

**Subject: Culture Strategy**

**Briefing to: Economic Development Committee**

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

**Date: 7<sup>th</sup> September 2016**

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

This report is accompanied by a draft of the new Culture Strategy for Great Yarmouth - 'Making Waves.'

Economic Development Committee is recommended to note the background information in this report and to approve the strategy which will then be consulted on with local Arts & Culture partners.

## **1. BACKGROUND**

- 1.1. Local Authorities have long recognised the valuable contribution that arts and culture can play in achieving their strategic objectives for an area. An opportunity to experience and be entertained by cultural events is an essential part of the fabric of a successful community and helps to promote the wellbeing of those who live there.
- 1.2. There are significant benefits for the economy. According to the recent Culture White Paper produced by the Department for Culture, Media and Sport, the first for over 50 years; museums, galleries, libraries and arts contribute around £5.4 billion per year to the economy nationally. Meanwhile, Heritage tourism accounts for 2% of GDP, contributing £26 billion per year. In the New Anglia LEP area, the Cultural and Heritage Sector has over 1,000 businesses, directly employs 5,800 people and has a value of £83.6m, further increased by 50% with induced, tourism-related spend.

- 1.3. Arts and cultural events can play an important role in attracting visitors, encouraging spend in the area through use of local restaurants, shops, or staying in hotels as part of their visit. Arts & Culture can create employment and a number of areas of the country have used it to help to redefine and regenerate a local area, such as the seaside towns of St Ives in Cornwall and Margate in Kent, with the Tate St Ives and Turner Contemporary art galleries.
- 1.4. Culture is also cited as a highly important factor in helping to attract and retain businesses and contribute towards a national and global reputation for places. Businesses want to start-up or re-locate in places where their employees will enjoy a high quality of life.
- 1.5. The Culture White Paper highlights the considerable evidence of the beneficial effects of the arts on both physical and mental health. This includes improvements such as positive physiological and psychological changes in clinical outcomes; decreasing the amount of time spent in hospital; and improving mental health. The paper also points to evidence that shows that engaging in culture can increase the likelihood of a young person going on to further and higher education, contribute to positive social relationships, community cohesion and make communities feel safer and stronger. Research has found positive links between cultural participation and improved social skills and engagement with the wider community, and evidence that culture can play a role in tackling crime.
- 1.6. The financial return from the Arts can be high with Arts Development UK estimating that an additional £4 can be brought in from other sources for every £1 invested by Local Authorities. The Culture Strategy demonstrates that In Great Yarmouth, this rate of return has been far higher.
- 1.7. The new Culture Strategy celebrates the success that Great Yarmouth has had in gaining a national and international reputation for arts and heritage; the National Portfolio Organisation (NPO) status awarded to Seachange Arts in recognition of its unique contribution to circus and street arts and the OutThere Festival; the considerable amount of funding brought in from national and international funders on the back of that work; investment secured from the Heritage Lottery Fund to

bring buildings of historical importance back into use; and the development of St Georges Theatre, itself delivered in part through HLF funding and now established as a key element of the local culture scene. These are few examples and in addition, a number of both home grown organisations and events are springing up, along with new ones being attracted into the area.

- 1.8. Great Yarmouth Borough Council and the Arts Council England jointly commissioned the development of a Culture Strategy for the borough in 2015. The purpose was to clearly define the borough's ambition for the development of arts and culture, to define its role in driving economic growth, health and wellbeing and place shaping and to set out a plan of action for achieving our ambitions.
- 1.9. A consultant, John Knell, was appointed to develop the strategy and to create a clearer vision of the potential for arts and cultural investment in the borough. There was clear synergy in the work he was also undertaking for the Cultural Board of the New Anglia Local Enterprise Partnership to shape the cultural tourism strategy to drive regional economic growth around culture and the arts.

## **2. DEVELOPING THE STRATEGY**

- 2.1. A draft of the strategy accompanies this report which has been developed by John Knell following discussions with key investment partners and council officers and an extensive round of stakeholder engagement. The strategy has also developed in response to the Government's recent Culture White Paper which came out shortly after John was appointed. The White Paper signals not only clear intent from the Government in highlighting the importance that it places on Arts & Culture but also announces a number of initiatives and funding opportunities which, with a strong strategic commitment, Great Yarmouth should be well placed to be part of. This includes the opportunity to be one of 12 'Great Places' Schemes sharing a £10 million investment to develop their cultural offers. A paper covering the Council's application to this programme is also covered on the agenda. Other initiatives include a £40m 'Discover England' pot.

- 2.2. An equally important element of producing the strategy, which has taken time, has been to use the strategy process to forge an ambitious vision for the role of culture in the Borough's future success, framed in such a way that it fully reflects the ambitions of the council, and is capable of exciting key national investors, most importantly Arts Council England (ACE) who have invested in the strategy work.
- 2.3. Over the last month as the engaged consultant, John Knell, has worked with both the council and ACE on his recommendations and conclusions, it has become clear that the strategy process has galvanised a very strong sense of shared ambition between the council and ACE. This has already borne fruit in ACE's decision to prepare an accelerated investment into vital cultural assets (St Georges/SeaChange) matching recently committed council investment.
- 2.4. More broadly, by expansively exploring the right route forward, bigger opportunities are being identified, for example in terms of connecting St Georges into wider regional delivery and bid networks that will allow St Georges to tap into capacity and expertise that will directly improve their resilience and the cultural offer in the Borough.
- 2.5. It is this careful development of a long term, shared vision of success, embracing a clear plan of how best to support the cultural infrastructure to deliver that strategy, that is now uniting the council and ACE in a joint effort to ensure the strategy is implemented in a way that will secure and reinforce that vital investment partnership, and further increase the already strong return on investment that the council secures from its necessary ongoing support of the Borough's cultural offer.

### **3. Key recommendations of the strategy**

- 3.1. The new strategy is 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

**3.2.** The next steps identified for the Council are ones which 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, providing support to new and emerging organisations and activities. Working alongside partners through a new Cultural Board and with the starting assumption that it will be delivered within the envelope of the Council's existing budget, the Council will;

- 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 current 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

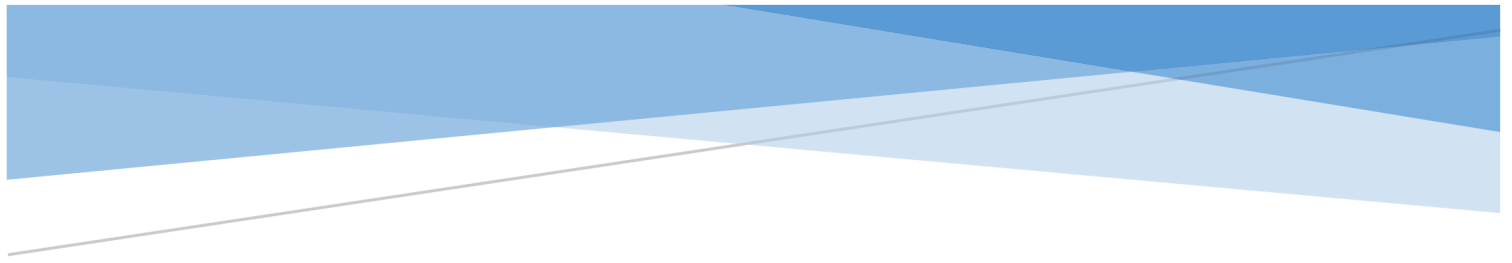
## **4. CONCLUSIONS**

- 4.1.** The Culture Strategy should be seen as a starting point for the Borough's next phase of development in Arts, Culture & Heritage. The key next step would be to take the strategy out to consultation with local and national partners and co-investors, to use it as the basis for setting out the Council's intent and as evidence in applications for funding to further develop and implement the action plan. Following approval of the principles of the strategy, more detailed financial proposals will be brought forward as part of the annual budget setting process.

## **5. RECOMMENDATIONS**

- 5.1.** The Economic Development Committee is recommended to approve the adoption of the Culture Strategy – Making Waves which, following further consultation with stakeholders, will be brought back to Committee with any further recommendations.

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	Considered by EMT 18/08/16
Section 151 Officer Consultation:	Considered by EMT 18/08/16
Existing Council Policies:	Corporate Plan
Financial Implications:	Based on existing annual budget but to be reviewed further as part of the budget setting
Legal Implications (including human rights):	None identified
Risk Implications:	Lack of a clear strategy for culture and heritage would put future external funding at risk
Equality Issues/EQIA assessment:	Implementation of policy would have a positive impact
Crime & Disorder:	Implementation of policy would have a positive impact
Every Child Matters:	Implementation of policy would have a positive impact



# MAKING WAVES

A CULTURE STRATEGY FOR GREAT YARMOUTH  
2016-2021

GREAT YARMOUTH BOROUGH COUNCIL & ARTS COUNCIL ENGLAND

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## 1. Welcome

[Drafting Note: TO BE SIGNED BY LEADER OF THE COUNCIL]

The Borough of Great Yarmouth is a proud place.

Proud of its history: of its Roman Forts; of its trading and seafaring traditions; and of its 'Golden Mile.'

The consultation work that has helped inform this cultural strategy has highlighted other sources of local pride – our individuality and spirit. Great Yarmouth's edge and creative irreverence. Our genius for having a good time and letting others join in.

This cultural strategy seeks to channel these powerful intangible assets, enabling our arts and culture partners to frame a confident story about what's great and unique about Great Yarmouth, and in turn help us to be more ambitious and imaginative about our future.

Local and national stakeholders have told us some hard truths which this strategy has embraced and sought to reflect. Firstly, that everybody in the Borough needs to raise their game if we are to fulfil our cultural ambitions. The Borough Council recognises that we have to display strong leadership, doing all we can to encourage practical partnership working and visible action across the whole borough, securing a culture offer that is forward looking and owned by all of us.

Secondly, the Borough Council and all our cultural partners need to develop a sharper set of shared priorities, allied to more effective collaboration with regard to securing resources and investment if we are to successfully pump prime our ongoing cultural regeneration efforts.

Speedy progress is vital. Great Yarmouth Borough Council sees investment in our cultural capacity, and in the creative aspirations of everyone who lives in the borough, as a core foundation of our future success. We will not meet our aspirations to be the fast growing 'enterprise' coastal town without becoming a more creative, attractive and innovative place.

This commitment is already reflected in our 2015-2020 Corporate plan, in which Tourism, Culture and Heritage are one of the six identified priorities. Our cultural offer is important in its own right - who wants to live in a place without vibrant stories and cultural events. But culture and heritage have a powerful impact on three of our other priorities: driving economic growth; helping engage, inspire and support our neighbourhoods and communities; and helping to revitalise places and spaces across the Borough, including Great Yarmouth Town Centre.

For example, culture has to play a vital role in raising aspirations and growing skills and employment opportunities. Our ongoing work to revitalise Great Yarmouth's town centre, and the quality of the public realm across the borough, requires our cultural and creative

community to play their full part in making our public spaces feel more vibrant and enjoyable. We have also sought to learn lessons from places which have successfully used culture to enrich the lives of residents and visitors, regenerate their economies, and positively change perceptions (see Appendix One).

As you would expect, this cultural strategy brings forward ambitious plans to ensure that our cultural assets make the fullest possible contribution to these priorities, showing how culture is a vital tool for economic vitality, wellbeing and civic pride. Our 2021 ambitions are stretching. By then we want the borough to have gained national recognition as an exemplar of culture-led community engagement; and for the cultural animation of its heritage asset base.

This is the right moment for a step change, both in our ambitions and in the way we work together with our partners to deliver this strategy. We have endorsed recommendations to create a new Cultural Board to drive forward this strategy's ambitions. We have sought to connect with and influence the work of the New Anglia Local Enterprise Partnership's Cultural Manifesto, and we have consulted with national funders and investors including the Heritage Lottery Fund; The Big Lottery Fund, and Arts Council England. All of these efforts with our partners are geared to making Great Yarmouth a great place to live, work, visit and invest.

Everybody in the borough has much to gain from shaping a more exciting cultural future for Great Yarmouth, and we hope that all our partners welcome and support this strategy. The recommendations offer a clear route map to accelerating cultural growth, and new routes to ensuring local artists and communities feel engaged and excited by the borough's cultural provision.

Yarmouth pride has informed and shaped this cultural strategy. Let's ensure that by 2021 we can be equally proud of Great Yarmouth's cultural achievements and their contribution to the vitality of the borough.

## 2. Our Priorities for 2021: Summary

### 2021 Vision of Success

- More people are participating in, and watching, a wide variety of cultural activity across the borough
- The cultural sector will be making a strong contribution to the resilience and economic success of the borough
- Great Yarmouth will have increased investment into our cultural assets, improved the cultural offer, and raised the profile of Great Yarmouth as a unique visitor destination
- Great Yarmouth will be a nationally recognised exemplar for cultural and heritage sector collaboration
- Great Yarmouth will be a nationally recognised exemplar of culture-led community engagement, enhancing the pride and well being of our communities

### Our Priority Objectives

#### i. **Securing our cultural infrastructure to expand and enrich our cultural offer**

- Great Yarmouth attracts new talent and creative partners into the borough.
- Great Yarmouth continues to secure co-investment from national and international funders into our cultural and heritage assets
- Great Yarmouth becomes synonymous with international standard street art, circus, and festivals

#### ii. **Ensuring that the cultural sector makes the fullest possible contribution to the economic success of the Borough**

- Great Yarmouth experiences a growth in the number of cultural and creative SMEs in the borough
- Great Yarmouth experiences an increase in both the numbers and diversity of visitors the borough
- Great Yarmouth develops a distinctive approach to creative skills training and routes into creative employment

### **iii. Supporting Vibrant Neighbourhoods and Communities**

- Great Yarmouth becomes an exemplar of culture-led community engagement
- Great Yarmouth increases the number, and diversity, of local residents engaging with arts and culture building a network of local civic and community champions for culture forging a 'bottom-up' approach to community pride, cohesion and regeneration
- Local residents improve health, wellbeing and skills through engagement with and participation in cultural activities.

### **iv. Making Great Yarmouth a more vibrant place to live, work and invest**

- The new Great Yarmouth Cultural Board gains national recognition as an exemplary place based cultural partnership
- Great Yarmouth becomes a nationally recognised exemplar for cultural and heritage sector collaboration
- Great Yarmouth experiences increased levels of community pride

### **v. Better connecting and supporting our creative community**

- The local creative community feels better connected, and more able to contribute, to the life of the Borough
- Great Yarmouth becomes a great environment and training ground for young and emerging artists
- Great Yarmouth gives birth to a number of new and dynamic arts organisations that gain local and national recognition

### 3. Great Yarmouth – A Unique Place Brings Unique Opportunities

*‘Great Yarmouth - A place on the edge but looking outwards – maverick, individual and unique.*

*‘People have called Yarmouth a lot of things over the centuries, but boring has never been one of them. Yarmouth has always had a genius for having a great time.’<sup>1</sup>*

#### 3.1. From Pride to Progress

David Copperfield’s housekeeper Clara Peggotty, as those who know their Dickens may recall, fondly declares Great Yarmouth to be *‘upon the whole, the finest place in the universe’*.

The competition between places for that title has hotted up a little since Charles Dickens was writing, but Great Yarmouth’s sense of pride and identity remains undiminished. It is these resources that are creating a genuine opportunity for the Borough Council, its residents, and the cultural partners, to ensure Great Yarmouth makes creative waves.

Uniqueness is a claim often falsely made by places trying to get noticed; but in the case of Great Yarmouth such a claim is resoundingly true.

Great Yarmouth really is like nowhere else, with a uniquely strong sense of place and identity.

One of the strongest findings that came out of the public meetings and consultations to help frame this strategy, was the need for Great Yarmouth to be proud of itself, to recognise its individuality and spirit, and to turn that positive pride into concerted action to help conquer its weaknesses and challenges. To put to good use its strong spirit of creativity and defiance. Its edge and creative irreverence.

Residents and local artists told us that Great Yarmouth needs to apologise for its failings a lot less, and sing about its possibilities more loudly, whilst focusing on how to tackle the key barriers to cultural growth and scaled impact across this strategy’s priorities. (see Appendix Two for a summary of one of the Cultural Strategy’s public consultation meetings).

The public consultation meetings have revealed real public enthusiasm and engagement from across the Borough in support of cultural regeneration, with a strong emphasis on enterprise; skills and capacity building; and community engagement. There is a palpable ambition to raise aspirations, and levels of involvement and participation across the whole borough.

Attendees have stressed that arts and culture have a vital role to play in helping to frame a more confident story about what’s great and unique about Great Yarmouth, framed in a way that will inspire residents and visitors alike.

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<sup>1</sup> These statements are adapted from work carried out by Simon Anholt for the Borough Council in 2007.

Encouragingly, a snapshot survey of local residents confirmed incredibly strong support for the importance of cultural services to Great Yarmouth's quality of life, and in bringing people together. (see Appendix Three for a summary of the survey results).

For example, 71% of respondents '*strongly agreed*', and 21% '*agreed*' (91% of total respondents) with the statement:

*'It is very important to Great Yarmouth's overall quality of life to have excellent arts and cultural provision in the borough.'*

Encouragingly, 57% of respondents '*strongly agreed*', and 32% '*agreed*' (89% of total respondents) with the statement:

*'Arts and cultural activities in Great Yarmouth help to bring people together'*

There is also a strong emphasis from respondents on supporting community organisations / community events. 79% of respondents agreed that they '*attend arts events to support a community organisation.*'

There is local motivation and enthusiasm aplenty for this cultural strategy to harness and focus.

### **3.2. The foundations are already in place to support a step change in focus & activity**

Great Yarmouth Borough Council has already put in place the building blocks of a successful arts and cultural strategy and delivery agenda, with the Council being very active in recent years in terms of:

- Exploring how best to integrate arts and cultural activity with other key service delivery priorities across education and community engagement
- Developing strong relationships with key national co-investors
- Carrying out excellent foundation work on mapping the assets of the Borough, particularly in the form of the Great Yarmouth Borough Council Heritage Strategy
- Recognising the importance of the arts and culture offer to the master planning exercise and the revitalisation of Great Yarmouth's town centre
- Identifying the growth possibilities of galvanising bid processes (including the recent feasibility work about securing World Heritage Status for Great Yarmouth) that can bring additional investment into the Borough's cultural assets

The opportunity this Cultural Strategy seeks to grasp is to build on these foundations and deliver a further step change in the ability of arts and cultural provision to create a wide range of cultural, social and economic dividends across the Borough.

### **3.3. Building on success and tackling weaknesses**

Capitalising on the very real opportunities for cultural growth in Great Yarmouth requires a steely eyed and honest account of the strengths and weakness of the current cultural asset base. The overall message is that Great Yarmouth and the Borough has a rich, but under-exploited identity; and a powerful set of heritage and cultural assets which could be better leveraged to scale the quality and reach of the cultural offer to local residents and visitors.

However, the current assets and infrastructure are struggling to reach a critical mass in terms of capacity, capability and offer. Figure One below offers a summary of the more developed SWOT analysis of the Borough's cultural asset base (see Appendix Four).

Future success will require continued investment from the Council, and coordinated implementation of this strategy in a way that makes the key assets work together more cohesively to increase the return on the Borough's cultural investment; and which helps scale the opportunities for additional funding and investment from local and national partners outside the Borough.

### **3.4. Investment, Collaboration and Success: The Local and National Context**

Despite the extremely difficult fiscal conditions of the last 8 years Great Yarmouth Borough Council has been able to maintain its historic levels of investment into arts and cultural provision and development. Broadly speaking the Borough Council is maintaining an annual investment (direct and in-kind) of roughly £120,000. In addition, there are a small number of grants which support cultural heritage in the Borough (to the tune of £50,000), plus a £23,000 FTE / in kind contribution to the work of the Great Yarmouth Preservation Trust.

What is not particularly well understood locally is how by maintaining those levels of investment the Borough Council, working with its key cultural partners in the Borough, has been able to secure significant co-investment from key national funders.

The Borough Council's investment into SeaChange Arts has been particularly transformational in that a key part of its SLA with the Borough Council is to leverage additional funding into the Borough. SeaChange Arts has increased Arts Council England investment in arts and Great Yarmouth by 1500% over the last few years. SeaChange Arts has also developed a national and international fundraising and partnership focus to its work to the benefit of the Borough. Since 2005, SeaChange Arts has worked through 17 international partnerships projects and levered in over £158m from Europe into the Borough – a handsome return on the Borough's arts development investment and supportive activity.

**Figure One: High Level Summary of the SWOT of Great Yarmouth's Cultural Asset Base (see Appendix Three for full account)**

<p><b>Strengths</b></p> <p>Great Yarmouth is a truly distinctive place – rich in history and spirit</p> <p>The Borough has a distinctive and powerful heritage and built environment, with many important buildings, offering up all kinds of opportunities for this cultural strategy to make more of the heritage of the Borough</p> <p>SeaChange Arts has played, and continues to play, a vital role in leveraging in a wide range of funding and investment from Arts Council England and from European Interreg funds</p> <p>From the ‘<i>Out There</i>’ Festival to Gorleston Pavilion Theatre; from Skippings Gallery to the Great Yarmouth Arts Festival; these vital assets across the Borough provide the potential to develop a distinctive cultural offer – built around outdoor arts and other distinctive forms of collaborative programming.</p> <p>It has a reasonable stock of cultural infrastructure buildings of which St George’s Theatre is a notable jewel in terms of location and potential.</p> <p>The Borough Council is striving hard to be an intelligent investor, and to work in close partnerships with other key co-investors (ACE; HLF; Big Lottery etc). This co-investment has already proved a powerful catalyst for partnership working, as evidenced by Great Yarmouth being one of the pilot Cultural Education Partnerships schemes supported by ACE, which is now being rolled out across 50 locations in England; and by the ACE supported ‘<i>Museums in Schools programme</i>’, with Time and Tide Museum spearheading that work across the Borough.</p>	<p><b>Opportunities</b></p> <p>Norfolk and Suffolk has a powerful collection of cultural organisations which could be persuaded to deliver more work within the Borough</p> <p>The opportunity for the Borough Council to think long term about which types of cultural activity it wishes to support in terms of bid development / building use and to ensure a cultural dividend arises from an integrated approach to planning, licensing, parking and other supportive policy areas.</p> <p>There are a range of other activities that this Cultural Strategy can connect to and support, including the existing heritage strategy and the town centre master planning exercise.</p> <p>The master-planning element provides a fantastic opportunity to revitalise the centre of Great Yarmouth through a supportive cultural place making approach, with the cultural sector playing a vital role in helping to connect the Town Centre with King Street.</p> <p>To engage with all the relevant partners to ensure that Council investment in arts development can be focused on the priorities that emerge out this strategy process.</p>
<p><b>Weaknesses</b></p> <p>Great Yarmouth lacks cultural critical mass – in terms of the number and range of permanent producer bodies in the Borough, and a semi-professional creative community.</p> <p>There are a lack of networks and ‘joined-up’ thinking across some of the borough’s cultural and creative sector</p> <p>There needs to be some capacity and capability building of the local cultural and creative practitioner base</p> <p>Signpost and communication of the cultural offer is weak</p> <p>The Great Yarmouth Town Centre, where many key cultural assets are clustered, is perceived by many as uninviting</p>	<p><b>Threats</b></p> <p>How to build cultural demand in the Borough in ways that can balance relevance, quality, and commerciality.</p> <p>Certain key assets – including St George’s Theatre – are vulnerable and need intelligent bridging support and investment to secure their future contribution.</p> <p>Weak relationships and networks make for a fragmented cultural sector.</p>

Arts Council England invested £387,250 into the Borough in 2015/16 (made up of funding to Seachange Arts, and a range of grants for the arts awards including the recent town centre partnership award), and that is in addition to the £1.6 million of capital investment (The Drill Hall and Fountain Bar) allocated in 2014/2015, which is still being drawn down in 2015/2016.

The Heritage Lottery Fund are increasingly seeking to invest in heritage assets which have a wide range of uses (in terms of sustainable business models) including cultural and community activity. In the last 2 to 3 years HLF has invested £3.2 million into the Borough, and in the last decade it has invested £10.2m.

The national leadership teams of both of these key national funders have gone on public record in the last 12 months to stress that they will seek to continue to support Borough Councils and Local Authorities that remain committed to investing in their arts, cultural and heritage assets. In turn they have also emphasised that they will not be an investor of 'last resort' in the absence of committed local investment.

Great Yarmouth Borough Council therefore seeks to remain a committed co-investor into arts, cultural and heritage provision for the benefits it brings the Borough, and to successfully maintain and strengthen these vital co-funding and investment relationships.

Within the Borough, the Council's investment continues to reap significant dividends in terms of both economic contribution and community engagement.

SeaChange Art's '*Out There Festival*' goes from strength from strength in terms of local and national recognition, and is now a vital part of the cultural tourism offer for the Borough and the wider County. The evaluation of the 2015 '*Out There Festival*', conducted by The Audience Agency, confirms that the total number of participants and attendees was 40, 830, and that the total economic activity value (related to the spend by audiences visiting the borough as a result of the festival) was £874,000. SeaChange has worked highly collaboratively with this review to ensure that it can maximize and support the opportunities arising out of this arts and cultural strategy.

St George's remains a vital cultural asset, integral to the revitalisation of the cultural offer and the regeneration of Great Yarmouth Town Centre / King Street area. As well as an estimate that every theatre goes contributes £12 to the local economy, St George's has brought back into use a significant cultural asset which has provided a venue for a wide range of entertainment and culture, civic occasions and community events. St George's requires ongoing intelligent support from the Borough Council and this has already begun in partnership with Arts Council England

As we detail in our priority objectives and actions, the next stage in the transformation of Great Yarmouth's cultural asset base requires the Borough Council, and its cultural partners, to raise ambition and bring in more partners from outside the region to deepen cultural expertise and capacity in Great Yarmouth. This will require the Borough Council and its partners to foster an overall approach to cultural animation that is more collaborative, coordinated and accountable.

## 4. A Cultural Board to drive Our Cultural Ambitions

*‘Can we align people’s efforts in one direction?’*

*‘We need more cross-fertilisation within the borough and from outside, sharing more and doing more<sup>2</sup>’*

### 4.1. From Principles to Delivery

Robust principles and a clear strategic vision will not be enough if we are to fulfil our cultural ambitions.

In pursuit of our cultural objectives too much of the Borough Council’s efforts, and those of our cultural partners, are uncomfortably siloed and disconnected. We urgently need an overall approach to cultural animation that is more collaborative, coordinated and accountable.

To deliver this strategy the Borough Council will therefore convene a new Cultural Board.

The Cultural Board will:

- Use this cultural strategy to build a cohesive delivery plan, shared by our local delivery partners and national co-investors, that will deliver greater cultural, economic and social impact across the Borough
- Be tasked to progress the delivery of both this Cultural Strategy as well as leveraging the existing Heritage Strategy for the Borough
- Seek to be an innovative place based partnership, joining up funding and investment opportunities both locally and nationally.
- Develop and embed an investment mindset and approach to the ongoing development of cultural and heritage assets in the borough
- Focus on generating more investment and cultural opportunity for Great Yarmouth by developing a distinctive local place making partnership geared to maximise the ROI from cultural / heritage investment
- Define prioritised points of focus to help the coordination for all cultural activities and regeneration work across the Borough
- Encourage intelligent specialisation across the Borough’s cultural and heritage assets, build more effective partnerships and discourage duplication and unproductive competition for resources.
- Aim to scale the impact and reach of cultural partners in the Borough, and increase investment and audiences as a result.
- Renew and refresh this strategy at agreed points, reviewing the progress of the Borough’s cultural partners against a set of agreed KPIs.

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<sup>2</sup> Comments from the consultation exercises underpinning the development of this strategy.

The lead outcomes outlined in the priority objectives section of this Cultural Strategy (see Chapter 5 below) provide a comprehensive starting point in terms of a priority set of KPIs against which the Cultural Board can shape and evaluate their activities. The expectation is that during its first year of operation the Cultural Board would formalise a prioritised set of KPIs against which it would formally review progress against in 2019 and 2021.

The Cultural Board will embed this Cultural Strategy into the heart of Great Yarmouth Borough Council, with the aim of raising our collective ambition, and increasing the accountability of all of the key delivery partners, including the Borough Council.

The Cultural Board will be made up of the following representatives:

- Norfolk and Suffolk Local Enterprise Partnership representative
- ACE representative
- HLF representative
- Big Lottery representative
- Chairman of the GYBC Economic Development Committee
- Director of Housing and Neighbourhoods (GYBC)
- GYBID REP
- Norfolk Museums Service representative
- Cultural Services (NCC) representative
- Supporting Officers for Heritage, Tourism, Economic Development, Community Development (GYBC)

Clearly the Board's work will need to be closely informed by the expert advice and input from a range of local delivery partners, including for example SeaChange Arts, the Great Yarmouth Cultural Education Partnership, the Library Service, and the Great Yarmouth Preservation Trust. It is therefore expected that these delivery partners will be regular attendees to Cultural Board meetings to offer their input by relevant agenda item.

## 5. Our Route Map

### 5.1. Our 2021 Vision of Success

We will work with our partners to deliver the following outcomes by 2021

#### 2021 Vision of Success

- More people are participating in, and watching, a wide variety of cultural activity across the borough
- The cultural sector will be making a strong contribution to the resilience and economic success of the borough
- Great Yarmouth will have increased investment into our cultural assets, improve the cultural offer, and raised the profile of Great Yarmouth as a unique visitor destination
- Great Yarmouth will be a nationally recognised exemplar for cultural and heritage sector collaboration
- Great Yarmouth will be a nationally recognised exemplar of culture-led community engagement, enhancing the pride and well being of our communities

### 5.2. Our Priority Objectives

We will meet our 2021 ambitions by framing our work across a set of inter-locking priority objectives.

For each of our priority objectives we have set ourselves stretching outcome goals to focus our actions, and to ensure we make speedy progress on delivering on our ambitions. Progress towards the priority objectives will be reviewed in 2019 and 2021.

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#### Priority Objective 1:

Securing our cultural infrastructure to expand and enrich our culture offer

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#### Our intention:

This strategy offers up an ambitious vision for cultural growth and success in Great Yarmouth. The proposed Cultural Board will have an explicit remit to coordinate the efforts of all the key institutions in the borough to maximise the opportunity to leverage the Borough's investment by attracting investment from national investors, and a wide range of commissioning bodies, into the borough's cultural assets.

This will frequently be an activity which will bring together the borough's heritage assets and aspirations for cultural animation into a more powerful alliance. Part of the brief of the new Cultural Board will also be to develop explicit resource development plans to support cultural activity embracing the existing Heritage Strategy; exploiting Borough Council owned buildings; and adopting new forms of commercial facilitation and business rate innovations to support creative business growth. As an early priority, the new Cultural Board will actively support the Great Yarmouth Preservation Trust to continue the development of a vibrant cultural and commercial plan for the reuse of the Winter Gardens.

#### *Deepen partnerships; leverage expertise and resources*

Given the realities of the public investment landscape, lifting the quality of the cultural offer in Great Yarmouth also requires deepening partnerships and collaborations with cultural organisations in Norfolk and Suffolk, and nationally.

As we have worked with partners to develop this strategy, and reviewed how SeaChange Arts and other key organisations, like Time and Tide Museum, have successfully attracted national and international partners to work in the borough, we have actively sought to strengthen relationships with arts organisations that are keen to work with us.

St Georges Theatre is deepening its programming relationships through a Venues Directors Group of key supportive venues in Norfolk and Suffolk, and recognises that the growth and success of St Georges will be based on cultivating a wider range of collaborative relationships, drawing in expertise in audience development and programming, enriching the cultural offer to people in the borough.

Kettle's Yard (<http://www.kettlesyard.co.uk>) in Cambridge is keen to collaborate and work in Great Yarmouth and to link the strong local visual arts community and associated visual arts developments across the Borough more directly to key networks such as Contemporary Visual Arts Network (CVAN) East <http://www.cvan.org.uk/east/> (see the statement from its Director, Andrew Nairne, below (Figure 3)). This desire on the part of Kettle's Yard to build new partnerships in the Borough is a good example of how the strategy will attract investment and support from national organisations.

Reflecting this collaborative approach, Great Yarmouth Borough Council is also seeking to be a facilitative partner to any cultural organisation who are keen to work in the Borough. 'Originalprojects', a collective of artists, are working on 'Eastern Prospects', an investigative project exploring relocation to Great Yarmouth (see Figure 4 below). To aid that process Great Yarmouth Borough Council are seeking to support 'Originalprojects', and their future plans.

### Figure 3: Kettles Yard and the possibilities for future collaboration

In 2013 we lent over fifty of our Alfred Wallis paintings to the Time and Tide Museum (March to September 2013). We worked closely with curator Johanna O'Donoghue to make a beautiful and popular exhibition.

Following this very positive experience, we would be delighted to discuss how Kettle's Yard might partner with the arts and cultural community in Great Yarmouth. The location and remarkable heritage of the town may offer unique opportunities for artists to create new works inspired by the past, the present and the future.

Andrew Nairne, Director.

The aim of all the cultural partners in Great Yarmouth is to ensure that by offering an exemplary creative welcome to artists and cultural organisations both locally and nationally, the borough can draw in a critical mass of skills and expertise to ensure that the cultural offer is varied, vibrant and relevant and can make the fullest possible contribution to the priorities of this strategy. This is not about '*shipping things*' in, but about building partnerships and local skills and expertise. By crowding in more critical mass and expertise, the aim is to shift Great Yarmouth's cultural profile to be a making place, not a 'receiving house', providing a great environment and training ground for young and emerging artists, and a place where experienced artists are excited about making new work.

The driving motivation is to create the opportunities for more high quality work which responds sincerely to the place and the local people. That shift is what is going to allow local residents and visitors to see Great Yarmouth in a very different way and inspire audiences to want more.

### Figure 4: 'Originalprojects' in Great Yarmouth

Originalprojects was formed in 2002, a collective of artists working together to make things happen in Norwich. <http://originalprojects.space/about-originalprojects/>. Supported by an Arts Council England '*Grants for the Arts*' award, they now want to explore how they can host and work with artists on projects that contribute positively to the culture of Great Yarmouth. With that aim in mind, Julia Devonshire and Kaavous Clayton from Original Projects are currently working on '*Eastern Prospects*', an investigative project exploring relocation to Great Yarmouth. Their work includes '*1 WOW OF A TIME – The Great Yarmouth Day Trip*' ( <http://originalprojects.space/1-wow-time-2/> ), which will explore Great Yarmouth through the eyes, ears and noses of historians and artists, taking in the sights, sounds and smells that combine to make Great Yarmouth what it is today.

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## Priority Objective 2:

Ensuring that the cultural sector makes the fullest possible contribution to the economic success of the borough

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### Our Intention:

We will work with all our partners to accelerate cultural and creative job growth across the Borough. Using the working idea that Great Yarmouth seeks to become a '*Creative Enterprise Zone*,' we will seek to actively exploit opportunities linked to the existing enterprise zones in the Borough. The Cultural Board and the Borough Council will explore how to make Great Yarmouth a more vibrant 'creative enterprise zone', tailoring supportive policies to make it a great place to invest and relocate to pursue cultural and creative enterprise and ideas.

The cultural partners will build on the successful models used on recent heritage projects (e.g. the Great Yarmouth Preservation Trust 'Cemeteries' project) which have harnessed regeneration projects to skills training and routes into employment and jobs <http://www.greatyarmouthpreservationtrust.org/en/projects/great-yarmouth-cemeteries>. This is a model that can be extended into wider creative training and employment.

To that end the Cultural Board will seek to establish stronger links between the students of Great Yarmouth College engaged in creative degrees and opportunities across the Borough for volunteering, making work, and understanding creative economy business models.

More broadly on skills and enterprise, the new Cultural Board will also seek to play a full role in the ongoing Creative Local Growth Fund / European Regional Development Fund process that can impact very positively on economic growth in the Borough. Norfolk County Council, working in partnership with [Suffolk County Council](#) and the [New Anglia Local Enterprise Partnership Cultural Board](#), are delivering the '*Building the Cultural Economy in Norfolk and Suffolk*' project.

ACE have already awarded funding of £500,000 through its Creative Local Growth Fund, which it is hoped will be match-funding for an application made to the European Regional Development Fund (ERDF) for £604,895. The project will focus on growing the number of creative enterprises across the arts by working to develop cross-sector partnerships, competitiveness among small and medium sized enterprises, business support, workforce diversity and innovation and enterprise. The initiative will enable a step-change in the capacity, ambition, impact and economic contribution of the regional cultural sector.

The cultural sector is already one of the New Anglia LEP's 10 priority growth sectors, and it is aiming to be at the heart of locally driven economic growth. Great Yarmouth is represented on the New Anglia Local Enterprise Partnership Cultural Board through SeaChange Arts, who have inputted into the ERDF bid, and if the matched ERDF funding bid is successful, creative entrepreneurs in the Borough stand to benefit from a bespoke suite of business support interventions.

The ongoing development of the King Street Quarter should remain a priority, and the Borough Council should use repairs notices and where appropriate CPOs to create the possibilities for more coherent physical hubs for community and creative use. Whilst it might not be possible to achieve something like the scale of the Custard Factory, Birmingham's highly successful creative quarter ( <http://www.custardfactory.co.uk>), it is a great case study of what is possible if the Borough Council adopts a coherent long term vision for a King Street Creative Quarter.

The new Cultural Board will forge a more coordinated approach to Great Yarmouth's cultural calendar and raise event standards and aspirations. The Cultural Board will also work collaboratively to positively influence Great Yarmouth's brand and cultural tourism marketing, by more dynamically combining heritage, seaside and cultural narratives into a more attractive and distinctive account of Great Yarmouth.

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### Priority Objective 3: Supporting Vibrant Neighbourhoods and Communities

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#### Our Intention:

Culture is a foundation stone of our ambitions for supporting neighbourhoods and communities across the Borough. Whilst this strategy work was taking place, Vicky Featherstone, Artistic Director of London's Royal Court Theatre, made a presentation to the Great Yarmouth Borough Cultural Heritage Partnerships Conference. Vicky spoke powerfully of how culture must always be forward looking, flexible, surprising, non-elite and owned by all of us. (see Appendix Five).

We echo those sentiments and they will be at heart of everyone's efforts to support vibrant neighbourhoods and communities in the Borough.

The cultural sector is already making a significant contribution to the lives and aspirations of the Borough's varied communities. SeaChange Arts, Creative Arts East, St Georges, and a range of other cultural partners have all been building relationships with communities across the Borough offering new types and forms of cultural opportunities. For example, Creative Arts East's '*Young Promoters Training*' programme, which develops young people's aspirations, confidence, leadership, and transferable work skills took place in schools in Caister, Gorleston and Flegg, generating growing interest from schools across the Borough.

But if culture is to scale its contribution to Great Yarmouth it needs to be better integrated into the Borough Council's maturing and progressive approach to community development in the round. Great Yarmouth has a strong reputation for community-led development spanning a number of years and has invested significantly in supporting a strong and vibrant community and voluntary sector. The recent award of a Big Lottery grant of £3.1m to the Borough Council to lead a 5 year project ('*Neighbourhoods That Work*') supporting vulnerable people and strengthening communities is an endorsement of Great Yarmouth's pioneering joined-up approach to improving the life changes of residents.

The ambitious “*Neighbourhoods that Work*” programme aims to help address worklessness and build stronger, more resilient communities. The programme embraces an asset-based approach to improving local neighbourhoods in the borough, starting with the importance of “building connections” between people, between services and between businesses. It seeks to support the engagement of those furthest away from the labour market to become more active and engaged in their local communities.

The emergence of community and social enterprises has helped to demonstrate the broader value of community work to the broader economy in the creation of jobs and the opening of new supply chains. In the context of culture, the arts can act as a bridging agent both in terms of improving health and wellbeing in local communities but also in the context of developing skills and employment opportunities. Organisations like Great Yarmouth Preservation Trust have transformed redundant buildings into cultural hubs such as Skipplings Gallery on King Street, Great Yarmouth, also creating flexible live-work space for artists.

As part of this push the growth and development of community groups and organisations with an arts and cultural focus has grown over the number of years, particularly as new communities arriving in the borough have brought with them new art forms to the local cultural scene. Such activities help to strengthen relationships within and between communities and promote wellbeing from those taken part. Nationally, commissioners in health and social care are embracing the concept of “cultural commissioning”, recognising the value that arts and culture can have in supporting wellbeing for vulnerable people.

This strategy seeks to build on efforts. The Cultural Board will be tasked with supporting cultural provision that takes place across the whole borough, developing local civic and community champions for culture, and creating more pathways and routes to participation in arts and cultural activities, and in turn into possible creative employment. An explicit ambition to work more with local schools, and to engage more children and young people, informs some of the more detailed actions for this priority objective detailed below.

The physical scale of the Borough makes it an ideal place to pioneer and pilot new types of place based partnerships and interventions around creative learning; mental and physical well-being; community development; and the environment.

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#### Priority 4:

Make Great Yarmouth a more vibrant place to live, work and invest

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#### Our Intention:

The Borough Council, and the cultural partners in the Borough, welcome the Government’s recently published Cultural White Paper which places a very strong emphasis on cultural partners working much more concertedly on place making initiatives to address inequality, particularly for young people in deprived areas and for geographical areas with low endowments of cultural infrastructure.

<https://www.gov.uk/government/publications/culture-white-paper>

The Borough Council is committed to developing a more fully fledged place making partnership to deliver this cultural strategy. To those ends, the Borough Council, and its Cultural Board, we will work with ACE and HLF to ensure that the Borough can bid into new funding streams announced in 'The Culture White Paper', including the '*Cultural Citizenship Programme*' for young people in areas of deprivation and low engagement, and the new '*Great Place Scheme*' to support areas where there is a strong local partnership and a commitment to embed culture in local government's plans and policies.

The new cultural board will work with the Greater Yarmouth Tourism and Business Improvement Area District company (gyBID) <http://www.gybid.co.uk> and other partners to enhance and develop the borough's tourism offer. More broadly the Cultural Board will seek to join together and create greater synergies across a number of related strands of work: the 'gyBID' work; the cultural animation of key heritage assets; the Town Centre Master Planning process; and the resourcing strategy that underpins all this activity. These outcomes areas, and interlocking pieces of work, cannot be allowed to operate as siloed projects, and the Cultural Board will seek to create much greater added value by joining them together.

Early priorities for the Cultural Board in this respect include:

- Galvanising partner action to maximise the potential of securing investment for a wide range of heritage projects, including the Winter Gardens.
- Ensuring this cultural strategy informs the Town Centre Master Planning process, and that the ongoing public realm development of Great Yarmouth creates high quality arts commissions and interventions
- Strengthen understanding within the 'gyBid' of the importance of high quality cultural animation and events to their ongoing work, with a stronger case presented by the Cultural Board as to how local tourism businesses stand to gain from strengthening the cultural offer across the Borough.

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#### Priority Objective 5:

#### Better connecting and supporting our creative community

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#### Our Intention:

Over the last ten years Great Yarmouth has not been a place where traditional approaches to arts development (bottom up capacity building) would have made much headway. The absence of any critical mass in terms of cultural organisations, artistic expertise and capacity, and other voluntary sector organisations, has meant that the Borough Council, and SeaChange Arts, have effectively had to flip the traditional arts development model on its head, with the following to the fore:

- SeaChange Arts focusing much of its resource under its SLA on fundraising and bid development to leverage in new investment into the cultural infrastructure of Great Yarmouth
- SeaChange Arts purposively developing art form specialisations (outdoor street arts) that are most suited to drawing in audiences that would normally be defined as 'non-attendees' of cultural events
- SeaChange Arts supporting and actively facilitating other organisations (Creative Arts East; Orchestra Live) – often linked to strategic funding bids to ACE - to do concerted work with particular groups and communities across the Borough

All of these interventions have helped underpin the Borough's cultural asset base by drawing in leveraged investment; growing audiences; and creating the platform for this next stage of cultural transformation in which the ROI on arts development investment needs to change gear.

But this step change will require a greater strategic coordination of inter-locking agendas to allow the Borough to take advantage of the opportunities now presenting themselves. In stark contrast to ten years ago, a wide range of artists and arts organisations are now beginning to see Great Yarmouth as an interesting place to work, and national funders such as ACE and HLF have recognised the progress that has been made and the need to think ambitiously about what can be achieved in the Borough.

So what comes next and how can the various strands be pulled together to scale impact?

Firstly, the Borough must continue to adopt a strategic approach to all its arts development activity, seeing it as strategic instrument for change in Great Yarmouth. The new Cultural Board need to take the key arts development recommendations of this strategy (see below) and configure a commissioning process that will deliver the greatest return on investment from the current arts development spend, with the Cultural Board fashioning some agreed KPIs for this area of work. *Fragmenting these funds in an uncoordinated way will not deliver the outcomes the Borough needs.*

The aspiration of this strategy is that by showing how arts development work can actively dovetail and deliver key outcomes across the Borough's 2015-2020 plan, based on an action plan for joint working across its departments, the Cultural Board will be able to make a compelling case within the Borough Council for increased investment over the coming years. The aim here is to scale impact and activity, and grow the investment case, not just defend and maintain the status quo.

The overall aim of the Cultural Board must be to leverage in other funding to support the ambitions of this strategy, but also to be realistic about what can be achieved within the Borough Council's current funding settlement for culture. For example, it may not be possible to prioritise the full range of activities listed below without an increase in current funding levels for which of course there is a strong case. But it would be the job of the new

Cultural Board to prioritise particular areas of focus and activity, including bid development work for those areas that are deemed important but which are not defined as immediate priorities.

### 5.3. Key Recommendations required to deliver these priority objectives

So what are the non-negotiable strands of a strategic approach to cultural investment and development that can be driven forward by the Borough's new Cultural Board and its delivery partners? They are as follows:

1. GYBC will work with partners to appoint a Strategic Project Manager to help coordinate the delivery of this strategy along with elements of the Cultural Heritage Strategy. Answerable to the new Cultural Board, the Strategic Project Manager would be employed through the Borough Council and take on the arts development role in Great Yarmouth. Funding for the post, along with the delivery of a range of other elements of the strategy will be sought through a Grants for the Arts Bid to the Arts Council. Failing that, funding would need to come from the current GYBC budget for Culture – with the expectation that the greater coordination coming from that role and from the Cultural Board, will generate a higher return on investment and help raise additional funding into the cultural ecology of the Borough.
2. To set aside part of GYBC's current SLA budget with SeaChange Arts to support bid development work, both to grow existing cultural assets, and to integrate culture into a wide range of the Borough's delivery agendas around health and wellbeing; education and skills; tourism, and mixed business model cases for investment into the Borough's heritage assets. This work will be carried out on an 'on fee' basis with appointment of the supporting organisation through competitive tender.
3. Ongoing support for Seachange Arts, through grant funding, in recognition of the value to the Borough of their cultural product. The grant will 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. There would also be an expectation of a well developed community outreach programme. Funding would be for a fixed period and would be reviewed alongside the Arts Council's funding for National Portfolio Organisations.
4. To 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 support the Borough Council needs to provide, which may include a small but reducing amount of funding whilst the business improvement plan is being developed and worked through.
5. Integrate the arts development role more closely with the work of the Cultural Education Partnership in Great Yarmouth (see Figure 5 below). The commitment of a growing number of local schools to the Cultural Guarantee (the idea for example

that every child should be able to create, to compose, and to perform) will increase the opportunities for local artists and visiting companies (for example Orchestras Live) to work in a more coordinated and systematic way with local schools and a wide range of children and young people. These efforts should fully embrace the Library service and their ability to support these efforts.<sup>3</sup>

6. The Cultural Board to 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, including a focus on developing a bespoke regional touring model geared to community provision and capacity building across the Borough (with opportunities for volunteering, training, and presentation that connect with key Borough corporate plan outcomes).
7. The Strategic Project Manager to lead interventions which can support amateurs, artists and volunteers across the borough to feel part of the cultural offer. Delivery Support could come from local cultural organisations and again some of this could be carried out on a 'on fee' basis. Immediate quick 'wins' here should be a new online cultural directory, and a regular Arts Forum meeting at the Drill House at a set time every two months. The aim being to strengthen and sustain connections between existing networks and associated creative activity, and to better signpost the skills of key local cultural organisations to support and help the development of small grant applications from local artists and groups. There would also be negotiation around fees for room/venue hire to support meetings and activities.

#### **Figure 5: The Great Yarmouth Cultural Education Partnership**

*'By 2018 we will see more children and young people in Great Yarmouth: taking part in a range of cultural education activities, with children and young families better able to navigate their local cultural offer, having raised aspirations and taking pride in where they live.'*

- We aim to achieve the following outcomes across the borough of Great Yarmouth
- There are clear pathways for young people to engage in arts and cultural education
- There is a connected arts and cultural infrastructure able to provide sustainable access to a diverse range of activity for young people
- There is a coherent programme of professional arts and cultural activity across the borough of Great Yarmouth accessible to children and young people and relevant gate-keepers
- Different Communities work together through arts and culture to support young people
- Quality principles will be used in assessing GYCEP projects and programmes

<sup>3</sup> These local schools and educational institutions currently have Artsmark status: Cliff Park High School; St Mary's Catholic Primary and Nursery School; Wroughton Infant School; Wroughton Junior School; and Great Yarmouth College.

## 6. Our key actions by priority objective

The lead outcomes and actions listed below under each priority objective represent a comprehensive list of recommendations. The next steps in the implementation of the strategy will be for the new Cultural Board to work with local and national stakeholders to quickly develop a clear implementation plan around our agreed priorities and to move forward together in a concerted way.

Priority Objective 1: Securing our cultural infrastructure to expand and enrich our cultural offer	
Lead Outcomes	Actions
Great Yarmouth attracts new talent and creative partners into the borough.	The new Cultural Board to develop a strategy for resource development to support cultural activity in the Borough, from Borough Council owed buildings to business rate and commercial facilitation.
Great Yarmouth becomes synonymous with international standard street art, circus and festivals	GYBC, SeaChange Arts, St Georges and other key partners to continue to forge strategic relationships with local and national NPOs.
Great Yarmouth continues to secure ongoing co-investment from national funders into our cultural and heritage assets	The Cultural Board galvanises a strategic project approach to furthering the large scale investment and animation opportunities around the Winter Gardens, built around large scale ideas for cultural animation and business model development.
Great Yarmouth is a nationally recognised exemplar for the cultural animation of its heritage asset base	The new Cultural Board to facilitate the work of Kettles Yard, and 'originalprojects' in Great Yarmouth
Great Yarmouth develops a more compelling year-round cultural programme featuring a vibrant mix of local, national and international artists	Explore with ACE locally and nationally on how best to strengthen links and knowledge exchanges between the civic, cultural, and commercial leadership of the Borough with key national investors and funders
There is a relocation of arts organisations, including NPOs, to Great Yarmouth	The new Cultural Board to lead on data sharing initiatives across cultural and heritage venues in the Borough, to inform audience development, marketing and programming work – and if necessary carry out bid development work to strengthen data mining expertise across the Borough's cultural sector
	The new Cultural Board will review how best digital can be used to support the work and resilience of the cultural infrastructure across the Borough

<p>International artists are choosing to work in Great Yarmouth</p> <p>Great Yarmouth is adopting a more data informed approach to audience development and programming across the Borough</p>	<p>The new Cultural Board will work with the Library Service to help create a dynamic programme of professional and community events and exhibitions in key library venues, engaging with strategic touring possibilities, such as the work of Spark Arts <a href="http://thesparkarts.co.uk/news/2016/03/the-spark-receives-arts-council-england-strategic-touring-funding">http://thesparkarts.co.uk/news/2016/03/the-spark-receives-arts-council-england-strategic-touring-funding</a></p>
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<b>Priority Objective 2: Ensuring that the cultural sector makes the fullest possible contribution to the economic success of the Borough</b>	
<b>Lead Outcomes</b>	<b>Actions</b>
<p>Accelerate the rate of cultural and creative job growth across the borough</p> <p>Great Yarmouth experiences a growth in the number of cultural and creative SMEs in the borough</p> <p>Great Yarmouth experiences an increase in both the numbers and diversity of visitors the borough, and the overall visitor spend</p> <p>Great Yarmouth develops a distinctive approach to creative skills training and routes into creative employment</p> <p>Great Yarmouth increases the number of heritage and other buildings housing artists and creative businesses</p> <p>Great Yarmouth experiences Increased inward relocation of cultural and creative businesses</p>	<p>The ongoing development of the King Street Quarter will remain a Cultural Board priority, and the Borough Council will use repairs notices and where appropriate CPOs to create the possibilities for more coherent physical hubs for community and creative use.</p> <p>The Cultural Board and the Borough Council will explore how to make Great Yarmouth a more vibrant ‘creative enterprise zone’, tailoring supportive policies to make it a great place to invest and relocate to pursue cultural and creative enterprise and ideas.</p> <p>The Cultural Board will also seek to play a full role in the ongoing Creative Local Growth Fund / ERDF process being led by Norwich County Council and the New Anglia LEP Cultural Board; an initiative that can impact very positively on economic growth in the Borough by facilitating access to a bespoke suite of business support interventions for the Borough’s creative entrepreneurs.</p> <p>SeaChange Arts, through its representation on the New Anglia LEP Cultural Board, working closely with the new Strategic Project Manager, to strengthen links with the New Anglia LEP and build their understanding of the cultural and broader regeneration opportunities in the Borough</p> <p>The cultural board to work with retail businesses in the town around how to animate higher quality seasonal retail markets and events</p> <p>We will work with our partners to create the conditions that lead to an increased rate of new business formation in the cultural and creative industries across the Borough</p>

<p>EnterpriseGY advising more creative businesses in the borough</p>	<p>The cultural partners will build on the successful models used on recent heritage projects (e.g. the Great Yarmouth Preservation Trust ‘Cemeteries’ project) which have harnessed regeneration projects to skills training and routes into employment and jobs. This is a model that can extended into wider creative training and employment. <a href="http://www.greatyarmouthpreservationtrust.org/en/projects/great-yarmouth-cemeteries">http://www.greatyarmouthpreservationtrust.org/en/projects/great-yarmouth-cemeteries</a>.</p> <p>To that end the Cultural Board will seek to establish stronger links between the students of Great Yarmouth College engaged in creative degrees and explore opportunities across the Borough for volunteering, making work, and understanding creative economy business models.</p> <p>Deepen the regional training on offer to creative practitioners delivered where possible by national bodies / expert organisations.</p> <p>The new cultural board will work with the Greater Yarmouth Tourism and Business Improvement Area District company and other partners to enhance and develop the borough’s tourism offer.</p> <p>Culture and heritage are a vital component of the articulate of the Great Yarmouth brand, and the Culture Board will ensure they are properly leveraged into the wayfaring and signage work within the Master Planning exercise</p> <p>The Cultural Board will explore the current and potential demand for creative workspaces in Great Yarmouth and actively encourage ‘<i>Yarmouth’s cultural occupation</i>’ of available spaces encouraging start ups and social enterprises to cluster together.</p> <p>Linked to creative training and employment, we will initiate a process that will support Great Yarmouth to bid for funding as a place of social enterprise <a href="http://www.socialenterprise.org.uk/social-enterprise-places">http://www.socialenterprise.org.uk/social-enterprise-places</a></p> <p>The new Cultural Board will forge a more coordinated approach to Great Yarmouth’s cultural calendar and raise event standards and aspirations</p> <p>The new Cultural Board to positively influence Great Yarmouth’s brand and cultural tourism marketing, by more dynamically combining heritage, seaside and cultural narratives into a more attractive and distinctive account of Great Yarmouth</p>
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Priority Objective 3: Supporting Vibrant Neighbourhoods and Communities	
Lead Outcomes	Actions
Great Yarmouth becomes an exemplar of culture-led community engagement	The Cultural Board will seek to better integrate culture into the Borough's maturing and progressive approach to community development in the round.
Great Yarmouth increases the number, and diversity, of local residents engaging with arts and culture	The new Cultural Board will support cultural provision that takes place across the whole borough, developing local civic and community champions for culture, and creating more pathways and routes to participation in arts and cultural activities, and in turn into possible creative employment.
Great Yarmouth will have a network of local civic and community champions for culture forging a 'bottom-up' approach to community pride and regeneration	To give full support to the Great Yarmouth Local Cultural Education Partnership as it seeks to work more concertedly with local schools, and to engage more children and young people.
Increase the number of young people engaging with the arts and culture, linked to the Cultural Guarantee	Work with our partners on pioneering new type of place based partnerships and interventions around creative learning; mental and physical well-being; community development; and the environment
Increase the number of adults engaging with the arts and culture	Explore how initiatives like Creative Collisions supported by Time and Tide Musuem, which increase the opportunities to bring culture, heritage and the arts to a large number of teenagers across the borough, could be scaled and rolled out more widely <a href="http://www.museumsassociation.org/museum-practice/teenagers/12122014-time-and-tide">http://www.museumsassociation.org/museum-practice/teenagers/12122014-time-and-tide</a>
Increase the number of volunteers actively engaged in arts and culture	The Borough Council's Cultural Board will seek a partnership with the RSA to support local schools to use their Pupil Premium funds on arts and cultural related activity as a means of raising the educational attainment of disadvantaged pupils.
Increase the number of school age children participating in cultural activity	The Borough Council's Cultural Board to collaborate directly with the Cultural Education Partnership in Great Yarmouth, including meetings with a core of headteacher cultural leads who will be central to embedding the strategy as well as forming partnerships across schools and cultural organisations
	SeaChange Arts and the new Strategic Project Manager to engage with the Cultural Board of the New Anglia LEP and encourage a consortium of cultural organisations across Norfolk and Suffolk to co-invest in their cultural education offer in Great Yarmouth.

	<p>Launch an ARTSMILE / Creative King Street initiative– offer practical arts sessions with the general public. Localised marketing campaign to support art / craft sessions – delivered on a Saturday or over a weekend by local artists / craftsmen (held in pubs, cafes, bars, restaurants along King Street)</p> <p>All of the key cultural organisations to develop a coordinated approach to skills development in terms of internships, apprenticeships, and routes into creative employment, working with local schools and Great Yarmouth College.</p> <p>The Cultural Board will work to develop local civic and community champions for culture that champion a ‘bottom up’ approach to community pride and regeneration</p> <p>Explore the possibilities of supporting more intergenerational participation projects across the borough, such as the ‘Talking Trees’ project led by Kent Creative Arts CIC, in which students worked across the generations, and with local artists on activities for the benefit of the local community.  <a href="http://kentcreativearts.co.uk/the-arts-and-wellbeing/talking-trees/">http://kentcreativearts.co.uk/the-arts-and-wellbeing/talking-trees/</a></p>
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Priority Objective 4: Making Great Yarmouth a more vibrant place to live, work and invest	
Lead Outcomes	Actions
<p>The new Great Yarmouth Cultural Board gains national recognition as an exemplary place based cultural partnership</p> <p>Great Yarmouth becomes a nationally recognise exemplar for cultural and heritage sector collaboration</p>	<p>The new cultural board will work with the Greater Yarmouth Tourism and Business Improvement Area District company (gyBID) <a href="http://www.gybid.co.uk">http://www.gybid.co.uk</a> and other partners to enhance and develop the borough’s tourism offer.</p> <p>More broadly the Cultural Board will seek to join together and work across ‘gyBID’ work, the cultural animation of key heritage assets, the Town Centre Master Planning process, and the resourcing strategy that underpins all this activity. These outcomes areas, and strands of work, cannot be allowed to operate as siloed projects, and the Cultural Board will see to create much great synergies and added value by joining them together.</p> <p>The Borough Council, and its Cultural Board, we will work with ACE and HLF to ensure that the Borough can bid into</p>

<p>Great Yarmouth experiences increased levels of community pride</p> <p>Great Yarmouth's creative community will have been active partners in the public realm development of the Borough</p> <p>There are positive shifts in resident and visitor perceptions of Great Yarmouth's cultural and heritage offer</p>	<p>new funding streams announced in 'The Culture White Paper', including the '<i>Cultural Citizenship Programme</i>' for young people in areas of deprivation and low engagement, and the new '<i>Great Place Scheme</i>' to support areas where there is a strong local partnership and a commitment to embed culture in local government's plans and policies</p> <p>The Cultural Board will galvanise partner action to maximise the potential of securing investment for a wide range of heritage projects, including the Winter Gardens.</p> <p>To ensure this cultural strategy informs the Town Centre Master Planning process, and that the ongoing public realm development of Great Yarmouth creates high quality arts commissions and interventions</p>
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Priority Objective 5: Better connecting and supporting our creative community	
Lead Outcomes	Actions
<p>The local creative community feels better connected, and more able to contribute to the life of the Borough</p> <p>Great Yarmouth becomes a great environment and training ground for young and emerging artists</p> <p>Great Yarmouth gives birth to a number of new and dynamic arts organisations that gain local and national recognition</p>	<p>The Borough Council to refine its strategic approach to all its arts development activity, seeing it as a strategic instrument for change in Great Yarmouth</p> <p>The new Cultural Board to take the key priorities outcome and recommendations of this strategy, including those on arts development, and configure a commissioning process that will deliver the greatest return on investment from the current arts development spend, and maximise the opportunities for leveraged funding.</p> <p>The new Cultural Board to agree a set of KPIs to monitor the delivery of arts development investment</p> <p>Agree the strategy for bid development work, both to grow existing cultural assets, and to integrate culture into a wide range of the Borough's delivery agendas around health and wellbeing; education and skills; tourism, and mixed business model cases for investment into the Borough's heritage assets.</p>

<p>There are more opportunities for creative expression for all communities across the Borough</p>	<p>Integrate the arts development role more closely with the work of the Cultural Education Partnership in Great Yarmouth These efforts should fully embrace the Library service and their ability to support these efforts.<sup>4</sup></p> <p>The Cultural Board to 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, including a focus on developing a bespoke regional touring model geared to community provision and capacity building across the Borough (with opportunities for volunteering, training, and presentation that connect with key Borough corporate plan outcomes including health and education)</p> <p>Clever interventions which can support amateurs, artists and volunteers across the borough to feel part of the offer. Immediate quick ‘wins’ here should be a new online cultural directory, and a regular Arts Forum meeting at a set time every two months. The aim being to strengthen and sustain connections between existing creative activity and networks.</p> <p>Create more opportunities for local artists, communities and businesses to come together and shape Great Yarmouth’s creative future</p> <p>Support our many communities to celebrate what is unique and special about the borough – to help explore their stories and creative expression</p> <p>Integrate a tourist information centre into one of the Great Yarmouth’s cultural venues (St Georges Theatre)</p> <p>Develop a funded residencies and training programme to encourage next generation directors and producers into the Borough</p>
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<sup>4</sup> These local schools and educational institutions currently have Artsmark status: Cliff Park High School; St Mary’s Catholic Primary and Nursery School; Wroughton Infant School; Wroughton Junior School; and Great Yarmouth College.

## 7. Next Steps

This strategy has detailed our strategic vision, objectives, and priority outcomes and actions.

The strategy is for everyone involved in culture across the Borough, and for all our national partners and co-investors. The next step will be to work with our stakeholders to quickly develop a clear implementation plan around our agreed priorities and to move forward together in a concerted way.

The immediate priority actions are likely to be:

- Setting up the Cultural Board
- Agreeing the priority KPIs to shape the Board's work that come from the recommendations in this strategy document
- The framing of a re-organisation and re-commissioning of the arts development piece across the Borough in line with the strategy
- Focused bid development work including making an application to the recently announced '*The Great Place Scheme*<sup>5</sup>', which is designed to put arts, culture and heritage at the heart of successful communities across England

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<sup>5</sup> <https://www.greatplacescheme.org.uk>

## Appendix One: The importance of learning from elsewhere

The Borough Council has actively been looking to learn from places which have successfully used culture to enrich the lives of residents and visitors, regenerate their economies, and positively change perceptions. The regeneration of Margate, and the supporting role of Turner Contemporary, is one of the more oft cited examples that has been mentioned to us as a model. Margate underwent a major cultural strategy process in 2009, and we have taken inspiration from the ambitious cultural vision they set themselves at that time.

[https://arlingtonhousemargate.files.wordpress.com/2011/08/margate\\_cultural\\_vision\\_10\\_year\\_plan2008.pdf](https://arlingtonhousemargate.files.wordpress.com/2011/08/margate_cultural_vision_10_year_plan2008.pdf)

Whilst the asset mix here in Great Yarmouth is inevitably different given our unique starting point, there are many common themes in our cultural ambitions that we share with Margate:

- The importance of culture-led community engagement and creative education
- The importance of culture in animating the historic public realm and heritage assets
- The requirement that Great Yarmouth becomes a place that attracts and retains creative talent
- The need to improve the public realm and where possible to re-animate spaces with creative businesses
- The power of the cultural offer to attract visitors and shape a distinctive Yarmouth experience, combining all the fun of the seaside with the creative energy that comes from innovative work, and a local community fully engaged in culture

Perhaps less commented on as a vital part of Margate's success story are some of the principles that informed the delivery of their strategy, which are in many respects are the most transferable insights that a place like Great Yarmouth can use.

[https://www.thanet.gov.uk/media/287979/Margate\\_Toolkit.pdf](https://www.thanet.gov.uk/media/287979/Margate_Toolkit.pdf)

Given the distinctive emphasis on place making that informs this strategy, it is worth highlighting the way that Margate has sought to embrace a number of principles for putting culture at the heart of place making. We have reproduced them, with a few tweaks, below (see Figure 2 below). The fact that Margate has so successfully used culture to drive its recent success should alert us to the ongoing relevance of these principles to all the partners in Great Yarmouth as we seek to deliver this strategy.

The other big lesson from elsewhere is the galvanising power of big ambitions. As has been much commented on, Hull's selection as the UK City of Culture 2017 caught many by surprise<sup>6</sup>, but the cultural ambition of Hull has already had a very significant impact on the city. Since the announcement, major economic developments and investment have added to confidence in the city and have galvanised Hull's ability to sustain and develop new partnerships.

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<sup>6</sup> 'City of Culture 2017: Will Hull have the last laugh?' The Guardian

<https://www.theguardian.com/culture/2016/feb/14/hull-uk-city-of-culture-2017-rowan-moore>

**Figure 2: Key principles for putting culture at the heart of place making in Great Yarmouth**

### **Culture at the Heart of Place Making**

#### **Key principles for putting culture at the heart of place making in Great Yarmouth**

Principles that should underpin the role of culture in the town's transformation over the next ten years:

1. *Culture must connect all the people and communities of the borough:* making everyone feel part of a more creative Great Yarmouth. Throughout the consultation for this strategy local people celebrated the cultural assets and stories of places across the Borough and the need for all of these places to feel part of the cultural offer.
2. *Culture is a vital enterprise:* offering a vibrant source of creative employment, but also the ability to contribute to the growth of other key industries and sectors across the borough
3. *Cultural Education can set the pace:* galvanising children and young people and their families to see culture as something that is vital to their creative expression and aspirations will be at the heart of the Borough's cultural transformation.
4. *Culture is not a panacea:* it is a vital part of the necessary actions to revamp opportunities in Great Yarmouth, alongside critical interventions in housing, learning and skills, transport and social care. It is also part of a multi-solution response to the transformation of the town centre and sea front.
5. *Culture has multiple starting points:* an effective mix of approaches is required, linking the social and economic role of culture. There will need to be inter-locking interventions in strengthening the cultural offer whilst focusing on learning and skills, organisational development, public realm, showcasing, networking, workspace, and inward investment.
6. *Culture is heritage and modernity:* the past must sit at the heart of the cultural offer of the future, in which the vibrant animation of heritage assets and buildings combines dynamically with new projects that project a modern vision of Great Yarmouth, whilst creating a huge array of creative and cultural opportunities for residents and visitors

The immediate impact of this new confidence includes increased tourism and hotel occupancy in Hull, a significant number of new business start-ups in the city centre, and a rise in visits to cultural and arts venues and events.<sup>7</sup>

Great Yarmouth Borough Council has already undertaken a scoping study exploring how Great Yarmouth could acquire Unesco World Heritage Site Status, thereby gaining

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<sup>7</sup> See 'Hull: UK City of Culture 2017: Strategic Business Plan 2015-2018'  
[https://cmis.hullcc.gov.uk/cmis/Portals/0/HULL2017\\_STRATEGICBUSINESSPLAN\\_1518.pdf](https://cmis.hullcc.gov.uk/cmis/Portals/0/HULL2017_STRATEGICBUSINESSPLAN_1518.pdf)

international recognition for Great Yarmouth as an outstanding example of a place that has been entirely shaped and developed by its interaction with the sea. It is the fact that Great Yarmouth is an asset rich place, in terms of its heritage and culture, that gives credibility and heft to its cultural and place making ambitions.

**Table outcomes:**

**Table 1**

- Inspiration – connection – involvement
- Industry plus craft plus skills
- Community engagement – all ages!
- Inter-generational working, all sectors, mental health etc
- Extremes – uniqueness – we need to celebrate what's good (its strangeness, edge, being on the margin, independence, good people, changing the stereotype)
- ALL of Borough
- Benefit to all communities throughout borough
- Raising aspirations
- Visibility – presentation, marketing, location, connecting to audience, local champions
- Delivery – improve transport – cost = community engagement
- Making connection – in Borough and Outside – to improve visibility, working together – MARKETPLACE?
- OPEN STUDIOS across all arts

**Table 2:**

*Priorities*

- Communication – free or low £
- Space for shared integration for everyone! *The how* here might be taking over empty buildings (create a cultural centre) – run by a committee representative of local groups
- Funding for smaller groups too – access. *The how* here might be better communication from funders; easier to apply; and funding proportioned by need.
- Sharing information between groups – database? Meetings? Online? - create a shared diary perhaps
- Enterprise in creative industries. *The how* here could be encouraging self-employment / training. A venue to make & sell (a platform / a market)

**Table 3:**

*What do we want?*

- Things that put GY in a positive light
- Inclusivity – access to all, something for everyone
- Universal participation (every community involved and working together)
- Things that we can all enjoy
- Integration – simple things that bring people together
- Gathering points and focus
- Networking of practitioners and communities
- Spaces – physical and virtual
- Better communication and exchange
- Connections between residents and arts and culture
- Relevance for local communities
- Cultural mobility
- Involvement of children and young people
- Pathways from participation to training / job creation
- Bottom up approaches – resources for enabling participation

*Priorities*

- Accessibility to all (including publicity)
- Skills / capacity building (leading to increased well-being / economic security etc)
- Connectivity – physical and virtual spaces – between existing assets and new initiatives

*How?*

- Engaging children and families
- Social media and publicity
- Research and diagnostic / mapping / best practice – linking people to existing options, looking to fill gaps
- Simple and fun, year round activities

**Table 4**

*Priorities:*

- Collaborations: Guilds, dance groups, music, artists etc.
- Funding: help for groups who are unsure how to get in
- Engaging local people (all ages), participation and delivery
- Education: skills and training
- Advertising in GY and boroughs: Marketing GY + events on

- Arts Centre: open space, people can come in and try
- Plus Big Space.....to rehearse, build, create

### HOW?

- HACK SPACE: Better use of existing space. Subsidising existing space
- TOWN CENTRE MORE VIBRANT / INVITING – Brighten town up

### NOTE / Observations

Lots of obvious and important inter-connecting themes here in the 'key of C':

- Connectivity
- Community
- Celebration (of place / uniqueness)
- Capacity
- Communication
- Commerciality
- Cultural mobility

### Cultural Strategy Workshop October 23<sup>rd</sup> 2015

#### Attendees

Liam Murphy	Gallery 133
Louise Humphries	GYROS
Jenny Eaton	FYROS
Sue Tyler	Creative Director of Hands on HeArt Group
Danieol Seaman	HeArt Group
Genevieve Rudd	HeArt Group
Matthew Harrison	Freelance Artists (GY Festival)
Kaawous Clayton	Original Projects
Aurelio Spjnoks	PSNGY (Portuguese Speaker Network GY)
Paul Davies	GY Minster Preservation Trust
Lorraine Lavan	Practising artist and ex-Art teacher
Lorraine Finch	LF Conversation & Preservation
Simon Elliott	Activating CiC
Sarah Harley	Independent artist
Becca Clayton	SeaChange Arts
Clare Winter	St Andrew Festival
Tony Ramsay	Comeunity, Community Connector
Rachel Green	Freelance Artist

## Appendix Three: Public Survey Results

### Introduction

Whilst the budget for this project didn't allow for a large scale study of cultural participation patterns and attitudes, the project team decided that it was important to generate a powerful snapshot of the views of local residents toward the importance of the cultural offer in the Borough, and what types of cultural activity they were already engaged in.

John Knell devised a set of survey questions to fill in some insight gaps not captured by current available survey data (for example the national Taking Part survey of cultural participation; and Audience Agency research on the audiences attending local cultural events, such as the Out There Festival).

The data was collected by the Borough Council's 'Community Connectors', using tablet pcs to conduct the interviews. Interviews were conducted at bus stops/ school gates/ coffee mornings/ and drop-ins. The survey is based on 84 public responses (65% female, 34% male, 1% defined in 'another way').

Of the 82 responses, 47 provided a full six digit postcode allowing us to analyse where they came from within the borough. We found that 45 of the respondents were from the Great Yarmouth borough. Using the English Index of Multiple Deprivation, 75% of these respondents are from the 50% most deprived areas of the country (effectively the application assigns each postcode to a decile ranging from 1 (most deprived) to 8 (10 is the maximum 'least deprived' area)

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/464430/English\\_Index\\_of\\_Multiple\\_Deprivation\\_2015\\_-\\_Guidance.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464430/English_Index_of_Multiple_Deprivation_2015_-_Guidance.pdf)

In other words, the majority of respondents are not from rich or affluent areas from within the Borough, or visiting the borough from outside. We can therefore be confident the survey results powerfully capture the view of local residents.

### **Summary of the findings**

There is incredibly strong support for the importance of the cultural offer to Great Yarmouth's quality of life, and in bringing people together:

71% of respondents strongly agreed, and 21% agreed with the statement: *'It is very important to Great Yarmouth's overall quality of life to have excellent arts and cultural provision in the borough.'* A figure of 92% of respondents in agreement.

57% of respondents strongly agreed, and 32% agreed with the statement: *'Arts and cultural activities in Great Yarmouth help to bring people together.'* A figure of 89% of respondents in agreement.

56% of respondents *'attend arts events to meet up with family and friends'*

There is a strong emphasis from respondents on supporting community organisations / community events. 79% of respondents agreed that they *'attend arts events to support a community organisation.'*

65% of respondents *'attend arts events when they are low cost or free.'*

A high proportion of respondents (78%) have *'attended a live performance in the arts, either professional or amateur, such as drama, music, or any type of concert or performance'*

The types of activities the respondents were most likely to attend are: Theatre (71%); Music (61%); Museums and Heritage (57%); Community Events (54%); Carnivals and street arts (53%); Art Galleries or exhibitions (50%); Arts Festivals (41%); Library Events (41%); Circus (32%); Dance (27%) and Literary events (22%)

Reading and collecting and crafts based activities are a very popular way for people to spend their time, with 70% of respondents *'reading books for pleasure'*, and 54% of respondents *'collecting or making something.'*

## Appendix Four: Summary of SWOT Analysis of Great Yarmouth's cultural assets and activity

The analysis underpinning this cultural strategy has revealed a clear picture of the strengths and weaknesses of the Borough's cultural asset base.

The overall message is that Great Yarmouth and the Borough has a rich, but under-exploited identity; and a powerful set of heritage and cultural assets which could be better leveraged to scale the quality and reach of the cultural offer to local residents and visitors.

The current assets and infrastructure are struggling to reach a critical mass in terms of capacity, capability and offer.

Future success will require continued investment from the Council, supported by a strategy that makes the key assets work together more cohesively to increase the return on the Borough's cultural investment; and which helps scale the opportunities for additional funding and investment from local and national partners outside the Borough.

### **Strengths:**

- Great Yarmouth is a truly distinctive place – rich in history and spirit.
- Great Yarmouth has a proud sense of identity. It is resilient and keen to raise its aspirations and get the world to look at Great Yarmouth differently.
- It has a distinctive and powerful heritage and built environment, with many important buildings, offering up all kinds of opportunities for this cultural strategy to make more of the heritage of the Borough.
- It has a reasonable stock of cultural infrastructure buildings of which St George's Theatre is a notable jewel in terms of location and potential.
- SeaChange has played a vital role in leveraging in a wide range of funding and investment from Arts Council England and from European Interreg funds
- The '*Out There*' Festival, and other vital assets in Great Yarmouth, provide the potential for the Borough to develop a distinctive cultural offer – built around outdoor arts and other distinctive forms of collaborative programming.
- The Borough Council is striving hard to be an intelligent investor, and to work in close partnerships with other key co-investors (ACE; HLF; Big Lottery etc).
- Norfolk and Suffolk has a powerful collection of cultural organisations which could be persuaded to deliver more work within the Borough.

- An innovative library service which could be a more powerful partner in cultural animation and provision across the Borough's many communities.

### **Weaknesses**

- Great Yarmouth lacks cultural critical mass – in terms of the number and range of permanent producer bodies in the Borough, and a semi-professional creative community.
- The Great Yarmouth Town Centre, where many key cultural assets are clustered, is perceived by many as uninviting.
- Some evidence of amateur cultural activity but the pathways between amateur activity and professionalism are weak.
- There are a lack of networks and 'joined-up' thinking across some of the borough's cultural and creative sector – which this strategy needs to address.
- Participants in the public workshops suggested that the cultural sector is somewhat fragmented. The sector needs to market itself more coherently.
- There needs to be some capacity and capability building of the local cultural and creative practitioner base.
- The relationship between the cultural sector and the education offer in the Borough is not as strong as it could be.
- Signposting and communication of the cultural offer is weak.
- The Borough's library estate is an under-utilised resource for cultural partnership and delivery.

### **Opportunities**

- The Borough Council recognises that committed municipal leadership is vital to the future success of the Borough's cultural offer.
- Other key co-investors see Great Yarmouth as a place that has high potential, but they are looking for the Borough Council to maintain investment levels and to work with them to raise the profile of culture in the Borough, and its contribution to key economic and social agendas.
- There is the possibility for this strategy to help galvanise a strong enterprise and employment agenda as part of the ongoing development of the cultural and creative industries in the Borough.

- With this enterprise agenda in mind, it is vital that we dovetail this strategy with the New Anglia LEP Cultural Strategy (NALEP) – and to ensure that both currently supported activity (like the NALEP Cultural Tourism Strategy) and new bid development work (e.g. the recently submitted ACE Creative Growth Fund bid / NALEP ERDF possible matched funding bid) benefit the Borough in appropriate and relevant ways.
- There are a range of other activities that this Cultural Strategy can connect to and support, including the existing heritage strategy and the town centre master planning exercise.
- The master-planning element provides a fantastic opportunity to revitalise the centre of Great Yarmouth through a supportive cultural place making approach, with the cultural sector playing a vital role in helping to connect the Town Centre with King Street.
- To engage with all the relevant partners to ensure that Council investment in arts development can be focused on the priorities that emerge out this strategy process.
- To engage and enlist local people and volunteers to more actively shape and enjoy their local cultural offer.
- To develop a clearer cultural place-making approach and brand for Great Yarmouth and the Borough, which will help attract investment and visitors into the area.
- To work with key co-investors to develop the producers, experiences and content that will help Great Yarmouth stand out and project a clear identity and sense of pride.
- For the cultural and creative sector in the Borough to collaborate more closely with key ACE funded National Portfolio Organisations (NPOs) across Norfolk and Suffolk, developing new and distinctive commissioning relationships that could extend the quality and reach of the cultural offer in the Borough without significantly scaling investment levels from within the Borough
- The opportunity for the Borough Council to think long term about which types of cultural activity it wishes to support in terms of bid development / building use and to ensure a cultural dividend arises from an integrated approach to planning, licensing, parking and other supportive policy areas.

## **Threats**

- How to build cultural demand in the Borough in ways that can balance relevance, quality, and commerciality.
- Certain key assets – including St George’s Theatre – are vulnerable and need intelligent bridging support and investment to secure their future contribution.
- Weak relationships and networks make for a fragmented cultural sector.
- The Borough’s cultural development and offer is too reliant on a few key individuals.

## Appendix 5: Vicky Featherstone, Artistic Director of London's Royal Court Theatre, on Community and Culture in Great Yarmouth

*Vicky Featherstone – Community and Culture in Great Yarmouth*

'It should not be worthy.

It should speak in all the voices of the community.

It should stand on the shoulders of the past and acknowledge our heritage as part of our DNA but must always be forward looking, flexible, surprising, non-elite and owned by all of us.

Culture is not something to be preserved, and held onto: it is living, of the now, it is slippery, it is precious, it should be surprising, it is necessary.

There is much talk of poverty, of people living below the poverty line.

But as severe is the emotional poverty – poverty of idea and imagination.

We all have the right to a creative, fulfilling life.

It is our moral duty as citizens with the luxury of the power that we have, and the imagination we have to, and our belief to enable this for all.

You have an amazing opportunity here.

The British Seaside is cool once again.

You're a passionate group of brilliant people who believe in the power of culture and care about your community.

It is all possible.'