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Sheffield's CDI Triple Bottom Line

A Paper for Sheffield City Council
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1. Introduction – Sheffield's Creative DNA /

This short paper is commissioned by Sheffield City Council. It forms the 2nd part of a Brief to provide an assessment of the Creative and Digital Industries (CDI) in Sheffield. The first part was undertaken by TBR, who have delivered an audit of the shape and size of the CDI sector in Sheffield.

The purpose of this 2nd part is to:

- Provide analysis of the profile and dynamics of the CDI sector, based on TBR research, but positioned as part of a wider appreciation of the role of the CDI sector for the city's economy, identity and overall shifting asset base.

- Identify a set of sector development opportunities in Sheffield, based on an appreciation of the current profile and dynamics of the sector and its readiness to grow and/or add value to other sectors and agendas.

- Introduce a set of deliverable actions for the City Council and key partners – to maximise the positive role of the CDI sector to the prosperity, resilience, innovativeness, cohesion and confidence of the city.

Here we explore how the CDI sector in Sheffield can be developed to deliver a **triple bottom line** of positive outcomes for the city and its wider city region. This is to maximise the different types of value offered by the CDI sector across three broad agendas:

- ***Competitiveness:*** The CDI sector has the potential to grow – in size, diversity and productivity. It can build from its strengths – such as in digital, design and crafts – and improve performance across all activities. This will require a targeted approach that supports the city's many micro CDI firms to grow while nurturing, attracting and developing larger 'aggregator' creative firms.

In addition, the CDI sector can also enhance the competitiveness and innovativeness of the wider economy, from advanced manufacturing to tourism. This gives the CDI sector additional significance and value beyond its direct contribution to the city's economy.

-***Creativity:*** The CDI sector can play a stronger and more visible role in creative place-making, planning and development. Building on the city's historical strengths in design and wider creative production, it can play a leading role in animating the public realm and attracting a mix of production and consumption activities to different parts of the city; it can be more active in city-visioning and planning – helping to re-imagine the city in fresh and creative ways; and it can spearhead collaboration across the city's commercial and institutional landscape to accelerate the emergence of new disruptive innovations from the city's knowledge economy.

- ***Community:*** TBR research shows that the CDI sector in Sheffield is not as geographically clustered as perhaps anticipated. They show that activities are distributed across the city's neighbourhoods, as well as across the wider city region. Increases in home-working enabled by the Digital Region Initiative, plus the strong ties Sheffielders have to their locality, mean the CDI sector plays a potentially transformative role in economic and social development across the city's many communities. CDI activities provide a means of opening up the workforce to entrepreneurial, socially-driven ways of working; plus to a range of 'soft skills' essential for contemporary career development. Thus with an emphasis on neighbourhood development alongside the consolidation and growth of the city centre offer, the CDI sector can play a major role in nurturing social cohesion across Sheffield.

1.1 Created and Made in Sheffield /

Sheffield is renowned as a city that creates and makes things. Therefore it follows that Sheffield is a leading UK city for creative production, with one of the most vibrant and distinctive creative sectors in the country. Today's CDI sector is a direct descendent of Sheffield's industrial past, and many of those 'traditional' sectors are playing a leading role in the development of the CDI sector today.

For example, Sheffield's CDI sector inhabits the spaces and in many ways the culture of the city's historic industrial activities. For example, the last century, the 'little mester' cutlery manufacturers adopted a flexible and collaborative approach to work, ensuring constant product and technology innovation. Today, in the workshops they once operated, a similar culture pervades, with small design, music, and digital companies collaborating and experimenting to make new cultural content, which in turn Sheffield sells to the world.

This is the social context that launched Warp Records and Films, Arctic Monkeys, Designers Republic and many earlier Sheffield creative pioneers across the CDI sector. This is also the context for the fiercely 'independent culture' of the city's CDI sector – where excellence and experimentation have for many years (and often through necessity) taken precedence over commercialisation and 'growth'.

Sheffield has provided the enabling conditions for experimentation and doing things differently – which is often described, indeed celebrated, as a response to economic hardship, industrial decline and a sense of isolation from the metropolitan mainstream of London or even other core cities.

It is a city where the maverick and avante garde are incorporated into the mainstream. It is a city where the social scene drives the creative production sector, or in other words, where the creative production sector is in itself a social scene – of micro independent companies, freelancers, cooperatives and organisations.

In this sense, the Creative Economy of Sheffield is based upon a **creative ecology** of production and consumption that majors in content creation, is heavily informed by an understanding of Sheffield as a 'creative place', and has a strong affiliation with 'the arts'. Central here is an approach to **design and crafts**: in comparison to other core cities, Sheffield has a concentration of design-based activities, many of which have grown from the traditional manufacturing and engineering sectors, as well as from the arts and crafts sectors.

The relationship between the city's traditional industrial base and contemporary arts and crafts sector will play a major role in determining the city's CDI distinctiveness over the coming years.

1.2 The CDI Policy Approach – a Snapshot /

This ecology has been carefully nurtured over 25 years of investment and sector support. In addition to the informal, socially-driven development of creative activities across the city's industrial landscape, the Cultural Industries Quarter Agency (CIQA) signalled a more coordinated approach to sector development in the late 1980s, building on the opening of Red Tape Studios (the first local authority owned recording complex in the UK) to catalyse a mix of workspace and activity space developments in a dedicated 'creative industrial district'.

This saw, for example, the development of the Workstation (one of the first and largest managed workspace facilities for creative businesses) and Showroom (the UK's largest independent cinema), the opening of Persistence Works (the largest new build arts studio complex in the UK), and multiple sector support initiatives majoring on showcasing, networking and specialist advice services.

This gave confidence and capacity to the sector and played an important role in enabling micro firms to consolidate, concentrate and eventually grow.

However, the work of the CIQA perhaps fell short of generating other types of step change for the CDI sector of Sheffield and its region. For example, the CIQ continues to under-perform as a place for cultural consumption: it is predominantly a place of production, which means the wider value-adding role of the CDI sector is not being maximised. The CIQ is also a narrowly drawn geographical area, and the ripple effects of CDI activity are not as pervasive and pronounced as intended. In addition, the CIQ is yet to generate some real 'big hits' for Sheffield: the city has not produced an 'Aardman' or 'Paul Smith', and it has under-performed in attracting aggregator creative firms to locate in Sheffield.

In part as a response to this, the city shifted its strategic approach to CDI development in the mid-2000s, to one that **prioritised maximising the scalability of the sector.** Creative Sheffield – the city's Economic Development Agency – has majored on attracting inward investment and engaging the most 'scalable' elements of the city's CDI sector – which in the most part refers to 'digital businesses' working in software and its many applications (from gaming to e-learning).

A new phase on investment in the last couple of years has seen the first phase of a 600,000 sq ft Digital Campus (Electric Works) built opposite the train station, offering grow-on space from the CIQ and beyond, plus the services and facilities geared toward attracting and/or nurturing scalable creative businesses with 'aggregator potential'.

In addition, the work on the £100m Digital Region has begun – the only sub-regional digital infrastructure programme in the UK, providing superfast broadband capacity to 1.3 million people, 540,000 homes and 40,000 businesses across South Yorkshire by 2012. This is seen as one of the infrastructural conditions necessary for scalable creative firms to really take the city and sub-region seriously as a place to 'stick and grow'.

However, of course, the Digital Region can also advance the connectivity, collaboration potential and growth opportunities for micro creative firms. It therefore provides an opportunity for an approach to CDI development that favours **both** the growth of larger CDI firms and the development of sustainable and innovative micro CDI firms. Correspondingly, it offers a way to draw back together a policy approach to sector development where the 'ecology' and 'economy' are understood and supported as one.

To conclude this mini 'policy review', in recent years, with the leadership of Sheffield First and then Creative Sheffield, the policy approach has been characterised by the pursuit of growth driven by inward investment and the development of a minority of 'scalable' CDI firms. There has been a disjuncture from the approach of the CIQA and others (such as Inspiral), which engaged 'The Independents' – mostly micro firms driven by the pursuit of quality, distinctiveness and creative integrity.

The economic downturn and a better understanding of the dynamics of the sector has led us to question what we mean by 'growth' in the CDI sector; prompted a consideration of sustainability and resilience as equally important goals; and highlighted the importance of an integrated approach that builds from existing strengths, recognises that sustainable growth cannot be imported, and embraces talent and collaboration as the biggest drivers for a sector that truly delivers for Sheffield.

This is all the more important because it is not clear if the 'Hardware and Computer Services' sub-sector has a commercial or even social relationship with the rest of the CDI sector. This raises a **strategic dilemma**: whether to undertake a sub-sectoral approach that uses different tools for different sub-sectors – such as craft and design; or a pan-sectoral approach that attempts to link sub-sectors across the CDI sector. This Paper calls for a more nuanced approach that backs specific sub-sectors while developing the enabling conditions for the wider sector to develop and grow.

1.3 A Balanced & Integrated Approach – the 'Triple Bottom Line' /

This paper identifies a new opportunity for CDI development in Sheffield. Here the CDI sector is seen as an important economic sector in its own right – producing enormous value to the city's balance sheet. However, the CDI sector is also a hugely important asset for the city's wider economy, its institutional and organisational ecology and its communities. The challenge now is to better understand this asset, give it a central strategic role, combine the best approaches of the CIQA, Creative Sheffield and others, and introduce new approaches that establish Sheffield as a leader in creative city-making that delivers a triple bottom line of competitiveness , creativity and cohesion.

With the Sheffield City Region confirmed as one of the first generation of Local Enterprise Partnerships (and with the CDI sector one of four priority sectors), and building on the energy and collaboration of the UK city of Culture bid (which championed Sheffield's independently spirited embrace with creating and making), there is much to play for and much to gain; but there is also much to lose if a bold and integrated approach to CDI development fails to emerge.

This paper is structured as follows:

Section 1 provides a short overview of the 'top five characteristics of the Sheffield CDI sector. It should be read alongside **Appendix 1, which** reviews the data and intelligence generated by TBR, interlacing it with an additional qualitative perspective of the profile and dynamics of the CDI sector in Sheffield.

Section 3 introduces a CDI SWOT for Sheffield. This frames the actions and recommendations of Section 4.

Section 4 offers a new approach to CDI development in Sheffield and its city region. Here the 'triple bottom line' approach is encouraged as a way of conceptualising the role, value and performance of the sector. This Section provides a set of first order priorities for sector development and frames a set of desired actions for the City Council and partners going forward.

2. The Profile & Dynamics of the Sheffield CDI Sector /

Top Five Characteristics of the Sheffield CDI Sector	Considerations
1. A City of Micro Independent businesses - creating & making content	Sheffield is a city that relishes independent creativity, pioneers new ways of working, and embraces collaboration. It is a city of micro independent businesses that work across the CDI sector, often in leading edge and experimental activities that create new products, services and experiences, some of which eventually become mainstream. However, the independent creative and cultural ecology of the city is perhaps less healthy than anticipated, with many CDI firms constrained in scale, very project-focused, and under-connected to markets. In addition, the cultural sector is struggling for resources, with certain activities – such as circus, visual arts and dance – falling short of their enormous potential. In recent years, strategic priority in Sheffield has been given to attracting inward investment and scaling-up a small number of 'growth-orientated' businesses. This has neglected the lifeblood of the Sheffield CDI sector – the micro creatives – with growth here under-realised and businesses over-burdened by day-to-day concerns over their survival. Such firms and organisations are the real 'place-makers' for the Sheffield CDI sector, providing major value-added to the city's profile, confidence and – potentially – to other sectors of the economy. They also provide the energy and ambiance critical for scalable CDI firms to grow. Moreover, some have the potential themselves to grow much larger than their current scale, and serious consideration should be given to 'picking winners'. However, it is important to better support and nurture the overall ecology – so that those with the potential to grow are surrounded by capacity, skills and creativity. In other words, growth cannot be achieved by singularly focusing on those with the potential or will to grow.

Top Five Characteristics of the Sheffield CDI Sector	Considerations
2. Sheffield is a leader in design and crafts	It is clear that Sheffield is a sector leader in design and craft activities and that this is likely to be a direct legacy of the 'Made in Sheffield' economic profile of the city. Indeed, some CDI firms have grown directly from industrial activities in cutlery and engineering. However, these sub-sectors do show a fragility and some are in decline. Sheffield is a city with a strong craft and design tradition, and there has been a holistic embrace with design in recent years (e.g. in the public realm). However, it is clear that if the city is to really champion its design and craft credentials, then a set of targeted approaches are required – with the bid for UNESCO city of design and a wider approach to establishing design-focused support and infrastructure offering potential 'catalysing' approaches. The city can build from its design and craft credentials and become recognised as a national leader in these sub-sectors. This requires a focus on retaining and refreshing traditional activities (e.g. in metalwork); positioning contemporary product and service design to the front of the city's 'creative brand narrative'; and brokering opportunities for design and craft to play a transformative role for other sectors. Further research is required to understand the specific challenges and opportunities of these sub-sectors – e.g. skills development for traditional craft activities and market development for contemporary design practice. It is also important to explore the value-adding role of these activities to the wider economy – e.g. the role of design in manufacturing.

Top Five Characteristics of the Sheffield CDI Sector	Considerations
3. A growing but under-developed sector	For over a decade, Sheffield has been undergoing a rapid process of regeneration and change. In the 1980s and early 1990s, the city fell to a lower economic base than most other core cities, with the lack of diversity in the economy and flight from the city centre (e.g. to Meadowhall) major negative drivers. The CDI sector of the city, responding to a mixture of stimulus measures and growth in the wider economy, has been rapidly catching up with other cities and the sector has begun to resemble the depth and breadth of activities that might be anticipated in a post-industrial city of this size. However, the sector still shows signs of under-development – with a high configuration of micro enterprises (even for the CDI sector), and a lack of aggregator businesses in sub-sectors such as television and advertising. This is positive – in that further pronounced growth remains possible. But it is also a challenge because much of Sheffield's CDI growth has been via small growth across many micro businesses (which themselves have grown in number), with little sign of the aggregation of activities required for real step change in the way the sector functions (e.g. even businesses in sub-sectors with a traditionally larger firm size are comparably small). Sheffield make the step-change to nurture and attract larger aggregator businesses, but this is best achieved through a 'bottom up approach' that enables home-grown businesses to grow to their potential and for the ecology of independent micro businesses to play a supporting role in attracting/nurturing/developing higher growth businesses via supply chains and through the social scene they create.

Top Five Characteristics of the Sheffield CDI Sector	Considerations
4. Sheffield's CDI sector is 'Distributed' rather than 'Clustered'.	Sheffield has been a UK leader in creative cluster and quarter development. For example, the Workstation was a major innovation when it opened – providing fit for purpose, flexible and affordable creative workspace and activity space. However, although this area and other parts of central Sheffield (e.g. Kelham Island and the Devonshire Quarter) do show higher concentrations of CDI activity than other areas of the city, they are not driving growth or offering the type of environment conducive to scaling-up the sector to deliver step change in scale and function. Electric Works is starting to make a difference here, but the under-performance of the city's cluster initiatives is a real impediment to sector development more widely. A further spatial characteristic of the CDI sector in Sheffield is its relative concentration to the north, west and south west of the city. This means it is relatively concentrated in more affluent areas, reflecting the well-documented prosperity/opportunity gap of the city. The CDI sector is therefore under-used as a sector that can make a positive impact for communities across the city. Here, existing clusters (e.g. CIQ) can be supported to deliver more for the city while emergent activities (e.g. in the East End) show real potential as a means to open up the sector to wider communities In addition, Sheffield is perhaps under-achieving in terms of its aggregator role for the wider city region. It might reasonably have been anticipated that Sheffield would show greater 'dominance' over its city region with regard to the CDI sector. As a major city with 2 big universities, a strong cultural offer and a reputation for creating and making, it has an offer unparalleled elsewhere in the city region. Research is required here – as part of a wider creative economy strategy for the LEP – to understand the relationships between Sheffield and its city region. For example, the city may be relatively dominant in 'content-creating activities', whereas sub-sectors such as 'Hardware & Computer Services' are perhaps less likely to require the ambiance and connectivity of a central urban location. Sheffield can build stronger synergies with its city region, enabling growth and concentration in the city while driving growth across a wider area. This requires a focus on nurturing network and supply chain relationships, encouraging the development of complementary and connected clusters, and a coordinated approach to CDI brand development.

Top Five Characteristics of the Sheffield CDI Sector	Considerations
5. The Sheffield CDI sector is a major driver for the wider economy, but it is not delivering to its full potential. The role of the cultural sector is under-played here.	By itself, the CDI sector is not a major sector for the Sheffield economy. At 4.2% of employment, the CDI sector can only operate as a strategic sector for Sheffield if its wider value-adding role is fully appreciated. It plays a major role at the front of 'Sheffield PLC' and generates value for other sectors – such as by improving the energy and identity of the city, attracting visitors and inward investment, and improving the competitiveness and innovation potential of 'traditional' sectors (e.g. via design-led approaches to manufacturing). Here the interdependency between CDI growth and a vibrant and confident cultural sector, has been under-played. Interesting here are the high levels of productivity across the CDI sector: - As indicated above, the sector remains underdeveloped. This means businesses are working toward maximum capacity/output. This is accentuated in the economic downturn, with some businesses stripping excess capacity from their teams. Therefore, less productivity per business in the future may indicate that the CDI sector is maturing and playing a more established role across the economy and communities of the city. This means we need to take a wider view regarding the productivity of the sector, exploring the different types of value it adds across the 'triple bottom line' introduced in this paper. - Sheffield has a smaller cultural sector than other core cities. The cultural sector , with a high proportion of subsidised and not-for-profit activities, shows low productivity per business. A city like Liverpool, which has a far larger cultural infrastructure offer than Sheffield, has a lower average CDI productivity as a consequence but a more resilient and value-adding sector that delivers more effectively across the 'triple bottom line'. Therefore, in Sheffield greater significance should be placed on supporting the wider cultural sector and its relationship to the CDI sector. This is to increase the social and place-shaping value of the sector based on an understanding of the interdependence of CDI growth and cultural vibrancy. The future growth and resilience of the CDI sector is intimately related to a confident and sustainable cultural sector. Collectively they can deliver the mix of economic and social value that is critical to the city's overall competitiveness.

3. Sector Relationships: Social, Cultural & Economic Drivers /

Broadly, there are three key drivers for CDI activity in Sheffield. They provide the key motivational factors for developing a CDI business in the city (although these do vary by sub-sector).

Economic Drivers:

Cost – relatively low cost major city with mix of workspace types
Location – centre of country, ease of travel elsewhere
Value-chains & markets – diverse CDI services & substantial local market
Access to flexible & skilled labour – 2 universities & 'independent CDIs'.

Cultural Drivers:

Integrity/reputation of Sheffield – a lively cultural scene with a strong independent flavour; plus the 'Made in Sheffield' badge of quality.
Wellbeing – mixing the urban with the rural 'outdoors'; plus a strong association with 'lifestyle' creative practice
Inspiration from cultural sector

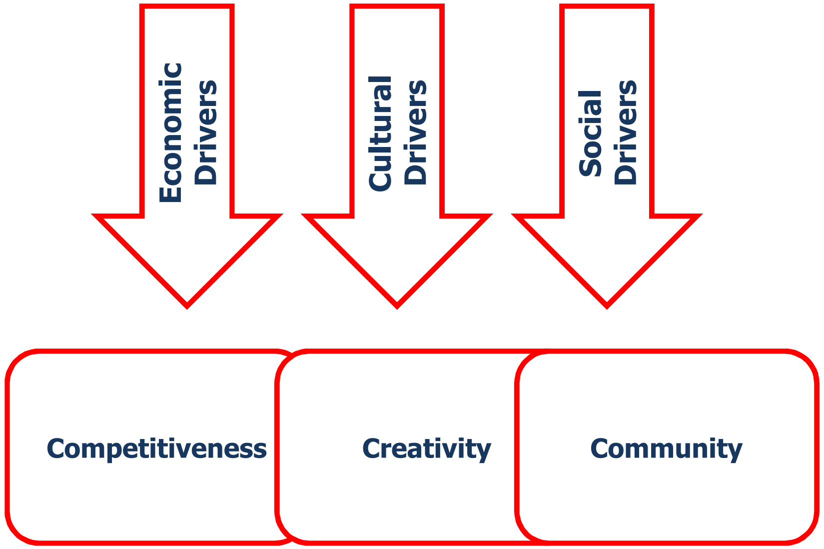
Social Drivers:

Access to knowledge – commercial, cultural and social
Informal and independent networks & workspaces
Distinctive senses of place – from the neighbourhoods to the city
Increasingly intercultural population

These 3 types of driver will of course be 'weighted' differently for different CDI businesses. For example, content creation businesses will broadly be more influenced by the cultural and social drivers than a hardware or distribution business, where 'location' has more of an influence than 'place'.

Critical for Sheffield is **establishing a balanced mix of drivers** so that CDI businesses of different complexions and with varying motivating / influencing factors see the city as providing the enabling conditions for their development and growth.

This is all the more critical because, by effectively providing enabling conditions against these three drivers, the sector is more likely to deliver the mix of outcomes critical for the 'triple bottom line' of impact to be delivered:



The Triple Bottom Line

3.1 A 'Driver SWOT' for Sheffield's CDI Sector /

The following provides a SWOT overview for Sheffield in terms of the city's current performance in providing the enabling conditions for the 3 key drivers to growth and development for the CDI sector:

SOME STRENGTHS

-A strong workspace offer, with a mix of affordability, grow-on space, and a range of shared services.
- Emergent creative districts / clusters with fine grain distinctive landscape
-A very distinctive spirit of independence, boundary-crossing work and innovation; built on a 'created and made in Sheffield' tradition, with design and crafts critical elements of distinctiveness.
- Access to knowledge and skills from 2 major universities, plus a strong FE sector.
- Good connectivity – transport, digital; plus accessible – e.g. parking relatively easy and affordable.
- Cultural vibrancy – from institutions to independent cultural scene; from urban to strong 'outdoors' culture.

SOME WEAKNESSES

- Cultural 'self-restraint' regarding growth, with independence & integrity valued over commercialisation
- Access to knowledge and skills difficult in certain CDI areas – the city lacks the depth and breadth of other places
- Underdeveloped brokerage between aggregator businesses & micro independents, with an under-integrated 'two speed' sector of 'digital' and 'the rest'
- Capacity – under-developed organisations and businesses unable to scale-up to deliver on new market opportunities
- Uneven workspace and support provision – with neighbourhoods under-connected to the city centre (especially to the east); and 'creative districts' lacking a balanced mix of consumption & production activities.

SOME OPPORTUNITIES

- Design & Craft – back what we are good at: brokerage, showcasing & skills development
-Digital Region Initiative – demonstrator projects/commissions, smart network, business club and neighbourhood hubs to improve exchange and connectivity
- CIQ & Kelham Island: public realm animation, attraction of consumption activities, development of more energetic and outward-facing CDI clusters
- Integration & innovation: brokered collaboration across the creative & knowledge economy to develop the 'value added' of the CDI sector
- Talent: work-related learning & knowledge exchange – better opening up the learning an skills sector
- Animation & risk – showcasing the sector, building the events portfolio, enabling 'step change' interventions from Tinsley Towers to the proposed Design Centre
- Reputation – putting CDIs to the centre of the city profile/brand.

SOME THREATS

-Inertia: the sector needs a strategy and action plan to give direction, energy and purpose
- Stagnation: the CDI sector is still catching up with other cities and is reaching a 'tipping point' where smaller businesses have the potential to grow and aggregator businesses can be attracted. However, relaxing the grip on any of the 3 drivers will mean growth hits an artificial ceiling.
- Flight: the more confident and frustrated elements of the CDI sector will move from the city if not put to the heart of place-making. The social and cultural drivers are no longer enough to 'off-set' the economic drivers.

4. The Triple Bottom Line – Sheffield as the UK's Leading Creative City /

Sheffield has the basic ingredients to be the UK's leading Creative City. This is not the city with the biggest CDI sector, but the city with the most integrated approach to maximising the value of creative business to economic, social and civic life.

Too many cities try to grow the CDI sector through an instructive and targeted approach that pursues businesses deemed most 'scalable' – such as via high-end workspace, investment funds and inward investment initiatives. However, this is to neglect the wider influences on growth for individual CDI businesses – such as social and cultural factors. It is also to deny that growth delivered across many micro firms rather than a few 'majors', provides a richer mix of value and introduces resilience and sustainability tot eh creative economy.

The best way to grow the CDI sector overall is to develop a balanced and integrated approach where an overall creative ecology is nurtured, scalable firms are supported to accelerate their growth from an embedded position within this ecology, and greater emphasis is placed on levering additional types of value from CDI businesses – e.g. value to other parts of the economy, to place and community.

Here Sheffield can take a lead. The recent UK City of Culture bid set out an ambitious plan to engage greater numbers of people across the city in creating and making culture. It presented an holistic role for culture and creativity, with CDI growth very much an outcome of an integrated ecology and mixed economy of organisations, institutions, businesses and active creative communities.

Sheffield's CDI sector will only grow – and grow sustainably – if the city returns to a nurturing and enabling role that seeks to open up the sector to play a value-adding role against a triple bottom line of competitiveness, culture and cohesion.

4.1 Recommended Actions /

Presented below are a set of short-medium term recommended actions and 'quick wins' for Sheffield, designed collectively to deliver on this triple bottom line. They are scoped as constituent parts of a wider creative and knowledge economy strategy for the Sheffield City Region. This will map out a longer-term approach to sector development.

These are followed by a **'Top 9 recommended CDI actions'** for the city in 2011. These are 'quick wins' for sector development.

Competitiveness

A higher growth CDI sector with greater productivity and increased concentration.

A CDI sector that provides a stimulus to other parts of the Sheffield economy.

Showcasing

Supporting the city's CDI festival base to lead city brand / reputation.

Clustering

CIQ Next Generation – consolidation, animation of public realm, support for 'pop up' temporary CDI workspace. To connect across the Sheaf/Porter valleys, up to Park Hill, & into the Don Valley

Connectivity

CDI inward investment promotion leveraging the Digital Region as the attractor

Convergence

Brokered business to business CDI development support & smart commissioning to engage different sectors – e.g. advanced manufacturing.

Innovate

Feasibility on proposed Design Centre – as a hub, incubator and showcase of the city's design assets

Creativity

An open, collaborative ecology of CDI firms and organisations.

Confident, connected creative practice.

Knowledge development

A Digital notice board for Sheffield & the city region – the social and trading platform for creative goods & services

Creativity Centre

Feasibility & initial business modelling for a new 'central library' – the creativity centre for Sheffield

Convergence

Brokered business to business CDI development support & smart commissioning to engage different sectors – e.g. advanced manufacturing.

Pop-up Animation

Temporary public realm commissions & re-use of retail & other spaces for creative use, with SCC playing an enabling 'less red tape' role

Risk

Support for the iconic, confidence-building and exciting – e.g. Tinsley Towers & Festival Centre

Innovate

Feasibility on proposed Design Centre – as a hub, incubator and showcase of the city's design assets

Community

The CDI sector is inclusive, city-wide and connected via a network of neighbourhood & home-based hubs

Creative learning is championed across the city's education sector.

Connectivity

Digital Region used to connect CDI hubs across the city – in community centres, managed workspaces etc.; and to promote a network of CDI home-working

Community

Pilot local creative entrepreneur clubs in neighbourhoods & connect through city-centre hub – e.g. via CIQ

Creativity Centre

Feasibility & initial business modelling for a new 'central library' – the creativity centre for Sheffield

Learning

Champion creative learning for schools & FEIs via a city 'menu card' of CDI organisations & practitioners who can deliver learning and cultural outcomes. This is especially important with the demise of Creative Partnerships

‘Bottom Line’	Opportunity	‘Easy win’ Recommendations
Competitiveness		
	Showcase the city’s creative asset base: craft, design, festivals and a great place to develop creative business.	**1. Create Sheffield:** co-promotion and coordinated programming of the city’s CDI events, majoring on Docfest, Galvanize, Lovebytes, Sensoria, plus new connector activities that connect the brands and encourage collaboration activities.
	Consolidate & diversify creative clusters.	**2. CIQ Next Generation:** review current role of CIQA – to include a set of public realm improvements and pop-up retail, events and workspace opportunities that generate footfall and complement the ‘gateway’ offer of the city centre.
	Convergence & collaboration – connecting Sheffield’s CDI sector.	**3. Collaboration demonstrators:** invest in a set of small collaboration commissions that enable 5-10 CDI businesses from different disciplines to develop new products/services. This should be a promotional tool linked to the Digital region – showing how Sheffield is a ‘hotbed’ of interdisciplinary, digitally enabled collaboration.
Creativity		
	Raise the profile, capacity and credibility.	**4. Design City:** fast-track UNESCO City of Design application and develop feasibility for a Design Centre that combines workspace, exhibition space and development facilities.
	Pop-up culture – bringing the city’s creativity to the forefront of the public realm and creatively re-using retail and other space.	**5. Pop-up City:** Actively encourage temporary workspace and showcasing space in key strategic sites across central Sheffield. Develop a small events programme to animate this – e.g. linked to open studios events.
	Digital exchange – utilising the profile of the Digital region initiative to build a stronger profile of the city’s CDI sector as a basis for business to business exchange and to showcase the city’s CDI sector.	**6. CDI Noticeboard:** Pilot a digital noticeboard for the city (and city region) CDI sector – actively encouraging the sector to self-programme, announce projects, and locally procure and recruit.

'Bottom Line'	Opportunity	'Easy win' Recommendations
Community		
	Champion creative learning across the city and develop new markets for the CDI sector.	**7. CDI Learning Menu:** develop a database and promotional tool as a market-making service for CDI firms/practitioners in education. This is to bridge gaps in the market (left by Creative Partnerships) and promote a culture of 'creating and making' across the city's learning sector.
	Community CDI hub development – growing from emergent activity.	**8. CDI Community Hub Demonstrators:** review the existing offer, focusing on the centres supported through Creative Exchange SY and the LEGI programme; identify opportunities for consolidation and growth; champion emergent assets (e.g. EKSPAN) and promote links between local hubs and the city centre.
	Creativity Asset development – maximising the CDI development role of the central library and other parts of the cultural infrastructure landscape.	**9. Open Infrastructure:** Accelerate feasibility work for a new/transformed central library; develop a creative business programme for the city's leading cultural institutions – to explore, for example, opportunities for creative business clubs, new design/craft ranges for retail, and opportunities for new business models (e.g. between theatre companies and digital businesses).

about us

We are a high profile **creative economy and cultural planning consultancy** based in London, and we offer **policy and industry leadership** across the creative, cultural and knowledge economy. Through **research, strategy and partnership**, we position creativity as a key tool for economic and social development.