

SCARBOROUGH BOROUGH & HINTERLAND CULTURAL STRATEGY: A cultural strategy for Scarborough, Whitby, Filey and area

THE ACTION PLAN

<p>ACTION 1: Invest in Culture - Seek new funding for cultural activity, organisations and individuals whilst making the best use of existing funding in the area.</p>	
<p>What is the aim?</p>	<ul style="list-style-type: none"> ● To take a coordinated approach to securing funding for existing and emerging cultural activities ● To increase funding invested in culture in the Borough of Scarborough to increase cultural activity and strengthen cultural organisations. ● To increase the opportunities for residents and visitors to participate in, experience and create cultural activities. ● To strengthen the cultural sector in the borough, moving away from a sense of surviving towards thriving.
<p>Why is it being done?</p>	<ul style="list-style-type: none"> ● There are opportunities to increase the funding for cultural activities - both from existing sources and from new ones. ● There isn't a track record of coordinated approaches to funding taking place in the sector or significant levels of partnership working to secure funding through joint bids. ● There isn't an oversight of funding bids that are being developed, or could be developed, which could identify gaps. ● There isn't necessarily support for those wanting to develop funding bids or secure funding. This is particularly the case for those with no experience of funding bids, or managing funding they secure.
<p>How will it be done?</p>	<ul style="list-style-type: none"> ● A funding sub-group of COAST will be established bringing together a representative group of artists, cultural organisations, the local authority, the voluntary sector and the business

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	<p>community. Members of the sub-group will act as “funding ambassadors” sharing their knowledge with others but also feeding back to the group about funding bids on the horizon.</p> <ul style="list-style-type: none"> ● The Council, COAST and other partners will work together to review the funding that has been secured for cultural activity in the last five years, identifying any gaps. ● Funding workshops and support will be developed and offered to organisations and individuals to help them secure funding to develop their work. ● An annual funding advice event will take place every year, at various locations within the Borough, to share the success stories of the previous year, identify any trends, look forward to the future and help support links. ● COAST and the Council will coordinate a peer learning approach where organisations and individuals share their time and experience with others to support them in developing and managing funding.
<p>When will this be done?</p>	<ul style="list-style-type: none"> ● The working group will be established by December 2021. ● The review of existing and potential funding bids will be complete by January 2022 and reviewed annually. ● The annual funding advice event will take place every January.
<p>How will success be measured?</p>	<ul style="list-style-type: none"> ● External funding secured for cultural activity will have increased from the baseline identified. ● There will be an increase in the number of cultural bids submitted to funding sources, even if they are not all successful. ● There will be an increased confidence in those developing and submitting funding bids. ● Greater stability and sustainability in the cultural sector.

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	<ul style="list-style-type: none"> ● There will be increased cultural activity as a result of increased external funding. ● There will be increased funder confidence in investment in the Borough due to reassurance that a coordinated approach is being taken.
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<p>ACTION 2: Strengthen the Cultural Sector - Provide coordination, support and networking for the existing cultural sector. Promote opportunities to experience culture whether to local people or visitors and make more people aware of what is happening in the area.</p>	
<p>What is the aim?</p>	<ul style="list-style-type: none"> ● To strengthen the networks between artists, cultural organisations, venues and creative individuals across the borough ● To increase the amount of partnership working, peer support or the sharing of information and knowledge. ● To increase the opportunities for local people to participate, experience and create cultural activities as part of their everyday lives. ● To increase the publicity and promotion of cultural activities across the borough for visitors and residents alike. ● To raise awareness of the cultural sector within both the borough as well as regionally and nationally.
<p>Why is it being done?</p>	<ul style="list-style-type: none"> ● The cultural sector within the borough is at present disjointed, with a lack of awareness amongst the sector of each other and limited partnership working. ● To build on the wealth and quality of cultural activity in the borough to maximise the impact. ● To share the wealth of knowledge in the Borough with others. ● There isn't a recognised single point of contact or source of information for the planning, promotion and publicising of cultural activities across the Borough to both avoid clashes and ensure that residents and visitors can easily find out about cultural activities and events.

<p>How will it be done?</p>	<ul style="list-style-type: none">● The role of COAST will be strengthened and the way it engages and communicates with the sector enhanced. It will implement its own website that contains details of the organisations, how to join, strategic documents and minutes of previous meetings. It will develop a series of sub-groups (some permanent, some short term to focus on specific issues). It is recommended an organisational review of COAST is undertaken to build on the achievements to date, reviewing current membership, how people join and transparency. It will also look at future models of operation, including a membership model.● The opportunities to extend the Cultural Development Officer post at Scarborough Borough Council, beyond the initial 12 month contract will be considered. This is based on the impact the post has had within a short space of time in terms of coordination and providing a focal point for the Council and others.● COAST and the Council will develop a borough wide cultural network, both in virtual and real life form (or a hybrid of the two). The Scarborough Creatives model will be used as the starting point as a way of connecting people in an informal yet informative way. The networking will take the form of a regular newsletter, online forum, face to face meet ups, social networking events, peer training, themed events, sub-groups (geographical and interest) skills sharing, skills exchange and matchmaking. Individuals and organisations will be encouraged to sign up to the network with opportunities to learn from others, share their knowledge and feel they aren't working in isolation.● A cultural ambassadors programme, primarily focused on hoteliers, hotel staff and bed and breakfast owners will be
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	<p>developed. They are a key link between visitors and the cultural programme so if they are aware and enthused about what is on offer they can share this with those visiting. This programme will go beyond offering free tickets to the accommodation sector, but actively engaging them through a forum, newsletter, training events, invitations to exclusive events and access to artists, performers, exhibitions and venues.</p> <ul style="list-style-type: none"> ● A creative and cultural alumni programme will be developed. This will identify those creative and cultural individuals who have roots in the borough, but who have moved elsewhere to pursue their education and careers. This will be a virtual network, developed through researching for individuals as well as promoting the network. The alumni will be offered the opportunity to connect with each other as well as being provided with regular updates on activities and opportunities within the borough. This will be through newsletters and online meetings but once a year an alumni event will be held offering people the chance to come back to the area for a special event. ● The Council will coordinate a working party from the cultural sector, the council, the business sector, tourism providers and accommodations providers. This will be established to look at how marketing and promotion of events, activities, venues and performance currently works, the gaps, the problems and the opportunities for improvement. A new model will be agreed and funding sought to create a single point of contact for the timing and promotion of cultural activity for residents and visitors.
<p>When will this be done?</p>	<ul style="list-style-type: none"> ● COAST will implement their new model of operation by December 2021 ● The borough wide network will be launched in January 2022.

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	<ul style="list-style-type: none">● Cultural ambassadors programme launched in March 2022, ready for the summer visitor period before extending to focus on year round● The creative alumni programme will be launched in April 2022 with the aim of hosting the annual event in September of each year.● The marketing and promotion working group will be established by October 2021 and a new approach agreed by January 2022 with the aim of implementing from April 2022.
How will success be measured?	<ul style="list-style-type: none">● COAST membership will have increased representation of organisations and individuals throughout the borough operating across a number of artforms and at a range of levels - this will include diversity of membership (geography, stage of career, background, etc).● The cultural development officer post becomes permanent and continues to provide a focus for culture across the area.● The Cultural Ambassadors programme has participation from accommodation providers across the area, operating at a range of scales. Audience surveys at future events show that people have attended or taken part as a result of recommendations from ambassadors.● The creative alumni membership will include at least 50 people from across the United Kingdom with at least 10 further members internationally. Annual surveys with them will be able to show they are sharing the achievements and successes of the borough to their networks, raising awareness of the borough.● The new model for cultural marketing and promotion is demonstrated, through surveys and research, to have been accessed by residents and visitors, leading directly to increased attendance at, participation in or awareness of cultural activity.

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<p>ACTION 3: Improve Quality of Life through Culture - Work with the local community to develop their skills, improve life chances, broaden their horizons, increase their wellbeing and make connections with each other through the use of the arts and creativity - both as audiences and as participants.</p>	
<p>What is the aim?</p>	<ul style="list-style-type: none"> ● To use culture as a way of supporting the health (mental and physical), wellbeing, aspirations, education, qualifications, employment opportunities and life chances of local people.
<p>Why is it being done?</p>	<ul style="list-style-type: none"> ● Culture and creativity has been recognised as being a way to engage with people leading to improvement in quality of life, health and opportunities. ● Volunteering can help people make social connections, reduce social isolation and provide a sense of satisfaction as well as supporting the delivery of cultural activities across the area. ● There are many barriers to people accessing cultural activity both physical and perceptual.
<p>How will it be done?</p>	<ul style="list-style-type: none"> ● A boroughwide social prescribing scheme will be developed using the CaVCA model as the starting point. This will allow for people to approach the scheme with their requirements with creative and cultural activities then identified or developed in response. ● A borough wide cultural accessibility audit will be carried out looking at both physical access but also other barriers that stop people participating such as travel, language, perceptions, confidence, finances or other. The audit will then form the basis for a detailed programme of physical improvements with training introduced for cultural providers. ● A series of projects will be developed looking at making connections with communities within the area. Culture will be used as the basis for engaging people,

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	<p>increasing their understanding of each other and removing barriers or misconceptions.</p> <ul style="list-style-type: none"> ● A cultural volunteering programme will be developed that establishes a borough wide team of volunteers who can be drawn on for specific venues, events or activities as needed. They will be provided with training and support, making connections with others and supporting the delivery of events and activities. ● A series of projects will be developed to tackle specific health issues such as dementia, mental health and addiction, seeking external funding. ● Cultural activity will be used as a way of engaging people from across the borough with the future planning of things such as council services, regeneration areas, funding bids, what they'd like to see in their own areas and other proposals. The arts and creativity will use meaningful ways to help “co-create” activities and shape the future.
<p>When will this be done?</p>	<ul style="list-style-type: none"> ● Feasibility for a borough wide social prescribing scheme will be completed by March 2022, piloted in May 2022 and rolled out across the area from October 2022. ● The accessibility audit will be completed by January 2022 with an action plan in place from April 2022. ● A community connections project will be piloted from December 2021 and further developed from March 2022. ● The cultural volunteering programme will be launched in January 2022. ● Health projects will be researched by December 2021 with the first implemented from May 2022. ● A cultural engagement policy for local communities will be adopted by February 2022 by all key partners in the borough.
<p>How will success be measured?</p>	<ul style="list-style-type: none"> ● Research will identify those taking part in social prescribing and health related

	<p>schemes have a better quality of life as a result of taking part.</p> <ul style="list-style-type: none"> ● Accessibility issues identified will be addressed. ● Connections and understanding between communities will be increased as demonstrated through project evaluation. ● There will be an increased number of local volunteers and evaluation will show the benefits of taking part. ● The cultural engagement programme will build community cohesion and increased sense of involvement in the future of their local area.
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<p>ACTION 4: Celebrate the Heritage, Stories, People and Architecture of the Area - Use culture to celebrate what makes the area special - focusing on the heritage, the stories, the people and the architecture as inspiration.</p>	
<p>What is the aim?</p>	<ul style="list-style-type: none"> ● To use the rich local heritage, stories, people and architecture of the area as inspiration for a range of creative events, performances, exhibitions, artworks, festivals, films and publications. ● To increase local pride by raising awareness and celebrating that heritage and achievements that make the area so special. ● To broaden perception of the area to existing and new visitors.
<p>Why is it being done?</p>	<ul style="list-style-type: none"> ● The varied heritage of the area - the achievements, the stories, the anniversaries, the milestones, the historic buildings and the pioneers - deserves to be known by a wider audience whether locals or visitors. ● The heritage of the area can prove the inspiration for supporting the development of the area in the future. ● By sharing stories and increasing understanding of the area and the people who are there it can break down barriers, create shared understanding, help with local identity and create a sense of place.

<p>How will it be done?</p>	<ul style="list-style-type: none">• Creative individuals (artists, writers, performers, etc) will be embedded within the regeneration teams leading on key developments across the area. These creative placemakers will be an integral part of the teams from the outset, establishing a creative and cultural input into masterplans, design proposals, public realm schemes and wider regeneration plans. For example this could be helping shape the public realm of a new housing development but also working with existing communities to help understand what is important to them and how that can shape any regeneration plans.• A “Coast and Vale Stories Library” will be developed - both a virtual and real space that brings together the stories about the area. External funding will be sought to develop and deliver this but with the objective of collecting stories (written, audio, video or other) that are important to local people. People can contribute their personal stories or it can be the collective memories of communities on a range of themes. People can exchange and share stories through the “library” and they can be “loaned” to use as the inspiration for artists and creative people and organisations in creating new work. The “library” will be accessible to all, to gain a greater understanding of the area.• Opportunities for celebrating the seaside heritage will be pursued - whether this is a permanent building, temporary installation, publications, exhibitions or a series of projects. It will look at the connections across the coastline, the pioneering holiday destination, the nostalgia about visiting the coast and the future of the coastal visitors.• The community renewal fund proposals will be used as the inspiration for borough wide initiatives to occupy the “High Street” with creative and cultural uses. With changes in retail, the switch to online shopping and the
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	<p>new purpose of town and village centres the opportunities to fill them with temporary and permanent uses will be explored. This could be studios, performances spaces, galleries, museums, workshops or other uses. These can become community hubs that provide a focal point for community creativity, business development or visitor attractions.</p>
<p>When will this be done?</p>	<ul style="list-style-type: none"> ● A policy will be developed by COAST and the Council that commits them and development partners to engage creative individuals meaningfully in any design plans by March 2022. ● Feasibility for the “library” will be complete by January 2022 with the aim of developing a pilot project in May 2022 and a full project by October 2022. ● The thematic approach to Seaside Heritage will be adopted across the area by April 2022 and start to influence work from that point. ● A pilot project for the reuse of vacant high streets will be tested at various locations across the area from November 2021, with a full project rolled out from May 2022.
<p>How will success be measured?</p>	<ul style="list-style-type: none"> ● There will be an increased awareness amongst local people of the heritage of the area with an increased pride in the community and the area as a whole. This will be assessed through community surveys. ● There will be an increased awareness amongst visitors to the area of the heritage of the area This will be assessed through visitor surveys. ● A creative practitioners policy will be adopted and their impact evaluated as part of regeneration projects. ● The Seaside Heritage theme will be recognised across a range of projects and activities. ● The number of vacant units across the borough will be reduced with them actively in use for creative and cultural uses.

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<p>ACTION 5: Use Open Spaces and the Landscape for Cultural Activity - Use the rich assets the borough has - the coast, the landscape, the sea, the woodlands, the moors - to create a network of spaces and places to experience and participate in cultural activity.</p>	
<p>What is the aim?</p>	<ul style="list-style-type: none"> ● To maximize the use of open spaces, woodlands, moors and coastline unique to the area for a range of cultural activities, installations, performances and events. This will be through investment in improvements, coordinated activity and promotion. ● To encourage people to visit places and spaces they wouldn't necessarily visit, spreading visitors across the borough.
<p>Why is it being done?</p>	<ul style="list-style-type: none"> ● The borough has a wealth of outdoor spaces and landscapes across the area that provide opportunities for performances, events, activities and installations. These spaces, unique to the area create the chance for a cultural offer unique to the borough. ● Some of the spaces are already equipped to stage activities, others require further investment. ● Many of the spaces are already being used but there is little consistency and coordination between activities. ● There is a chance to broaden out cultural participation and tourism, encouraging visitors to visit at different times of the year, extend their visits or visit multiple places.
<p>How will it be done?</p>	<ul style="list-style-type: none"> ● A central audit and record of all spaces will be developed. This will be searchable by performers, event teams, venues or others looking to stage activities. This database will be updated on a regular basis and improvements needed identified. ● A capital fund will be sourced to implement improvements to the outdoor spaces and a touring equipment resource developed for when there is temporary use of spaces. ● An outdoor spaces network will be developed of both those who own spaces and

	<p>those who are looking to stage events. This will allow them to think long term to develop the spaces and the activities offered.</p> <ul style="list-style-type: none"> ● A network of wifi access hubs will be created at open spaces, allowing wifi access for those attending activities. This will be supplemented by a series of information hubs, simple artists designed shelters that provide places to gather, information points and display screens that can share information about cultural activities, artworks, films and animation. ● A network of trails of walking, cycling and running trails will be established linking together key spaces on a geographical and thematic basis. This will include leaflets, apps and web based encouraging people to explore the areas. This will be supplemented with a series of temporary and permanent public art commissions and artist led walks to provide further focus and interest. ● Opportunities for establishing a rural touring scheme, that focuses on both outdoor spaces in the summer months and indoor, village venues in the winter months will be investigated. This will include performances brought in from outside the area, along with specially commissioned local work and links with performances at key venues in the borough. ● A land art festival will look to be developed for the borough including the range of landscape across the area - including beaches, woodlands and moors. This will include installations, workshops and talks bringing people together in outdoor spaces to experience them in new ways.
<p>When will this be done?</p>	<ul style="list-style-type: none"> ● The audit of outdoor spaces will be completed by March 2022. ● Pilot projects for the use of outdoor spaces will be delivered in the summer of 2022. ● The first borough land art festival will take place in the summer of 2023

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	<ul style="list-style-type: none"> ● Feasibility work on wifi and cultural hubs will be completed by May 2022. ● Plans for the trails network will be finalised by May 2022 and implemented up to March 2023.
How will success be measured?	<ul style="list-style-type: none"> ● A central database of all outdoor spaces usable for cultural activities will be produced. ● The infrastructure at existing outdoor spaces will be improved and new spaces created. ● There will be an increased number of people visiting key sites at a wider range of times of the year. ● There will be an increased number of cultural activities taking place across the borough, accessible to all. ● Scarbrough will become recognised as a leader in the use of its landscapes for cultural activities.

ACTION 6: Support Creative Business and Entrepreneurs - Provide business support for the cultural sector, through business advice, marketing and local opportunities, helping them to thrive not just survive. Young people will also be made aware of the opportunities culture presents to them for careers.

What is the aim?	<ul style="list-style-type: none"> ● To provide direct business support, advice and training to artists, creative practitioners, cultural organisations and venues to increase their income and / or financial sustainability. ● To provide direct support to individuals or groups looking to start up a culture focused business ● To encourage young people to pursue careers in culture, providing them with opportunities for work experience, training or support.
Why is it being done?	<ul style="list-style-type: none"> ● To strengthen the cultural sector businesses, increasing business start up and survival rates. ● To raise aspirations amongst young people about careers in culture, particularly within the borough.

<p>How will it be done?</p>	<ul style="list-style-type: none">● The Council will explore with the York and North Yorkshire Growth Hub the potential for a bespoke programme of business start up and business support for cultural business.● Existing cultural organisations, businesses and venues will be encouraged to provide cultural focused work experience, paid internships and apprenticeships to encourage young people to look for career opportunities in the arts and cultural sector.● Opportunities will be explored with businesses such as Live Nation (and others) about opportunities for young people to develop the necessary skills to work at key venues in the area, rather than having to bring outside production and technical staff into the area.● An informal business mentoring programme will be developed where local businesses and business leaders look to “adopt” a local creative business and offer coaching, advice and support in developing the creative practitioners or cultural organisations business.● A young producers programme will be developed where young people are supported to develop and deliver their own range of cultural activities, operating them on a commercial or semi-commercial basis - potentially linked to the outdoor spaces network (Action 5)● Building on the informal network a more in depth programme of support to the cultural sector will be provided through employing a series of local experts (supplemented by specialist support from the wider region). They will offer more intense or specialist support on specific issues such as marketing, fundraising, employing staff, etc to help progress that individual or organisation.● The Council, in partnership with COAST will undertake research to fully understand the requirements of the cultural sector in
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	<p>relation to studio space, office accommodation and performance space. The Covid-19 situation has led to adjustment in the space requirements and there are opportunities to utilise vacant high street units for the cultural sector. Before pursuing this though a full understanding of the requirements, the growth sectors, opportunities and challenges is needed.</p>
<p>When will this be done?</p>	<ul style="list-style-type: none"> ● A new approach to business start up will be in place by April 2022. ● The young persons work experience programme will be piloted from October 2021 and expanded from May 2022. ● The informal mentoring programme will be piloted from November 2021 and expanded from July 2022. ● The formal business advice programme will be piloted from January 2022 and expanded from August 2022. ● An accommodation study will be commissioned by November 2021 and completed by January 2022.
<p>How will success be measured?</p>	<ul style="list-style-type: none"> ● Cultural business survival rates will increase ● The number of cultural business startups will increase ● Turnover of creative businesses and sole traders will increase ● 20 young people will have taken part in the work experience / internship programme in the first year, with surveys showing at least 25% indicating they would look to pursue work in the cultural sector within the borough.