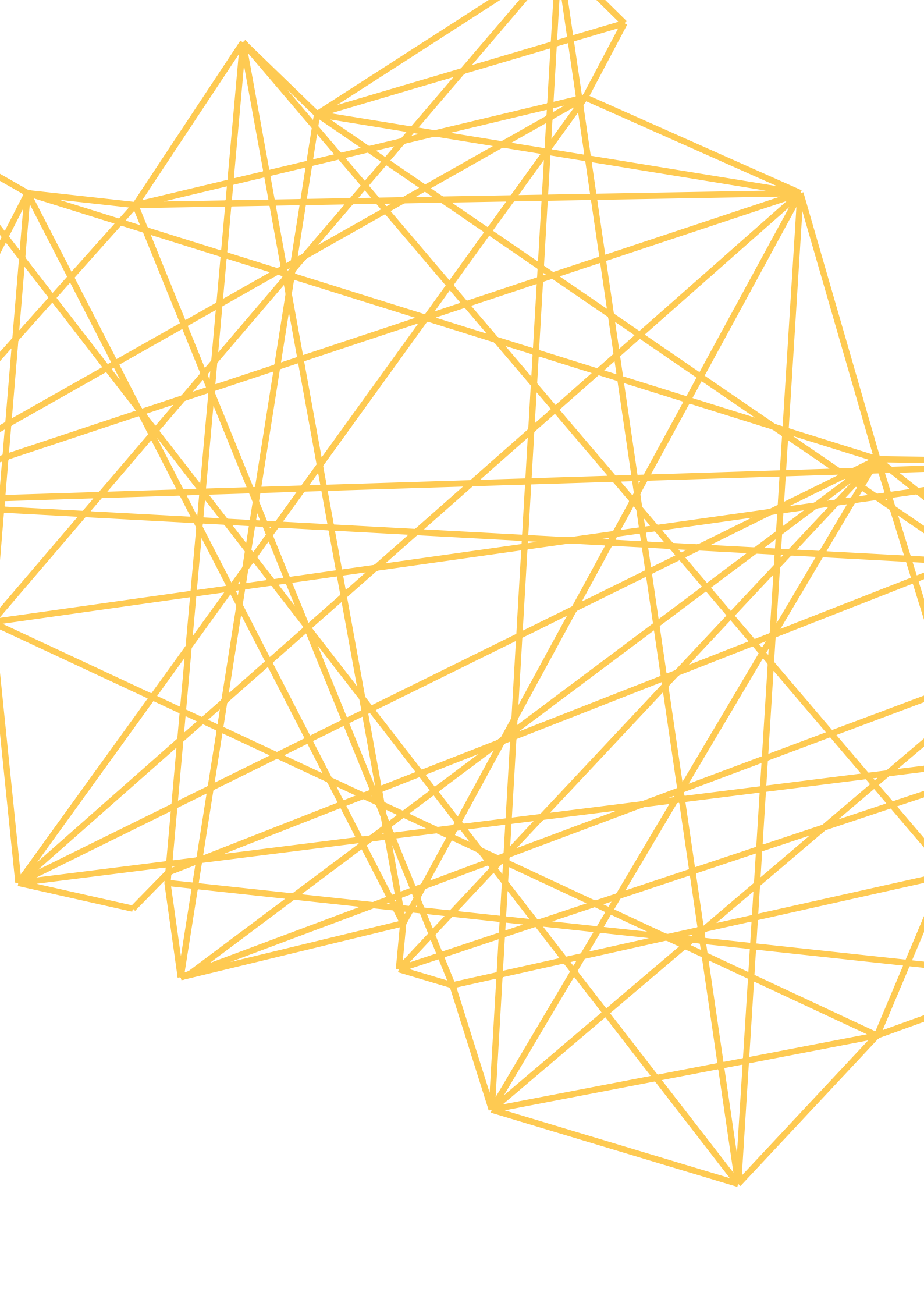




# **Plymouth: Mapping the Creative Ecosystem**

## **Workshop Transcript**

**10th January 2018**



# Executive Summary

The Creative and Cultural Industries are receiving increasing attention in policy circles in Plymouth.

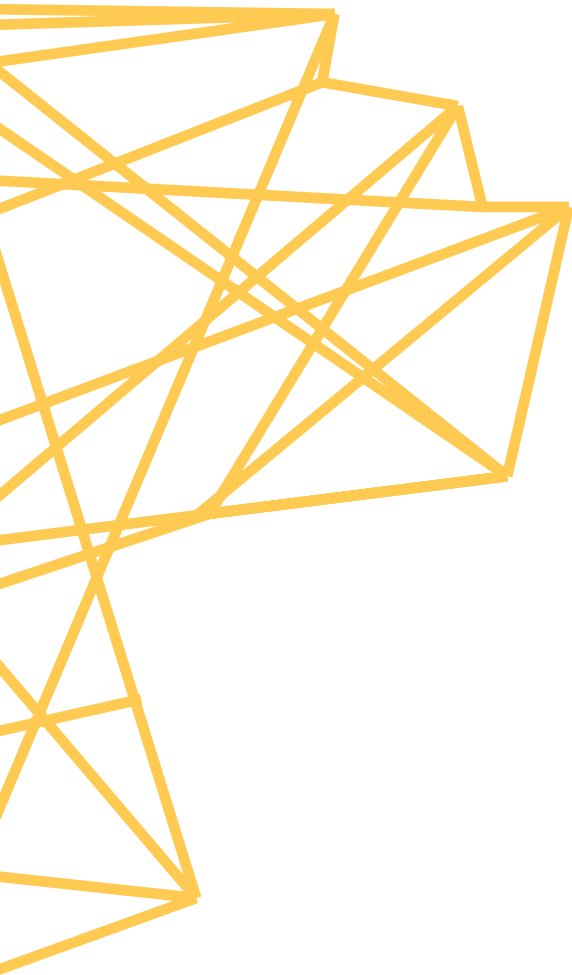
There is an opportunity to integrate the creative industries more strategically within the new Industrial Strategy currently under development by the Local Enterprise Partnership. Furthermore, there is a city agenda to develop a Creative Industries Strategy by the end of 2018.

As such, on 10 January 2018, 17 local stakeholders participated in a hands-on workshop to map Plymouth's Creative Ecosystem, explore its strengths and weaknesses and developing an initial set of actions to capitalise on the strengths and bridge the gaps. The workshop was hosted by Ocean Studios and facilitated by PDR – the International Design and Research Centre at Cardiff Metropolitan.

Innovation policy is based on an analysis of the Innovation Ecosystem and policy for the Creative Economy should also be based on insights into the Creative Ecosystem of a city, region or nation. Through previous research, PDR has identified nine components of a Creative Ecosystem including: Users, Support, Promotion, Actors, Policy, Funding, Education, Research and Creatives. Based on this framework, participants mapped the players and initiatives in Plymouth's Creative Ecosystem. The same framework was used to analyse the systemic strengths and weaknesses and consequently to generate and build consensus for a series of initial actions to stimulate the Creative Ecosystem. These actions could be used to engage a wider group of stakeholders in providing input for both the Industrial and Creative Industries Strategy.

The delegates were able to identify a set of concrete ideas with potential implementation bodies, timeframes and outcomes. The workshop and this report are the first step in a longer term engagement to articulate a shared vision and corresponding implementation plan for actions to enhance the performance of Plymouth's Creative Ecosystem.

**Dr Anna Whicher, PDR – Cardiff Metropolitan**

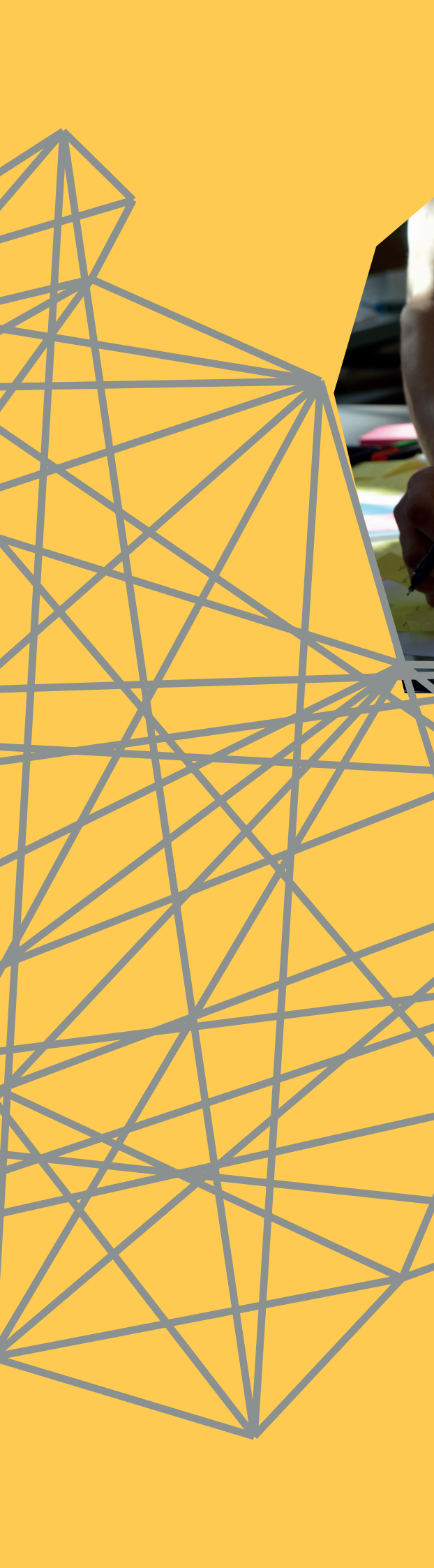




**"The opportunity  
for collision is  
missing in the city."**







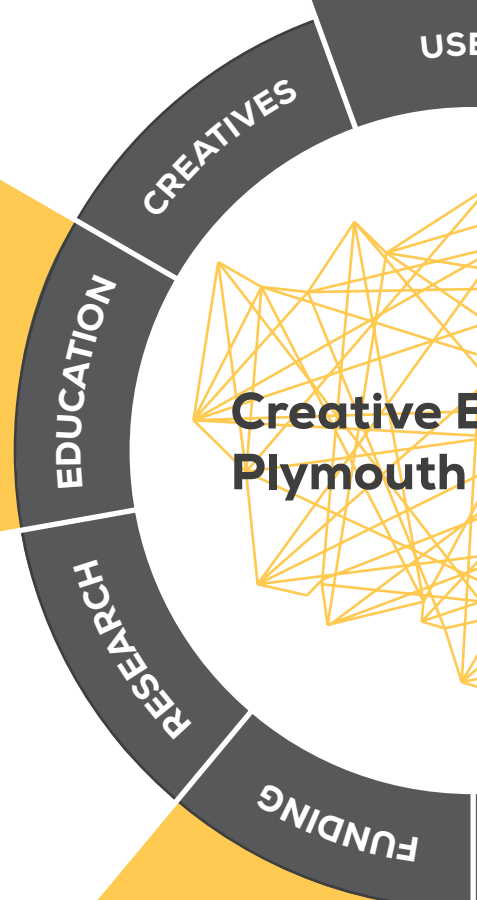
- Plymouth Music Zone
- Effervescent
- Sponge
- IDAT
- Beyond Face
- Ocean Studios
- Exim Dance
- Media Workshop
- Elixel
- Foto Now
- Stiltskin
- Kaleider
- Take-a-part
- Mutant Labs
- Karst
- New Model Theater
- Toast
- Heather Walrond Co
- The Atlantic Programme
- Bluestone 360
- Digital Plymouth
- Made in Plymouth
- Nativemakers
- Artists
- Freelancers
- Micro businesses
- PAC
- BBC South West
- GOSS
- Denham Prods
- Theater Royal
- Two Four Group
- Barbican Theater
- Visual Arts Plymouth
- Arts & Heritage PCC
- The Box

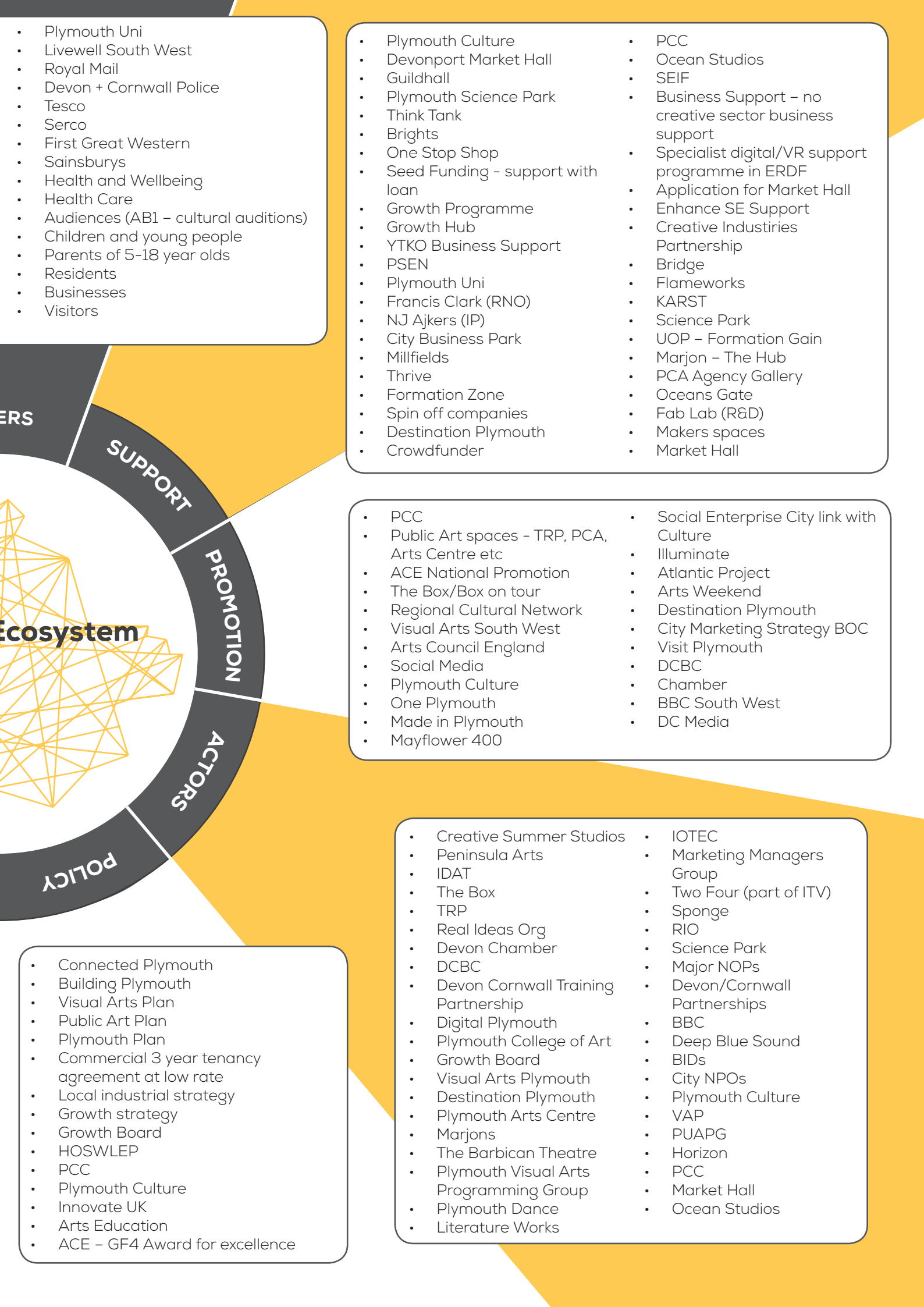
- PWP
- Royal Navy
- City Centre Company
- The Box
- Mayflower
- Princess Yachts
- Babcock
- PCC
- PU
- PCCollege
- TR2 (TRP Manufacturing)
- Ginsters
- Marjons
- Plymouth Manufacturing Group
- Manufacturers eg Dartington
- PHNHS
- Davenport Dockyard

- Real Ideas Organisation
- Primary and Secondary Schools networks
- Plymouth Conservatoire
- Plymouth Music Zone
- Plymouth Art organisations
- PCA
- Plymouth Uni
- Red House
- Plymouth City College
- Marjons
- The Box
- STEM/STEAM
- Digital Plymouth – peer to peer learning
- PSCA
- I-DAT
- PTSA Creative Cluster
- PSCA (Plymouth School of Creative Arts)
- Hackfest
- Apprenticships
- UOP
- PCA

- Plymouth Culture
- Cross HE Programmes (AHRC)
- Falmouth
- Exeter Uni
- Data Play
- Plymouth Uni
- SERIO
- Cornerstone
- Cities of Learning (RSA)
- Making Futures Impact Lab (British Council)
- I-DAT Digital research

- Innovate UK
- PMG
- Crowdfunding
- Government start up loans
- SWIG
- SEIF
- British Business Banks
- Plymouth Culture
- Heritage Lottery funding
- PCC
- Nesta
- Ace
- European funding – Interreg
- LEP
- Trusts and foundations
- British Council
- British Consulate
- DTI
- BEIS
- Mayflower Cultural Fund
- DCMS
- National Government
- Visit England
- A-N
- Arts and Culture Development Funding
- A4E

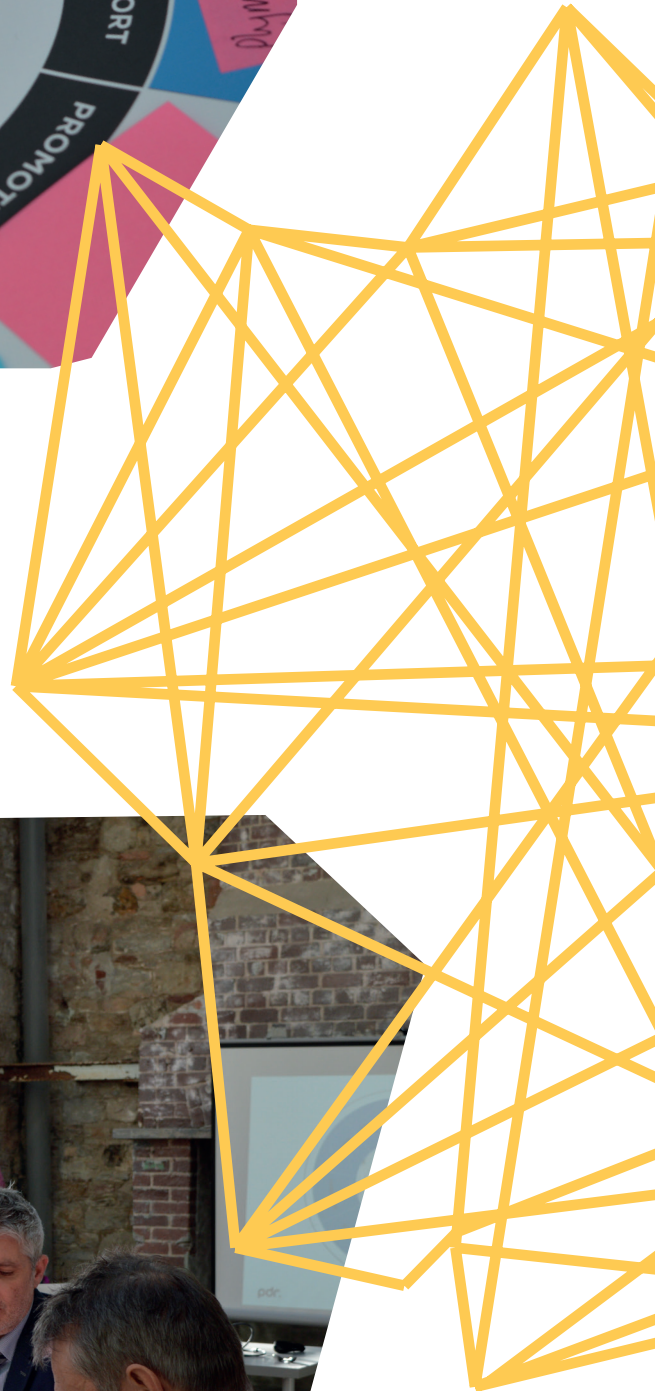








"We need to join it together"







# Ecosystem Strengths & Weaknesses

## STRENGTHS

Some great projects and organisations in city

Strengths in application of CI to other sectors e.g. Marine & Manufacturing

Some fabulous new developments – The Box, Ocean Studios, Digital Centre etc

Established cultural/audience  
5 million visitors P/A

Big companies exist and need creative services

Plymouth's large manufacturing sector plus lots of small and emerging creatives

Visitor economy

Education pipeline of creative graduates

Creative events/activities/ products that could be commercialized

Receptive users  
RWY – Urban Splash

Needs constant work to realise potential

Good level of support within the city – Plymouth Culture, PCA, University, PCC etc

Number of new maker/creative spaces across the city – quite innovative

Infrastructure – Growth board, Growth Hub, PCC, LEP etc

Unique national/international opportunities for promoting creative industries

Plymouth Art Weekender – visual arts festival

M400 is a vehicle/opportunity for promotion of the city

Recognised in Tech Nation annual report as having one of the top 10 growing tech/digi clusters

Plymouth has lots of cultural/creative experiences but many of these are not widely recognised

Hiveability – creative resources near/by the waterfront

A growing group of organisations taking a strategic leadership role

Swiftly improving national product – performances, exhibitions, festivals

A strength in media

Plymouth Culture has enabled joined up thinking

The Box is coming

Improving collaboration between growing number of diversifying players / actors

Reasonable number of larger actors – useful in terms of larger scale opportunities

Music in specific areas – PM2 – music & health

### USERS

### SUPPORT

### PROMOTION

### ACTORS

## WEAKNESSES

Not a strategic approach to cross sectoral collaboration

Perception issue re understanding of creative industries

Stigma of creative industries

Don't know how the top manufacturers are sourcing talent and suppliers

Huge number of micro/small SMEs resistant to design innovation / scaling up

Gap between supply and demand – procurement / knowledge / skills

Don't know if Plymouth has the expertise to meet the needs of big purchasers of creative services

Gaps in knowledge / skills to create bookable product for visitors

Working with manufacturers & others to increase value proposition / chain

A need for networks to support key areas e.g music and literature

Lack of understanding of commercial opportunities

Gaps referencing understanding/mapping workspaces

Lack of connections

No specific creative economy focused support to help people access infrastructure & make best use of it

Lack of specific asks re: support

Support to help new companies deal with practicalities of procurement – meeting standards required by big business

Lack of take up of Innovate UK Support... is it structured in the way it needs to be?

Not a strategic promotional message about Plymouth's creative industries

Lack of good national PR

Not enough connection and resources to promote Plymouth

No strategic development for ne fundraisers

A lack of strategic opportunities for exporting ideas

Plymouth resident low engagement/ownership of culture

Not enough resource / capacity for place / city promotion (very events / sector focused)

Creative relationship to physical Plymouth (ocean, historic spaces, natural spaces)

People don't see Plymouth as a cultural city – Destination Plymouth research

Making it easy to experience Plymouth as a creative city

No joint city marketing strategy

Very low funding for current city promotion

However big organisations systems could be a barrier to supporting creative industries / thinking

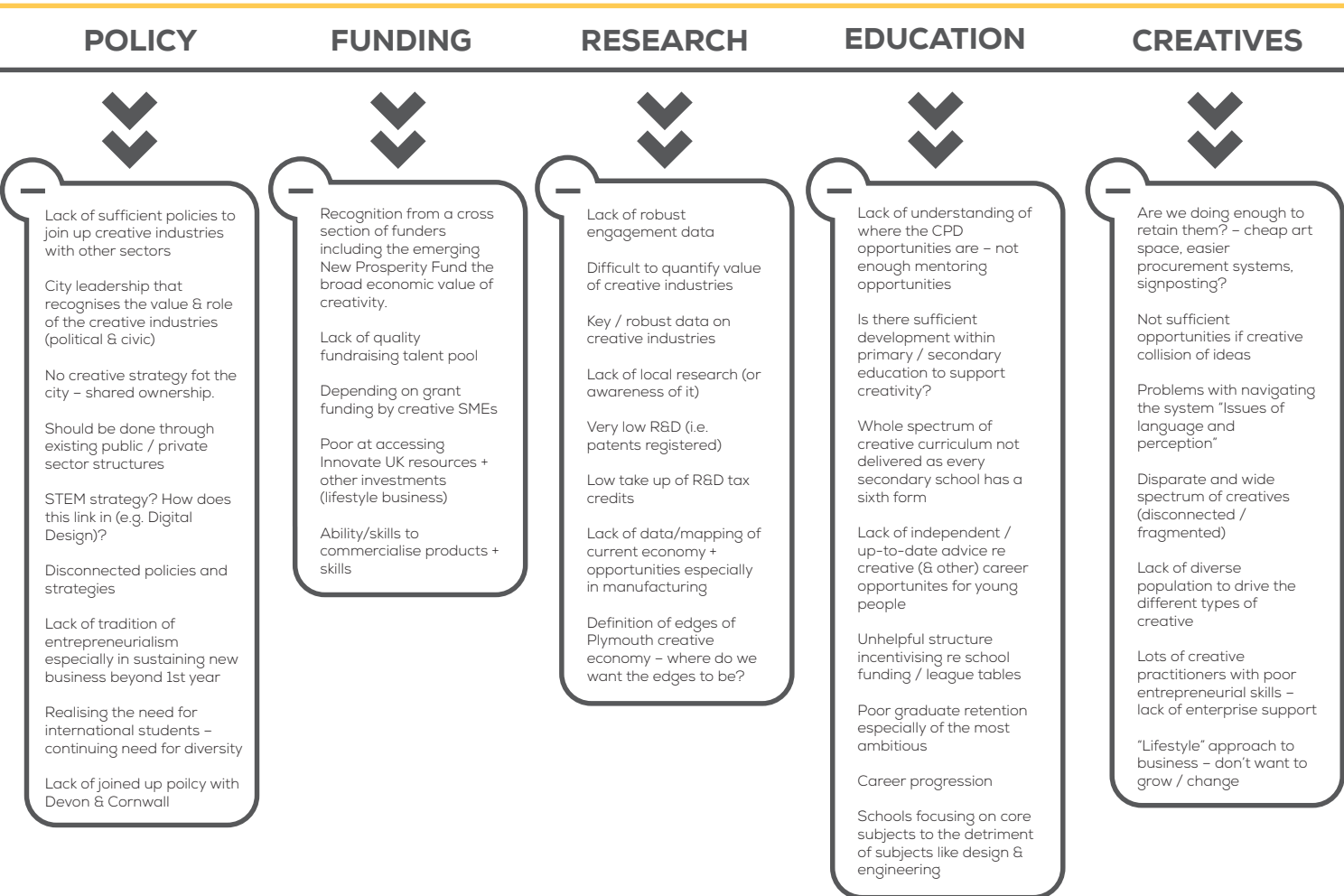
Not enough national ambassadors

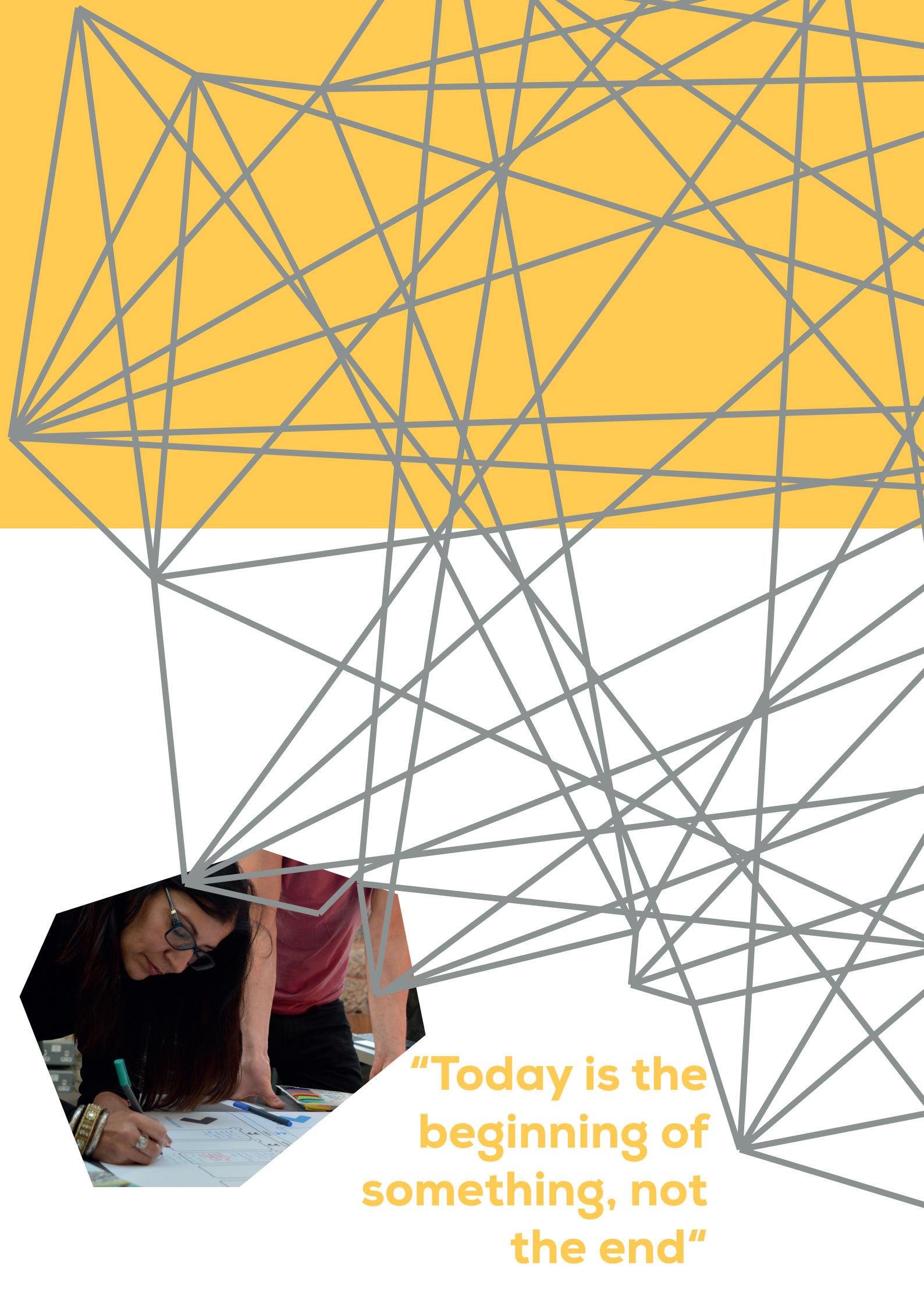
In a rapidly growing city, a significant lack of resource and capacity

Need commercial creative network to promote itself to users / audience / other sectors

Music – lack of major venues & bigger scale music activities – classical especially

National Plymouth Ambassadors?





**"Today is the  
beginning of  
something, not  
the end"**





# Policy Actions

Define – all 9 elements of the ecosystem

- Definition of terms
- Boundaries of sector
- Who, what, where...
- Steering group

Create a directory of creative industries  
Make an agreement of terms/ language

Identify – users, support, actors, funding, creatives

- Other sectors to prioritise
- Gaps in provision
- Alignment with local industrial strategy
- Map production spaces, maker lab, creative spaces to identify gaps in provisions & create a platform of signposting, physical & business support!

Know other sectors to prioritise  
Articulate gaps

Explore & Shape – users, actors, support, funding, research, policy, education

- Establish other sector leads and consult
- Set up opportunities for collision
- Understand how top 10 employers procure creative services
- Cross-section group – group to input cultural program for Mayflower

Confirmation of other sectors and areas of collaboration  
Develop an agreement on infrastructure

Create – all 9 elements of the ecosystem

- Creating infrastructure for growth, jobs, innovation
- Creating the brand for Plymouth's creative industries

Solidify and define areas for growth  
Develop an established brand

Communicate – support, promotion, creatives, actors, education, users

- Clear routes for signposting
- Clear targets for process development i.e. procurement
- Business support opportunities and direction
- Communications & marketing plan/strategy to promote 10 point plan (linked to city wide comms approaches)

Comms plan – with actions – sign posting  
Talent development plan as part of strategy

Plan & Understand – all 9 elements of the ecosystem

- Agree clear aims and objectives for strategy + areas to benchmark for evaluation and research
- Having identified USP + priorities, develop plan to build on key strengths – key projects/needs/support

Produce a creative industries plan  
Clear research and evaluation areas and contract

# Conclusion

The group collectively developed over 100 policy ideas that were gradually refined into more tangible actions. Often, there is a temptation to develop a longer list of policy actions but with the risk that they do not get implemented. As such, the group has developed a shorter list of higher priority actions; some with short-term wins but with longer-term action to follow up on.

As a first step, there is an opportunity for a small but representative and agile task force to form in order to take ownership of the development and potentially implementation process for the higher priority actions. For example, there is a need to define the creative and cultural industries and economy in Plymouth in order to collect or collate data on performance to benchmark against other cities or regions to construct an economic and social case to justify policy intervention. There is also a pressing need to perform a mapping exercise of creative spaces and business support for creative companies across the city to ultimately identify gaps in provision and ensure a coordinated approach between providers. The group further identified a priority around career advice for young people specifically a more direct communication channel to parents on the opportunities for careers in the creative and cultural industries to nurture talent.

But what could creativity offer policy? The Creative Ecosystem map represents a snapshot in time based on the perspective of the stakeholders present in the workshop. There is an opportunity for the group to think more creatively about develop the Creative Industries Strategy. For example, the Creative Ecosystem could be made into an online, interactive map to make it more iterative and live. The policy actions could also be monitored online as a 'living' Creative Industries Strategy enabling stakeholders to observe and input into how the policy is implemented. This would be a unique exercise among city creative strategies.

The next steps from this workshop could be to involve a wider group of stakeholders in refining and validating the actions specifically for input into the Industrial Strategy and separately for the Creative Industries Strategy.







This scoping and workshop was commissioned by a group including, Plymouth Culture, University of Plymouth, Plymouth College of Art, The Real Ideas Organisation and Plymouth City Council. The workshop was hosted at Ocean Studios and facilitated by PDR – the International Design and Research Centre at Cardiff Metropolitan.



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