeholders
- To identify with cultural organisations a collective vision of what the cultural tourism offer might look like in the future and identify the steps that would need to be undertaken to reach this goal
- To help develop a partnership of cultural organisations that are better equipped to work together on making sector wide or consortium bids to public sector or business partners
- To agree with those organisations a series of written introductions to potential bids that can be utilised and further developed as funding opportunities become available

2.2 Context: Tourism the UK's third biggest business

Overseas Tourists

 **£134 Billion** total
revenue 2012

£68 bn GVA = 5.4 % of UK
GVA

 UK is the 7th largest international
Tourism Destination by visitor numbers
USA, Germany, France, Australia are top 4
source markets 

 Average spend £601  Average length
of stay 7.6 Nights


Domestic Tourists

£134 Billion total Spend

 **125 Million Visits**


 South East gets 16.94 million visits and
2.549bn spend


 Average spend £179  Average length
of stay 3 Nights

 Just relaxing is top activity – 25mn visits
followed by site seeing on foot followed by
visiting a country park – 6.15 mn and visiting
a museum 6.11mn

2.3 Arts and Culture makes a huge contribution to tourism

 **1.2 million people who visited the UK for a holiday or miscellaneous purposes in 2011 only undertook activities related to the arts and culture and one or two other activities**

 **total spending of £635 million by those for whom a main reason for their decision to visit the UK was the arts and culture.**

 *UK ranking fourth (out of 50) for contemporary arts and culture such as music, film, art and literature*

 **over 32 per cent of all visits to the UK and 42 per cent, or £7.6 billion, of all in bound tourism-related expenditure.**

2.4 Cultural Tourism in Herts today: Underdeveloped and under-connected

*"As a destination which uses Culture as a key driver for tourism, Herts is **currently under-connected, underdeveloped, fragmented and 'off the map'** for far too many potential visitors. While Tourism in Herts as a whole has been supported through initiatives including 'Love Herts', there has not been **the leadership, partnership or vision** needed to develop a holistic offer based on the County's Cultural Strengths."*

In particular - how can we make more of Herts proximity to London, now the most popular city in the world in the world with foreign tourists?

2.4.1 Case Study - Bristol: How culture is transforming the perception of the city

"In a strategic marketing sense, over the last 20 years Bristol has developed an international reputation as a radical, energetic, diverse and unorthodox hotbed of cross-discipline creative practice – especially in urban visual art, performance and the creative use of digital technologies. The latter is closely allied to and reinforces the City's historic strengths in film, animation and broadcast production. It also provides a seductive environment for young entrepreneurs working in business start-ups and attracts relocations across the cultural spectrum from performers to software developers and games designers." Peter Boyden

2.4.2 Case Study - Isle of Wight: Cultural tourism Delivering through a strong set of narratives

The Isle of Wight is now delivering a strong and clear tourism message based on two clear narratives based on Queen Victoria and Dinosaurs

- Dinosaurs – UK official Dinosaur Capital
- Queen Victoria and Osborne House
- But also Festival Isle – Cowes, Jazz, Film etc.
- Walking Isle
- Isle of Arts – Literary Festival
- Tourism now contributes £633 million to the Isle of Wight — around 40 per cent of the Island's income.



2.5 Potential for Culture and Herts if we create a joined-up approach

Brand & Marketing - Creating a vibrant brand for Herts based on contemporary and Historic cultural values with resonance internationally

Innovation - Developing new types of experience for visitors, connecting up the elements of the visitor experience, new business models, bringing live experiences to more places

Market development - Expanding the market for culture to residents and visitors alike

Quality of life - enhancing the quality of life for residents and visitors alike through contribution to improving towns and villages making them relevant for the 21st century

Overall: Boost the economy through increasing GVA, safeguarding and creating new jobs, inward investment, additional spend, export

2.6 Connecting with the Growth Strategy

Herts "Growing smartly as a perfect place for business"

1. Maintaining our global excellence in Science and technology

1. Focus on Contemporary and modern culture and creative industries
2. Raising global profile through events and programmes
3. Increasing attractiveness of Herts as business and life base

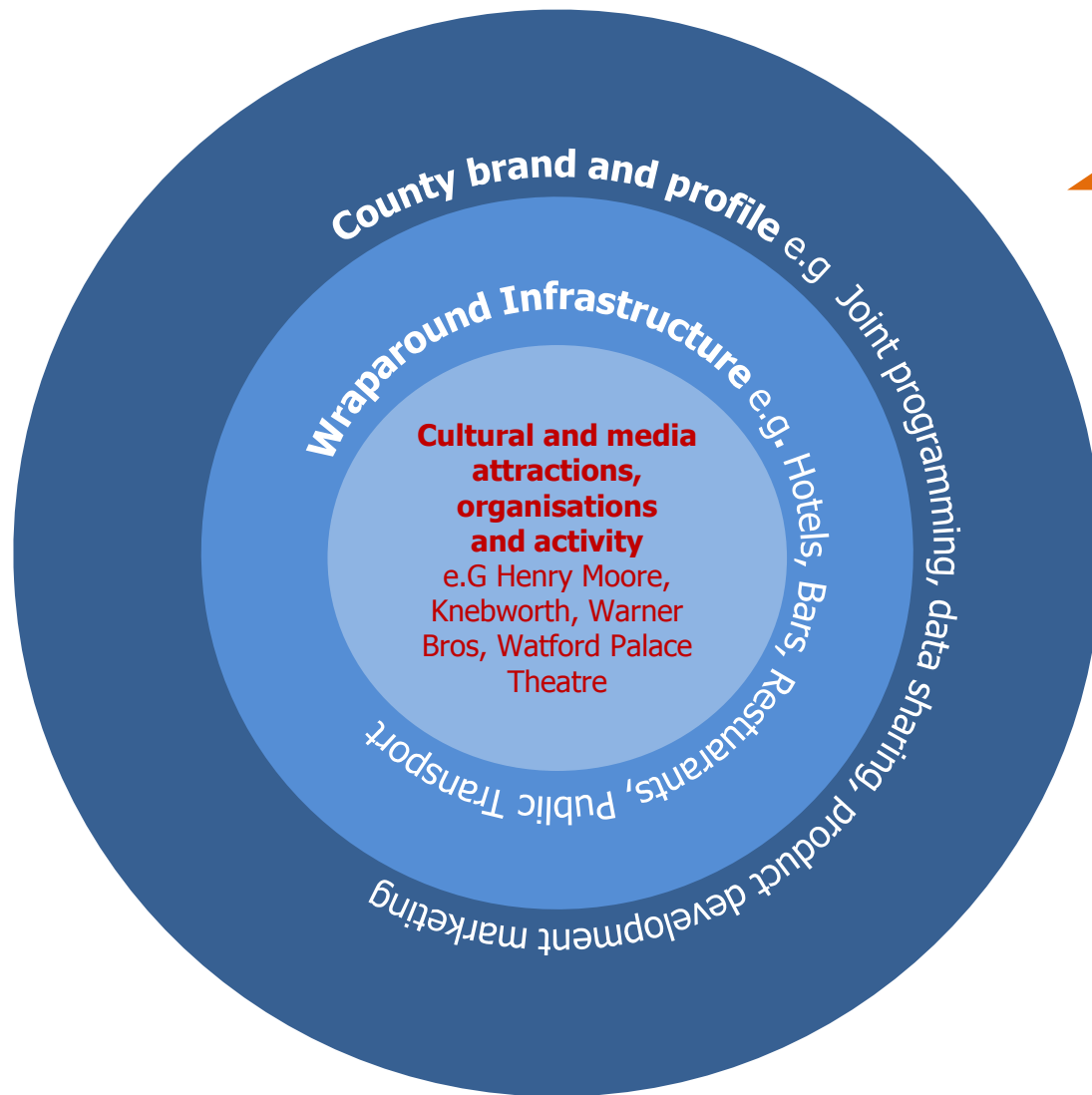
2. Harnessing our relationships with London and elsewhere

1. Increase visitors from London, neighbouring Counties, nationally and internationally
2. Increasing profile of County and changing perception of brand

3. Reinvigorating our places for the 21st Century

1. Positioning culture and creativity at heart of towns and places
2. Using culture and creativity to position towns as great places to live, work and visit
3. Creating jobs and boosting economy through cultural and creative employment

2.7 Culture driving tourism in Herts



Cultural and Media Tourism transforming

Maximising proximity to London and attracting tourists from Capital

Boosting profile in UK and internationally

Driving additional spend and longer stays

2.8 Underpinned by five key themes.

- 1. Sustainability and resilience** - Through joint working, shared funding and shared activity Cultural tourism will help organisations to survive and thrive
- 2. Innovation** - Business as unusual not business as usual. Joint projects and programmes will be based on innovation in delivery, marketing and relationship building, use of data, business models and ways of working.
- 3. Grand partnerships** - Developing bigger, more purposeful relationships between culture, business, Las, higher education and public sector (including transport) focussed around growth, quality of life, regeneration and place-making.
- 4. Reinvigoration of towns** - Better connecting culture to smart growth and high quality urban environments through events, festival, independent retail, new types of provision, infrastructure sharing
- 5. Cross-sector and co-creation** - Bias for projects which connect across the spectrum of cultural and creative and media businesses

2.9 Five strategic work areas

- 1. County Brand and Profile** – Through joint marketing, partnership, co-creation, big data sharing – reinforce contemporary and historic resonance of County nationally and internationally including relevance to three LEP priorities
- 2. Towns and places** – Raising importance of Culture and creativity in 'reinvigoration' of places including key economic and social role
- 3. Drive visitor economy** – Build from current baseline – with particular focus on London and neighbouring Counties as well as home audience
- 4. Connect-up the pieces** – through joint programming, taking culture out of culture houses, festivals, shared infrastructure
- 5. Creative Economy** – Build on County strength in digital and media through joint working, shared space, resources and more

Part 3: Recommendations and Actions

3.1 Potential Delivery Model



3.2 What could be achieved in Herts

Area	Actions	Impact	Implementation
1. Transforming brand and profile	Strategic marketing approach that connects up the County's offer	Increase visitors from London and elsewhere, repositioning of the County brand	Shared marketing initiatives; central themes and narratives; joint PR agency appointed
2. Towns and places	Using culture as a key attractor and agent for transformation	More vibrant urban centres, repurposed and imagined for the 21 st century	Work with the LEP on Growth Plan Priority 3, build capacity of cultural organisations to deliver
3. Creative economy	Connecting culture to wider creative economy	Stronger cultural organisations, more opportunities for creative businesses, wider impact for the economy	Events and networks across the County
4. Innovation	Help grow perception of Herts as place for innovation and growth through focus on creativity	Increased inward investment, increase in business start-ups,	Link culture to wider economy through programming, events, networks and rebranding

3.3 Concluding Remarks

- **Culture has a significant economic impact – but this could be hugely boosted** by increasing its impact through grand partnerships that 'smartly' connect culture, business, He/Fe and the Public Sector
- **Culture's Added Value:** in making towns vibrant, in boosting brand and reputation, as a differentiator and attractor of visitors is underplayed and underexploited
- **Culture can boost economic impact:** Through strategically linking to the Growth plan, enlarging its reach beyond organisational boundaries, connecting to wider agendas including urban revitalisation and building on its propensity to employ mainly residents
- **Cultural tourism:** Through a strategic approach Culture could become a key driver of tourists, inward investment, innovation and growth
- **Creative economy:** Connect Herts's strength in digital and media to its cultural organisations and assets
- **Focus on five main priorities to achieve most impact:** Towns and places, brand and profile, driving the visitor economy, connecting-up the pieces and the creative economy
- **Herts could be:** a stronger brand associated with creativity and innovation, attracting more tourists, winning more inward investment, with revitalised urban centres, a stronger more sustainable cultural sector linked to a thriving digital and media economy



info@tfconsultancy.co.uk

www.tfconsultancy.co.uk

 [@tfconsultancy](https://twitter.com/tfconsultancy)

tom fleming / creative consultancy /