

**BSubject: Great Yarmouth Cultural Investment Programme**

**Briefing to: Economic Development Committee**

**Briefing by: Rob Gregory, Group Manager – Neighbourhoods & Communities**

**Date: 3<sup>rd</sup> April 2017**

**Subject matter and decisions to be made:**

The Economic Development Committee is asked to note the progress made since the completion of the Culture Strategy in September 2016 and to approve the council arts budget allocation as per the recommended next steps from the September report.

**1. BACKGROUND**

- 1.1. The Economic Development Committee approved the adoption of the Culture Strategy – Making Waves in September 2016. The strategy was officially launched at the Great Yarmouth Cultural Heritage Conference at St George's Theatre on 20<sup>th</sup> October 2016.
- 1.2. The culture strategy presents a strong vision for defining a strong cultural offer for the borough moving forward, based around 5 key objectives;
  - i. Securing our cultural infrastructure to expand and enrich our cultural offer
  - ii. Ensuring that the cultural sector makes the fullest possible contribution to the economic success of the Borough
  - iii. Supporting vibrant Neighbourhoods and Communities
  - iv. Making Great Yarmouth a more vibrant place to live, work and invest
  - v. Better connecting and supporting our creative community
- 1.3. The committee report in September recommended the next steps for the council following the completion of the strategy. These next steps were to ensure that it continues to support those organisations which have been successful in developing

the Borough's current profile for arts and culture and which provide the platform on which to build for the future. They also noted a need to provide support to new and emerging organisations and activities. These ambitions recognised the financial constraints for the council and recommended that the next steps be delivered within the envelope of the Council's existing budget for the arts, which has now been approved for 2017-18.

The report recommended that the Council would;

- i. Appoint a Strategic Project Manager to help coordinate the delivery of this strategy along with elements of the Cultural Heritage Strategy.
- ii. Set aside part of GYBC's SLA budget with SeaChange Arts to support bid development work. The work to be carried out on an 'on fee' basis with appointment of the supporting organisation through competitive tender.
- iii. Provide ongoing support for Seachange Arts, through grant funding, to support SeaChange's continued development of *The Out There Festival*, and of Great Yarmouth as a thriving centre of excellence for circus and street arts as well as a community outreach programme. Funding would be for a fixed period and would be reviewed alongside the Arts Council's funding for National Portfolio Organisations.
- iv. Work with the Arts Council and the consultant appointed through the recent ACE Grants for the Arts Award to St George's Theatre, to review the business plan for St George's Theatre to understand what ongoing support the Borough Council needs to provide.
- v. Integrate the arts development role more closely with the work of the Cultural Education Partnership in Great Yarmouth
- vi. Through the Cultural Board, administer a small commissioning pot to be focused on a tailored approach to fostering the work of a range of NPOs delivering programmes of community engagement across the Borough.

- vii. Lead interventions which can support amateurs, artists and volunteers across the borough to feel part of the cultural offer.

## 2. **PROGRESS TO DATE**

- 2.1. The council has submitted a Grant for the Arts submission to initially fund a Strategic Post for culture for a period of 9 months. The result of this bid will be known by the end of April, with recruitment starting immediately afterwards. The cultural lead will assume responsibility for driving the development of a cultural board and the progression of the overall strategy, working with other cultural stakeholders and co-investors.
- 2.2. There have been further discussions with the Arts Council about future investment in SeaChange Arts pending the end of the current Service Level Agreement for Arts Development. The proposed grant funding moving forward would focus upon the *Out There Festival* and a continued youth and community outreach programme across the borough. This would represent a reduction in direct funding in comparison to the current SLA, but would demonstrate an annual local authority commitment to an Arts Council National Portfolio Organisation for the period of the next NPO funding round from 2017-2021.
- 2.3. In October the Arts Council awarded a discretionary grant to support the development of a future business model for St Georges Theatre, following an additional grant award of £40,000 from the council for 2016-17. The final report sets out clear recommendations for St George's to improve its financial outlook by making a series of structural changes. These relate to both the creation of a Commercial Manager post to drive the activities of St Georges Trading Company and a Creative Director appointment to drive an audience development plan and a future cultural programme, working with other venues and regional touring productions and preparing a larger Arts Council funding application. This post would initially be supported by the Arts Council discretionary award. The business model identifies a continued need for council investment for the following 3 years, of £25,000 in 2017-18, to £20,000 in 2018-19, to £10,000 in 2019-20. This

investment would be conditional upon elements of the business plan being fully implemented. The committee may also wish to consider encouraging the Trust to continue to explore alternative business models for the theatre, including formal partnerships and commercial opportunities.

- 2.4. The need to further arts development support beyond the council's two anchor arts organisations has been clearly articulated by the cultural sector locally. On the back of the launch of the Culture Strategy the council led a submission to the Great Place Scheme announced in October 2016 working in partnership with Waveney District Council to lever £737,900 additional investment over 3 years (2017-2020) across both areas. The bid process required a procured set of partners. 9 were appointed for Great Yarmouth and Lowestoft. Great Yarmouth has been successful in this programme as 1 of 16 areas shortlisted to pursue this programme Delivery partners include Dance East, Lowestoft and Great Yarmouth Cultural Education Partnerships, Great Yarmouth Preservation Trust, Marina Theatre, Norfolk Museums Service, Original Projects, Reprezent, SeaChange Arts, . Part of this work will be about strengthening cultural education opportunities for young people locally and creating more support for cultural organisations to develop their activities. For Great Yarmouth there is also a specific objective to link cultural activity with current place-shaping initiatives, particularly in relation to the Town Centre and the development of the Waterways restoration programme and specific support for performance venues. The Great Place Scheme requires a commitment to match-funding. The current arts programming budget of £13,750 which is unallocated for future years has been proposed as a suitable match amount for the duration of the programme.

2.5. It is proposed that a Cultural Board is established immediately, consisting of cultural investors which include; the Arts Council, Heritage Lottery Fund, New Anglia LEP, GYTA BID, Town Centre BID, NCC and GYBC and cultural forums, including the Cultural Education Partnership and Cultural Heritage Partnership. The board will be facilitated by the council and serviced by the Cultural Strategic post, but stakeholder commitment will explore a localised commissioning pot.

2.6. Work has continued to support new and emerging cultural organisations in the borough. Original Projects – a new visual arts organisations have been successful in securing arts council investment to develop their work in the borough and further interest has been generated by other groups and organisations following the completion of the culture strategy.

### 3. ALLOCATION OF COUNCIL ARTS BUDGET 2017-2021

3.1. Following the above recommendations and progress to date the strategic investment of council funding to leverage greater investment in both culture and economic growth will be key over coming years.

3.2. The table below recommends a budget profile over future years for arts as per the recommendations outlined above:

<b>Investment Area</b>	<b>Purpose</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
SeaChange Arts	Annual Grant for Youth and Community Outreach Programme and Outthere Festival	<b>58,500</b>	<i>58,500</i>	<i>58,500</i>	<i>58,500</i>
St Georges Theatre Trust	Core Funding	<b>25,000</b>	<i>20,000</i>	<i>10,000</i>	<i>10,000</i>
Great Place Match-Funding	To support cultural place-shaping activities, that will include the Town Centre and Waterways programmes.	<b>13,750</b>	<i>13,750</i>	<i>13,750</i>	
<i>Unallocated</i>	<i>Unallocated funds to be considered for investment decisions in partnership with the Cultural Board</i>	<b>494</b>	<i>5,494</i>	<i>15,494</i>	<i>29,244</i>
<b>Total</b>		<b>97,744</b>	<i>97,744</i>	<i>97,744</i>	<i>97,444</i>

#### **4. NEXT STEPS**

4.1. The appointment of a strategic lead for culture will be of vital importance moving forwards, particularly in relation to the development of a cultural board and the pursuit of further investment opportunities for the borough. The cultural board will be established by early summer with a dedicated work programme following soon after.

#### **5. CONCLUSIONS**

5.1. The cultural agenda will continue to present a number of opportunities to the borough over coming months and years. The strategic positioning of culture as a place-shaping tool will enable further dialogue with the Local Enterprise Partnership both in terms of town centre redevelopment and further opportunities with Cultural Tourism. The council will be well-placed to progress these opportunities in conjunction with a Cultural Board of co-investors.

#### **6. RECOMMENDATIONS**

6.1. The Economic Development Committee is recommended to

- i. Note the progress made to date towards the implementation of the Culture Strategy.
- ii. Note the progress towards creating a sustainable business model for St Georges Theatre moving forwards.
- iii. Note the successful grant award through the Great Place Scheme.
- iv. Approve the budget allocations for 2017-18 as outlined in 3.2 of this report.
- v. Confirm that a representative from the committee will be appointed to sit on the Great Yarmouth Cultural Board.

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	
Existing Council Policies:	
Financial Implications:	

Legal Implications (including human rights):	
Risk Implications:	
Equality Issues/EQIA assessment:	
Crime & Disorder:	
Every Child Matters:	