Thank you very much for your interest in the WMCA Cultural Leadership Board (CLB). This document provides some information about the purpose, membership and activities of the CLB.

1. Introduction & background

The WMCA Cultural Leadership Board is essentially an advisory board which will advise the WMCA in policy and programmes concerning the cultural sector.

It has been established to maximise the contribution of culture to delivering clean and inclusive growth in the region and to enhance quality of life of its citizens. It will help support a sustainable, entrepreneurial and diverse cultural sector which is accessible to all residents across the region.

This follows the recognition of the role of the creative sector in the economic growth for the region, as well as the establishment of representative bodies for tourism and creative industries. These link to developments around the Local Industrial Strategy (LIS) which will also impact the cultural sector, and thus require new approaches to ensure appropriate support and alignment with existing and future initiatives. The CLB was initiated as a sector-led approach to develop this work, and it also builds on the civic role of local authorities in delivering cultural objectives.

Furthermore, major events such as Coventry City of Culture 2021 and Birmingham 2022 Commonwealth Games are likely to provide opportunities to unlock
investments and productivity improvements in arts, culture, and visitor economy across the wider region. Deeper coordination is however needed to fully unlock the potential of these major events and it was considered that the Cultural Leadership Board representing the WMCA area would be best placed to advise this work.

The concept of the board was approved by WMCA in January 2019, followed by a public call-out for board members in late summer 2019. A total of 73 expressions of interest were submitted. The applications were reviewed by panel members from the WMCA and cultural sector to ensure wide representation from different WMCA geographical areas, as well as representation in terms of diversity. A separate consultation session with key cultural anchor institutions in the WMCA area was also held in November 2019 to establish fair art form and key institution representation, while ensuring a balanced membership from other parts of the sector.

2. Vision & Mission

Vision statement

“The WMCA Cultural Leadership Board (CLB) places culture at the heart of sustainable growth in the region, enhancing quality of life for its diverse communities.”

Mission statement

The Board will look for strategic opportunities to test the transformative role of culture across WMCA’s policy areas, including transport and housing, skills, digital, the environment, wellbeing and inclusive communities.

It is committed to building an innovative and entrepreneurial cultural sector, with leadership that reflects the diversity of our region, and supporting a world-class cultural offer that is accessible to all.”

3. Who is on the board?

The current membership of the board is outlined below:
<table>
<thead>
<tr>
<th>LEP&lt;sup&gt;1&lt;/sup&gt;</th>
<th>Local Authority (location)</th>
<th>Name</th>
<th>Role</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCLEP</td>
<td>Wolverhampton</td>
<td>Pamela Cole-Hudson</td>
<td>CEO/Artistic Director</td>
<td>Gazebo</td>
</tr>
<tr>
<td>BCLEP</td>
<td>Sandwell (West Bromwich)</td>
<td>Parminder Dosanjh</td>
<td>Creative Director</td>
<td>Creative Black Country (CPP)</td>
</tr>
<tr>
<td>BCLEP</td>
<td>Wolverhampton</td>
<td>Adrian Jackson</td>
<td>CEO</td>
<td>Grand Theatre</td>
</tr>
<tr>
<td>BCLEP</td>
<td>Sandwell</td>
<td>Jerrel Jackson</td>
<td>CEO</td>
<td>Creative Academies Network</td>
</tr>
<tr>
<td>BCLEP</td>
<td>Dudley</td>
<td>Andrew Lovett</td>
<td>CEO</td>
<td>Black Country Living Museum</td>
</tr>
<tr>
<td>CWLEP</td>
<td>Coventry</td>
<td>Doreen Foster</td>
<td>CEO</td>
<td>Warwick Arts Centre</td>
</tr>
<tr>
<td>CWLEP</td>
<td>Stratford-upon-Avon</td>
<td>Catherine Mallyon</td>
<td>Executive Director</td>
<td>Royal Shakespeare Company</td>
</tr>
<tr>
<td>CWLEP</td>
<td>Coventry</td>
<td>Julia Negus</td>
<td>Producer/Artist</td>
<td>Theatre Absolute</td>
</tr>
<tr>
<td>CWLEP</td>
<td>Coventry</td>
<td>Martin Sutherland</td>
<td>CEO, CLB Chair</td>
<td>Coventry City of Culture Trust</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Raidene Carter</td>
<td>Executive Producer</td>
<td>Birmingham 2022 Commonwealth Games</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Indi Deol</td>
<td>Director</td>
<td>DESIblitz</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Ian Francis</td>
<td>Director</td>
<td>Flatpack Film Festival</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Cheryl Jones</td>
<td>CEO</td>
<td>Grand Union</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Timothy Maycock</td>
<td>Finance Director</td>
<td>Birmingham Hippodrome</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Karen Newman</td>
<td>Director</td>
<td>Birmingham Open Media</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Aftab Rahman</td>
<td>Director</td>
<td>Legacy WM</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Simeon Shtebunaev</td>
<td>Committee Member</td>
<td>Birmingham Architectural Association</td>
</tr>
<tr>
<td>GBSLEP</td>
<td>Birmingham</td>
<td>Ammo Talwar</td>
<td>CEO</td>
<td>PUNCH Records</td>
</tr>
</tbody>
</table>

<sup>1</sup> Local Enterprise Partnership
4. What is the West Midlands Combined Authority?

A Combined Authority is a legal body set up using national legislation that enables a group of two or more councils to collaborate and take collective decisions across council boundaries.

The West Midlands Combined Authority (WMCA) was established in 2016 by the seven metropolitan councils in the region (Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton). The WMCA was created to build a strong partnership, based on voluntary collaboration, ready to take on key powers devolved from central Government and enable collective decision making at a regional level.

WMCA IN A NUTSHELL

- **7 Constituent authorities** (Birmingham City Council, City of Wolverhampton, Coventry City Council, Dudley Metropolitan Borough Council, Sandwell Metropolitan Borough Council, Solihull Metropolitan Borough Council, Walsall Council)


- **3 LEP’s** (Black Country, Coventry & Warwickshire, Greater Birmingham & Solihull)

- **4 observer organisations** (Herefordshire Council, the Marches LEP, West Midlands Fire & Rescue Authority, West Midlands Police & Crime Commissioner)

WMCA is a politically led organisation and its leadership comes from the Mayor and the leaders of the seven constituent local authorities, which have full voting rights. The leadership also includes the chairs of the Local Enterprise Partnerships (LEPs) which are business-led organisations that help build relationships between
businesses and local authorities. Non-constituent authorities, which include the LEPs and ten local councils from across the wider West Midlands region, have reduced voting rights but play a crucial role at board level, helping to inform policy and drive forward the WMCA agenda. There are also observer organisations who include other councils, LEPs and bodies awaiting non-constituent membership, as well as non-voting observers.

The current portfolio areas include:

- Deputy Mayor and Finance Portfolio
- Transport
- Housing & Land
- Productivity & Skills
- Economy & Innovation
- Environment & Energy, HS2
- Public Service Reform & Social Economy
- Culture & Digital
- Wellbeing
- Inclusive Communities

Elected members and officers lead on key policy portfolio areas, working in partnership with LEP colleagues.

The key workstreams & strategies for the WMCA can be found here.

To view the WMCA Constitution please click here.

To view the WMCA Assurance Framework, please click here.

5. **What will the Cultural Leadership Board do?**

It is expected that the board will adopt an advisory role in the development of high-level strategies to ensure that the whole cultural sector in the West Midlands is better placed to take advantage of opportunities, particularly in relation to the development and implementation of WMCA strategies.

This would mean that the board could provide advice to develop strategies to:
• Improve cultural provision and inclusive growth of the sector through West Midlands cultural strategy
• Ensure region benefits from landmark events & opportunities
• Increase cultural engagement in the region with specific focus on representation, especially young people
• Develop representative cultural sector leadership
• Help the sector to become more entrepreneurial
• Maximise funding opportunities for the sector
• Identify proposals for the Spending Review
• Aid collaborations, networks and cross-sector alignment

The role of the WMCA in relation to the board is an enabling one: supporting the development of cultural leadership in the region and helping to align the suggestions and recommendations of the board to existing programmes and strategies.

The three initial workstreams have been identified as:

**Workstream 1: Combined Authority economic & Social ambitions**

This workstream will explore how the region’s world class cultural offer can maximise its contribution to the region’s social and economic ambitions.

This work will include mapping how culture contributes to major CA ambitions; identifying practical ways these synergies can be enhanced (e.g. transport-tourism links); and delivering “quick wins” to enhance culture’s contribution to the region.

**Workstream 2: Funding & resilience**

This workstream will test the feasibility of new approaches to delivering additional funding models and opportunities to the cultural sector.

This workstream aims to produce robust proposals for the national Spending Review, and increased funding for cultural activities in the region.

**Workstream 3: Cultural leadership, entrepreneurship and engagement**
This workstream aims to develop diverse and highly skilled leadership across the West Midlands cultural sector. The group will identify and develop strategic opportunities to support emerging and established cultural leaders, in particular those from under-represented groups and young people. This includes exploiting opportunities arising from major cultural events and developing recommendations to support entrepreneurial new business models for a thriving and sustainable cultural sector.

6. How is the CLB governed?

The Governance arrangements for the CLB are outlined in the Terms of Reference. A direct appointment has been made by WMCA for Martin Sutherland to be the inaugural Chair of the Board and the board has selected Catherine Mallyon as the Vice-Chair. As an advisory board, the board members do not have any legal responsibilities as Trustees or Directors, but must adhere to codes of conduct, confidentiality rules and data protection legislation as outlined in the Terms of Reference.

The Board Members will be expected to work together to represent the sector and not the interests of their own organisations, art forms or localities. The Board Members will however use their specific knowledge to inform these wider conversations.

7. Who will the CLB engage with and report to?

As an advisory board, the Cultural Leadership Board reports to the WMCA Strategic Economic Development Board (SED), which then reports back to the main WMCA Board. The CLB is also expected to link with other relevant bodies such as the WMCA Culture Officers Group (previously CTAG), Young Combined Authority, Create Central, West Midlands Growth Company, as well as other WMCA bodies. It is also recommended that the board creates connections with external bodies such as Cultural Compacts to share and obtain information about sector developments, as well as to ensure that work is not being duplicated.

The chart below highlights how some of these different bodies are connected.
CLB Working Groups
1. Economic & social ambitions
2. Funding & resilience
3. Leadership, engagement & entrepreneurship

EXTERNAL STAKEHOLDERS
- Create Central (Screen body)
- Local Authorities
- Town Boards
- Business Community & LEPs
- Culture Compacts (Birmingham, Coventry, Wolverhampton)
- Funders & Development Agencies (e.g. Arts Council)
- Sector Networks
- Coventry City of Culture 2021
- Birmingham 2022 Games
- DCMS
- Universities, research & Education Sector
- Specialists inputting into working groups

KEY
Black arrow: Reporting
White arrow: Consulting
The Board can also consider the need for ‘task & finish’ sub-groups which could also include external advisors and experts.

Overall, the Board should adopt the role as the overarching, high level cultural advisory group for the region.

8. How can I find out more?

Updates on the activities of the CLB will be posted on the WMCA website: https://www.wmca.org.uk/what-we-do/culture-and-creative-economy/cultural-leadership-board/ including any call outs, board documents or events.

If you have any specific questions then please fill in the enquiries box at the website: https://www.wmca.org.uk/contact-us with a reference to the Cultural Leadership Board.

9. Reference library

This section provides links to some useful documents and research reports which the CLB will be using to inform some of its work.

West Midlands/WMCA Policy Documents:

- WMCA Annual Plan 2019/20: https://www.wmca.org.uk/media/3268/annual-plan.pdf (this provides more detail on key workstreams within WMCA)
- WMCA (2018), West Midlands Industrial Strategy Sector Evidence Full Pack (see page 100 for Creative Sector evidence).
  https://www.blackcountrylep.co.uk/upload/files/WMCA/Sector%20Evidence%20Full%20Pack%20for%20Consultation%20v2.pdf
- WMGC (2019), Regional Tourism Strategy 2019-29:
- WMSB (2019), West Midlands Screen Bureau Clusters Development Plan:
  https://static1.squarespace.com/static/5d926839e372ee532397e570/t/5d9d253fccc3155898c76d22/1570579777971/WMSB_Cluster_Development_Plan.pdf
- BOP Consulting (2017). Mapping the Creative Economy of Greater Birmingham:
- WMCA (2017), West Midlands Land Commission final report
  https://www.wmca.org.uk/media/1412/wmlc-final-report.pdf
- WMCA (2019). West Midlands State of the Region:
  https://www.wmca.org.uk/media/3267/state-of-the-region.pdf
- Michael Heseltine (2019). Empowering English Cities:
  https://englishcitiesmichaelheseltine.premediastudio.com/MichaelHeseltine/

**Arts, culture and place-making:**
- Core Cities (2019), Cultural Cities Enquiry Report:
- DCMS (2019), Connected Growth: Manual for Places:
- DCMS, further ‘Connected Growth’ documents including arts & culture specific resource: https://www.gov.uk/government/publications/connected-growth
- A blog outlining some of the Town Funds and High Streets Task Force:
  https://www.cannyinsights.com/2020/01/08/explainer-high-streets-task-force-versus-future-high-streets-fund-and-towns-fund/ (please note this is a private blog)
so information may not be from the formal channels and not updated – but provides an overview of the concepts)


- Arts Council England Area Dashboards:
  - Arts Council Funding Dashboard [HERE](https://www.artscouncil.org.uk)
  - Cultural Engagement Dashboard [HERE](https://www.artscouncil.org.uk)
  - Local Authority and area investment dashboard [HERE](https://www.artscouncil.org.uk)

**Financing culture:**
- Nesta/Arts & Culture Finance website: [https://www.artsculturefinance.org/](https://www.artsculturefinance.org/)
Innovation & enterprise:
- British Library (2019). Libraries as engines of economic growth:

Education and young people:
- Arts Council England & Durham University (2019), Durham Commission on Creativity and Education:
  https://www.dur.ac.uk/resources/creativitycommission/DurhamReport.pdf (section 2 includes useful considerations for creativity in economic growth as well as well-being)
- Creative & Cultural skills. Workforce Analysis 2018:
  https://ccskills.org.uk/supporters/advice-research/article/workforce-analysis-2018
- WMCA (2018), WMCA Regional Skills Plan
  https://www.wmca.org.uk/media/2267/regional-skills-plan.pdf
- DfE (2018). West Midlands Skills Agreement:

Audience and community engagement:
- Culture Hive resources on audience development and marketing:
  https://www.culturehive.co.uk/

Governance & leadership development:
- Patel, K. & Naudin, A. (2018), A report for WMCA and the West Midlands Leadership Commission by Birmingham Centre for Media and Cultural Research,

- WMCA Leadership Commission resources: https://www.wmca.org.uk/what-we-do/leadership-commission/
- Arts Council England, Culture Change Toolkit for recruitment and development of diverse workforce and leadership: https://www.artscouncil.org.uk/advice-and-guidance/culture-change-toolkit#section-1
- King’s College London & Sue Hoyle (2018), Changing cultures – Transforming leadership in the arts, museums and libraries: https://www.artscouncil.org.uk/sites/default/files/download-file/ChangingCulturesKCLACE.pdf

**Arts & health:**

- National Alliance for Arts, Health and Wellbeing resources & research: https://www.artshealthandwellbeing.org.uk/resources/research
- King’s College London arts, health & wellbeing hub resources: https://www.kcl.ac.uk/cultural/arts-health-wellbeing

**Art form specific documents:**

- BOP Consultancy (2017), Games Industry in Coventry and Warwickshire – A Blueprint for Growth:
Environment:

- Julie’s Bicycle: [https://juliesbicycle.com/](https://juliesbicycle.com/)