

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

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FOREWORD - TO BE COMPLETED

- To be agreed with COAST / SBC but it is suggested that there is a joint foreword from the Chair of COAST, leader or Chief Executive of the Council or a leading cultural figure connected to the Borough highlighting the aspirations and ambition of the strategy.
- This will set the scene, sharing the passion and enthusiasm for what the Borough has to offer. It will talk about why the strategy is important for the Borough. The fact that it is at a turning point - in the understanding of the role of culture, the opportunities available, the regeneration and investment that is happening in the area, life after / with Covid-19 and local government reorganisation.

EXECUTIVE SUMMARY

The Borough of Scarborough and hinterland - the towns of Scarborough, Whitby and Filey; the coastal villages and the inland moorland - is an area rich in culture in the broadest sense.

It has historic buildings, an illuminating heritage, a wealth of stories, museums and art collections of a world class standard, the only coastline in North Yorkshire, theatres, galleries, innovative artists and arts organisations working across the country, with a passion from the creative sector that wants to achieve more.

Culture and creativity can set the area apart from others, far from being an add on, culture can be an integral part of everyone's lives - whether it's improving their health, increasing their employment opportunities or providing an entertaining night out. As a young person as part of the consultation said 'culture is how you live, believe and think'.

Many areas would envy what the Borough of Scarborough has to offer - both to the local communities and visitors alike. For many it is an area associated with seaside holidays, fish and chips by the sea, picture postcards and an evening in the amusement arcade. This is to be celebrated, it is part of what makes the area so special - if you spend an evening in the amusement arcade you may have spent the morning in the Rotunda Museum or Pannett Art Gallery. You might then spend the afternoon exploring the area by bike or walking along the dramatic coastline before eating some of the local produce at a small cafe.

There is plenty to build on - whether that's the people, the organisations, the heritage or the place - but now is the time to be more ambitious and move to the next level. It requires everyone to work together, build on the strategic plans developed by the Borough Council, for regeneration and the visitor economy. To build on the ambitions of cultural organisations, to respond to what both local people and visitors want for the future. It is about creating something unique, that builds on the sense of place, that celebrates the best of the local and shares that with others from across the country and beyond. The Borough of Scarborough & hinterland will become recognised as a place for culture - celebrating the landscapes, the people, the creativity and the seaside heritage.

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What is needed is a shift in focus, a growing sense of confidence, pride from more people about what the area has to offer, and a nurturing of aspiration which builds towards ambitious cultural offerings that grow out of place, which are uniquely 'Borough of Scarborough' and which demonstrate the area's impact.

This strategy maps out how we get there - valuing, supporting and growing our existing cultural sector, our communities and our rich and varied landscape so that the Borough of Scarborough becomes a cultural leader with a unique and distinct cultural offering that is desired and enjoyed externally and owned and cherished locally.

Whilst there is a wealth of people, organisations, events and activities, what is missing is a sense of coordination, partnership working, networking, of cohesion in the sector and long term thinking and planning. There are too many cases of individuals and organisations working in isolation, not aware of others locally who they could work together with or learn from. There are also many cases where creative individuals and organisations based in the area have little opportunity to work here.

Cultural activity can be used to engage with people, to learn more about what they want, what is important to them and to make connections with other people they may not have connected with before. This could be residents with visitors, neighbouring communities coming together for shared events, people learning more about why have people moved to the area from other countries or understanding the stories of those with different backgrounds. Culture can help open up conversations and bridge divides.

This strategy does not have a dedicated budget to support its delivery, therefore the approach is a mix of making use of existing funding as well as securing new investment. The strategy was commissioned by the COAST consortium, representing artists and organisations across the area, but it will rely on Scarborough Borough Council to guide, support and in some cases lead its delivery. The actions are therefore closely linked to the Council's corporate plans and strategies. The cultural strategy will have six key actions:

- **ACTION 1: Invest in Culture** - Seek new funding for ambitious cultural activity, organisations and individuals whilst making the best use of existing funding in the area.
- **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.
- **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.
- **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.
- **ACTION 5: Use Open Spaces and the Landscape for Cultural Activity** - Use the rich outdoor 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.

- **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.

At a time of great change as a result of the pandemic, the economy, local government and society as a whole, culture can provide some stability, some continuity, some hope and aspiration. The passion, enthusiasm and commitment of local artists, cultural organisations and communities can be harnessed to help guide the area into an ambitious future. The aim is to increase local pride in what makes the area so special and a confidence to talk about and advocate for this. This pride will be infectious and prove highly desirable to drawing more visitors to the area. It will make people sit up and realise that the Borough of Scarborough is a cultural leader, rather than a follower.

NB Case studies will be inserted throughout the document indicating the scale of ambition that a ground up approach, routed in place can achieve. The following are potential examples, indicative at this stage, to demonstrate the type and scale.

Potential Examples -

Durham Lumiere <https://www.lumiere-festival.com/>

Hull 2017 <https://www.visithull.org/discover/hull-2017-evaluation-revealed-university-hull/>

Gateshead <https://www.gateshead.gov.uk/media/3084/Creative-Gateshead-A-Culture-Strategy-for-Gateshead/pdf/Creative-Gateshead---Culture-Strategy.pdf?m=636414996721470000>

England's Creative COAST <https://www.englandscreativecoast.com/>

Turner Contemporary, Margate <https://turnercontemporary.org/>

The Hepworth Wakefield <https://hepworthwakefield.org/our-story/> & Wakefield City of Culture 2025 Bid <https://experiencewakefield.co.uk/uk-city-of-culture-wakefield-2025/>

Folkestone Triennial <https://www.creativefolkestone.org.uk/folkestone-triennial/>

Liverpool Biennial <https://www.biennial.com/>

Kielder Art & Architecture <http://kielderartandarchitecture.com/home.html>

Coventry 2021 Daimler Powerhouse Creation Centre <https://coventry2021.co.uk/blogs/daimler-powerhouse-creation-centre/>

Museum of Making - Derby Silk Mill <https://www.derbymuseums.org/museum-of-making/>

Phoenix Art Space Brighton <https://www.phoenixbrighton.org/about/> and Creative Workspace Network <https://www.phoenixbrighton.org/creative-workspace-network-led-by-phoenix-art-space/>

Edinburgh Fringe Festival <https://www.edfringe.com/>

Norfolk and Norwich Festival <https://nnfestival.org.uk/>

Shakespeare's Globe <https://www.shakespearesglobe.com/>

Minack Theatre <https://www.minack.com/minack-theatre>

European Stone Stacking Championships, Dunbar, Scotland <http://stonestacking.co.uk/>

Festival of the Sea, Grimsby <https://festivaloftheseagrimsby.co.uk/>

1. INTRODUCTION

This cultural strategy has been commissioned to guide the development of culture in the Borough of Scarborough for the next 10 years. This is a time of great opportunity and change for the Borough as a result of local government reorganisation, the impact of Covid-19, significant investment in the area and a new focus on the role of culture. This role ranges from the personal - the impact on the individual and the positive impact on their life to the more strategic - the role culture can play in promoting the Borough, changing perceptions of the area and leading to further investment.

A definition of culture for the Borough of Scarborough is provided in the next section but it is worth noting at this point the terms used to describe the area. This strategy is for ‘Scarborough Borough and hinterland’ - by this we mean the Borough of Scarborough as a whole, including the towns of Scarborough, Whitby and Filey; the coastal villages and the inland moorland. One of the strengths of the Borough is the variety and contrasts it offers which are linked and connected to each other. Therefore this strategy aims to look at the Borough as a whole, how culture can be grown and strengthened across the area, how further connections can be made and how the Borough can be recognised for the wealth, quality and variety of culture it has to offer. The area has museums, galleries, theatres, historic buildings, artists and creative organisations that are the envy of other places, all set within stunning coastal and moorland landscapes. The strategy aims to make this offer even stronger and make more people aware (both locally and visitors) that the Borough is a place of culture for all.

It is accepted that the word “culture” can be off-putting to some, with people thinking it “isn’t for them”, that it’s a nice add on or that it doesn’t contribute to the local economy. As well as providing specific actions this strategy aims to act as an advocacy document - to show that culture is for everyone, that there is a financial value, that it can help change, bring enjoyment, entertainment and enrichment to people’s lives.

2. WHAT IS CULTURE IN THE COAST AND THE VALE?

This is an area rich in culture in the broadest sense. It has historic buildings, an illuminating heritage, a wealth of stories, museums and art collections of a world class standard, the only coastline in North Yorkshire, theatres, galleries, innovative artists and arts organisations working across the country, with a passion from the creative sector that wants to achieve more. It is also an area associated with seaside holidays, fish and chips by the sea, picture postcards and an evening in the amusement arcade. This is what makes the area so special - the contrast and variety.

What do we mean when we say culture, particularly in the Borough of Scarborough? On one level it is summed up by young people from Whitby - culture is how you live, believe and think. Culture can be an off putting term, but it is part of everyone’s lives, whether they realise it or not. It makes you who you are as an individual, shapes your local community, how you express yourself, how you enjoy yourself and how you are seen by others - whether as an individual, within your local area or the borough as a whole.

Culture in the Borough of Scarborough is one of great contrasts, meaning different things to different people, with all those differences being complementary and rich, adding to more than the sum of the parts. The Borough of Scarborough already has a wealth of cultural activity, spaces, places, stories and people that other areas would be envious of. It is the only coastal area of North Yorkshire, bringing with it a rich seaside heritage, contrasted with the inland areas of woodlands and moors, creating a unique and varied sense of place and community.

So what is culture in the Borough of Scarborough? It could be considered more of a case of what isn't culture. For some it is a vital part of their everyday life, for others it is incidental and occasional. Culture is about the individual, the community and the place. It's the things that you see and the things you feel, it is the things around you, the things you do. Culture in the Borough of Scarborough is:

- The museums
- The theatres and venues
- The galleries - big and small
- The artists, performers, writers, photographers and creative individuals
- The historic buildings, the landscapes, the beaches, the woodlands,
- The walks, the outdoor adventure sports, the biking, the fishing, the football, the cricket, the skateboarding and the surfing
- The festivals, the events and the performances - indoors and out
- The independent spirit
- The fish and chips, the ice cream and the local food and drinks producers
- The sense of home even if you aren't there
- The memories, the stories and the history
- The pubs, the music and the DJs
- The amusement arcades, the holiday destination, beach life,
- Those who live here and those who visit
- The instant awareness of the area even if you've never been - Dracula, the Abbey, the Goth weekend, Heartbeat
- Always happening, always evolving

This is not an exhaustive list, rather an attempt from the many conversations we have had with people in the Borough to capture a sense of what culture means here.

3. WHO ARE THE COAST CONSORTIUM?

COAST is a consortium of arts and education organisations based across the Borough of Scarborough that seeks to promote and develop a strong and sustainable arts and cultural sector. COAST is cross art form and has members from the areas of Theatre, Visual Arts, Festival, Museum and Creative Industries. The core members are Arcade, Create Arts Development, Crescent Arts, Invisible Dust, Scarborough Museums Trust, Stephen Joseph Theatre, Woodend Creative Workspace, Jane Pepper (independent education consultant), Dorcas Taylor (independent curator) and David Warner (Social Change Consultant & Advisor).

4. HOW WAS THE STRATEGY COMMISSIONED?

COAST commissioned Beam, an arts organisation based in Yorkshire to produce a ten year strategy to “*demonstrate how culture and creativity can contribute positively to addressing the issues facing Scarborough Borough and to equip the cultural sector with a robust case for support to argue for increased funding and investment*”. The development of the cultural strategy has been funded by Arts Council England, Scarborough Borough Council and IVE as they all realise the importance of having a strategy for the Borough and the key role COAST play in developing and delivering it. COAST has previously produced a cultural framework which acts as the starting point for this strategy.

5. THE CULTURAL FRAMEWORK

In 2019 COAST researched and developed a cultural framework, to help guide their work, to make the case for a cultural strategy for the Borough and to provide the framework for its development. The priorities for the framework were to:

- **Support** community growth, wellbeing, social mobility and inclusivity
- **Promote** the role of culture to support the local economy and attract inward investment
- **Position** Scarborough Borough as a centre for creative learning
- **Work with** education partners to support talent development and retention
- **Market** Scarborough Borough’s cultural offer as a visitor destination

The framework has guided the development of this strategy and underpins the approach taken.

6. THE LOCAL AND REGIONAL STRATEGIC CONTEXT

This strategy has been developed within the local strategic context of the Borough, mainly the priorities and ambition of Scarborough Council, but also that of other regional organisations.

Scarborough Borough Council: The Borough Council has been central to the development of the strategy and will also be central to it’s delivery. Their investment in a Cultural Development Officer post in 2021 has been recognised across the borough as having a significant and immediate impact on cultural activity in the area. It is also a recognition from the Council of the value they place on culture, not just working with the communities of the Borough, but also culture’s role in the visitor economy and plans for regeneration. It is recognised that as a result of local government reorganisation that the Borough Council will not exist by 2023, as a new model of local government will be in place from then. This new model of a single unitary authority for the whole of North Yorkshire (excluding York) will have implications for the future of culture in the area, however this strategy aims to make the case for the wealth of culture in the current area of the Borough, the strengths and opportunities, to ensure it forms part of future plans. The following are relevant policies and proposals led by the Council that the Cultural Strategy needs to complement and contribute towards:

- **Council Corporate Priorities:** The Council’s Corporate Plan - ‘Better Borough, Brighter Futures’ - runs from 2020 to 2023 and was developed from a detailed consultation with the people of the Borough, asking people how they felt about the area. It has five key areas -
 - Better Lives
 - Happy, healthy active people

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- Thriving and engaged communities
 - A borough where all feel safe
 - Better Homes
 - A good quality home for all
 - Better Places
 - A clean, green attractive environment to be proud of
 - Vibrant town centres
 - A vibrant culture and heritage offer
 - Brighter Futures
 - Economic growth benefits everyone
 - A well connected place
 - Better Council
 - An efficient, effective and financially sustainable council
 - The Corporate Plan specifically acknowledges the importance of culture in bringing communities together, attracting visitors and encouraging businesses to invest. It highlights that the Borough has a rich and varied culture and heritage which enhances the area and helps create a place where people want to live, work and visit.
- **Visitor Economy Strategy:** The Council has produced a Visitor Economy Strategy to build on the traditional visitors to the area as well as attracting new and different ones. It aims to encourage people to stay longer, explore different areas and to visit at more times of the year. It sets a target of increasing the value of tourism to the Borough by 4% each year from 2022 to 2025, with 5% from 2026 to 2030. The strategy highlights that there are clusters to focus on for visitors:
 - The towns of Scarborough, Whitby and Filey
 - The smaller coastal villages
 - Moorland inland villages and countryside.
- The underlying principles of the strategy are:
 - Focus on activities to attract more *visitors* who stay overnight rather than just for the day
 - Develop activities to appeal directly to the identified target groups
 - Maintain the existing visitors, but attract new ones
 - Attract people all year round
 - Support the development of tourist businesses
 - Work in partnership with other
 - Attract people to the inland areas as well as to the coast
- The aim is to create a strong sense of place including focusing on:
 - History, local stories and customs
 - Natural features such as landscapes and geology
 - Man-made features such as building styles and attractions
 - Local food, drink, produce, arts and crafts
- The visitor economy strategy identified culture and creativity as a good theme to use to:
 - Help reposition the Borough of Scarborough to a new audience, showcasing the area through the eyes of visitors
 - Attract visitors who are interested in watching artists and makers at work, and buying from them

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- Attract out of season visitors who want to enjoy participative crafting, art and writing breaks.
- **Scarborough Fair:** The Borough Council commissioned consultants in early 2021 to develop proposals for Scarborough Fair. The idea of building on the recognised name to create a series of festivals throughout the year that will attract new visitors and celebrate the town of Scarborough. It will be delivered by a dedicated external organisation and whilst focusing on the town it will link with the rest of the borough, with a physical base within the town.
- **Scarborough Town Improvement Plan:** In 2020 the Council developed an ambitious 15 year plan to guide the future of the town. It's aim by 2035 is to create a "rejuvenated town that is the premier Yorkshire coastal destination for visitors and businesses". This will be achieved through enhanced connection between the "High Street" and the beach area, new public realm, transport improvements, regenerating the harbour, focusing on the landscape & coastline, events & festivals and supporting local businesses. In 2021 the Council secured £20.2 million from the government's Towns Fund to help support the delivery of the Town Investment Plan.
- **Whitby Town Improvement Plan:** In 2020 the Council developed an ambitious 15 year plan to guide the future of the town. This will be established through the regeneration of the harbour, supporting skills development, supporting businesses, making the town centre more attractive & connected, creating new activities in the town and linking more to the coast. In 2021 the Council secured £17.1 million from the government's Towns Fund to help support the delivery of the Town Investment Plan.
- **Government Funding secured by the Council:** As well as securing the Towns Fund investment indicated above the Council has also been successful in securing a range of other investment from the government as well as submitting a number of further bids at the time of writing this strategy. This includes the Levelling Up Fund and the Community Renewal Fund.
- **Regeneration Plans:** The Council has developed regeneration plans for a number of key sites across the Borough and is currently progressing masterplans and feasibility studies for other key sites. These include: North Bay Pier, The Spa, Scarborough Harbour & West Pier and Whitby Harbour.

North Yorkshire County Council: As indicated above as a result of local government reorganisation there will be a new model in place after 2023. The County Council had already commissioned a cultural strategy for the whole of North Yorkshire and this strategy has had to adapt to suit the preferred model. This is expected to focus on:

- Cultural Participation & Wellbeing
- People, place-shaping & culture
- Creative skills and economy
Inclusion, relevance and access
- Cultural leadership and connectivity

There will be underpinning themes of creative ambition, digital and climate emergency

7. THE NATIONAL STRATEGIC CONTEXT

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The cultural strategy also has to operate within the national strategic context and the following are the key and significant strategies that will influence activity in the area:

Arts Council England: Arts Council England's Let's Create is a 10 year strategy (2020-30) that aims to put culture and creativity at the heart of transforming the country, making it a creative nation. It is built around the following:

Outcomes:

- **CREATIVE PEOPLE:** Everyone can develop and express creativity throughout their life
- **CULTURAL COMMUNITIES:** Villages, towns and cities thrive through a collaborative approach to culture
- **A CREATIVE & CULTURAL COUNTRY:** England's cultural sector is innovative, collaborative and international

Investment principles:

- **AMBITION & QUALITY:** Cultural organisations are ambitious and committed to improving the quality of their work
- **INCLUSIVITY & RELEVANCE:** England's diversity is fully reflected in the organisations and individuals that we support and in the culture they produce
- **DYNAMISM:** Cultural organisations are dynamic and able to respond to the challenges of the next decade
- **ENVIRONMENTAL RESPONSIBILITY:** Cultural organisations lead the way in their approach to environmental responsibility

Let's Create will be supported by a set of shorter term Delivery Plans the first of which for 2021-24, respond to the Covid-19 situation and has five themes:

- 1. A 'fit for the future' cultural sector
- 2. Supporting individuals
- 3. Strengthening our place-based approach and contributing to levelling up
- 4. Working internationally
- 5. How the Arts Council will change

The National Lottery Heritage Fund: The Heritage Fund's Strategic Funding Framework (2019-24) has the following objectives:

- Continue to bring heritage into better condition
- Inspire people to value heritage more
- Ensure that heritage is inclusive
- Support the organisations we fund to be more robust, enterprising and forward looking
- Demonstrate how heritage helps people and places to thrive
- Grow the contribution that heritage makes to the UK economy

In response to the Covid 19 crisis it has specific priority outcomes for 2021-22, they are:

- **Inclusion:** 'a wider range of people will be involved in heritage' (mandatory outcome)

- Economy including job creation: 'the local economy will be boosted'
- Wellbeing: 'people will have greater wellbeing'
- Local areas: 'the local area will be a better place to live, work and visit'
- Skills: 'people will have developed skills'
- Organisational resilience: 'funded organisations will be more resilient'

8. THE IMPACT OF COVID-19

Covid-19 had a major impact on the economy of the borough during 2020 due to the reliance on tourism, with indications of a loss of up to 30% in the financial contribution the visitor economy makes to the borough. On an individual level, unemployment doubled from March to April 2020 and 29% of residents were furloughed (against a national average of 24%). It is estimated that employment in the borough will be reduced by 15% as a result of Covid-19

Early indications during 2021 are of some form of bounce back, particularly with people choosing to holiday in the United Kingdom, rather than travelling abroad. It does indicate a need to increase employment in other sectors as well as ensuring the visitor experiences to the area are as safe, secure and welcoming as possible.

At a broader level the pandemic has opened people up to new ways of working, whether working from home or in secure environments. It has also changed the way people have experienced culture - both positively and negatively. It remains too early to fully understand the implications and impact of Covid-19 in the future. It will require careful consideration to "future proof" and minimise future impacts, look at what spaces are needed for creative people to work in, how people expect to experience culture in the future, what hybrid models will be developed and whether there has been a shift to more outdoor activity and the use of digital technology.

9. HOW WAS THE STRATEGY DEVELOPED?

In January 2021, Beam carried out initial research and targeted conversations to help to understand the area, the current cultural activities, the issues and the opportunities. The findings of this fed into a series of question areas used for a second phase of consultation during May and June 2021. As a result of the Covid-19 restrictions this took place online - through Zoom forums and an online questionnaire. In total 20 people took part in the two online forums with 168 responses completed on the online questionnaire. Of those who indicated:

- 38% were male
- 57% were female
- 4% were 18 - 24
- 4% were 25 - 29
- 23% were 30 - 44
- 33% were 45 - 59
- 37% were 60 plus

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- 12% considered that they had a disability / long term limiting illness
- 87% comments were from the general public
- 8% were from stakeholders
- 4% from council employees
- 1% from councillors

Therefore in summary there was a slightly larger number of women to men that responded, the largest number of respondents were over 45 years of age and the comments were predominantly from members of the public.

A series of eleven questions were asked to help shape the strategy. The questions were themed around the following areas:

1. What do we mean by culture?
2. The role of culture
3. What the borough offers
4. The stories that make the borough special
5. The role of a cultural strategy
6. Your thoughts on the Borough of Scarborough
7. Culture as part of local business and jobs
8. Culture as part of regeneration
9. Young people and education
10. Coordination and promotion of cultural activity
11. One big idea

In addition, more informal consultation also took place with young people in Scarborough and Whitby via the Sidewalk project and Youth Voice NYCC.

The consultation responses highlighted the following key areas that were fed back to the COAST group and representatives of Scarborough Borough Council before feeding into this strategy, they were:

- Valuing the cultural sector
- People and Passion
- Local Government Reorganisation
- Budget
- Delivery
- Relationship with Scarborough Fair
- Diversity and inclusion
- Tourists / visitors and/or residents
- Young People
- Economic Drivers
- Long term thinking
- A local strategy for local people
- Partnership working and networking

10. THE PLACE

The Borough of Scarborough is 315 square miles in area, of which 60% sits within the North Yorkshire Moors National Park with a coastline of 40 miles, from Staithes in the north to Filey in the south. There is a population of 108,700 made up of 56,657 households with most of the resident population living in the three key towns of Scarborough, Whitby and Filey. The gender split is 51.4% female and 48.6% male, with 97.5% being white. The area has a higher than average number of older people, 26.9% are over 65 against a Yorkshire & Humber figure of 18.77%. The population profile is also aging with an increase of over 65's predicted from 2018 to 2025, with, at the same time, a drop of 4% in the working age population. The employment rate is 77%, higher than the national average, but lower than the North Yorkshire average. At the same time, weekly earnings are well below the national average and the lowest in North Yorkshire. The Borough is ranked 75th out of 317 in the Index of Multiple Deprivation, where 1st is the most deprived - it is the most deprived area in North Yorkshire. The Borough is recognised as a tourist destination with more than 10 million visitors to the area each year, of which nearly 9 million were day trips. This contributes more than £610 million to the local economy, of which 52% was from day trips. This indicates that whilst overnight visits only account for 10% of the total number of visitors it contributes 48% of the total amount into the visitor economy. It is estimated that 47.3% of the population is employed as a result of tourism in Scarborough Borough. Whilst tourism dominates there are also key industries in fishing, coach building, engineering, manufacturing and potash mining.

Various other strategies and documents have indicated the social and economic challenges facing the borough and the opportunities there are to pursue: These include:

- **Challenges**
 - A declining and ageing population
 - Poor health and wellbeing
 - Pockets of deprivation
 - Low paid, part time and seasonal employment
 - Low educational attainment and aspirations
 - Young people leaving the area for education and employment opportunities
 - A low rate of business start ups
 - Limited and difficult transport connections
 - A lack of affordable housing

- **Opportunities**
 - High quality of life
 - Recognised visitor economy
 - The potential to attract new types of visitors
 - Ongoing investment in digital connectivity
 - A solid manufacturing base
 - Investment from the private sector and government

11. CULTURE IN THE BOROUGH

The Borough of Scarborough has a rich and varied network of artists, creative individuals, cultural organisations and venues. This richness and variety is impressive not just in the scale of the activity, but also the innovative nature, creativity and experimentation. At the same time there are a wealth of smaller organisations and individuals pursuing their own work, often working in isolation. There are three Arts Council England National Portfolio Organisations within the Borough - The Stephen Joseph Theatre, Crescent Arts and Invisible Dust.

Research by the consultants FEI, commissioned by Scarborough Council to develop the Scarborough Fair proposals, indicated that there are 52 cultural organisations or assets across the Borough, thirty five of which are in Scarborough Town, nine in Whitby, two in Filey and six borough wide or in smaller towns. These include the Old Parcels Office, ARCADE, the Skate Park, The Tunnel, Scarborough Museums Trust, Scarborough Castle, Zine Library Project, Flash Arts, Filey Museum and Whitby Abbey

The FEI research also identified 26 festivals and events, thirteen of which are in Scarborough town, nine are in Whitby and two are borough wide or in smaller towns. These include Armed Forces Day, Illuminated Abbey, Fish and Ships Festival, Big Ideas by the Sea, Yorkshire Fossil Festival, Robin Hood's Bay Victorian Weekend and Whitby Folk Week.

The public consultation carried out by Beam has indicated the following challenges and opportunities:

Challenges:

- There is a lack of understanding about the role of culture from many, with some resenting investment in culture
- Young people in the creative sectors (as with others) are leaving the area of education, training and work.
- There is a perception from some that some cultural activity is “bought in”, inauthentic or doesn't have local relevance or connection
- There is little forward planning, with a focus on the short term rather than the long term for the cultural sector
- There is a lack of a unified approach, there is no cultural champion, leader, figurehead or coordinator
- The sense of the identity within the borough is fractured - there isn't necessarily a sense of borough, but there are local identities in towns, villages and down to smaller communities
- The lack of public transport connections between parts of the borough makes it difficult for many to take part
- Not enough tourist spend stays in the borough
- There isn't an awareness of what the cultural offer of the borough is, both within the area and outside it
- The cultural sector is not seen as a business, or a contributor to the economy
- There is a lack of track record or experience of cultural organisations working together
- Things are very compartmentalised, silos
- There is a strong sense from some of ‘visitors versus residents’ - that for many residents the focus is all perceived to be on visitors

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- There are issues of accessibility both - physical, financial, having the right information and having the confidence
- There are high expectations of what culture can deliver, there must be a willingness to also invest in the development work required to grow a strong sector as well as in capital investment.
- Where does ownership of the strategy and its activation lie?
- The local government reorganisation has the potential to have a negative impact

Opportunities

- The seaside heritage is relatively untapped
- There is a creative ambition and diverse creative ecology, with some organisations having a national reach and profile
- The commitment, enthusiasm and passion of local people
- The coastal location and the natural environment provide unique opportunities
- The number of visitors and the potential to grow these
- The physical cultural assets - galleries, museums, performance spaces, theatres, workspace throughout the area
- The micro identities of places is a strength - a clear sense of local pride and place
- The unique collections of Scarborough Museums Trust - geology, archaeology, fossils
- Sporting heritage
- Outdoor life - Bike & Boot, Cayton Bay, surfing, Dalby Forest (outside borough), coastal paths, Cinder Track.
- Community engagement - the approaches taken by CaVCA, e.g. Totally Socially, and SJT and SMT's outreach models
- An emerging artist network and looking to wider national cultural networks
- An emerging authentic offer - e.g. Sea Film Scarborough, Festival of ideas, live music scene, archaeology projects, fossil festival, Eastborough placemaking
- Towns Fund investment / Levelling Up Fund and other government investment
- Significant focuses and changes in the town centres as a result of changes in the retail environment and how the High Street operates.
- Shared/ linked/ themed programming
- English Heritage venues - Scarborough Castle, Whitby Abbey - there is an opportunity to engage with communities, supporting pride in place
- Regeneration projects with the potential for culture to be a part of placemaking
- There is an opportunity to develop a broad and challenging definition of culture that reflects the seaside heritage of the area, the coast, the landscape, the woodlands and the people.
- Mass appeal events - Armed Forces Day, concerts at the Open Air Theatre - there is a chance to broaden and expand the cultural offer, encouraging overnight or two night stays
- There is a chance to generate a more local authentic cultural 'product' - artists, performers, makers working with local communities
- A potential shift to greater homeworking supports more people moving to the area - looking for increased quality of life, with culture as a part of this offer.
- There are opportunities to create a broader offer for young people, including focusing on skills, training and aspirations
- There are opportunities for a coordinated approach to ACE and other funders

12. THE VISION

The vision for culture in Scarborough, Whitby, Filey, the coast villages and the inland moorland is:

For the area to be recognised as a cultural leader - using cultural activity to celebrate the best of what the area has to offer (the landscapes, the seaside heritage, the people and the creativity) to support local communities, to encourage existing and new visitors to the area and to strengthen the cultural sector.

The ambition is that:

- *The cultural sector will be supported to grow, to become more sustainable, thrive (not just survive) and be recognised for the impactful contribution it can make to people's lives, the local economy and the sense of place.*
- *The local stories, people, communities, organisations, venues, spaces and landscapes will be the inspiration for cultural activity that is developed locally, increases local pride, aspiration and understanding, but has national appeal.*
- *Visitors will be attracted to the borough because of the unique, individual, challenging, entertaining and innovative events, performances, exhibitions, installations, venues, activities and festivals.*

13. THE GUIDING PRINCIPLES

The cultural strategy has a number of overarching guiding principles, under which a series of actions sit (detailed in the next section).

- **VALUING AND SUPPORTING THE CULTURAL SECTOR:** The borough has a wealth of innovative and creative cultural people, organisations, venues and facilities that other areas would be envious of. Awareness of them will be raised, both within the area and beyond with a greater level of support offered to them and value placed on them. The sector will be encouraged to work together and opportunities will be created for them to network, learn from each other and share their experiences. There is a sense that individuals and groups across the borough don't work together. This may be due to historical reasons or because they aren't aware of each other. Equally it may be because they don't have the opportunity to come together and share information and support each other. Any networking / organisation needs to be accessible, equitable and welcoming, but has the potential to have a major impact in bringing the sector together and strengthening linkages.
- **LOCAL PRIDE** - There is a clear passion and commitment from people working and living in the borough. Even those who have moved away have a strong sense of home, wanting to make the place better even if they don't live here. Activities will aim to capture, strengthen and share that passion and enthusiasm.
- **CULTURE FOR ALL** - The strategy will celebrate everyone and provide inclusive opportunities for people to participate, share, learn or benefit regardless of who they are. Communities, whether based on location, sexual orientation, background, origin, interests, ability, income or experience of cultural activities will be encouraged to take part. Culture will be used as a way of breaking down barriers, celebrating diversity, learning about others and increasing understanding.

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- **DEVELOPING WITH THE LOCAL COMMUNITY, APPEALING TO THE VISITOR** - If cultural activity grows from the place it is in, reflecting the local area, the local community and the local organisation, then there is a greater chance of it being authentic and meaningful. Not only will this mean it appeals to local people but it will also prove appealing to visitors as they will pick up on that authenticity and passion. This doesn't mean a parochial, inward looking approach, but a chance to celebrate the stories, heritage and character of the area.
- **YOUNG PEOPLE** - There is a strong demand for listening to what young people want, working with them, not imposing things on them. There is a sense that they currently don't engage with "culture" but are very active in creating their own culture or taking part in activities not conventionally considered cultural. Part of the focus of the strategy should therefore be about understanding what local young people want and developing work around this, redefining culture for younger generations.
- **SUPPORTING LOCAL GOVERNMENT REORGANISATION** - With Scarborough Borough Council not existing in two years, this strategy provides a chance, by focusing and developing cultural activity further, to make sure the area has a strong role to play in the new structure. Raising the profile of what already takes place, celebrating what makes the area special and achieving success will make it hard for the area to be ignored in the future.
- **PLANNING FOR THE FUTURE** - Whilst there is always a place for short term projects these will be set within a framework of long term thinking. Every activity will consider its legacy, what difference it will make and how this can be built on in the future. Artists and creative people will be brought in from outside the area to share their experiences with local artists, but equally outside artists will learn from those based locally.

14. KEY ACTION AREAS

There are six key action areas, identified through the development of the cultural strategy, they are:

- **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.
- **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.
- **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.
- **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.
- **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.
- **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

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not just survive. Young people will also be made aware of the opportunities culture presents to them for careers.

15. 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 community. Members of the sub-group will

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	<p>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. ● There will be increased cultural activity as a result of increased external funding.

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	<ul style="list-style-type: none"> ● 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.
<p>How will success be measured?</p>	<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.

<p>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.</p>	
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.

16. THE APPROACH, THE BUDGET AND HOW IT WILL BE DELIVERED

It is recognised that there is no dedicated budget established to support the delivery of the actions in this strategy. This has shaped the approach taken as some of the actions are about changes in ways of working, others require organisations to work together to seek external funding or look at ways that existing funding

can be adapted or reshaped for cultural activities. This does mean that many of the actions therefore cannot or will not be delivered without people giving their time and commitment now, to build for the future.

Appendix 1 - [to follow] contains details of the timeline for delivery and Appendix 2 - [to follow] contains details of rough, outline budgets along with leads for the actions.

It is also recognised that this strategy has been developed by a consortium that doesn't receive any core funding which makes it more difficult to deliver the actions. Consortium members give their time in addition to their "day jobs". Therefore opportunities need to be sought to build the capacity and resourcing of COAST as well as working closely with the Council who are a key element in supporting and leading the delivery of this strategy. The cultural strategy aligns with the Council's corporate priorities and many of its key strategies, therefore this strategy can help deliver many of those objectives.

Delivery of the strategy will require a commitment from all partners and the wider cultural sector, it will require open and honest partnership working and understanding. In return for committing their time and energy they will benefit the sector and the area as a whole.

It is recommended that there is an annual cultural sector review day, where individuals and organisations from across the borough come together for a day of sharing success, reviewing progress, developing links and planning for the future.

17. HOW WILL WE KNOW IF WE'VE BEEN SUCCESSFUL?

The Borough of Scarborough is rich in culture - including heritage, traditions, people, stories, organisations and collections - but not enough people are aware of it, both within the area and across the rest of the country. This strategy doesn't necessarily focus on creating new activity but instead harnessing what is already taking place, the passion of the local people, the commitment of cultural organisations and creativity in the area.

After the initial 10 years of this strategy it is hoped it will have contributed to an increased pride and confidence in the area. People will talk more openly about what the area means to them, why it is so special and why more people should be taking notice of it.

The area will be a leader in culture, rather than a follower - it will take inspiration from the local area and the best of what it has to offer. It will celebrate the local but not be inward looking - the celebration of the area, the culture and the people will be appealing to visitors both existing and new.

There will be increased recognition of what the cultural sector has to offer at a personal level in helping change and enhance people's lives but also at an economic level in terms of the jobs it creates, the visitors it attracts and the investment it encourages.

At a time of great change within society, changing working arrangements, changing social connections, changes in what people want from life, the borough is in a clear position to benefit from these changes.

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Culture will help shape that change by showcasing the best of the borough, providing further reasons for people to visit or relocate to the area. It is also a time of great change for local government with the current council not existing after 2023 and a single North Yorkshire authority being in place. The cultural strategy will have made the case for the area, so it will be hard to ignore it in the future. Cultural activities will have helped express that local identity and demonstrated that the Borough of Scarborough way is the right way.

The borough will be at the forefront of using cultural activity to engage with its communities, to understand what they want and support them in achieving this. This will particularly apply to young people. They will be actively involved in shaping their futures, whether that is education and careers or having cultural activity that reflects their lives and what they are creating. Engaged communities will feel they can make a difference in their own lives, that of the communities they are in and the wider area.

People in the Scarborough Borough and hinterland will talk with pride of being from the area and the area will be recognised nationally for its approach to culture. The Borough of Scarborough will be the leaders that others look to follow.