

Culture Sector Group Year 4 Business Plan 2010/11

1. Background

It has been agreed by the Board for the Culture, Media, Sport & the Arts; Hospitality, Tourism & Leisure Sector Group to develop a business plan for a fourth year. This is to enable the Management Board to assess whether there is any merit in supporting the Culture Sector Group within the limited finances available to WYLLN in 2010/11.

The plan below is presented within the WYLLN business plan template and outlines the rationale, aims and objectives, targets, costings and institutional support for the continuation and development of an established Sector Group across West Yorkshire and beyond.

2. Delivery Plan

1. Rationale

Strategic Context

1.1 At a national policy level, HE and workforce development is seen as having a key role to play in minimising the impact of the recession and increased collaboration between HEIs, FECs private training providers and employers to develop demand led flexible courses, innovative funding models and relevant curricula (Higher Ambitions Nov 2009). Within areas of entrepreneurship and innovation, 'Stepping Higher' (Oct 2008), 'Reaching Further' (Jan 2009) and 'Future Fit: Preparing Graduates for the World of Work' (March 2009) CBI make a case for developing effective partnerships between HE/FE and the business sector. Further references to the digital, broadcasting and creative industries, including Tourism, Hospitality and Leisure sectors, have also been identified as contributing to skills development, creativity and employability of the current and future workforce. (Digital Britain, June 2009 and Mandelson's report 'Jobs of the Future', Sept 2009)

In the fourth year the Culture Sector Group will continue to align with strategic priorities of national agendas.

1.2 Within the formal education agenda, the implementation of the 14-19 Creative & Media Diploma, and the development of the Hair & Beauty; Hospitality; Sport & Active Leisure and Travel & Tourism strands all fit within the Culture Sector Group. There is increased activity in identifying routes for progression between diplomas and FE/HE is and WYLLN has developed partnerships with local authorities and invested in programmes to support this.

In the fourth year the Culture Sector Group will continue to support partners in developing progression routes around the Diploma lines relevant to the sector group.

1.3 The Culture Sector Group works with a number of institutional partners beyond the West Yorkshire boundary for example coordinating the Skillset Education Network or providing consultancy with Higher Futures – the Lifelong Learning Network for South Yorkshire. As a flexible and responsive network agency, the Culture Sector Group has been able to position and connect accordingly to support regional and local initiatives and programmes, such as the Screen Yorkshire & ITV consultation programme.

In the fourth year the Culture Sector Group will develop a partnership Action Plan to support Skillset (Sector Skills Council for the Media and Film industries) across the region, identifying project funding to support activities and events in partnership with members. This will be replicated with the Creative & Cultural Skills Sector Skills Council to establish a region-wide Creative & Cultural Skills Network.

1.4 The Culture Sector group is readily positioned to garner partner engagement in establishing an identity in the development of the Leeds City Region, in particular via the Innovation and Employment and Skills strands. This will be an effective route in which to involve FE colleges who are currently not included.

In the fourth year the Culture Sector Group will develop relationships with key LCR partners to ensure that routes for discourse, consultation and participation are visible for partner engagement.

1.5 WYLLN has just invested in three Higher Level Skills posts and they will play a key part over the next 12 months, located within key local authorities within West Yorkshire. It will be vital to maximise this opportunity for partners delivering and engaging within this Sector Group.

In the fourth year the Culture Sector Group will ensure all new recruits are involved in the Culture Sector Group network, identifying key shared objectives and targets related to the sector.

1.6 The Sector Group has been commissioned by Arts Council England to deliver a conference, following a successful project on creative entrepreneurship. The event is to support regularly funded organisations to make a shift from grant dependency to sustainable business models. WYLLN will be identifying appropriate training and professional development as part of the event.

In the fourth year the Culture Sector Group will continue to work closely with Arts Council England, aligning workforce development strategies with the arts sector, seeking commissions and delivering development programmes and events as appropriate.

1.7 West Yorkshire has a rich and varied range of cultural industries including the arts, leisure, sports, events, festivals; the hospitality and tourism industries, all contributing to the economy, regional renaissance and profile of the region. This sector has seen a slow but steady rise but less than nationally due to a deficit in higher level skills. Largely comprising of small to medium enterprises, sole traders and freelancers, it remains an important area of growth for the region with Digital and Media Industries as one of Yorkshire Forward's key priority areas. 2012 Olympics provides an opportunity through the growing 'Skills, Employment and Education' network to focus on developing cross agency and institutional collaboration, working together to identify skills needs, develop mechanisms to engage new learners and implement innovative curricula.

In the fourth year the Culture Sector Group will continue to work with regional strategic partners to ensure the network is connected and informed by regional initiatives, developments and funding opportunities.

Operational Context

1.8 On an operational level, the Sector Group runs a programme of meetings and events and membership continues to grow. There is good representation at most levels including FE/HE, strategic sub-regional and regional agencies and employers. In addition, the Sector Officer represents the Lifelong Learning Network on a number of committees, such as Skills, Employment & Education led by Yorkshire Forward; the Regional Operations Group – National Skills Academy, Sport & Active Leisure, co-ordinator of the Skillset Education Forum for Yorkshire & Humber region and HE/FE rep on Yorkshire's Youth Dance initiative.

Between meetings and events, newsletters, updates and e-fliers segmented to sub sectors are regularly distributed to the sector group. Membership is broader than WYLLN FE/HE partners, and includes representation from other HE/FE institutions from across the Yorkshire region; the sector skills councils; Business Link, West Yorkshire Sports; Arts Council England – Yorkshire; Yorkshire Dance Centre; National Skills Academies ; Train to Gain Enhancement Fund Commissioners and local authorities.

The sector group has been able to provide feedback and monitor performance at regular intervals throughout the life of the network to inform the programme and ensure needs are met. In a recent online survey members were asked about what they found particularly useful and views fell into five key areas :

1. Networking within and between sectors
2. Access to information & labour market information
3. Opportunity to access funding
4. Opportunity for collaboration
5. Professional management and programme of group activity

In the fourth year, the Culture Sector Group will continue to schedule bi-monthly themed meetings to ensure that partners can continue to benefit from the opportunities cited above.

1.9 The opportunity of the fourth year make the work of the Culture Sector group extremely timely as the above areas contribute to Leeds Met's stated vision and values in developing new and innovative ways of engaging and securing business within a fast moving sector, deriving both important benefits for WYLLN as well as the University.

2. Aims & Objectives	Targets
<p>Using the WYLLN investment, the fourth year will be an opportunity for the Culture Sector Group led by the Culture Sector Officer, to develop and embed five key areas (Objectives 1-5) to sustain and embed the WYLLN legacy. In addition, objectives 6-12 are actions included as outcomes from the rationale stated above.</p>	
<p>1. To develop more Progression Agreements within and between HE providers as well as between employers. Support in Kind</p>	<p>2 multi-exit/entry Progression Agreements 1 employer Progression Agreement</p>
<p>2 To implement Creative Apprenticeships and progression routes from these. Support in Kind</p>	<p>Take up of 5 Apprenticeships & 1 Progression Agreement</p>
<p>3 To disseminate curriculum development materials, research and learning</p>	<p>4 dissemination events linked to Sector Group meeting</p>
<p>4 To continue the excellent and effective communication and collaborative working with sector skills councils and employers identifying opportunities for EBTA, APL & APEL potential.</p>	<p>1 EBTA event for Sector Group</p>
<p>5 To align developments and initiatives with national agendas; distributing and informing the sector of strategic developments and support funding bids as appropriate Support in Kind.</p>	<p>Continue to contribute to WYLLN e-news digest; update website and contributions to external partner's newsletters and updates.</p>
<p>6 To support partners in developing progression routes around the Diploma lines relevant to the sector group, building on existing networks and partnerships. Support in Kind.</p>	<p>2 Diploma Progression Agreements on gateway 3 diploma lines</p>

<p>7 To develop a partnership Action Plan to support Skillset (Sector Skills Council for the Media and Film industries) across the region, identifying project funding to support activities and events in partnership with members. This will also be replicated with the Creative & Cultural Skills Sector Skills Council to establish a region-wide Creative & Cultural Skills Network.</p>	<p>Establish Skillset Network 3x per year Establish Creative & Cultural Skills Network 3 x per year</p>
<p>8 To ensure all new Higher Level Skills Officers are involved in the Culture Sector Group network, identifying key shared objectives and targets related to the sector.</p>	<p>Invite each HLS officer to present at Sector Group meetings (see Obj 12)</p>
<p>9 To work closely with Arts Council England, aligning workforce development strategies with the arts sector, seeking commissions and delivering development programmes and events as appropriate. Support in Kind</p>	<p>To be commissioned to develop annual conference for cultural sector.</p>
<p>10 To work with regional strategic partners to ensure the network is connected and informed by regional initiatives, developments, funding opportunities and develop CPD programmes for the sector. Support in Kind</p>	<p>To continue to participate on regional agencies committees to represent HE/FE & cultural sector & create cpd products</p>
<p>11 To develop relationships with key LCR partners to ensure that routes for discourse, consultation and participation are visible for partner engagement.</p>	<p>To feed into policy consultation and connect via Skills Advisor at Yorkshire Forward</p>
<p>12 To schedule bi-monthly themed meetings to ensure that partners can continue to benefit from the opportunities cited within the online survey.</p>	<p>6 meetings / events scheduled over the year</p>

Costings					
EXPENDITURE		INCOME			
Item	Cost	Item	Other Cash	In Kind	Source
Staffing (including on costs)		Staffing (including on costs)			
Sector Officer @ 2 days per week <i>Obj 1-12</i>	£19,442	<i>Obj 1-12</i>	£10,000 £10,000	£12,099	WYLLN Leeds Met
Marketing Officer @ 2 days per month <i>Obj 3&4</i>	£5,248				
Dean Supervision @ 1 day per month <i>Obj 1-12</i>	£6,851	Overheads		£15,596	Leeds Met
Overheads @ 2 days per week	£15,596	Activity			
Activity		Network Events <i>Obj 7,12</i>	£500		Fee/subscription
Marketing <i>Obj 3 & 4</i>	£3,000	Conferences <i>Obj 9</i>	£1,000		Delegate Fee /sponsorship
Hospitality/travel <i>Obj 3,4,7,9,12</i>	£2,500	Consultancy <i>Obj 10</i>	£3,000		Fee/Innovation Voucher
Venue Hire (some of this in kind) <i>Obj 3,4,7,8,9,12</i>	£2,000	Grants <i>Obj 9</i>	£3,000		Arts Council England
FULL EXPENDITURE TOTAL	£54,637	TOTAL	£27,500	£27,695	
		FULL INCOME TOTAL	£55,195		

Institutional Supporting Statement

The project contributes to and complements the University's mission by developing new and innovative ways of facilitating and supporting a changing and vibrant community, generating important benefits for both the business community and the University, students, staff and partners.

In line with the Vision and Values it contributes specifically to the following :

For learning

- fostering a community where research and scholarship are valued by informing teaching and contributing to knowledge transfer via partnerships with creative organisations and enhancing the recognised presence of the University amongst the commercial and wider local communities engaging with individuals, improving skills and improving economic and cultural sustainability.
- offering opportunities for progression and attainment leading to lifelong learning by providing connections and routes through partnerships with the cultural and creative sector.

For careers

- coaching students in employability and entrepreneurial skills to prepare for the world of work via partnerships and placement opportunities developed with the cultural and creative sector.
- collaborating with the business community, providing support, adding value and skills to contribute to society by enabling new streams of knowledge transfer and third stream activity to be developed within the creative arts and media sectors.
- enabling students to engage with partner organisations through volunteering and placements at home and overseas in the extended curriculum via events and seminars organised throughout the year.
- encouraging a culture of enterprise with resources and facilities to support and nurture creativity and innovation with links to the creative and cultural sectors via tutors and students through the events and networking programme.

For life

- developing regional, national and international partnerships with educational, cultural and business communities to enrich the student experience by fostering partnerships across the faculty with cultural agencies, organisations and individuals.

In addition, staff will also have opportunities to share contacts as well as access new practitioners to inform learning, stimulate new partnerships, develop special projects and enhance the student learning experience.

In recognition of the added benefit to the University in supporting this project, the University is able to confirm match funding for WYLLN to support the post to continue for a further year. In addition, further funds will be generated to continue to develop tailored CPD packages for both the cultural sector and learners within Leeds Met.