

# Creative Blueprint Yorkshire & Humberside

A regional plan for the  
creative and cultural industries  
May 2009

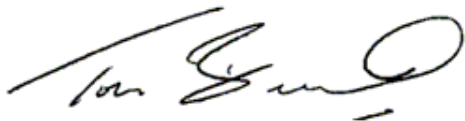


## Foreward

It has never been more important to invest in skills and workforce development. If businesses are to survive and be ready for growth after the recession, they need to be able to retain skilled people and develop new skills.

The creative and cultural industries are being hit by the recession. Businesses are closing, and people are losing their jobs. However, the UK creative economy has performed strongly up to 2008 and is predicted to grow at double the rate of the economy after the recession.

Businesses who don't invest in training during the recession are 2.5 times more likely to fail. The Yorkshire & Humberside Creative Blueprint lays out Creative & Cultural Skills' employer-led programme for workforce development along with key partners. Its purpose is to turn talent into skills and jobs and develop successful and sustainable businesses and organisations that overcome the challenges of the economic recession and contribute to the UK's status as a global creative leader.



**Tom Bewick**

**Chief Executive  
Creative & Cultural Skills**

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# 1 Purpose and background

The Yorkshire & Humberside Creative Blueprint is one of nine regional plans that show how Creative & Cultural Skills' national plan for England will be implemented. The 'blueprint' is a strategic workforce development programme for the advertising, craft, cultural heritage, design, literature, music, performing arts and visual arts industries.

Its purpose is to turn talent into skills and jobs and develop successful and sustainable businesses and organisations that overcome the challenges of the economic recession and contribute to the UK's status as a global creative leader.

This plan:

- Presents employer-led workforce solutions for the creative and cultural industries in Yorkshire & Humberside
- Makes the case for regional partners to invest in these workforce solutions.

The Creative Blueprint England is available at: [www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx](http://www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx)

## 2 The Industries in Yorkshire & Humberside

- Workforce – 45,870 people (7% of the creative and cultural industries<sup>1</sup> UK workforce).
- 4,130 businesses contributing £1.4B GVA to the UK economy total of £24.8B.
- Creative and cultural industries in Yorkshire & Humberside average GVA per head is £31,160, compared to a UK creative and cultural industries average of £36,570.
- Design is the largest of the industries represented by Creative & Cultural Skills (in terms of workforce and GVA), both regionally and nationally.
- Creative and cultural industries in Yorkshire & Humberside have grown by 22% in employment terms since 2006. Across the UK, growth in the creative and cultural industries is 9%.
- Prior to the recession, productivity in the creative and cultural industries in Yorkshire and Humberside had already decreased by 8%. This is compared to a decline across the UK creative and cultural industries of 7%.

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<sup>1</sup> For the purposes of this document, the 'creative and cultural industries are defined as the sectors within Creative & Cultural Skills footprint. These include: advertising, craft, cultural heritage, design, literature, music, performing arts and visual arts.

- 49% of the creative and cultural workforce in Yorkshire & Humberside is educated to Level 4 or above; this is compared to 53% of the sectors' workforce across the UK.
- 91% of the creative and cultural workforce in Yorkshire & Humberside is white and 58% male; this is compared with figures of 93% and 60% for the creative and cultural workforce in total. Across all industries in Yorkshire and Humberside, 93% are white and 53% male.
- 78% of creative and cultural businesses in Yorkshire & Humberside are micro businesses (employing 1-5 people); this is compared to 77% for all businesses across the UK.
- 40% of people working in the creative and cultural industries are self-employed; this is compared to 12% for all industries across the UK.

Across the UK, 62% of people in the industries earn less than £20,000 per annum, and 70% of women in the industry earn less than £20,000 per annum, compared to 57% of men. Only one in ten women earn more than £29,000, compared to one in four men.

Also, across the UK, people from ethnic backgrounds are more likely to earn less than £20,000 per annum (76%) than their white counterparts (64%).

The industries have both global and local markets. Those operating globally include advertising, design and music. The cultural industries (e.g. craft, cultural heritage, literature, performing and visual arts) make an important contribution to tourism and the visitor economy in Yorkshire & Humberside and the UK.

It is important to recognise that the industries' view of value and success is not only economic, but also social, cultural, aesthetic and environmental.

All of the above data is drawn from the Creative Blueprint and a detailed Creative & Cultural Skills Yorkshire & Humberside Industries Profile. To read these documents and Creative & Cultural Skills' approach to data collection, please visit: [www.ccskills.org.uk/Industryinsight/tabid/68/Default.aspx](http://www.ccskills.org.uk/Industryinsight/tabid/68/Default.aspx)

## The Recession

Our work on the impact of the recession shows business failures and redundancies are happening in the creative and cultural industries. Several significant examples include: the reduction in businesses' marketing spends on advertising and design services; the downturn in construction which is leading to redundancies in commercial archaeology; and cuts in Local Authority funding leading to job losses in local cultural services.

Until other sectors of the economy are stabilised, in particular the financial sector, there will be knock-on effects to the creative and cultural industries. Moreover, the recession is likely to increase the impact of current challenges to productivity and skills development.

Prior to the recession, the UK's creative economy had been performing exceptionally well, growing faster than the wider economy, and it is predicted to grow at double the rate of the economy after the recession (Creative Britain, 2008). However, at present, businesses are telling us that they need to make cuts in order to survive. This is causing concern about how employers will get through the recession with a strong enough skills base to meet the projected growth. For those businesses and practitioners who work in the public sector, the recession will last longer as cuts in public funding take effect.

Skills and workforce development are seen as crucial to survival and being able to grow after the recession (New Industry, New Jobs 2009). Independent studies show that businesses that do not invest in training and professional development during a recession are 2.5 times more likely to fail than those that do (Strategic Skills: Right Skills, Right Place, Right Time 2008). The Creative Blueprint solutions, including Creative Apprenticeships, the National Skills Academy, Creative Choices<sup>o</sup>, Qualification Reform and partnership programmes in Cultural Leadership and the UK Design Skills Alliance provide a range of solutions for retaining skilled staff and re-skilling for new opportunities.

Recession impact information and sources of support are available at: [www.creative-choices.co.uk](http://www.creative-choices.co.uk)

## **Industry Drivers**

The drivers for employers' current and future skills are:

- Globalisation: the global village, competition from Brazil, Russia, India and China and the continuing growth of the 'knowledge' economy
- Changing demographics: an ageing population, a decrease in the population of young people to enter the workforce and an increasingly diverse society
- Technological change: media convergence, a rapid rate of change and the ability for anyone to generate and distribute creative content
- Environmental change: climate change has an impact on consumer choice, and businesses are increasingly environmentally aware
- Government policy: ranging from employment legislation, Health and Safety to economic and social policy, e.g. the regeneration agenda
- Changing ways of working: flexible working and portfolio careers, increased use of freelancers and the role of volunteers in the workforce.

The 2012 Olympics and Paralympics present both opportunities and challenges through the Cultural Olympiad, Cultural Programme and legacy. Creative & Cultural Skills is contributing to 2012 through the National Skills Academy and Creative Apprenticeships.

## Current and Future Skills

Before the recession, 8% of businesses in Yorkshire & Humberside had recruitment difficulties. Employers saw this problem as a lack of relevant skills followed by experience. Creative roles were most difficult to recruit.

Currently 25% of employers said they had skills gaps, which lie in management (18%), creative (17%) and ICT (12%) roles.

Based on our research, the following skills are important for continued and future success, particularly during the recession:

**Management** – training needs to be tailored to the business

**Leadership** – development opportunities needed to encourage innovation and strategic planning

**Information and Digital Technology** – IT training in the industries needs to be flexible and enable future business development

**Business Skills/Professionalism** – training needed, particularly short courses or modules, in finance, administration, understanding new markets, industry values and standards

**Negotiation** – training needed for client and contract management and developing business networks and partnerships

**Selling Skills/Marketing and PR** – a particular training challenge for micro businesses and practitioners.

Data on current and future skills is drawn from Creative & Cultural Skills Creative Blueprint Stages 1 and 2: [www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx](http://www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx)

## Education and Training

- 14,400 courses, accounting for 8% of the UK total Further and Higher Education provision.
- Over 31,700 students are on a creative or cultural related course.
- 13% of people have no qualification or are qualified below Level 2.
- 21% have a Level 2 qualification as their highest qualification.
- 12% have Level 3 as their highest qualification.
- 49% are qualified at Level 4 or above.
- 60% of businesses in Yorkshire & Humberside did not arrange for training in 2006, compared with 68% across the UK. The main reasons for not training are lack of time and money.
- 82% of employers/practitioners do not have a training budget and most have one of less than £1000.

The high volume of courses is confusing to both prospective employers and students; clarity is needed in regard to which courses offer most value in terms of employment and recruitment prospects. Solutions to this issue are offered through our Qualification Reform programme.

Course content is also important, as is the role of employers and practitioners, in developing that content, to ensure relevance and to support current industry needs. Students also need to be able to develop transferable skills.

In contrast, there are some specialist areas of industry where course provision is at risk because of the high cost of provision for relatively small numbers of students, for example in crafts.

Data on education and training drawn from Creative & Cultural Skills Creative Blueprint Stages 1 and 2: [www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx](http://www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx)

## **Regional background**

The economic recession is focusing investment and delivery on supporting businesses to manage change, survive and thrive and helping individuals at risk of, or being made, redundant. This is in the context of the Yorkshire & Humberside Regional Economic Strategy (2006) vision:

*To be a great place to live, work and do business, that fully benefits from a prosperous and sustainable economy.*

There are three drivers for achieving the vision:

- Helping people get jobs
- Developing towns and cities
- Helping businesses find new markets.

The regional strategy is delivered by a range of partners including Yorkshire Forward (the Regional Development Agency), the Learning and Skills Council, Yorkshire and Humberside Universities, Government Office Yorkshire and Humberside, Local Authorities and the private sector.

Digital and New Media are priority sectors, and the cultural industries are recognised as contributing to the region becoming a vibrant destination. The industries are seen as part of the key assets and opportunities for the Leeds, Sheffield and Hull & Humberside city regions.

Yorkshire and Humberside's stadiums, arenas and open-air parks attract some of the world's biggest most exciting events, with its festivals encompassing the digital arts, film, antiquarian books, jazz, comedy and music. The Bradford Mela is the most important Asian cultural festival outside Asia, and each year the Leeds Festival attracts 70,000 contemporary music fans, with a further 30,000 coming together for the O2 Wireless Festival at Harewood House. Over 100,000 people have been known to get together for open-air concert in Leeds' Roundhay Park.

Harewood House also hosts the Classic Proms and regular open-air events, and the world-renowned annual Leeds International Pianoforte Competition receives applicants from around 40 countries.

The region has one of the best theatre infrastructures outside London, with six major theatres and over 300 performance venues attracting world-class artists to Yorkshire & Humberside. Leeds' West Yorkshire Playhouse now stages more productions than any other theatre outside London, and internationally ranked playwright Sir Alan Ayckbourn premieres all his plays at the Stephen Joseph Theatre in Scarborough. Other nationally acclaimed companies include Opera North, Hull Truck Theatre Company and Phoenix Dance Theatre.

Yorkshire & Humberside is also rich in the visual arts and cultural heritage, housing 180 galleries and museums. These include: Leeds City Art Gallery (home to the Henry Moore Institute); Yorkshire Sculpture Park, one of Europe's leading open-air galleries, with contemporary art spread over 500 acres of beautiful parkland; Sheffield's Millennium Galleries, a venue for the visual arts, craft and design, with frequent visiting collections from places like the Tate and Victoria & Albert Museum.

In addition, the region is home to: the Leeds' Royal Armouries which hosts major exhibitions, displays and interactive workshops featuring arts and crafts; Bradford's award-winning National Media Museum; York's National Railway Museum and Jorvik Viking Centre; and EUREKA! at Halifax, Britain's first discovery centre for children; and Hull's award-winning The Deep aquarium.

From 2010, an integrated regional strategy combining the economy, transport, housing and sustainability will be in place. This will be driven by collaboration between Yorkshire Forward and Local Authorities as part of Prosperous Places (2008) implementing the sub-national review of economic development and regeneration.

The Yorkshire and Humberside Regional Work and Skills Partnership brings together stakeholders and aligns delivery to achieve the priorities of the regional economic strategy.

Priorities of the Regional Work and Skills Partnership include:

- Getting people into work
- Stimulating demand for Apprenticeships in the region
- Upskilling the workforce
- Increasing productivity.

Creative Britain (2008) and Digital Britain (2009) provide the national strategic context for the industries. Key Creative Blueprint programmes - Creative Apprenticeships, National Skills Academy for Creative & Cultural Skills, Creative Choices<sup>o</sup>, Cultural Leadership Programme and the UK Design Skills Alliance - deliver Creative Britain commitments. The Yorkshire & Humberside Creative Blueprint must connect with solutions proposed in Creative Britain for Business Link 'beacons of excellence' and the Local Authority 'menu for local infrastructure' that will support creative industry development.

Creative & Cultural Skills chair The Alliance of Sector Skills Councils in Yorkshire & Humberside, and will prioritise activity on:

- A cross-sector regional recession recovery plan
- Labour market intelligence
- Train to Gain and the Enhancement Fund
- Leadership and Management.

Arts Council England, English Heritage, the Museums Libraries and Archives Council and Sport England have recently started working together across four specific areas:

- Integrated regional strategies
- Local Authorities and their commitment to culture and sport
- Living places and place shaping
- The 2012 Olympics and Paralympics.

It will be essential to connect the Yorkshire & Humberside Creative Blueprint programmes to these plans to avoid duplication and ensure maximum benefits are delivered.

### 3 Challenges

The creative and cultural industries have grown rapidly in the UK over the last ten years. In particular, the industry in the Yorkshire & Humberside has increased in employment terms by 22% since 2006, 13% above the national average. However, sustaining success in the recession requires change and a wider recognition that skills and workforce development will support businesses to survive and thrive.

During research and consultation, the industries identified five challenges:

- Significant gaps in work based technical and specialist skills provision
- Increasing and further developing higher skills in the workforce, with a need for greater focus on business and enterprise
- High volume of education and training provision presents an unclear picture to individuals and employers in terms of qualifications valued by employers for entry into industry, career development and progression
- The need to diversify the workforce for business success
- Increasing employer investment and commitment to training and development in industries dominated by micro businesses and self-employed/freelancers.

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Employers also identified nine skills and workforce issues:

- Entry to Industry

For people coming into the industries, there is a lack of knowledge about the skills needed to succeed. Career pathways are unclear or do not exist. Unpaid work experience and volunteering is often required to gain a foot in the door. Job recruitment in some industries is based on who you know, rather than what you know.

- Management and Leadership

Creative talent and drive are not in short supply, but management and leadership skills are needed to harness creativity for business success. These are essential for meeting the challenges of the economic recession, globalisation and technology change.

- Business Skills and Enterprise

All the industries need access to high quality advice, support and information about investment. The industries can focus on short term horizons and be reactive to change rather than proactive, for example in developing new business models. Making sure Business Simplification products and Train to Gain meets industry needs is essential.

- Continuing Professional Development

Time and costs are barriers to training and development. However, the recession and the rate of change in technology and business require creative and business skills to be continually developed. Businesses that do not train and develop are 2.5 times more likely to fail.

- Diversity

Unsocial hours, low pay, lack of progression and, in some industries, the need to volunteer, both discourage entry and lead to people leaving the industries.

- Qualification Reform

The industries are graduate-rich, but employers say that people starting work lack the right skills and experience. Work-based learning is valued, but there is a lack of suitable qualifications. The high volume of education and training provision makes it difficult for individuals and employers to know which qualifications are of value for entry and career progression.

- Information, Advice and Guidance

There is a lack of high quality industry endorsed information, including the skills needed to enter the industries, what types of jobs are available and career progression. Businesses and practitioners want information on training, development, business advice and support.

- Creativity and Culture in Schools

All the industries value creativity and culture in schools. The quality of the curriculum, teaching and experience has an impact on the initial engagement of young people with creativity and culture and the subsequent development of their skills and progression into Further and Higher Education and work. The Diploma development addresses these issues. We will work with partners such as Creativity, Culture and Education to embed programmes like Creative Apprenticeships into Find Your Talent and Creative Partnerships.

- Industry Intelligence and Research

Easily available, accurate, up-to-date and relevant skills and workforce data across the industries has been a problem. Understanding the current and future impact of the recession is vital for skills and business support delivery, particularly in industries dominated by micro businesses and the self-employed.

Please refer to the full Creative Blueprint England document for cross-referencing of skills needs and issues being met by solutions and programmes at: [www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx](http://www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx)

## 4 Solutions

Seven programmes have been developed to meet the challenges and address the issues. Five of the programmes are led by Creative & Cultural Skills:

- Creative Apprenticeships
- National Skills Academy for Creative & Cultural Skills
- Creative Choices<sup>o</sup>
- Qualification Reform
- Research Agenda

Two are partnerships:

- UK Design Skills Alliance
- Cultural Leadership Programme

Two cross-cutting themes underpin all the programmes:

- Continuing Professional Development
- Diversity.

The programmes are owned by industry and jointly delivered with partners including government, education, Regional Development Agencies, Arts Council England, Design Council, English Heritage and Museums, Libraries and Archives Council.

Creative & Cultural Skills works closely with trade unions including BECTU, Equity, GMB, Musicians Union, PCS, Prospect, Unite, Unison, the Writers' Guild of Great Britain and unionlearn.

Creative & Cultural Skills Industry Blueprints for all our sectors will shortly be available at: [www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx](http://www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx)

## **Creative & Cultural Skills led programmes**

### ***Creative Apprenticeships***

The Creative Apprenticeship is a brand new alternative route into the creative industries, one based on ability and potential rather than academic track record or social background and contacts.

It is a mix of on the job and off the job training where young people have the opportunity to acquire skills and knowledge and attain qualifications while doing so. These qualifications are designed and approved by industry. On the job learning is a significant component of the Creative Apprenticeship, allowing young people to break the vicious circle of 'no experience equals no job'.

### **Programme**

The Creative Apprenticeship is available in:

- Live Events and Promotion
- Music Business (recording industry)
- Technical Theatre (rigging, lighting and sound)
- Costume and Wardrobe
- Cultural and Heritage Venue Operations
- Community Arts Management.

### **In Yorkshire & Humberside**

Creative Apprenticeships are running in Yorkshire & Humberside from Spring 2009. The scheme is currently available in and around Leeds and Bradford, and potentially may also be available in North Yorkshire and Hull and Humberside later in 2009. Museums and theatres will be among the employers taking on a Creative Apprentice, in partnership with a local training provider.

In 2009-10, the Museums, Libraries and Archives Council is extending their financial support from 10 to 50 apprentices across England, so that more of the region's museums and galleries will benefit.

For more information about the scheme in your area, or to find out how to take on an Apprentice, please email: [apprenticeships@ccskills.org.uk](mailto:apprenticeships@ccskills.org.uk)

## ***National Skills Academy for Creative & Cultural Skills***

The National Skills Academy for Creative & Cultural Skills (NSA) addresses urgent skills shortages across the performing arts including in theatre and live music. Creative Blueprint research identified a predicted shortage of 30,000 technical staff and the need to replace and expand the current workforce by 2013. This includes support for the London 2012 Olympic and Paralympic Games.

The Academy operates as an employer-led membership organisation developing and governing the delivery of industry approved standards, training and related skills. A state of the art 'centre of excellence' for the Academy will be built at Thurrock in the Thames Gateway, as part of the Royal Opera House Production Park. Across England, it will work through a network of Founder FE Colleges and Employers. Gateshead College is one of the Founder Colleges.

International links are being forged, including the recent signing of a Memorandum of Understanding between the NSA, the Royal Opera House and the National Centre for Performing Arts in Beijing.

### **Programme**

The NSA's initial three year programme will deliver:

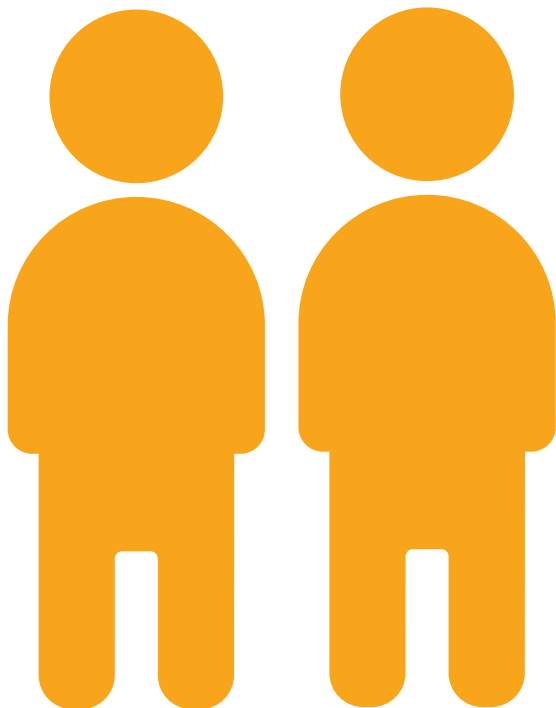
- An apprenticeship programme
- Work-related learning and placements
- On the job accreditation
- Delivery of Train to Gain funded opportunities
- Training programme for assessors and trainers
- Industry endorsed information, advice and guidance
- E-learning
- Events and conference
- Activity to support the Diploma in Creative & Media.

For more details, go to: [www.nsa-ccskills.co.uk](http://www.nsa-ccskills.co.uk)

## **In Yorkshire & Humberside**

The National Skills Academy is working with colleges in Doncaster and Wakefield who are involved with Creative Apprenticeships and the Backstage Academy. The Backstage Academy is a brand new multi-functional training and development facility in South Kirkby that is to offer the chance for people to train in vital backstage skills for the entertainment industry. The Academy, working with Litestructures Ltd, a company offering creative aluminium structures, will offer a variety of courses, rehearsal space and a live Wakefield music venue. Doncaster College will become the 12th NSA Further Education Founder College, and Backstage Academy themselves will become members of the NSA. In addition, the Vice-Chair of the NSA is the Technical & Operations Director from Yorkshire based company Opera North.

Other employers likely to become involved over the coming months include: West Yorkshire Playhouse, Mind the Gap and Yorkshire Dance. Discussions are also being had with colleges in Grimsby, Huddersfield and Leeds.



## ***Creative Choices***<sup>o</sup>

Creative Choices<sup>o</sup> is the first online service to provide tools, knowledge and networks to support every individual and business to get in, and get on in, the creative and cultural industries.

Launched in April 2008, it met its target and achieved over 100,000 visitors and 5,000 registered professional users in its first year.

The website offers information, advice and guidance, news and analysis and is rich in video and audio content providing a compelling experience for the user. The site also includes recession impact information and sources of support.

Creative Choices<sup>o</sup> works with a large number of industry organisations and regional partners to acquire, commission and co-produce content and to obtain additional sources of funding and expertise.

### **Programme**

**Tools** - a suite of powerful online tools that allow users to develop and manage their career

**Knowledge** - Creative Choices<sup>o</sup> offers privileged access to the huge body of research and industry intelligence gathered by Creative & Cultural Skills

**Networks** - features include: industry blogs, networking tools and a mentoring database.

Sign up at: [www.creative-choices.co.uk](http://www.creative-choices.co.uk)



## **Qualification Reform**

Creative & Cultural Skills has created a forum for the first real national debate on qualifications within the creative and cultural industries. The Sector Qualifications Strategy (SQS) marks the start of qualification reform for these industries, which have little history of using qualifications to address skills gaps. The SQS forms part of a UK wide programme, informed by Government policy, to ensure that qualifications and training meet the needs of employers and learners.

The employer-led vision is for a genuinely consumer-led qualifications system which delivers what it sets out to do: providing the creative and cultural industries with the people and skills required to be successful in a global market, securing world beating creative enterprise and more diverse cultural industries.

### **Programmes**

#### **Sector Qualification Strategy Action Plans**

The Creative & Cultural Skills SQS identifies six issues for qualification reform:

- The volume of qualifications
- Clarity of qualification type
- Employer use of qualifications
- Non-accredited provision
- Entry routes and progression
- Talent vs. qualifications.

These reforms will be implemented via nation specific action plans, available from June 2009. The actions plans will be refreshed every two years to reflect the evolving qualifications landscape and sector needs

The full strategy is available at: [www.ccskills.org.uk](http://www.ccskills.org.uk)

Creative & Cultural Skills engages with a wide range of stakeholders from the education sector, including the regulators and funding bodies in the Further Education, Higher Education and 25 Awarding Organisations operating in the creative and cultural sectors.

## **National Occupational Standards (NOS)**

NOS are statements which describe what someone needs to know, understand and be able to do in order to work within a particular occupation to the required level of competence. They form the basis of workplace qualifications. The standards are developed by employers working with Creative & Cultural Skills.

Creative & Cultural Skills has developed NOS in the following sectors:

- Archaeology
- Community Arts
- Cultural Heritage
- Cultural Venue Operations
- Design
- Freelancing
- Live Events and Promotion
- Music Business
- Technical Theatre.

The NOS are available at: [www.ccskills.org.uk/Standards/tabid/193/Default.aspx](http://www.ccskills.org.uk/Standards/tabid/193/Default.aspx)

## **14-19 Diplomas**

The Diploma in Creative & Media provides a broad, applied learning programme delivered in the context of the creative and media industries. It incorporates creative approaches to applied and work-related learning, industry devised learning outcomes and innovative models of assessment. Creative & Cultural Skills is part of the Diploma Development Partnership charged with designing and implementing the qualification. Two other sector skills councils, Skillset and Skillfast-UK, are also involved.

Creative & Cultural Skills is leading on the development of the Diploma in Humanities and Social Sciences. This new qualification will offer a broad base of applied study around 16 subjects, including history, geography, law, economics and sociology. These have not previously been accessible through applied, interdisciplinary programmes. The focus of the applied learning is on public sector employment, including museums and cultural heritage. The Diploma will be available to providers in September 2011.

## ***Research Agenda***

The Creative Blueprint research has, for the first time, produced cross-industry information on workforce demography, current and future skills needs, industry drivers and education provision in the industries represented by Creative & Cultural Skills. The Research Agenda is central to sustaining and developing baseline industry data, evaluating the demand for skills, assessing the impact of programmes and influencing policy.

### **Programme**

#### **Baseline data 2008-2009**

This project has updated the 2006–2007 industry baseline survey. Specifically the research includes:

- Baseline data about the size and nature of the sector
- Economic impact of the sector
- Labour and skills environment, with analysis of workforce trends.

#### **Workforce Survey**

The Workforce Survey is a bi-annual survey that updates and compares the development of the industry against criteria such as training investment and participation, qualification levels of the industry, skills gaps and skills shortages.

#### **Creative and Cultural Industries in the Economic Recession**

Creative & Cultural Skills is collecting and tracking data from industry, government and stakeholder sources, in order to report on and respond to the impact of the economic downturn on industry.

#### **Education Mapping Update**

This project aims to map current provision of education and training, by both volume and expenditure.

## **Partnership programmes**

### ***UK Design Skills Alliance***

The UK Design Skills Alliance is a partnership of the Design Council and Creative & Cultural Skills with leading design industry and education bodies. The aim is to support the development of a highly-skilled and increasingly prosperous UK design sector. The Alliance programme reaches across schools, industry and higher education. At its core is the creation of a commonly agreed professional practice framework that will drive demand for professional skills development in the UK design industries.

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#### **Programme**

##### **Continuing Professional Development**

This includes a directory of the continuing professional development courses and activities, providing local and regional information. It is planned that this will include industry recommendations, industry feedback and funding opportunities.

For the Directory visit: [www.designcouncil.org.uk/trainingfordesigners](http://www.designcouncil.org.uk/trainingfordesigners)

The Alliance is also working with regional design and education partners to develop regional programmes of continuing professional development.

Future development includes the Designer's Knowledge Base. Built around a professional practice framework, the Knowledge Base will define skills, knowledge and competencies through peer reviews case studies and Design National Occupational Standards.

##### **UK-wide Design Professionals' network**

Many colleges and universities bring in design professionals, but the scale and scope of activity across the UK is inconsistent. The network will facilitate knowledge sharing and develop new roles for visiting design professionals working with Higher Education.

##### **Designers in Schools**

Designers in Schools is a programme supported by Creativity, Culture and Education to increase the role of design, designers and design thinking in schools. There is also work with the Science, Technology, Engineering and Mathematics Network (STEMNET) to increase the role of design in its programmes.

A Design Mark for the delivery of high-quality design education in primary and secondary schools is being piloted in Northumberland, West Midlands and Cornwall.

For more information, visit: [www.thedesignmark.org](http://www.thedesignmark.org)

## ***Cultural Leadership Programme***

The Cultural Leadership Programme was launched in 2006 with £12m funding from the Treasury with funding for a further three years from the Department for Culture, Media and Sport. The programme aims to nurture and develop world class, dynamic and diverse leaders for the 21st century. The strategic delivery partners are Arts Council England, Creative & Cultural Skills and the Museums, Libraries and Archives Council. Current activity in Yorkshire & Humberside includes the Leading Edge Network and Mind the Gap in Bradford.

Currently there are four programme strands:

### **Work-based Learning**

Delivering tailor made work-based development opportunities for emerging and mid-career leaders.

### **Intensive Learning**

Working with key providers, the Cultural Leadership Programme offers a variety of different opportunities for intensive leadership development.

### **Meeting the Challenge**

Meeting the Challenge provides seed funds for leadership capacity development in the cultural and creative industries.

### **Advocacy**

The Cultural Leadership Programme is commissioning a significant body of research to review the nature of leadership development and provision within the cultural and creative industries. The research will support the development of new programmes and promote good practice models.

For more information, go to: [www.culturalleadership.org.uk](http://www.culturalleadership.org.uk)

## Cross-cutting themes

### ***Continuing Professional Development (CPD)***

CPD is essential to keep pace with change, be innovative and retain a competitive edge. In the recession, it is even more important to make the case for training as part of business survival and growth. While the industries are highly qualified, 49% to Level 4 or above in Yorkshire & Humberside, applicants still do not have the right skills for the job. Also 60% of businesses in Yorkshire & Humberside do not train. To meet industry needs, CPD must be:

- Embedded into businesses
- Sustainable and accessible
- Focussed on creative and business skills
- Specialist and/or industry specific
- Built on the industries' preference for informal learning, networks and mentoring.

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Creative & Cultural Skills priorities are:

- To secure agreement with the LSC and the Department for Business, Innovation & Skills (BIS) on the Creative & Cultural Skills Train to Gain Compact - to increase the flexibility of the offer to industry and raise awareness and use of the funding support available. Currently, the industries make little or no use of Train to Gain funding.
- Creative Choices<sup>o</sup> - further development of online resources such as Find funding, Find a course, Career Clinic, Coaching and Mentoring database and signposting/access to existing e-learning programmes, plus a database of informal provision
- The Cultural Leadership Programme
- National Skills Academy - development of a technical theatre CPD framework, working with SkillsScene, plus the development of training for theatre and music
- UK Design Skills Alliance – Directory of CPD and development of CPD pilots in the regions.

## ***Diversity***

The lack of workforce diversity in the creative and cultural industries is a key challenge highlighted by the Creative Blueprint research. This includes ethnicity, gender, disability and social and economic inclusion. In order to change the sector, the business case needs to be 'sold' to industry. As competition for the best people increases, ignoring the issue means the industries, although well supplied with entrants, are recruiting from an increasingly narrow pool of talent. Unstructured entry routes, lack of clear progression paths, the need to volunteer to get a job, and low pay, all combine to make the industries less attractive, for example, to talented young Black and Asian people.

Cultural awareness and understanding is crucial for creative industries competing globally for business. In the cultural industries, a workforce who reflects the demography of communities is important for audience development and participation and for attracting and retaining the best staff from the widest pool of talent.

The Diversity and Equalities agenda is embedded in the aims and outcomes of all programme development and delivery.



## 5 Success in Yorkshire & Humberside

In ten years time, the first Creative Apprentices will be in their mid-to-late twenties. After their Apprenticeship, some will have continued in education and all will be working in, or running, creative and cultural businesses. Many will act as mentors for the well-established Apprenticeship programme and be seen as emerging industry leaders. The quality of their industry-based education and training will enable them to work across the UK and internationally.

The National Skills Academy, along with the academies in Scotland and Wales, will have established the UK as the world leader in technical, training and development in theatre and live music.

Through employer and education partnerships, the current workforce will regularly update their creative, business and leadership skills and contribute to developing and teaching creative courses. Local, sub-regional and regional networks and mentors will support learning and development. Creative Choices<sup>o</sup> will enable worldwide connections and be the industry leader recognised for the quality of information and services provided.

Partnerships and networks for training will also support innovation and business development. The number of successful creative and cultural businesses will have grown, have more diverse workforces and no longer be seen as a risk for investment.



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For full reference list, see Creative Blueprint England:[www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx](http://www.ccskills.org.uk/Industryinsight/CreativeBlueprint/tabid/81/Default.aspx)

**Creative & Cultural Skills'** vision is to make the UK the world's creative hub.

**Creative & Cultural Skills'** mission is to turn talent into productive skills and jobs by:

- Campaigning for a more diverse sector and raising employer ambition for skills
- Helping to better inform the career choices people make
- Ensuring qualifications meet real employer needs
- Developing skills solutions that up-skill the workforce
- Underpinning all this work with high quality industry intelligence.

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