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To: Executive
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Ward(s) Affected: All
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Lead Executive Member: Councillor Tim Grogan, Lead Executive Member for Health and Culture
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: A Cultural Development Framework for Selby District (2021 – 2026)

Summary:

At the 22nd September 2020 Council meeting, £780,000 was identified as a Programme for Growth investment fund to develop arts, heritage and culture in the Selby District.

In order to give a clear indication of how the funding will be invested, a Cultural Development Framework (CDF) has been produced to direct cultural spending, ensure maximum impact and maximise inward investment from cultural funders and development agencies. It articulates SDC's ambition for culture within the District, aiming to capture the passion of the cultural sector and inspire communities.

The framework identifies projects which deliver strategic priorities in the Council Plan and contribute specifically to COVID-19 recovery, by supporting our High Streets, making them more vibrant and providing marketable product for the Visitor Economy sector.

Recommendations:

- i. The Executive is asked to agree the Cultural Development Framework and outline costed spend profile.**

1. Introduction and background

In 2018 the Visitor Economy Strategy for Selby District was adopted and, in the autumn of 2018, officers were recruited into two new posts (Culture, Visitor & Creative Economy Manager and Tourism Development Officer) with the primary function of delivering the strategy. The strategy includes several cultural outputs, including the delivery of Selby 950, which brought significant investment from Arts Council England and National Lottery Heritage Fund.

Successful delivery of the 950 programme improved SDC's relationship with cultural funders and development agencies, with increased potential for additional future funding.

Arts Council England (ACE) offered funding to enable Selby District Council to develop a Cultural Development Framework (CDF), with the aim of creating a strategic articulation of priorities for cultural investment, evidencing the need for specific programmes of work. ACE also offered NYCC funding for a cultural strategy, currently in development.

In September 2020 Members agreed to invest £780k from Programme for Growth into arts and culture. This was to secure and strengthen the current staffing resource to deliver on the visitor economy and cultural elements of the Economic Development Framework and the Council Plan 2020-2030 priorities. The CDF creates the outline of how the remaining £600k of the agreed budget will be spent, giving a clear pathway of delivery for the next 3 years. Activity for an additional two year period is also described, which is to allow for consolidation and incremental growth and to enable a compelling case to be made to external funders and stakeholders for multi-year investment, without a stop-start approach to delivery.

The summary Cultural Development Framework is attached as an appendix.

2. The Cultural Development Framework:

2.1 Purpose and need for the Framework

Establishing Selby District as a Great Place to Live and a Great Place to Grow means using what sets it apart and makes it special, to attract visitors, to improve quality of life for our residents and to encourage people to invest. Effective cultural delivery can revitalise our communities, bring new audiences to our high streets and town centres and change perceptions of Place, extending our influence beyond our local communities and connecting our cultural offer to a regional, national and international audience.

The independent evaluation of Selby 950 demonstrated the powerful impact of culture for our communities and Place, showing change which took place over a very short period of delivery. Headline data:

- We welcomed **audiences in excess of 20,000** with an **economic impact of £348,500** (SDC invested £50,000).
- **86%** agreed that Selby 950 **gave everyone the chance to celebrate together**
- **83%** agreed that it **projected a positive image of Selby** as a good place to live
- **82%** agreed that it had a **positive impact on the community**
- **77%** agreed that it made them **proud to live in Selby District**
- **75%** said that they were **more likely to attend another cultural event** as a result of their experience
- **87%** of the audiences across the programme gave a score of **good or very good for both quality and enjoyment**
- The audience was mainly from the District (79%), but **73%** of those who were visitors said it **enhanced their view of Selby as a tourism destination**.

- **More than 60 community groups, local organisations and businesses** came together and **more than 40 volunteers were recruited** specifically for the programme.
- Across the whole programme the **audience satisfaction rating was 8.5 out of 10**, with Selby Sings (children’s song-writing project) and Pilgrim (Abbey illumination) scoring the highest, with 9.3 and 8.9 respectively.

Audience and social media comments included: *“It exceeded expectations and the level of modern art expected in a small town – it felt like something you would expect to see in an important European city”* and *“Selby nailed it again”*. Whilst one of the partners reported: *“Selby 950 has been a fantastic thing for Selby. It has improved our links with the town and community, and we are keen to pursue them further”*.

We were awarded a bronze White Rose Award (Best Arts & Culture) for 950, with Harewood House and Stephen Joseph Theatre being awarded silver and gold respectively. The legacy from Selby 950 also contributed significantly to our successful application (£99,500 for pilot and 3 year programme) to the Historic England (HE) cultural grants scheme, which accompanies HE’s High Street Heritage Action Zone programme.

The Cultural Development Framework provides a roadmap which :

- Provides an investment portfolio to attract further investment, which is aligned to the vision and priorities of stakeholders such as Arts Council England (ACE), National Lottery Heritage Fund (NLHF) and Historic England (HE), to maximise opportunities for a partnership approach to funding and lever additional investment into Place-making and regeneration schemes, with a target of a minimum of £1 into the District for every £1 invested by SDC.
- Harnesses instrumental benefits of culture, especially Covid-recovery (for communities, businesses and places), well-being, Place-making and regeneration, economic impact and as product for the Visitor Economy. It supports the delivery of the towns’ revitalisation plans and the Visitor Economy Strategy.
- Has a Place-based approach, with a strong voice from residents, businesses and communities across the district, which ensures that the delivery and legacy of the development framework is relevant, purposeful and substantial. It identifies activity which responds to the unique assets of the district.
- Will strengthen our cultural sector: increasing capacity, improving skills and building ambition; as well as exploring the potential for improving provision and quality of cultural spaces. It seeks to retain talent and encourage creative sector businesses to relocate/start-up in the district.

The Framework is deliverable, achievable and aligns with our existing ambitions and those of our communities. It works within a strategic context which includes the Local Enterprise Partnerships and the ongoing Local Government Review. It protects delivery in the geography of the current District, so that funders, development agencies and future local government structures understand what is important to our communities and businesses and how these priorities can best be achieved.

2.2 Development of the Framework

Arts development agency Beam was appointed in March 2020 to devise and undertake a programme of consultation and to use their findings to develop a framework with a deliverable and costed Action Plan, setting out a clear focus for how priorities will be achieved.

Beam has undertaken a review of the existing cultural infrastructure including assets; capacity/knowledge/expertise; programmes (activities and events) and existing and potential partnerships; and considered how best to harness and create opportunities to grow the local creative economy, including how SDC, and the cultural sector, might work with businesses. They have also assessed current levels of participation/audience reach, and any trends, as well as the demographics/diversity of audiences and current levels/types of cultural engagement.

Consultation (which was impacted by multiple lockdowns) took place across social media, by telephone and with virtual meetings. Beam sought opinions from the cultural & tourism sectors; the community & voluntary sectors; town & parish councils and interested individuals, particularly regarding:

- how cultural development can make a strong contribution to SDC’s Place-making & Local Distinctiveness agenda.
- what opportunities can be created (and maintained) for everyone to experience and be involved in culture, including how young people will influence, shape and benefit from cultural opportunities.
- How the District’s cultural sector can be grown and how the diversity & skills of the cultural workforce and leaders should be supported and developed; how resilience and sustainability can be built and how excellence in culture will be encouraged for itself and as a driver of innovation.
- How the instrumental value of culture can/should be maximised, including its Economic Impact, its contribution to a vigorous tourism sector, and the contribution culture can make to the health & well-being of our residents.

2.3 Priorities for the Framework

The Framework identifies five priorities:

Priority	<i>Example projects:</i>	Indicative spend across priority - over 3 years.
<p>1: Creating a new cultural infrastructure by supporting the development of artists, creative practitioners, arts & heritage organisations, technology, venues and networks.</p> <p>Creating a new approach to culture in the District.</p>	<ul style="list-style-type: none"> ➤ A programme of mentoring for creative and cultural businesses and freelancers ➤ Skills-building and direct support/hothousing for creative start-ups and young businesses ➤ A new approach to developing digital output/product and increasing digital skills ➤ Investment in spaces and venues, including creative workspace, pop-up/meanwhile use and developing existing venues ➤ Developing opportunities for children and young people to have access to 	<p>£160,000</p>

	creative activity via a Local Cultural Education Partnership	
2: Putting people at the heart of culture by using culture as a way of engaging local people, developing their skills, quality of life, health & wellbeing, connections with others and participation. People will be actively involved in shaping, developing and delivering activities.	<ul style="list-style-type: none"> ➤ Activities using culture and creativity to support the well-being agenda, e.g. developing cultural prescribing ➤ Community activity and events, such as art picnics and holiday clubs for children and extending the use of village halls as hosts of rural touring schemes 	£85,000
3: Transforming Selby District by using culture and creativity to support the regeneration of the district (physically, socially and economically).	<ul style="list-style-type: none"> ➤ Events and activities which animate our High Streets, including through performance and outdoor exhibitions – especially where these use the spaces and improved public realm created through the Towns Revitalisation Plans ➤ Artist residencies which create enhancements to regeneration schemes such as improving the towns gateways, or the TCF project in Selby ➤ Cultural Place-making e.g. larger scale projects and events 	£195,000
4: Celebrating Selby District including the wealth of stories, achievements, people and heritage; using these as a way of strengthening local pride and changing perceptions.	<ul style="list-style-type: none"> ➤ Initiating and supporting makers and artisans fairs, to help creative businesses get product to market ➤ Initiating and supporting ambitious events such as illumination events e.g. Light Up Selby District ➤ An interpretation plan for the District, which will enable us to gather and tell heritage stories in interesting and inspiring ways 	£110,000
5: Supporting delivery by investing in the delivery of change and growth in culture in the district.	<ul style="list-style-type: none"> ➤ Commissioning evaluation to ensure that data and impact is captured and can be shared with funders in a compelling way ➤ Support from industry professionals (e.g. advice from Creative Producer/Curator) and non-project specific capacity 	£50,000
		£600,000

These priorities have been developed to ensure they support the geography and diversity of communities within Selby District, independent of Local Government structure. They contribute to the emerging Cultural Strategy for North Yorkshire and are complementary to neighbouring strategies (e.g. York, Leeds).

The framework is underpinned by a series of technical documents so it is comprehensive, robust and built up to reflect Selby Districts needs, ambitions and priorities.

2.4 Delivery of the Framework

Delivery of projects will be through a number of approaches including commissioning, partnerships with cultural, community and voluntary organisations and direct delivery (e.g. by Events Officer). The delivery of the Cultural Programme for the Selby Town High Street Heritage Action Zone is a good example: its delivery model is via a cultural consortium (consisting of community and cultural organisations), with direct support, financial control and project management from SDC's Communities and Partnerships team.

Where additional funding is required the Framework is a compelling basis for leveraging partnership funding and gaining external investment (with an envisaged target of up to 50% match on a project-by-project basis).

Development of a legacy funding model forms part of the delivery of this framework. The model is likely to include ticketed income, investment from cultural development agencies (such as Arts Council England) and any commitment for culture from a devo deal.

3. Impact and outcomes

The Framework is intended to create “a culture of Culture”, where culture achieves maximum benefits for our communities, our Place and our economy.

It includes an evaluative framework which will be used to measure the impact of each scheme. A substantial amount of baselining has already been completed, although individual projects may require some additional data, collection of which will form part of individual project development. We will also continue to invest in appropriate datasets (e.g. Cambridge data, Audience Insights).

Each project will have measurable outputs and outcomes (using a logic model approach).

The Framework is particularly important at this moment, as it will support the visitor and cultural sectors, which have been significantly impacted by COVID-19. The sustainability of our high streets and many of our visitor economy businesses depends upon a broad cultural offer which brings people to our towns and district, encourages local people to explore their home and make the most of what's on their doorstep, as well as retaining and attracting creative businesses by supporting the sector.

4. Alternative Options Considered

None.

5. Implications

5.1 Legal Implications

Commissions will go through appropriate procurement and legal processes.

5.2 Financial Implications

None. The required investment is in place through P4G agreed September 2020.

6.3 Policy and Risk Implications

None. The Framework contributes to the delivery of the Visitor Economy Strategy and the Economic Development Framework, as well as the Town Revitalisation Plans.

6.4 Corporate Plan Implications

The Framework is in line with Council Plan Delivery priority: Enable a thriving visitor economy underpinned by a sustained focus on enhancing the district's cultural, retail and leisure offer.

The creation and implementation of the CDF is identified within the Council Plan.

6.5 Resource Implications

Resourcing for the framework has been identified above.

6.6 Other Implications

None identified.

6.7 Equalities Impact Assessment

The development of the CDF has involved a diverse range of community and organisation representatives. Each project will have an EIA assessment which will further consider how residents are able to engage and the range of activity that will be developed to mitigate any potential exclusion. Projects are set to be inclusive in design with positive impacts on residents in the protected characteristics categories.

7. Conclusion

Culture has a key role to play in the nation's recovery/transition from the impact of COVID-19. Arts and culture are an essential part of our quality of Place and make an indispensable contribution to our communities' quality of life.

This Framework enables us to deliver a programme of work which is considered, relevant and clearly demonstrates how the Council's investment into arts, heritage and culture will be delivered. It will help us to continue to develop our excellent relationships with funding bodies and partners and grow our track record for high quality delivery, increasing investment into the district.

7. Background Documents

Draft Selby District Cultural Development Framework summary document
Please note that design work has not been completed: the final document will be designed to showcase the vibrancy and potential of cultural activity in the District.

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APPENDIX (Design work yet to be undertaken):



CREATING A NEW CULTURE OF CULTURE
(Selby District Cultural Development Framework 2021 - 2026)
Summary

1. A TIME TO REFLECT

The Covid 19 pandemic had a major impact on the lives, wellbeing, finances and future of everyone. It caused people to reflect, to work in new ways, to value the small things in life, to challenge inequality and to try to look forward to life in the future. Culture has a key role to play in helping people heal, to re-establish connections, to earn a living, to learn, to enjoy themselves, to amplify under-represented voices and to provide some optimism for the future. Within the district of Selby, culture can play a part in everyone's lives, help change perceptions of the area and be part of the regeneration of the district whether that is economically, creating a sense of place or improving people's lives.



2. THE ROLE THAT CULTURE CAN PLAY

There is an opportunity for the district of Selby to grow its cultural infrastructure - the physical spaces, the organisations, the funding, and the individual skills - from the ground up. People are now keener than ever to connect with their local area, experience a sense of community and take pride in where they live. This could be about staging more events and activities in the District so people don't have to travel outside. It could be about using the arts to celebrate the wealth of stories and heritage the District has to offer, increasing a sense of local pride and community. It could be about bringing people together to share their experiences and express them creatively, for example through writing, painting or photography.

The connections made through culture can bring people together, tackling isolation, loneliness, inequality or issues related to mental health. Equally it can be about physically transforming the area, whether through public art, lighting buildings or artists working in public spaces, changing perceptions of an area through how it looks and increasing visitor spending to grow the visitor economy.



3. WHAT DO WE MEAN BY CULTURE AND WHY IS IT IMPORTANT?

We all experience culture in some way, every day. This could include:

- Visiting museums, libraries, theatres, cinemas or galleries
- Going to carnivals, festivals, performances, concerts, gigs or craft fairs
- Being part of a choir, a book group or local history group
- Learning to paint, write poetry, make films or digital artworks, sewing a quilt
- Listening to music or podcasts
- Reading books

In 2018 the Department for Culture Media and Sport showed that the cultural sector contributed £32.3 billion to the UK economy, with 676,000 jobs in the sector, an increase of 24% since 2011.

4. WHY AND HOW THE FRAMEWORK WAS DEVELOPED

Selby District Council believes that:

- Culture is part of the glue that brings communities together
- Culture can revitalise places and the communities within them, changing perceptions of the area both for those living there and those outside
- The district's cultural, creative and visitor sectors should be a driving force for the local economy

Selby District Council commissioned Beam, an arts organisation based in Yorkshire, to develop this framework. Beam spoke directly to individuals and organisations throughout the district to understand their needs and priorities. The team then carried out wider public consultation to find out more about what the communities of the district of Selby feel about culture and what they'd like to see in the future.



5. THE CHALLENGES

Whilst a relatively affluent and buoyant area, there are clear social and economic issues relating to an ageing population, declining high streets, the impact of Covid-19, changes in local government, significant pockets of deprivation, access to digital technology, audiences going elsewhere for cultural activity, social isolation, community cohesion, health & wellbeing and a lack of funding secured through the National Lottery. The district has a lack of cultural facilities, such as museums, theatres, galleries or large arts organisations. Where there are such organisations (or individuals) there is not a significant track record in the district of applying, receiving or being able to secure funding from Arts Council England (ACE) or the National Lottery Heritage Fund (NLHF).

6. THE OPPORTUNITIES

The district may not have a cultural infrastructure as well developed as other areas, but it has achieved great things, including Selby Town Hall, Riley-Smith Hall, Sherburn Craft and Food Festival and Selby 950. Linked to this the Cultural Drivers group, representing art forms, organisations and individuals from across the district, was established to provide an overview, a critical friend role and a coordinated voice to help further develop culture in the district. The District Council must prioritise working in partnership, supporting and developing others to play a role.

7. STRATEGIC CONTEXT

This cultural framework cannot operate in isolation so it has been developed in the context of Selby District Council, Arts Council England, National Lottery Heritage Fund and Historic England priorities. There are potentially significant changes to the structure of local government in York and North Yorkshire from 2023. This has implications for whether Selby District exists as a separate entity in the future or forms part of a wider local authority and what form this takes. Culture can play a role to help ensure that the district of Selby has a role in any new structure that reflects its identity, heritage, opportunities, achievements and communities, with three significant, distinctive market towns.



8. A VISION FOR CULTURE IN THE DISTRICT OF SELBY

“To create a new culture of Culture - to ensure cultural activity is an integral part of life in the district”.

- There will be opportunities for all whether as audiences, practitioners or active participants
- The district of Selby will be recognised as innovators in the use of culture as part of transforming the area socially, economically and physically

- The cultural infrastructure established will be sustainable, resilient and will be guided by the communities of the district, celebrating the authenticity and spirit of the area



9. FIVE PRIORITIES FOR CULTURE

PRIORITY 1: CREATING A NEW CULTURAL INFRASTRUCTURE

- Support the development of artists, arts organisations, venues and networks across the district
- Provide facilities for activities to take place in
- Build the confidence and capacity of the cultural sector
- Create a new approach to culture in the District

PRIORITY 2: PEOPLE AT THE HEART OF CULTURE

- Use culture as a way of engaging local people
- Develop the skills, quality of life and health & wellbeing of local people
- Connect people with others and increase participation
- Actively involve people in shaping, developing and delivering activities

PRIORITY 3: TRANSFORMING SELBY DISTRICT

- Use culture and creativity to support the regeneration of the district (physically, culturally and digitally)
- Ensure culture is an integral part of the transformation of the district with the role of culture and creativity recognised and demonstrated

PRIORITY 4: CELEBRATE SELBY DISTRICT

- Celebrate the district of Selby, its wealth of stories, achievements, people and heritage
- Use culture to strengthen local pride, change perceptions of the area and build for the future

PRIORITY 5: SUPPORTING DELIVERY

- Invest in supporting the delivery of change and growth in culture in the district

10. PHASES OF A NEW CULTURE OF CULTURE

There is an opportunity to create a new approach to culture in the District of Selby, one that is innovative, sustainable, resilient, innovative and perhaps most importantly places the

communities of the district and their voices at the heart of culture. There are three clear phases to achieving this:

1. Demonstrate the case for culture
2. Create the environment for culture to become established
3. Create the environment for culture to grow and flourish

11. HOW WILL IT BE FUNDED?

Selby District Council has committed £600,000 to cultural activity over the first three years of this framework (2021 – 2024) - a significant investment in the current climate. The Council's commitment to investing this funding is key to being able to unlock investment from other sources, with the aim to create a sustainable cultural infrastructure in the future that does not rely on single sources of funding.



12. HOW IT WILL BE DELIVERED

There is no 'one size fits all' for delivering culture, therefore the most appropriate approach for each element within the framework will be considered and developed. This will be based on cost effectiveness, efficiency, those best placed to deliver and perhaps most important of all what will deliver the best results with the most impact. The Council will take a strategic overview to progress and monitor the delivery of the priorities of the framework. In some cases this will involve direct delivery by officers and teams within the Council as they are best placed to take this role.

13. HOW WILL CULTURE HAVE TRANSFORMED THE DISTRICT IN 5 YEARS?

How will we know if this cultural framework has been successful?

- **THERE WILL BE A NEW CULTURAL INFRASTRUCTURE** - There will be more artists, creative practitioners, arts & heritage organisations, venues and networks. There will be increased confidence amongst those in the sector, both to operate as businesses and to speak up for culture. The sector will be more self-sufficient and the district will be recognised for the success of a cultural sector that is creative, resilient, sustainable and capable of achievements beyond what people might expect of the district.
- **PEOPLE WILL BE AT THE HEART OF CULTURE** - Culture will be an everyday part of people's lives and culture will have played its part in improving the lives of people - economically, socially, mentally and physically - and contributed to the recovery from the impact of Covid 19. The people of the district will speak up for culture and be their own cultural champions. People will see culture as a way of expressing themselves and increasing their pride in the area they are from. Cultural activity will grow from the wishes and needs of local people, reflecting the local area rather than being 'parachuted' in from elsewhere.

- **SELBY DISTRICT WILL BE TRANSFORMED THROUGH CULTURE** - The villages and towns of the district will be bustling with people attending events and performances or visiting the cultural attractions. The public realm, the footpaths, the arrival points and regeneration sites will have public art and creative elements integrated into them, creating attractive and welcoming environments. The district will be recognised as a pioneer in culture as part of creating a new future for an area.
- **CELEBRATE SELBY DISTRICT** - Local people will be even more proud of the area they live in with greater awareness of the district's stories, achievements, people and heritage. This pride will be shared with others across the region and beyond and the district will be recognised for the distinctive and unique area that it is.
- **SUPPORTING DELIVERY** - Cultural activity will be integrated into the work of the Council and partners across the district - it will be mainstream rather than an add on. This will mean, whilst there needs to be some oversight to maintain progress with the framework, there will be a sustainable and more self sufficient approach to culture.

The result of this will not end after five years, it is the opportunity to have an impact 10 years, 15 years or generations ahead that makes it so exciting. If in five years and beyond it can be shown that there has been an impact on hundreds and possibly thousands of people, then that will be a significant achievement and something the district can be proud of, making a difference to the future of the district as a whole.

Image credits to be added.