

NP11

**A Place Strategy
for the North**

Delivery Framework



NP11

The NP11

The NP11 is the business-led voice for the North that brings together the 11 Local Enterprise Partnerships (LEPs) from across the North of England. It plays a leading role in realising the vision for an economically thriving Northern Powerhouse that drives economic prosperity, international competitiveness, and inclusive growth that benefits everyone across the North's great towns, cities and rural communities.



Partners

The NP11 Place and Culture Partnership brings together the NP11, Arts Council England, Historic England, The National Lottery Heritage Fund and The Environment Agency.

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£2.7 billion
in GVA for the Northern
Economy



Hull: Maritime City 'The Kraken'.
Courtesy of Hull Maritime

We Are the North: Delivering the Place Potential

This draft Delivery Framework is presented as a companion to the NP11 Place Strategy – ‘**A Place Strategy for the North**’, which was released as a draft for consultation at the Convention of the North in January 2022 and finalised in March 2022.

The NP11 Place Strategy sets out the economic case for place and culture in the North. It estimates a ‘**Place Potential**’ worth **£2.7bn in GVA for the Northern economy**, additional to the £10.4bn already generated by the North’s arts, culture and heritage sectors.

The Delivery Framework sets out a collaborative framework through which partners and stakeholders can work together to deliver against the mission, vision, strategic intent and propositions put forward in the Strategy, building on feedback received through the consultation process and responding to developments in the ‘Levelling Up’ agenda and in the wider policy and governance context.

The NP11 Place Strategy and Delivery Framework have been co-produced through the work of a strategic partnership which brings together the NP11 (representing the eleven Northern LEPs), Arts Council England, the National Lottery Heritage Fund, Historic England and the Environment Agency, with Steering Group representation from the Northern Culture Consortium and the Northern Cultural Network and Nature North:

The Northern Cultural Network (NCN) is a network of networks, bringing together Northern place-based cultural partnerships. The network is chaired by Dave Moutrey, Chief Executive of the HOME centre for international contemporary art, theatre

and film in Manchester. The core purpose of the NCN is to advocate for culture across the North of England. It exists to present a wide, evidence-based narrative that demonstrates the importance of culture for the North, shares the impact of good practice and advocates nationally for support in the levelling-up agenda.

Nature North is a collaboration between environmental organisations in the North of England, which have come together to drive climate resilience and green growth through nature recovery. Nature North aims to secure the North’s natural heritage through adopting a coherent, strategic and investment-focused approach to enhancing nature, enabling it to fulfil its potential to deliver ongoing environmental, economic, health and community benefits. The partnership’s workstreams include building five new and supporting two existing cross-regional propositions as mechanisms for leveraging increased finance for nature.

Collaboration lies at the heart of the Strategy and is the foundation of the Delivery Framework. Both documents build on a broad scope programme of stakeholder engagement and consultation, working with colleagues from across the arts, culture, heritage and environment sectors and with partners and stakeholders from across business, academia, the voluntary sector, civic leadership, policy and governance. The Delivery Framework identifies ‘Partners of Interest’ who will be engaged in delivery following the launch of the Strategy and draft Delivery Framework in late 2022.

Levelling Up – By the North, In the North, For the North

The NP11 Place Strategy presents evidenced propositions for investment. Building on the partnership’s collaborative work, stakeholder engagement and consultation, these propositions have been generated **by the North, in the North and for the North.**

Proposals include targeted investment in the North’s **creative talent and green and natural assets**, in enhanced **skills development and business support**, in improved **digital and transport connectivity**, and in **addressing health inequalities** and **contributing to decarbonisation** goals.

The Strategy and its proposals demonstrate clear alignment with both the **Manifesto for the North** (2019) and **The North’s Levelling Up and Net Zero Partnership Offer** (2021). The Partnership Offer, launched at the Convention of the North 2022, recognises explicitly the **criticality of place identity and the importance of culture** in regenerating the North’s towns and cities, in reanimation and repurposing of public spaces, and in securing a sustainable future for Northern communities.

The North of England is an economy with culture at its heart. **Investment in ‘levelling up’ culture will deliver a levelling up the economy.**

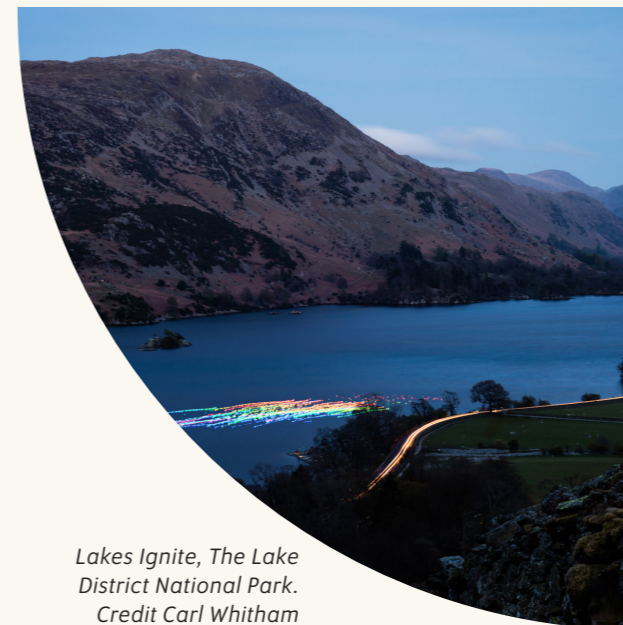
The partnership’s focus on supporting and strengthening the North’s ‘Place Sectors’ which include arts, culture, heritage and nature as economic drivers and as potent catalysts for social and economic change aligns strongly with the UK Government’s Levelling Up agenda.

The UK Government’s Levelling Up White Paper (2022) establishes 12 missions to ensure that opportunity and prosperity can be spread across the UK. Investment in ‘levelling up’ the North’s Place Sectors

will drive economic growth in the region. By providing opportunities for talent and entrepreneurialism to thrive, the North will offer access to new job and business opportunities, an enhanced tourism and leisure offer, and investment in the skills, research and infrastructure required to unlock economic growth within the arts, culture, heritage and nature sectors.

The following table summarises how the NP11 Place Strategy propositions directly align with ten of the Levelling Up Missions.

*Lancashire Encounter,
Preston. Courtesy of
Lancashire LEP*



*Lakes Ignite, The Lake
District National Park.
Credit Carl Whitham*



Levelling up mission	Mission summary	Aligned NP11 Place Strategy Actions
Mission 1 - Living Standards	By 2030, pay, employment and productivity will have risen in every area of the UK, with each area containing a globally competitive city, and the gap between the top performing and other areas closing.	<ul style="list-style-type: none"> 01 - Strengthen the North's Place Proposition 02 - Taking Forward Nature North 03 - Elevate the Content Creation Sector 04 - Best Practice Guide to Place Asset Management 05 - Scaling up Creative and Cultural Zones 08 - Pan Northern Creative and Cultural Investment Programme 10 - Enhanced Digital Connectivity 11 – Optimising Green Tourism
Mission 2 - Research & Development (R&D)	By 2030, domestic public investment in R&D outside the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.	<ul style="list-style-type: none"> 12 - Strengthened Research, Evidence and Intelligence 13 - Interactive Place & Culture Intelligence Tool
Mission 3 - Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.	<ul style="list-style-type: none"> 11 – Optimising Green Tourism
Mission 4 - Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.	<ul style="list-style-type: none"> 10 - Enhanced Digital Connectivity
Mission 5 - Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.	<ul style="list-style-type: none"> 09 - Amplifying STEAM in the Curriculum
Mission 6 - Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high quality-skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.	<ul style="list-style-type: none"> 01 - Strengthen the North's Place Proposition 05 - Scaling up Creative and Cultural Zones 08 - Pan Northern Creative and Cultural Investment Programme 07 - Incentivising Reuse and Retrofit
Mission 7 - Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years.	<ul style="list-style-type: none"> 06 - Creative Health Demonstrator 02 - Taking Forward Nature North
Mission 8 - Well-being	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.	<ul style="list-style-type: none"> 02 - Taking Forward Nature North 05 - Scaling up Creative and Cultural Zones 06 - Creative Health Demonstrator 12 - Strengthened Research, Evidence and Intelligence
Mission 9 - Pride in Place	By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between top performing and other areas closing.	<ul style="list-style-type: none"> 01 - Strengthen the North's Place Proposition 04 - Best Practice Guide to Place Asset Management 05 - Scaling up Creative and Cultural Zones 07 - Incentivising Reuse and Retrofit 08 - Pan Northern Creative and Cultural Investment Programme 11 - Optimising Green Tourism 12 - Strengthened Research, Evidence and Intelligence 13 - Interactive Place & Culture intelligence tool
Mission 10 – Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.	<ul style="list-style-type: none"> 04 - Best Practice Guide to Place Asset Management 07 - Incentivising Reuse and Retrofit

Shared Prosperity through Interventions in Place

The primary goal of the UK Shared Prosperity Fund is to build pride in place and increase life chances across the UK. The Fund seeks to empower places to identify and build on their own strengths and needs at a local level. The NP11 Place Strategy aligns strongly with the three investment priorities of Community and Place, Supporting Local Business, and People and Skills. The NP11 Place Strategy will help restore a sense of community by improving people's satisfaction with their area through engagement in local arts, culture, heritage and nature.



Jodrell Bank Observatory,
Cheshire. Credit: Ant
Holloway

Making Place – Determining Shared Priorities

The strategy's focus on **pan-Northern collaboration**, on **complementarity between places** and its proposals to prioritise **investment in creative talent** and the **cultural reanimation of places and spaces** has been welcomed, with feedback from consultation proposing additionally that:

- **Northern Destination Management Organisations** are closely engaged in programme delivery.
- The scope of any forward programme should be extended to include a focus on **sport** and on **music** as two key facets of Northern place identities.
- The separation of 'Screen and Green' as standalone actions, in recognition of their distinct contribution.
- Further research is undertaken with **rural communities** to better understand economic potential beyond green assets and natural capital.
- **Young people** are engaged and represented in forward delivery and governance, as the focus of many of the proposals included within.

Proposals to strengthen **place intelligence and evidencing** have also been welcomed - and were ranked top by survey respondents in terms of overall transformational potential.

Feedback noted that the strategy forms part of a strategic 'push' for culture and sits alongside other initiatives such as the 2021/22 'Northern Culture' All-Party Parliamentary Group (APPG), the Department for Digital, Culture, Media & Sport (DCMS) led work on Culture and Heritage Capital, the Local Government Association (LGA) Commission on Culture and Local Government, the work of the Northern Cultural Network and the development of a Northern Evidence Network. This Delivery Framework recognises these and other programmes as key partners of interest and proposes that **delivery is aligned to maximise pan-Northern gains and impact.**



Propositions and Delivery Partners

Delivering the Vision in Partnership

The NP11 Place Strategy sets out a shared vision for 2030 which sees:

“ A green, creative and future facing North which levers its diverse natural, historic and cultural capital to unlock economic prosperity and inclusive growth.”

While acknowledging that the Place agenda offers much broader impacts than hard economic outcomes, the Strategy identifies the ‘size of the prize’ as a potential **additional £2.7bn in GVA for the Northern economy**, should Place performance be optimised.

The Strategy sets out evidenced propositions for investment toward this goal. This section of the companion Delivery Framework details required actions, key partners of interest, and, envisaged outcomes and outputs.



£2.7 billion
in GVA for the Northern Economy

The NP11 will support delivery through its priority workstreams, as a convener of strategic and delivery partnerships and working with government departmental colleagues as a pan-Northern policy voice.

01

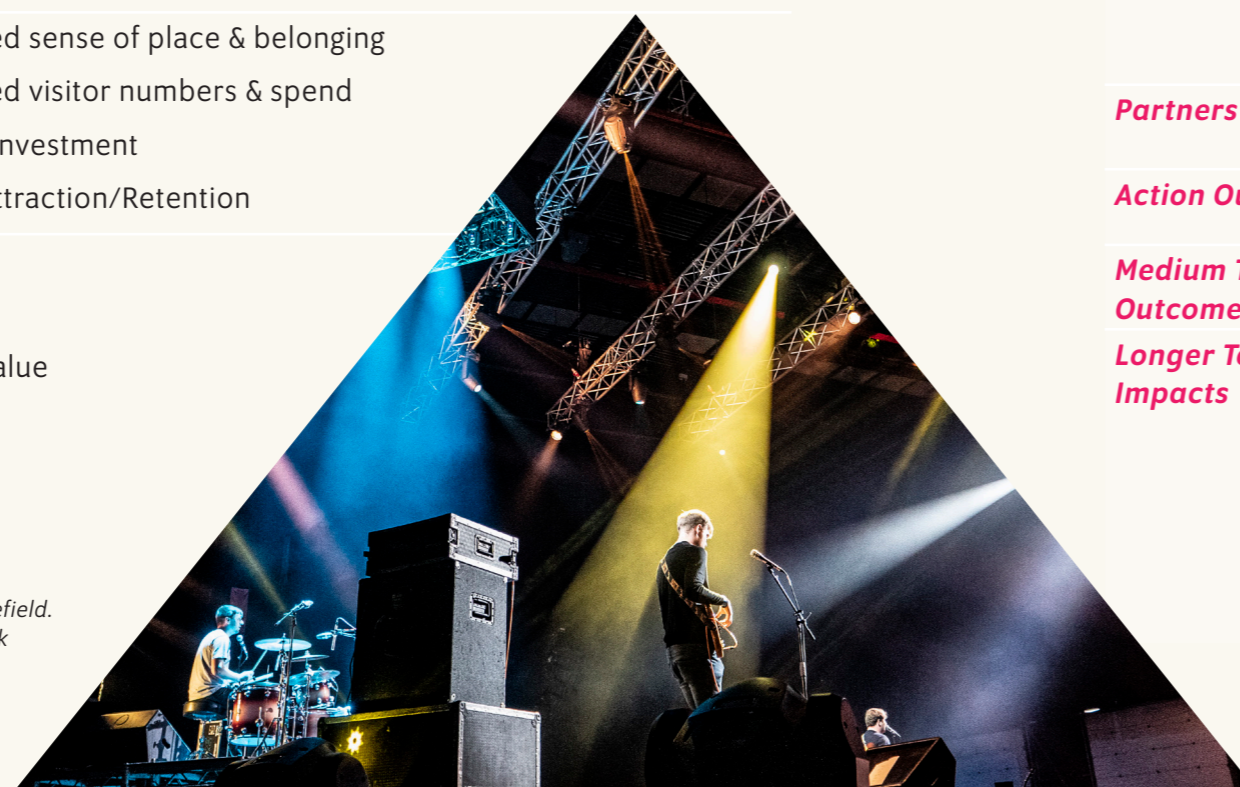
Strengthening the North's Place Proposition

Working with Northern Destination Management Organisations (DMOs), Arm's Length Bodies (ALBs), and local places and partnerships to better convey the collective strength of the North's place proposition, focused on cultural, heritage and natural strengths and assets. The importance of art, music and sport in defining and strengthening Northern identities will provide distinctive leverage to shape the North's place proposition.

The strengthened Place proposition will boost investment and relocation interest and support future prosperity and sustainability through talent attraction and retention. Activity will be designed to support, promote and amplify place distinctiveness and complementarity, within a pan-Northern offer.

How?	Developing a collaborative structure and invite local place partnerships to work together to promote the North. The collaboration will share good practice and provide targeted support for those areas without local place partnerships.
Partners of Interest	Destination Management Organisations, Local Place Partners
Action Outputs	A strengthened Place proposition for the North
Medium Term Outcomes	<ul style="list-style-type: none"> • Increased sense of place & belonging • Increased visitor numbers & spend • Inward Investment • Talent Attraction/Retention
Longer Term Impacts	<ul style="list-style-type: none"> • Jobs • GVA • Social value

Production Park, Wakefield.
Credit: Production Park



02

Taking Forward Nature North

Nature recovery and greenspace will play a key role in placemaking and driving economic growth and wellbeing.

The North's green assets will be central tenets of its strengthened place proposition. The North has transformational opportunities for driving economic prosperity through Nature North's propositions. 'Big Ticket' items including The Northern Forest and The Great Northern Bog Nature North is also looking to develop a set of five new cross regional investable propositions around nature recovery in the North's coasts and estuaries, town and cities, greening transport networks, improving our rivers and sustainable approaches to farming. This will bolster pan-Northern nature recovery, carbon sequestration, environmental education, and eco-tourism, and can generate significant financial returns.

How?	<ul style="list-style-type: none"> • Embed nature and its benefits across policy areas in the North to support delivery of green growth and natural capital ambitions • Raising awareness of the quantified benefits of natural capital in the North to support the investment proposition • Working with partners to develop targeted investment plans for the North's Green/Nature-based assets and offer as the basis for securing additional funding
Partners of Interest	Environment Agency, National Trust, Nature North and its constituent members
Action Outputs	£ funding secured
Medium Term Outcomes	<ul style="list-style-type: none"> • Strengthened Green offer and enhanced nature/ecosystem benefits
Longer Term Impacts	<ul style="list-style-type: none"> • Economic benefits including jobs and GVA • Social benefits including improved health outcomes • Environmental benefits including enhanced natural ecosystems, accelerated decarbonisation, climate resilience, and air quality improvements

03

Elevate the Content Creation Sector

The North's significant production and content development assets across film, TV and broadcasting, and clusters of 'createch' activity (creative technology, including digital, Virtual Reality/Augmented Reality (VR/AR), gaming and media) represent a key opportunity to drive economic growth in the North and enhance our contribution to UK plc.

There is a need to elevate recognition and promotion of the North's current offer. The potential exists to attract more business to the North, from domestic and international markets, and grow and strengthen the North's reputation as a major international content creation hub, characterised by the quality and diversity of its assets (locations, talent and facilities) and workforce.

How?	<ul style="list-style-type: none"> Working with partners to develop targeted investment plans for the Content Creation Sector in the North Build greater recognition for the North's Content Creation Sector
Partners of Interest	Screen North, Northern Cultural Network
Action Outputs	£ investment secured
Medium Term Outcomes	<ul style="list-style-type: none"> Strengthened Content Creation Sector Enhanced Reputation as major Content Creation Hub
Longer Term Impacts	<ul style="list-style-type: none"> Strengthened Talent Pipeline Enhanced Supply Chain Jobs GVA

'Hymn' by Damien Hirst, Leeds City Centre. © Historic England Archive



04

Best Practice Guide to Place Asset Management

There are numerous underused green/blue spaces and vacant capital spaces across the North's built environment, including mills, industrial heritage, retail spaces and former cinemas. Early intervention in enhanced management and maintenance can avoid costly remediation later. Managing existing and creating new natural assets to enhance climate change resilience, biodiversity net gain, and nature recovery will tackle critical challenges in the natural environment.

There are several new and emerging approaches to capital and natural asset management designed to support complementarity and long-term growth, including community ownership, place portfolios and reinvestment models. NPII will work with place partners to develop a Best Practice Guide to Place Asset Management convening and facilitating a series of place-level expert workshops to support action and build in-place capacity.

How?	Development of a Best Practice Guide to Place Asset Management facilitating complementarity in and across places and supporting investment, repurposing, management and future maintenance of vacant and underutilised spaces in the built and natural environment.
Partners of Interest	Towns Fund Area Towns Group (ATG), The National Platform Initiative, Local Place Partners, Landowners, conservation Non-Government Organisations (NGO's)
Action Outputs	Best Practice Guide and Workshops
Medium Term Outcomes	<ul style="list-style-type: none"> Existing underused spaces and buildings renovated/restored Entrepreneurship and business growth More competitive place sectors Strengthened and complementary portfolio asset management Enhanced in-place capacity Strengthened and more resilient local place economies
Longer Term Impacts	<ul style="list-style-type: none"> Economic benefits including jobs and GVA Environmental benefits including carbon savings, enhanced natural ecosystems, climate resilience, and biodiversity net gain

05 Scaling Up Creative and Cultural Zones

Cultural and ‘createch’ activity could be incentivised through a pan-Northern programme of designated Creative and Cultural Zones, inspired by programmes in the North of Tyne and St John’s in Manchester, and Creative Enterprise Zones in London to put in place a supportive environment for creative and cultural businesses and people to locate, start-up, grow and thrive. Locations could be redeveloped to celebrate the links and interactions between culture, heritage and nature. Activities could include nature based solutions, workspace development, business support, financial incentives, skills and community engagement, with a specific focus on repurposing historic textile mills, heritage buildings and vacant retail spaces in designated zones.

How?	Establishing a pan-Northern programme of designated Creative and Cultural Zones, responding to the identified workspace and affordability needs of the sector and are bespoke to place strengths, needs and challenges
Partners of Interest	Creative UK, Local Place Partners
Action Outputs	£ funding secured
Medium Term Outcomes	<ul style="list-style-type: none"> Existing heritage buildings renovated/restored Skills development
Longer Term Impacts	<ul style="list-style-type: none"> Carbon savings Jobs GVA Social value (skills and employability)

06 Contributing to the North as a Life Sciences Supercluster: Creative Health Demonstrator

Investment in the development of innovative, impactful culture and nature-led approaches through piloting activity will respond to key challenges such as health inequalities, post-COVID recovery, healthy ageing and mental health and wellbeing (all identified as priorities for the Northern Life Sciences Supercluster). These pilots can improve access to nature, culture and heritage to maximise public health benefits.

How?	Support a pan-Northern demonstrator programme to pilot innovative, impactful, culture and nature-led responses to health and wellbeing challenges
Partners of Interest	NP11 Innovation, Northern Health Science Alliance (NHS), Clinical Commissioning Groups (CCGs), Higher Education Institutions (HEIs)
Action Outputs	£ funding secured
Medium Term Outcomes	<ul style="list-style-type: none"> Demonstrator established
Longer Term Impacts	<ul style="list-style-type: none"> Innovation/Intellectual Property (IP) Social value (improved health and wellbeing)



07

Contributing to Net Zero goals: Incentivising Reuse and Retrofit

Proposition 02 establishes the need for a programme of investment to support the greening of the urban environment. Proposition 07 complements this through incentivising reuse and retrofit in the built environment.

Reductions in VAT rates for refurbishment will incentivise the more sustainable option of refurbishing existing buildings. The current VAT rates, at 20% for refurbishment and 0% for new build, arguably incentivises developers to demolish existing buildings and build new. Historic England research has found that sympathetically upgrading and reusing existing buildings could make substantial energy savings. Capital grants to support sensitive retrofitting of historic buildings will enable improved energy efficiency without harming special character. Planning policies can be shaped to promote reuse, supported by capital grants to enable sensitive retrofitting of historic buildings and improved energy efficiency without harming special character.

How?	Working with place partners to support the promotion of reuse in planning policy, and with Government to secure reductions in VAT rates and capital grant support for refurbishment and retrofit
Partners of Interest	NPII Net Zero, Historic England
Action Outputs	Reuse and Retrofit campaign
Medium Term Outcomes	<ul style="list-style-type: none"> Existing heritage buildings renovated/restored/retrofitted Specialist construction skills development
Longer Term Impacts	<ul style="list-style-type: none"> Carbon savings Jobs GVA

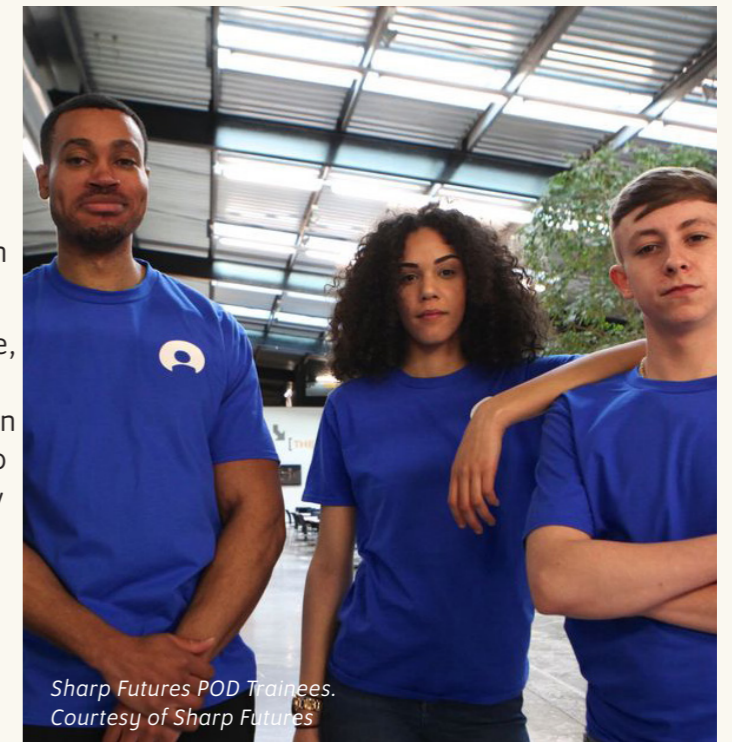
08

Pan Northern Creative and Cultural Investment Programme

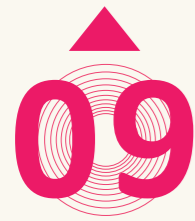
Rolling out a bespoke programme of financial and business support for freelancers (artists, creatives and cultural practitioners) and businesses working in the culture and creative industries across the North will enable a more resilient and sustainable future for the creative sector in a post-COVID 19 economy.

The programme will provide equity finance, loans, masterclasses, bootcamps and networking events to support freelancers in personal and professional development, to develop new business models, access new markets, and bring new practice, products and services to market.

Partners have identified potential to resource roll-out through flexible use of existing investment funds, such as the Shared Prosperity Fund.



How?	Working with delivery partners to finesse programme content and resource roll-out
Partners of Interest	Creative UK, Northern Cultural Network, Creative United/ Prosper North, Local Place Partners
Action Outputs	£ spend on a pan-Northern Creative and Cultural Investment Programme
Medium Term Outcomes	<ul style="list-style-type: none"> Entrepreneurship and business growth More competitive and resilient sectors Talent retention and development Innovation, ideas and IP Social cohesion and value
Longer Term Impacts	<ul style="list-style-type: none"> Jobs GVA



Amplifying STEAM in the Curriculum

The education curriculum is heavily focused on the four disciplines of Science, Technology, Engineering and Mathematics (STEM). Pressure on school budgets and the demands of national tests have had a disproportionate impact on the provision of creative subjects. This requires a shift to reintroduce arts and creativity to the STEM learning emphasis through including Arts (STEAM) in recognition of the advantages this will bring in meeting future skill requirements. Identified benefits include creativity, independent thinking, confidence, problem-solving, and collaboration.



Open Treasure, Durham Cathedral.
Credit: Historic England

How?	Working with Government to raise the prominence of arts and design into the curriculum
Partners of Interest	Curious Minds, Youth Focus, Northern Cultural Network
Action Outputs	STEAM campaign
Medium Term Outcomes	<ul style="list-style-type: none"> Increased learner engagement Inclusive growth Cultural capital
Longer Term Impacts	<ul style="list-style-type: none"> Productivity benefits Social value (sense of belonging)



Enhanced Digital Connectivity

Digital is a pan-Northern Prime Capability with nationally and internationally significant assets underscoring particular strengths in computing, data analytics, stimulation and modelling, and media which are all important aspects of the digital creative economy.

Enhanced digital infrastructure will support the development of smart cities, growth of the digital economy and rural economy (supporting work such as precision farming), and the homeworking trend which presents a key opportunity for the North to capitalise on its quality of life offer and attract and retain talent.

NP11 is working proactively with partners to enhance the North's digital connectivity and offer and has developed 'A Digital Proposition for the North'. Enhanced digital connectivity will underpin growth in the economy, enabling the North to maximise existing assets and capitalise on the opportunities ahead to drive resilient, sustainable and inclusive growth.

Enhancing digital connectivity through the roll out of a fast fibre network and 5G will be a key enabler for inclusive economic growth and improved productivity across the North.

How?	Working with government to provide funding to address cold spots in current superfast broadband and access to 4G data, and ready the North for the future by ensuring access to Full Fibre and Ultrafast broadband and 5G connectivity
Partners of Interest	NP11 Innovation, Building Digital UK (BDUK)
Action Outputs	£ spend on digital infrastructure
Medium Term Outcomes	<ul style="list-style-type: none"> Enhanced digital opportunity for businesses and residents through access to high speed broadband Increased land area covered by 4G and 5G Digital inclusion
Longer Term Impacts	<ul style="list-style-type: none"> Strengthened Talent Pipeline Jobs GVA Social Value (skills, belonging, well-being)



Optimising Green Tourism

Proposition 01 seeks to strengthen the place proposition of the North to attract and retain visitors (in addition to investors, residents and workers). Proposition 02 seeks to strengthen green/nature assets to facilitate eco-tourism. As a key partner of interest, Transport for the North promotes and supports sustained investment in active travel and supports partners to raise the profile of active travel.

Related to these aligned strategies, digital platforms provide an important mechanism for reaching target visitor audiences. Digital apps can support sustainable growth in the tourism industry through coordinating activity and services including navigation, social, marketing, security and e-commerce. The development of a digital app for the North which coordinates walking and cycling networks, public transport, and electric vehicle charging points can optimise sustainable travel and green tourism.

How?	Development of a digital app which will be promoted by partners to support active and sustainable travel
Partners of Interest	NP11 Net Zero, Transport for the North (TfN), Nature North
Action Outputs	Digital app
Medium Term Outcomes	<ul style="list-style-type: none"> Increased patronage of public transport systems Increased trips by pedestrians and cyclists Enhanced awareness of green tourism opportunities
Longer Term Impacts	<ul style="list-style-type: none"> Carbon savings Jobs GVA Social Value (education, health and wellbeing)



Strengthened Research, Evidence and Intelligence

There is an opportunity to underpin long-term collaboration by bringing the North's place-based research capacity together as a pan-Northern culture and nature-based research programme, feeding into the proposed Northern Evidence Network in support of enhanced and more readily available data, evidencing and horizon scanning. Partnership working and connective threads could be further strengthened by establishment of a dedicated research centre with a focus on place research, data gathering and intelligence. A Research Centre for Place will enable new and innovative measurement across natural, heritage and cultural capital, strengthening the offer and identifying opportunities for development and investment.

How?	Scoping a pan-Northern culture and nature-based research programme as a precursor to a potential Research Centre for Place
Partners of Interest	Northern Evidence Network, Arts and Humanities Research Council (AHRC), Higher Education Institutions (HEIs)
Action Outputs	Culture and nature-based research programme
Medium Term Outcomes	<ul style="list-style-type: none"> Improved inventory of assets and benefits Better measurement of impact More effective interventions
Longer Term Impacts	<ul style="list-style-type: none"> Climate change Enhancing biodiversity Jobs GVA



Cyclists in Tees Valley.
Courtesy of Tees Valley LEP

13

Development of an Interactive Place & Culture Intelligence Tool

There is an opportunity to support and maximise the role of place sectors, namely arts, culture, heritage and nature, and improve understanding of their role and contribution to the Northern Evidence Network.

This proposition seeks to position the North at the forefront of progressive thinking and practice in Place through development of a pan-Northern shared evaluation framework and place and culture intelligence tool, designed to enhance understanding and to capture broad-spectrum impacts (including natural and cultural capital).

The Interactive Place & Culture Intelligence Tool will support targeted interventions and case-making for investment across the North, feeding in to the Northern Evidence Network portfolio. This web-based resource would also include sharing success stories, good practice and blogs to provide inspiration and practical advice to securing investment. An intervention framework would provide metrics to measure performance and impact.

How?	Development of an interactive Place & Culture Intelligence Tool which has a web based portal
Partners of Interest	Northern Evidence Network, Arts and Humanities Research Council (AHRC), Higher Education Institutions (HEIs), Local Place Partners
Action Outputs	Interactive Place & Culture Intelligence Tool and web portal
Medium Term Outcomes	<ul style="list-style-type: none"> • Improved capacity of local partners • Improved access to baseline evidence • Better measurement of impact • More effective interventions • £ funding secured
Longer Term Impacts	<ul style="list-style-type: none"> • Inclusive growth



Chinese New Year, Newcastle upon Tyne. Credit: Richard Kenworthy. Courtesy of North East LEP



Summary of Propositions

The following table sets out a refined list of propositions, following consultation feedback, alongside Partners of Interest who will be engaged following the launch of the Strategy and draft Delivery Framework, and summarised next steps for the next 12 months.

<i>Proposal</i>	<i>Key Partners (with NP11)</i>	<i>Summary Next Steps (>12 months)</i>
1. Strengthening the North's Place Proposition	Destination Management Organisations, Local Place Partners	<ul style="list-style-type: none"> • Work to develop a collaborative structure and areas of focus • Establish areas of activity and action plan • Identification of areas lacking local place partnerships requiring targeted support
2. Taking Forward Nature North	Environment Agency, National Trust, Nature North and its constituent members	<ul style="list-style-type: none"> • Continued development of Nature North's five Investable Propositions and a framework for delivery • Advocacy and network building to build support and understanding including collation and promotion of the quantified benefits of nature-based solutions as a key part of the Green Industrial Revolution to support the case for investment
3. Elevating the Content Creation Sector	Screen North, Northern Cultural Network	<ul style="list-style-type: none"> • Working with partners to develop targeted investment plans for the Content Creation Sector in the North aimed at increasing economic impact and elevating the North's offer on an international stage • Build greater recognition for the North's Content Creation Sector through development of the proposition and marketing strategy
4. Best Practice Guide to Place Asset Management	Towns Fund ATG, Platform, Local Place Partners, Northern Cultural Network	<ul style="list-style-type: none"> • Identify issues and opportunities which the Best Practice Guide and Expert Workshops needs to respond to • Develop a framework for a Best Practice Guide, including expert participation
5. Scaling Up Creative and Cultural Zones	Creative UK, Local Place Partners,	<ul style="list-style-type: none"> • Develop an enhanced understanding of workspace and affordability needs of the creative and cultural sector • In response, develop the investment programme and its offer, including the process for designation
6. Creative Health Demonstrator	NP11 Innovation, NHS, CCGs, HEIs	<ul style="list-style-type: none"> • Develop case studies of good practice in delivering culture-led responses to health and well-being challenges • Work with partners of interest to develop a demonstrator programme to pilot innovative and impactful culture-led activity
7. Decarbonisation/ Incentivising Reuse and Retrofit	NP11 Net Zero, Historic England	<ul style="list-style-type: none"> • Develop an enhanced understanding of the barriers and opportunities to preserve and enhance historic buildings • Design a Reuse and Retrofit Campaign and action plan
8. Creative and Cultural Investment Programme	Creative UK, Northern Cultural Network, Creative United/ Prosper North, Local Place Partners, Growth Hubs	<ul style="list-style-type: none"> • Work with Partners of Interest to identify issues and opportunities which the Creative and Cultural Investment Programme could respond to, and the resources and routes available to develop a dedicated Programme
9. STEAM Campaign	Curious Minds, Youth Focus, Northern Cultural Network	<ul style="list-style-type: none"> • Work with key partners of interest to develop the framework for the STEAM campaign • Engage with government policy makers to raise the prominence of arts and design in the curriculum
10. Enhanced Digital Connectivity	NP11 Innovation, BDUK	<ul style="list-style-type: none"> • Engage with Partners of Interest to identify digital cold spots and future investment plans • Identify the actions required to address gaps in provision
11. Optimising Green Tourism	NP11 Net Zero, TfN, Nature North	<ul style="list-style-type: none"> • Identification and analysis of current digital apps supporting active and sustainable travel in the North • Work with Partners of Interest to explore the aims and objectives of the digital app project • Procurement of digital app developer
12. Strengthened Research, Evidence and Intelligence	Northern Evidence Network, AHRC, HEIs	<ul style="list-style-type: none"> • Engage with Northern Evidence Network to align activity across proposed areas of investment, including scoping a pan-Northern culture and nature-based research programme
13. Place & Culture Intelligence Tool	Northern Evidence Network, AHRC, HEIs	<ul style="list-style-type: none"> • Engage with Northern Evidence Network to align activity across proposed areas of investment • Work with Partners of Interest to explore how an Interactive Place & Culture Intelligence Tool and web-based portal could work in practice • Development of a resource framework to establish what would be included in the portal • Procurement of support to deliver Tool and Portal

Governance and Delivery

The NP11 has developed the Place Strategy and Delivery Framework within its priority thematic workstream of 'Placemaking'. The 'Placemaking' workstream is led by the NP11 Executive, governed through the NP11 Board and co-sponsored at Board level by Cumbria LEP and York and North Yorkshire LEP, with strategic development and oversight provided through the Northern Place & Culture Partnership. The Placemaking workstream links closely to NP11's four other priority workstreams (Innovation, Trade & Investment, Clean Growth/Net Zero and Digital). **NP11 will continue in its role as a convener and policy voice to support forward delivery.**

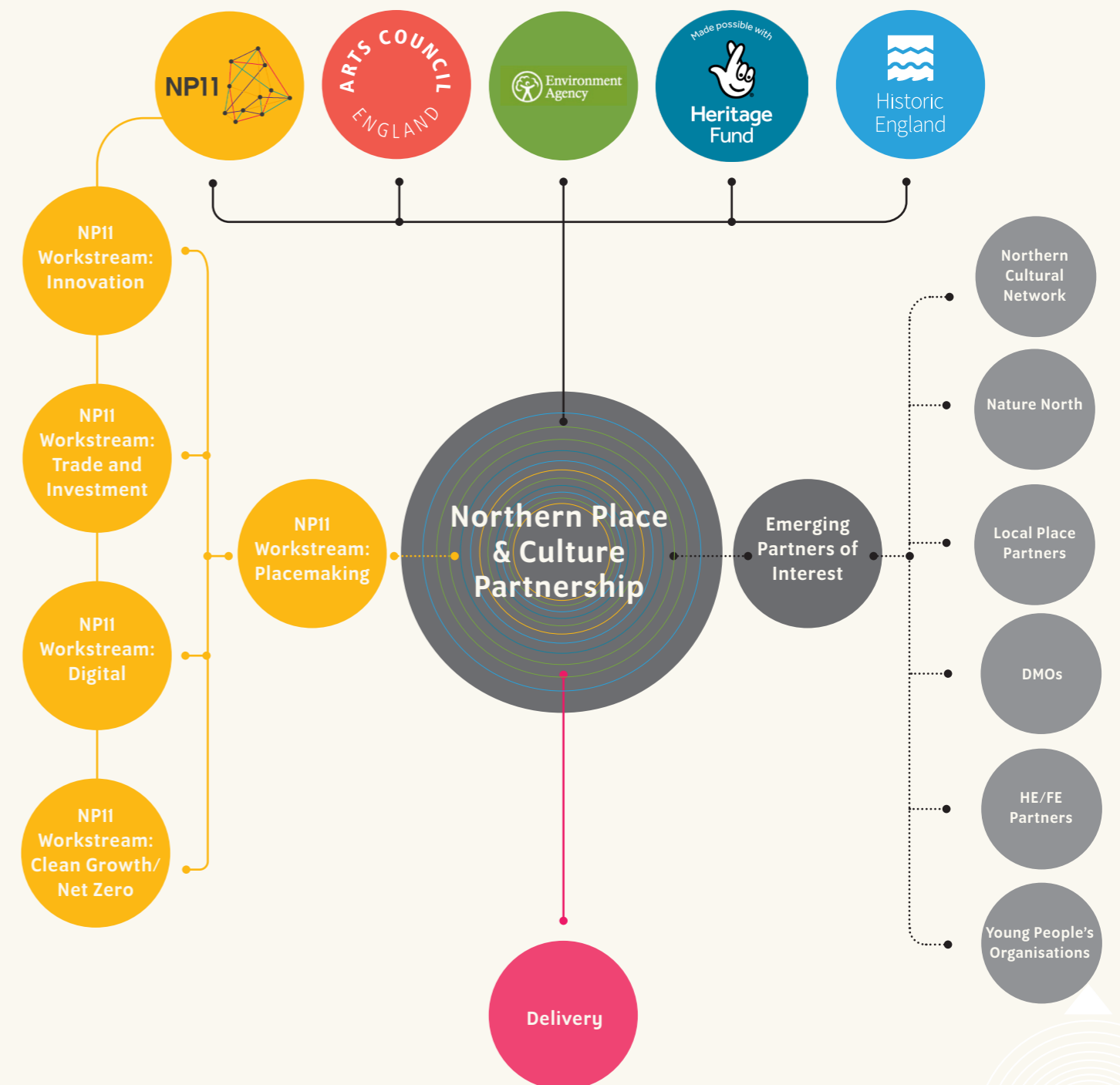
The Northern Place & Culture Partnership, convened by the NP11, will continue to provide light touch governance in support of a smooth transition and to maintain momentum. The NP11 and its strategic Place partners will work closely with government agencies and funders including the Department for Levelling Up, Homes and Communities, Department for Transport, Department for Culture, Media and Sport and Department for Education, to raise

awareness of our strategic intent and asks of government. **Membership of the partnership will be shaped to meet the demands of delivery and to include representation from sport, music, the built environment and young people's organisations.**

Local Place Partners including Local Enterprise Partnerships, Mayoral Combined Authorities/ The M10, Combined Authorities, Destination Management Organisations and local authorities are critical partners in delivery. A key principle of the Place Strategy is that it informs and adds value to local and sub-regional plans for growth and comparable investment strategies. This Delivery Framework provides an overarching framework for collaboration.

The NP11 and the Northern Place and Culture Partnership will work closely with **Partners of Interest** such as Nature North, the Northern Cultural Network, Creative UK, Transport for the North, Higher and Further Education partners and Young People's Organisations to initiate, steer and progress delivery. Partners of Interest will be engaged following the launch of the Place Strategy and associated draft Delivery Framework in late 2022.

The governance structure for delivery is shown below:



Disclaimer

The purpose of the NP11 Place Strategy is to complement and add value to existing activity in the North. It is not intended to replicate or duplicate activity, rather to provide strategic focus and additionality over and above what delivery partners are delivering (or plan to deliver).

Acknowledgements

The NP11 Place Strategy builds on a broad scope programme of stakeholder engagement, working with colleagues from across the arts, culture, heritage and environment sectors, including artists and practitioners, grassroots organisations and sector networks, with communities of place and with partners and stakeholders from across business, academia, the voluntary sector, civic leadership, policy and governance.

Grateful thanks to all colleagues, partners and stakeholders who have contributed to the NP11 Place & Culture programme and to the development of this strategy.



Wentworth Woodhouse, Rotherham. Courtesy South Yorkshire Combined Authority

