

CULTURE

DRIVES

GROWTH

THE EAST'S CULTURAL STRATEGY: 2016-2022



Prepared by John Knell with New Anglia Cultural Board, the Local Enterprise Partnership's sector advisory group on culture with support from Norfolk and Suffolk County Councils.

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Pump Street BAKERY
REAL BREAD & SLOW FOOD



CULTURE 365

Culture365 gathers cultural highlights from across the region. Explore a selection on p.46





Wild Works, Wolf's Child at Norfolk & Norwich Festival.
Photo by Steve Tanner

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Artonik, The Colour of Time at Out There Festival.
Photo by David Street



WELCOME

Truly successful places are much more than economic powerhouses. Their high levels of performance are always underpinned by a sense of creative vibrancy, a manifestly strong quality of life, and a clear sense of cultural identity.

The East's cultural assets and offer are therefore at the heart of our shared growth agenda. Those key cultural and heritage assets, if placed in a geographical area the size of Birmingham, would match and in many cases outstrip the cultural offer of any metropolitan area outside of London. We are proud of these assets.

They are a vital source of economic growth, both directly in terms of jobs and employment, and as a source of innovation and collaboration with other growth sectors. They make an enormous contribution to making our region a fantastic place to live, work, visit, and invest. They attract talent, support our visitor economy and drive investment into vital cultural assets in our towns and cities, making them more vibrant and attractive places. Culture is worth £83.6m to the economy of Norfolk and Suffolk, excluding considerable tourism related spend, employs 5,800 people and has over 1,000 businesses.

This exciting strategy lays out how we can maximise Norfolk and Suffolk's cultural opportunities ensuring that our unique cultural assets make the fullest possible contribution to our economic growth. The strategy is already a story of successful creative collaboration with New Anglia LEP and its cultural partners, forging a strong sense of common purpose.

Our comprehensive set of priority objectives place culture at the centre of New Anglia LEP's growth agenda. Our emphasis is on investment; business support; education; talent development; creative diversity; and international impact and profile; all joined together by our leading edge approach to integrating culture, place and economic growth.

We are tremendously excited about the dynamic role of the cultural sector in shaping a positive future for the East, and we look forward to working ever more closely together to deliver our shared ambitions.

Mark Pendlington

Chairman
New Anglia LEP

Helen Wilson

Chair
New Anglia Cultural Board



Children's Literature Day workshop at Writers' Centre Norwich

SUMMARY

OUR PRIORITIES FOR 2022

2022 VISION OF SUCCESS

We will work with our partners to deliver the following outcomes by 2022:

1. The cultural sector in the East will be recognised locally, regionally and nationally for its distinctive role in contributing to the economic success of the region.
2. We will have increased investment into a nationally and internationally significant cultural offer that makes Norfolk and Suffolk 'must see' cultural destinations.
3. We will have developed a more diverse, highly skilled and connected creative workforce that is fully engaged in growing the region's economy and cultural offer.
4. We will be a national exemplar for place based cultural collaborations, connecting communities and increasing the attractiveness of the region to residents, visitors and investors.
5. We will have enhanced the region's cultural profile for global audiences, visitors and markets.

OUR PRIORITY OBJECTIVES

i. Accelerating Creative Job Growth

- Support existing cultural and creative businesses in Norfolk and Suffolk to generate more jobs in the regional economy.
- Create the conditions that lead to an increased rate of new business formation in the cultural and creative industries across the region.

ii. Scaling Cultural & Creative Investment

- Increase the scale and diversity of public and private investment into Norfolk and Suffolk's cultural and creative industries.
- Develop a distinctive cultural enterprise agenda which will make the region a place where creative talent comes, stays, and makes things of cultural and economic significance happen.

iii. Backing Creative Talent

- Increase the scale, quality and diversity of the creative workforce in Norfolk and Suffolk.
- Create more pathways and routes to participation and training in arts and cultural activities, and in turn into creative employment and cultural start-ups.

iv. Increasing Cultural & Creative Diversity

- Make the region synonymous with cultural innovation – a truly distinctive place supporting a truly distinctive cultural offer.
- Ensure cultural and creative diversity is at the heart of the region's cultural ecology and identity.

v. Building Inspiring Places to Live, Work, Visit & Invest

- Enable culture to make the fullest possible contribution to improving the region's quality of life by impacting positively on education, health and wellbeing,
- Make the region a 'must see' cultural and creative destination, amplifying the contribution of the cultural sector to ongoing tourism growth in the region.

vi. Broadening International Engagement

- Extend the East's impact and profile for global audiences, visitors, and markets.
- Create more opportunities for export led growth and international working.

CULTURE DRIVES GROWTH

<p>Accelerating creative job growth</p> <p>Generating more jobs in the regional economy</p>	<p>Scaling culture & creative investment</p> <p>Developing an enterprise agenda that increases investment</p>	<p>Backing creative talent</p> <p>Increasing the scale, quality and diversity of the creative workforce</p>	<p>Increasing cultural & creative diversity</p> <p>Ensuring diversity is at the heart of the region's cultural ecology</p>	<p>Building an inspiring place to live, work & invest</p> <p>Enhancing the liveability and attractiveness of Norfolk and Suffolk</p>	<p>Broadening International Engagement</p> <p>Extend the East's impact and profile for global audiences, visitors, and markets.</p>
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ECONOMIC IMPACT

Business growth & employment

Export & enterprise

Tourism & inward investment

CULTURAL IMPACT

Diversity

Innovation

Richer partnerships & collaborations

SOCIAL IMPACT

Skills & progression

Better health & wellbeing

An integrated, proud community

A NEW APPROACH TO CULTURALLY DRIVEN GROWTH

The cultural sector has been identified by New Anglia LEP as one of 10 priority sectors vital to the realisation of the region's ambitious economic growth targets.

New Anglia LEP Cultural Board (see Appendix 3, p. 43) was created specifically to work with the LEP and to play a clear role in contributing to the LEP's strategies for growth. We have fashioned a new approach to

culturally driven growth in the region which will increase ambition and collaboration with our creative, business, tourism, education and public sector partners.

OUR APPROACH IS NATIONALLY DISTINCTIVE IN THREE WAYS:

1

A truly integrated approach to cultural, economic and social growth

Everything we propose has been designed to drive growth in our established towns and cities and across our rural and coastal areas, linking them together in a dynamic, unifying way. By fusing international ambition with a focus on local benefit, our arts, cultural and heritage assets will be a powerful motor of investment, ideas and identity, driving economic growth across the whole region.

2

An enterprise agenda rooted in cross sector partnerships

We have framed a clear enterprise agenda. We will promote and embed the benefits of a planned, entrepreneurial approach to growth and development, with a focus on building revenues, increasing competitiveness, developing new products and reaching new markets. We will collaborate with HE, FE and key growth sectors to innovate in ways that will help deliver jobs, productivity and investment to the region.

3

A Special Alchemy: culture and place in Norfolk and Suffolk

'I belong at home ... in Aldeburgh ... and all the music I write comes from it. I believe in roots, in associations, in backgrounds, in personal relationships. I write music, now, in Aldeburgh, for people living there.'

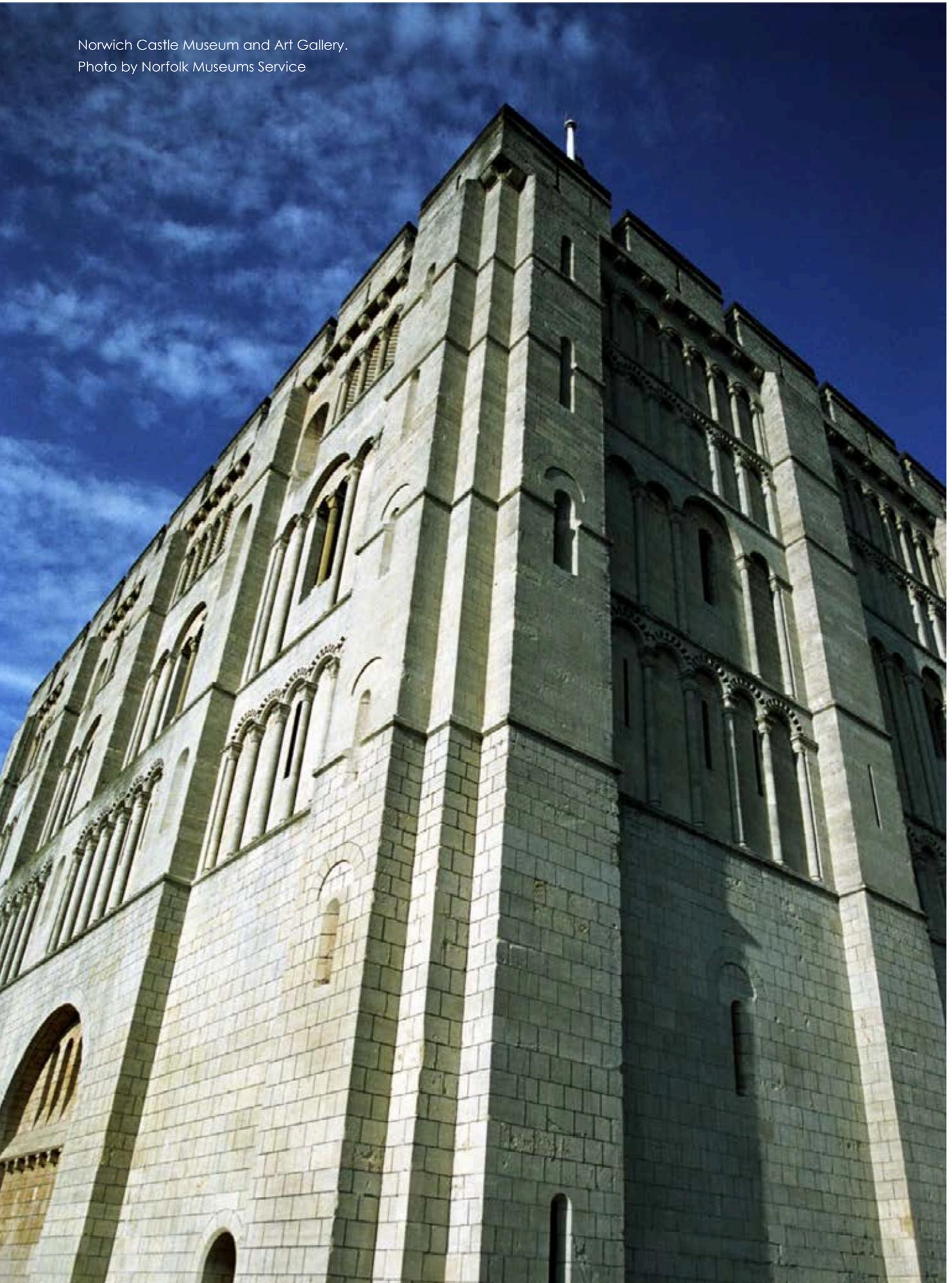
*Benjamin Britten*¹

At the heart of this cultural strategy lies a dynamic relationship between Norfolk and Suffolk's unique sense of place and the cultural offer. It encompasses landscape, historical buildings and a contemporary cultural offer. We will respond to these with creative ambition, combining unique settings with compelling ideas and artists, uniting residents and visitors in an appreciation of all that makes Norfolk and Suffolk shimmer and beguile.

For the Cultural Board, this understanding of the unique assets of the region is vital to our place making approach.

¹ Benjamin Britten, On Receiving the First Aspen Award, 1964. www.brittenaldeburgh.co.uk/visit-britten/arts-heritage-east-anglia

Norwich Castle Museum and Art Gallery.
Photo by Norfolk Museums Service



OUR OUTLINE ACTION PLAN

PRIORITY OBJECTIVE 1

ACCELERATING CREATIVE JOB GROWTH

Lead Outcomes

Support existing cultural and creative businesses in Norfolk and Suffolk to generate more jobs in the regional economy.

Create the conditions that lead to an increased rate of new business formation in the cultural and creative industries across the region.

Increase the inward relocation of cultural and creative businesses into Norfolk and Suffolk.

Actions

- We will secure ERDF and Arts Council funds to deliver StartEast a targeted, specialist business support to SMEs and start-ups in the cultural sector. We will build an entrepreneurial, enterprising approach to growth, stimulating the cultural market and generating jobs. We plan to support 180 businesses.
- We will support the brokering of high level deals between Arts Council and New Anglia LEP to attract at least three national cultural organisations seeking to move out of London, to relocate to the East especially to Enterprise Zones.
- We will foster a joined up approach to technological innovation, content creation and digital access for the region's cultural producers and audiences to grow both demand and supply.
- We will seek to amplify the impact of New Anglia LEP's Innovation Strategy and Enterprise Zones. We will work with key LEP Boards to make Norfolk and Suffolk an exemplary creative and business environment for innovative entrepreneurs.

PRIORITY OBJECTIVE 2

SCALING CULTURAL AND CREATIVE INVESTMENT

Lead Outcomes

Develop a distinctive creative enterprise agenda that increases the scale and diversity of public and private investment into Norfolk and Suffolk's cultural and creative industries.

Enhance the reputation of the region as a place where creative talent comes, stays, and makes things of cultural and economic significance happen.

Ensure our cultural organisations and artists are better placed to maximise the opportunities for innovation and growth.

Actions

- We will work in partnership with New Anglia LEP, and national funding partners, to access national and international funding streams to support culturally led growth. Our recent successful bids to ACE Creative Local Growth Fund and ERDF for StartEast is an example of the scale of our ambitions. We plan to invest over £1 million in developing 180 cultural enterprises.
- We will use the cultural sector's place making skills to make our Enterprise Zones places where established businesses and entrepreneurs want to locate their operations and new enterprises. Reflecting our international ambitions in this respect, our cultural organisations are actively exploring creative partnerships / exports with Japan, China and other major markets.
- We will work with New Anglia LEP to support a 'London New Anglia' campaign highlighting the receptive skills, supply chain and innovation potential of the region for incoming cultural and creative industries investors. This has begun in Suffolk with the appointment of Film Fixer to lead the development of screen industries.
- We will integrate the cultural sector into New Anglia LEP's strong emerging networks supporting innovation led growth, helping to create a cultural industries network in the region. This will include an annual, cross sector summit.
- We will work with local authorities, enterprise zones and other key partners to develop pop-up spaces for cultural activity and the repurposing of under-utilised buildings and spaces across the region, building on insights gained from the Heritage Lottery Fund.

PRIORITY OBJECTIVE 3

BACKING CREATIVE TALENT

Lead Outcomes

Increase the scale, quality and diversity of the creative workforce in Norfolk and Suffolk.

Create more pathways and routes to participation and training in arts and cultural activities, and in turn into possible creative employment.

Work with our partners to develop a keener understanding of the talent development and skills training required to meet the future needs of the cultural and creative industries across the East.

Actions

- Deepen the range and quality of relationships between the region's schools, HEI institutions, New Anglia Skills Board and cultural and creative businesses in order to pioneer distinctive approaches to creative skills training. We will do this in partnership with the Norfolk & Norwich Festival Bridge, building on our successful Cultural Employment Programmes and Cultural Education Partnerships.
- We will ensure that culture and the arts are an ever more effective partner in helping to deliver creative and cultural education for children and young people in Norfolk and Suffolk, supporting New Anglia LEP's 'Youth Pledge' and building on our pioneering 'Cultural Education Partnerships' with Festival Bridge.
- We will build collaborative partnerships with FE, HE and Creative & Cultural Skills – ensuring that enterprise and employment opportunities in the cultural sector are promoted to a diverse range of young people and adult learners, prompting an increase in enterprising cultural start-ups in Norfolk and Suffolk.
- We will draw on the lessons of working within the national network of Centres for Advanced Training (e.g. DanceEast and Aldeburgh Music) to strengthen provision for outstanding young talent across the region's enterprise programme.

PRIORITY OBJECTIVE 4

INCREASE CULTURAL & CREATIVE DIVERSITY

Lead Outcomes

Ensure the region becomes synonymous with cultural innovation – a truly distinctive place supporting a truly distinctive cultural offer.

Make the region notable for its cultural and creative diversity.

Increase the number, and diversity, of local residents engaging with arts and culture.

Actions

- We will continue to develop new approaches to sharing audience data and insight to inform our collaborative programming and audience development, and to benchmark the quality of our work.
- We will continue to lead national partnerships, such as 'Ramps on the Moon', pioneering an interventionist approach to diversifying the cultural and creative workforce.
- We will ensure that creative pathways are open to all groups in our community, building on our established areas of expertise. For example, our innovative approach to co-production and action learning at the University of Suffolk and West Suffolk College will attract and support the learning of a diverse range of students.
- We will improve access to arts and cultural experiences and interventions in order to tackle the barriers to participation and engagement across socio-economic and geographical divides. We will do this in close collaboration with our 'Cultural Education Partnerships' and 'Creative People and Places' projects.
- We will capitalise on the region's existing strengths in arts and cultural festivals and will use our work in cultural tourism to develop and present a strong, diverse, year round festival programme.
- We will support existing New Anglia LEP projects, including the Aviation Academy in Norwich, where cultural partners are providing support via museum collections and specialist heritage skills.

PRIORITY OBJECTIVE 5

BUILDING AN INSPIRING PLACE TO LIVE, WORK, VISIT, AND INVEST

Lead Outcomes

Ensure culture makes the fullest possible contribution to improving the region's quality of life by impacting positively on education, health and well-being.

Make the region a 'must see' cultural and creative destination, amplifying the contribution of the cultural sector to ongoing tourism growth and inward investment in the region.

Secure public investment for more place-based interventions responding to the needs and aspirations of local communities.

Actions

- We will work together to identify and develop a pipeline of projects that will connect and support communities across Norfolk and Suffolk, and deliver the priority outcomes in the strategy. We will coordinate powerful regional bids into new place-based national funding streams (e.g. the 'Cultural Citizenship Programme' and the 'Great Place Scheme') designed to support areas like ours where there is a strong local partnership and commitment to embed culture into economic growth.
- We will build on the momentum of our cultural tourism work, revealing the region's cultural highlights, collaborating on active cross-promotion of clusters of activity in the cultural calendar, developing our digital assets and investing in the development of our network of small and medium sized festivals and our appeal to families.
- We will create national partnerships to develop innovative digital solutions to build cultural tourism, nationally and internationally.
- We will use our unique landscape and heritage to focus our sense of place. The 'Deep History Coast' partnership in North Norfolk, with Norfolk Museums Service, seeks to develop a major new cultural and economic driver for East Anglia using the internationally important geology and archaeology as a resource for a range of regeneration, place and tourism programmes.
- We will work with partners to exploit the full potential of New Anglia LEP's Enterprise Zones raising their profile through site specific cultural collaborations and exploring the possibilities for co-locating cultural production and fabrication.
- We will work with Norfolk & Norwich Festival Bridge to embed place-making in the work of 'Cultural Education Partnerships'.
- We will explore options for a landmark piece of public art to assert the region's identity.

PRIORITY OBJECTIVE 6

BROADENING INTERNATIONAL ENGAGEMENT

Lead Outcomes

Extend the East's impact and profile for global audiences, visitors & markets.

Create more opportunities for export led growth.

Actions

- We will work with our key partners, including the British Council, UK Trade & Investment, Visit Britain and our network of HEI partners, to coordinate our efforts in building more opportunities for export growth, including a focus on international touring, co-commissions, and artistic exchanges.
- Our international networks are considerable. For example, SeaChange Arts is part of a European network of outdoor festivals, Norwich – as UNESCO City of Literature has established global links, Aldeburgh Music has major partnerships in Canada, Norfolk & Norwich Festival and SPILL Festival are international showcases, FlipSide has its sister organisation in Brazil and Ipswich Museums have an ongoing partnership with China. Norfolk Museums Service is currently working with the Yale Center for British Art (Yale University). NMS has a programme of major worldwide loans; it is currently lending to the Pompidou Centre, Paris and the Hermitage Museum, St. Petersburg.
- We will use the international reach of our cultural organisations to highlight the investment potential and attractions of the region, for example Writers' Centre Norwich is the lead partner for the British Council's 'International Literature Showcase'.
- International working will be embedded into our SME development. We will recruit and develop our international expertise to ensure that our new enterprises think global from the start.

WHAT WE WILL DO NEXT

This strategy is an enabling document, setting out our priorities. We will use this strategy to engage with local, national and international partners, to share our excitement about the scale of the creative opportunities in the East, and to establish delivery coalitions around the lead outcomes and priorities.

Our aim is to develop a detailed action plan for delivery in the first year of the strategy's operation. We will create new opportunities to work with other sectors, whilst demonstrating the effectiveness of the cultural partnerships in delivering investment and growth. We will agree a series of KPIs and will review our plans every six months.

To achieve our ambitions for culturally driven growth we will deepen our cross-sector partnerships and collaborations. The ethos of the Cultural Board will be to:

- Foster exchange and collaboration rather than competition.
- Focus on organisational resilience and growth.
- Attract funders and investors interested in a collaborative model.
- Combine an international outlook with deep connections to local communities.
- Nurture long-term relationships with creative talent and with our audiences and visitors.
- Ensure creative diversity propels everything we do.

The Government Inspector at the New Wolsley Theatre.
Photo by Robert Day



APPENDIX ONE

THE STRATEGIC
CONTEXT FOR
CULTURALLY DRIVEN
GROWTH IN THE EAST

“The remarkable growth in employment in the creative economy, and in the GVA of the creative industries and the public arts are connected. They feed each other in an ecology of growth in the UK’s economy which is itself increasingly dependent on creativity as a key resource.”²

Creative Industries Federation

- Culture and Tourism are defined in the Strategic Economic Plan as underpinning sectors as it is one of the largest elements in the regional economy. Together these sectors contribute £1.3 GVA and employ about 74,000 people.
- Culture on its own has over 1,000 businesses, directly employing 5,800 people.
- The region has huge potential in terms of the quality of its cultural and heritage assets, and their capacity to grow and support innovation in the region’s other major growth sectors.
- In 2012, the East of England benefited from a £15.5 million investment from ACE in strategic programmes involving employment and talent development.³
- Norwich Museum Service has made £3.6 million capital investment into its sites since 2005.
- Aldeburgh Music has invested over £20 million into its campus on the east coast and has major plans for further development in the next five years.
- The Jerwood DanceHouse, a £9 million capital investment, opened in Ipswich in 2009.
- Stage 2, Norwich Theatre Royal’s £3 million performing arts learning and participation centre opens in September 2016.
- Successful capital fund raising is creating significant opportunities for creative jobs growth. For example, the National Centre for Writing will open at Dragon Hall, Norwich in 2017 and the National Horseracing Museum will open in Newmarket in 2016. The Drill House Creation Space opened in Great Yarmouth in 2016 as part of wider aspiration to establish Great Yarmouth as the UK National Centre for Circus and Street Arts, similarly Gainsborough’s House is growing into the National Centre for Gainsborough. There are ambitious plans for the development of Ipswich Museum and there is HLF funding to develop plans for The Hold in Ipswich, a visitor attraction and community resource holding Suffolk’s internationally significant archives and archaeological records. In addition, Norfolk Museums Service has received HLF development funding for Norwich Castle: Gateway to Medieval England, a multi-million pound project to transform Norwich Castle’s iconic Keep into one of the region’s premier heritage attractions by 2020.
- ICT and digital creative have been identified as one of New Anglia LEP’s five high impact growth sectors.
- Tourism is worth £1.3bn in GVA to the East. We have the Broads, the Norfolk and Suffolk coast, and special attractions like Newmarket, Centre Parcs and Dedham Vale. Norwich is ranked 6th in the UK for day visitors and many of our towns have strong tourism offers. Tourism is underpinned by a strong cultural offer including the Aldeburgh, Norfolk & Norwich, Out There, SPILL, Pulse, Kings Lynn and Latitude festivals.
- Both Ipswich and Norwich have a lively creative and cultural scene, which play a distinct role in making the area attractive to entrepreneurs, employers, investors and visitors.
- Ipswich has one of the largest concentrations of NPOs outside London. ‘We are Ipswich’ is a collective of Ipswich’s arts, cultural and entertainment venues, dedicated to making Ipswich a world class place to live, visit and work and collaborating to promote the town’s diverse cultural offer.

² Arts and Growth’ (2015) Creative Industries Federation

³ Arts and Growth’ (2015) Creative Industries Federation

These headlines underline that Norfolk and Suffolk's cultural sector is well placed to drive growth as long as we can deliver on the ambitions in this strategy, and as a result successfully engage with national and international investors to help scale investment in the region.

George Osborne's 2015 Autumn Statement set out the powerful case for sustained investment into the arts and cultural sector. However, despite some welcome stability in national arts funding, Norfolk and Suffolk will not be able to maintain and scale cultural investment

into the region unless the main partners in the region all work together to strengthen investment partnerships with key national and international funders (including Arts Council England (ACE) and the Heritage Lottery Fund (HLF)).

The case for enhanced arts and culture investment Autumn Statement 2015

“Britain's not just brilliant at science.
It's brilliant at culture too.

One of the best investments we can make as a nation is in our extraordinary arts, museums, heritage, media and sport. £1 billion a year in grants adds a quarter of a trillion pounds to our economy – not a bad return.”

*George Osborne, Chancellor of the Exchequer,
The Spending Review and Autumn Statement Speech, November 25th⁴.*

In recent years it has become clear that a vital strategic priority for national investment is supporting the growth of deeper partnerships between the cultural sector, LEPs, Local Authorities, and key private and public sector partners, with the aim of exploiting opportunities for co-investment and growth in particular places.

For Norfolk and Suffolk this is an opportunity given the mature partnership work already taking place between New Anglia LEP, Local Government in the region, and the wider cultural and creative sector, all within an increasingly dynamic devolution agenda.

Through the delivery of this strategy, the Cultural Board will work closely with New Anglia LEP, key local authorities, and major employers to ensure that these partners are committed co-investors into arts, cultural and heritage provision. This cultural strategy is therefore both a transformative plan for a step change in culturally led growth, and a prospectus for shared investment and partnership.

Our Achievements

There is much to celebrate in the breadth, ambition and quality of the cultural offer across the region. Indeed, the sector has a long-standing and enviable reputation at both national, and international level. The region boasts well established and diverse ecologies of professional arts and cultural organisations, these include internationally celebrated brands and locally cherished gems. They all share a strong focus on talent development, enterprise and support for the creation of new work and audience engagement, with many of our organisations enjoying national and international roles and profiles.

The distribution of our key cultural organisations across the region means that they are particularly well placed to collaborate with cross sector partners in Greater Norwich and Greater Ipswich, which can build on their City Deals and which include all of New Anglia LEP's high impact sectors.

Supporting key City Deals and private sector plans for growth

We see huge opportunities for the cultural and creative sector to support existing growth efforts across the region. For example, the City Deal for Greater Norwich seeks to support the Digital Creative cluster based around NUA, the EPIC television production studios and the fast-growing cluster of digital creative businesses in Norwich city centre. It aims to deliver 1,000 additional digital creative jobs. In Suffolk, investment in making Suffolk a 'great' place to create, produce and locate screen production has been secured alongside private sector plans to build a major sound stage at Bentwaters Parks is underway. These plans aim to generate a minimum annual spend of over £30 million a year in the county.

Norfolk and Suffolk also has a thriving voluntary and community arts sector as well as internationally regarded Higher Education institutions including the University of East Anglia, the University of Suffolk and Norwich University of the Arts which has developed an innovative Ideas Factory and Incubation Centre for creative digital businesses. City College Norwich opened its £7.5 million purpose-designed creative arts building in 2013 and West Suffolk College is seeking to develop a National Centre for the Performing Arts. Large numbers of creative industries are located in the region as well as many individual practitioners who choose to live and work here.

The region is hugely competitive in terms of its heritage assets (see below as measured by the RSA Heritage Index). Norfolk and Suffolk has a rich cultural and landscape heritage including internationally important environmental and archaeological sites, museums, castles, churches, stately homes and country houses

and a fascinating maritime history. For centuries and still today, the unique landscapes, built environment and natural ecology of the region provide enduring inspiration for artistic endeavour.

It is the strength of this asset base, and the cultural sector's ambitions for growth, that is ensuring that all of our key cultural and heritage institutions are playing a key role in:

- Economic development, including the visitor economy.
- Social and community development.
- Learning and skills development.
- Health and wellbeing.
- Cultural innovation.

The RSA Heritage Index – Norfolk and Suffolk's powerful heritage asset base

In 2015 the RSA, in collaboration with the Heritage Lottery Fund, published a ground breaking piece of analysis on England's heritage assets. The RSA Heritage Index brings together over 100 indicators into a single score of heritage vitality for particular places (www.thersa.org/heritage). The RSA analysis confirmed the richness of Norfolk and Suffolk's heritage assets, with Norwich, North Norfolk, the Suffolk Coast, King's Lynn / West Norfolk and Ipswich scoring highly on both the heritage asset base and heritage activity levels. Norwich comes out particularly strongly, featuring in the top 10% of districts in terms of its heritage activity scores.

What is so encouraging about these findings across the region is that the RSA analysis confirms that it is heritage activities rather than heritage assets which account for the strength of the link between heritage and wellbeing at a local scale. Having extensive and accessible heritage activities locally allow residents more opportunities to have experiences which improve life satisfaction, and the extent to which people say they are happy and that their life is satisfying and worthwhile.

In short, Norfolk and Suffolk has a heritage asset base which, if combined with a vibrant strategy for place based cultural collaborations and public engagement, can help deliver a wide range of economic and social benefits to the region.

See Schifferes, J (2015) '**Heritage, Identity and Place: Seven themes from the Heritage Index**' RSA.



Taken together these impacts mean that the region's cultural sector is playing a major role in improving the liveability of Norfolk and Suffolk. Liveability is not just about the cultural pulse and vibrancy of a region, although that is a vital component attracting visitors and investment. It is also about the quality of life of a place including healthcare, environment and landscape, education and infrastructure.⁵ The Government refers to this as Place-making.

The growing popularity of these terms reflect a growing consensus that regeneration, tourism and inward investment agendas are converging on the desire to create places with a strong quality of life, which make people want to stay as well as visit.⁶

Examples include the internationally significant Aldeburgh Festival and Aldeburgh Music campus, the world-class annual Norfolk & Norwich Festival one of the big four UK international arts festivals, UNESCO City of Literature status for Norwich which was achieved through dedicated partnership working in 2012, led by Writers' Centre Norwich, the relocation of Pacitti Company to Ipswich – bringing the international SPILL Festival to the town, the Out There Festival in Great Yarmouth, the largest street arts and circus festival in the UK, Pulse Festival of Theatre in Ipswich, The Bury St. Edmunds Children's Festival and DanceEast, one of the best dance houses in Europe and Norwich Theatre Royal, one of the most successful regional theatres in the UK.

Additional projects in the pipeline which are set to have a major further impact on culture-led place-making and growth in the region include, for example:

- Norfolk's 'Deep History Coast' initiative which is set to transform the north Norfolk coast into one of Europe's most important and visited cultural heritage sites, with very exciting potential opportunities for further arts and cultural tourism activity.
- The development of Norwich Castle.
- The 75th anniversary of the creation of the first United States air bases across East Anglia.
- The delivery of Great Yarmouth's new cultural strategy.
- The opening of The National Horse Racing Museum in Newmarket.
- A number of major place-making development projects focusing on Gainsborough and Constable alongside capital development at Gainsborough's House.
- The redevelopment of Ipswich Museum and the proposed £10 million development of The Hold a new facility to house Suffolk's nationally and internationally significant archives and archaeological records; and a teaching and research space, a unique visitor attraction and a rich cultural resource for the community.

⁵ The Economist Intelligence Unit publishes an annual Global Liveability Survey.

⁶ UK Cities Culture Report' (2015) BOP Consulting.

Many great artists have emerged from East Anglia, drawn by its inspirational landscape and the very special relationship between art and nature that is unique to the region. It continues to inspire and draw artists and visitors to a region offering internationally significant art:

- To see the landscape that is the birthplace of British landscape painting.
- To see the scenes that inspired Gainsborough and Constable on the Stour at Dedham, Sudbury and in and around Ipswich.
- To see the world's most comprehensive collection of Thomas Gainsborough's work at Gainsborough's House.
- To see the largest collection of Constable in Ipswich.
- To see some of the greatest masterpieces of British landscape in Norwich.
- To hear the music of Britten within the landscape that inspired the composer at Aldeburgh.

'East Anglia is regarded by some as the cradle of English landscape painting with the artists of the Norwich School and Gainsborough and Constable exemplifying landscape painting in this country.'

'The counties of Suffolk and Norfolk benefit from a rich art heritage because so many important Victorian artists painted the coastal scenery'.

East Anglia's evocative landscape has been a source of inspiration for artists across the centuries – perhaps most notably Constable and Gainsborough. The largest collection of Constable's work outside the capital is held near the landscape of his inspiration at Christchurch Mansion, Ipswich.

(www.thecrownstate.co.uk/media/5565/art_tool_coastal_change_east_anglia.pdf)

APPENDIX TWO

THE ROUTE
TO SUCCESS –
ACHIEVING OUR
OBJECTIVES

SIX PRIORITY OBJECTIVES TO TRANSFORM CULTURALLY DRIVEN GROWTH IN NORFOLK AND SUFFOLK

New Anglia LEP and the Cultural Board are committed to working together to deliver our six priority objectives. Our shared aim is to develop cultural activity across the region in ways that strengthen the region's cultural and creative offer; embed and deepen cross-sector partnerships, and deliver greater economic, cultural and social returns to the region.

For each of our priority objectives we have set ourselves stretching goals to focus our actions, and to make speedy progress on delivering our ambitions. Progress towards the priority objectives will be reviewed every six months.

Priority Objective 1: Accelerating Creative Job Growth

Our Intention:

We will strengthen the powerful reinforcing relationship between creative excellence and economic growth. We want more cultural and creative activity to be based, produced and delivered in and across both counties and we want this activity to be exported – both nationally and internationally.

This is a vision of accelerating economic growth and enhanced cultural and creative vitality for Norfolk and Suffolk.

We will deliver StartEast to deliver a cultural growth programme (with Arts Council and ERDF funding) which will deliver business support and investment for those planning to develop and grow a cultural business. We will embed an entrepreneurial approach, with a focus on building revenues, increasing competitiveness, developing new products and reaching new markets. We plan to support 180 cultural enterprises.

Priority Objective 2: Scaling Cultural and Creative Investment

Our Intention:

We will drive an enterprise agenda across our cultural and creative industries, helping to create new assets, skills and employment opportunities across our sector, and in other growth sectors of the Norfolk and Suffolk economy.

We will deepen the links between our culture and heritage assets, the creative industries, the private sector and the wider economy ensuring there is greater plurality of investment into the cultural sector, and a foundation for lasting sustainability. By exploiting our collaborative networks, cross sector knowledge and business acumen, we will grow creative enterprises that will generate new innovations in content production and distribution.

Fostering links to the wider economy will contribute to the long-term stability of the cultural sector through ideas exchange, access to markets, business development opportunities and intellectual property management. Reciprocally, the cultural sector delivers substantial benefits to the broader creative economies through providing ideas, experiences, inspiration and vital research and development activity.

We will foster a dynamic investment environment, both public and private, for cultural goods and services, ensuring that new sources of income and public engagement can be secured through new models of mixed investment, from crowd-sourcing to new forms of public private partnerships and co-investment relationships.

We welcome national cultural organisations to consider the benefits of being based in the East. We are keen to develop creative clusters in our Enterprise Zones to incentivise relocation, to stimulate enterprise, to ensure a fairer spread of investment and to build and diversify audiences and the workforce.

Our recent successful bid into the Arts Council Creative Local Growth Fund, the development of Snape Maltings, the home of Aldeburgh Music, Norfolk & Norwich Festival and SeaChange's national and international partnerships and the development of the screen industries in Suffolk, highlights the scope for innovative thinking in this area.



Centre for Advanced Training students at DanceEast.
Photo by Rachel Cherry

Priority Objective 3: Backing Creative Talent

Our Intention:

We will build and sustain a powerful stream of creative talent, leadership and ideas. We share the ambitions of New Anglia LEP's Skills Manifesto 'to create the environment for retaining the brightest and the best' and which recognises that 'our greatest asset is our highly skilled, highly motivated workforce'.

We will support the talents and creative practice of artists and creative businesses in the region, by fostering an environment that encourages the exchange of new ideas, creative risk, and innovation. We have a rich network of creative talent in the East and internationally, the region is becoming a richly receptive place for creative talent. We will capitalise on this, attracting and retaining the critical mass of skills and ideas that will secure the sustainability and future success of our cultural and creative economy.

We will improve talent pathways and opportunities for the cultural and creative industries across the region. We will focus in particular on supporting a new generation of cultural producers, the most innovative of whom are working across art-forms and distribution channels. We will develop opportunities, and seek funding, to help local creative practitioners capitalise on the potential of new technologies for both content and business model innovation.

We will also work across sectors, and with New Anglia Skills Board, identifying the creative skills that are in demand in other priority growth sectors. As a group of major employers we have the resource and network to nurture, shape, contract and actively promote this workforce.

We work across a large, resourceful freelance community. Our plan is to strengthen and build this network into a national group of enterprises based in the region. We are uniquely placed to deliver this. We have six producing Arts Council National Portfolio Organisations in the area, extensive existing expertise, a range of facilities across the area and a growing film sector.

We will work with the Norfolk & Norwich Festival Bridge to build on the work of 'Cultural Education Partnerships' across the region, increasing opportunities for local arts organisations and artists to work in a more coordinated and systematic way with local schools and a wider range of children and young people.

Priority Objective 4: Increasing Cultural and Creative Diversity

Our Intention:

The cultural ecology in Norfolk and Suffolk is a rich mix of creative expression encompassing the traditional arts but also design, film, and new digital experiences including games and streamed content across a wide variety of platforms. We will support and harness these growing inter-connections, encouraging cultural producers to innovate and work across art forms, distribution channels, and with other growth sectors in the economy.

Broadening participation and demand is also a key foundation of future sustainability. The greater the diversity of the creative workforce and cultural programming in Norfolk and Suffolk, the more likely our cultural and arts experiences are to be relevant

and appeal to all sections of our community. Increased diversity and a greater emphasis on innovative, demand-driven approaches that respond to community aspirations are vital elements of a sustainable cultural ecology for the region.

For example, Norfolk Museums Service is the Arts Council's national lead for Workforce Diversity and Leadership in Major Partner Museums. New Wolsey Theatre is leading 'Ramps on the Moon', a national initiative to increase the number of people with disabilities working producing theatre. Creative Arts East is working with its South East partner, Applause, to develop arts in rural areas through the ACE Strategic Touring Fund.

Priority Objective 5: Building an Inspiring Place to Live, Work, Visit, and Invest

Our Intention:

We will collaborate to produce a cultural offer that highlights the history, landscape, identity, stories, and aspirations of the East, making it a more distinctive region in the minds of visitors, investors, and entrepreneurs.

We will actively connect place making to the growth agenda, working with our business partners and national and international creative networks to respond effectively to place based needs across the region. We will coordinate powerful regional bids into new funding streams announced in the 'Culture White Paper,' including the 'Cultural Citizenship Programme' and the new 'Great Place Scheme' designed to support areas like ours where there is a strong local partnership and commitment to embed culture into economic growth.

The Government's 'Culture White Paper' places a very strong emphasis on cultural partners working much more concertedly on place making initiatives to address inequality, particularly for young people in deprived areas with less cultural provision. We welcome this emphasis.

Norfolk and Suffolk have pioneered innovative work with young people. The Garage, SeaChange Arts, Norwich Theatre Royal, Norwich Arts Centre, New Wolsey Theatre, DanceEast, Aldeburgh Music, Creative Arts East and Suffolk Artlink have developed and lead a range of outstanding activity. We will now work collaboratively to offer new types of cultural opportunities as part of a joined-up approach to improving the lives of residents.

We will continue to develop our collaborative approach to growing cultural tourism to build audiences and to mark out the East as a creative, entrepreneurial place ripe for inward investment. We will create national partnerships to develop innovative digital solutions to build cultural tourism, nationally and internationally. We will support the development of small to medium sized festivals of national significance. We will work with tourism colleagues to promote to domestic and international markets. We recognise that our local places and audiences are central to this. We will celebrate our cultural assets, promoting Norfolk and Suffolk as great places to live, invest and visit.

Priority Objective 6: Broadening International Engagement

Our Intention:

We will work collaboratively to extend Norfolk & Suffolk's impact and profile for global audiences, visitors, and markets. From international co-commissions, to touring and artist residencies and exchanges, there is huge potential for the cultural sector in the region to broaden international engagement. We will invest in building this approach.

Our international networks are considerable. For example, SeaChange is part of a European network of outdoor festivals, Norwich – as UNESCO City of Literature has established global links, Aldeburgh Music has major partnerships in Canada, SPILL Festival is an international

showcase, FlipSide has its sister organisation in Brazil, Ipswich Museums have an ongoing partnership with China and Norfolk Museums Service lends to exhibitions worldwide. We will work together to maximise the potential of these relationships.

We will develop our collaborative networks and set out a planned, shared approach to building our export markets and international profile. We will develop reciprocal partnerships with our colleagues in higher education, the British Council, Visit England and the screen industries.



The Voice Project at Norfolk & Norwich Festival.
Photo by JMA Photography

APPENDIX THREE

NEW ANGLIA
CULTURAL BOARD
MEMBERS

- **Alex Darbyshire, Executive Director, Norfolk & Norwich Festival**
Innovative programming and bespoke commissioning, an annual festival and year round activity. Also responsible for the regional Festival Bridge programme.
- **Bill Seaman, Manager, Colchester and Ipswich Museums Service (includes Ipswich Museum)**
The focus of a major museums and arts development, and Christchurch Mansion containing the largest collection of works by Constable outside the capital. The service also includes the award-winning Colchester Castle.
- **Brendan Keaney, Director, DanceEast, Ipswich**
The best of contemporary dance at the Jerwood DanceHouse in Ipswich.
- **Chris Gribble, Chief Executive, Writers' Centre, Norwich**
Due to become the National Centre for Writing in 2018 and based in a unique historic building, Dragon Hall in the centre of Norwich, running a series of major exhibitions, public realm commissions and programmes under the banner of Norwich as England's first UNESCO City of Literature status.
- **Helen Pluck, Chief Operating Officer, Ipswich Borough Council**
The Council's wide ranging culture, arts and heritage provision includes the Regent Theatre, the Corn Exchange, an extensive programme of free summer events, Ipswich Museum, Christchurch Mansion, and three heritage parks (Christchurch, Holywells and Chantry). IBC also provides funding to the six Arts Council NPOs based in the town and facilitates festivals such as BooksEast, PhotoEast and SPILL. The Council believes that culture and the arts play a significant role in community and economic well-being.
- **Helen Wilson, Chair New Anglia Cultural Board**
Helen has been the independent Chair of the Board since its inception. Helen is also Chair of the East of England Heritage Lottery Fund Committee.
- **Joe Mackintosh, Chief Executive, SeaChange Arts, Great Yarmouth**
Unique, high quality arts experiences and opportunities including the international Out There Festival; England's largest and most diverse street arts and circus festival.
- **Karen Simpson, Director, Theatre Royal, Bury St. Edmunds**
One of Britain's most significant theatre buildings and the last surviving Regency playhouse in the country. It is also the only theatre nationally that is also a National Trust property and presents a vibrant, year-round programme of drama, music, dance and comedy, featuring many of this country's leading companies and performers as well as an annual arts festival for schools and families.
- **Mark Bills, Director, Gainsborough's House, Sudbury**
Gainsborough's House is the childhood home of Thomas Gainsborough and holds the world's most comprehensive collection of Gainsborough's work. Work is underway on 'Reviving an Artist's Birthplace: A National Centre for Gainsborough', a transformational project that will enable Gainsborough's House to engage, inspire, secure the future of this nationally significant heritage and spearhead the regeneration of a market town.

- **Nikki Rotsos, Director of Communications and Culture, Norwich City Council**
Norwich is England's first UNESCO world City of Literature. The Council supports cultural organisations through significant grant funding, and also delivers a major annual programme of free cultural events.
- **Paul Forecast, Regional Director, National Trust in the East of England**
A cause founded on a simple and enduring idea that people need historic, beautiful and natural places. Last year, the Trust welcomed over 1 million people to its places in Norfolk and Suffolk: from the splendour of Ickworth House and Oxburgh Hall to the natural beauty of the North Norfolk Coast and Orford Ness.
- **Pete Waters, Executive Director, Visit East Anglia**
Responsible for operating tourism service contracts, including Visit Norfolk, Visit Suffolk, Visit North Norfolk and for Abellio Greater Anglia, and working with Visit Britain to promote East Anglia overseas.
- **Peter Wilson, Chief Executive, Norwich Theatre Royal**
One of the UK's most successful receiving theatres including major touring opera, plays, musicals, dance, a year round education and learning programme and a range of one-off events. In addition, work is underway to establish a new £3 million performing arts education centre for young people adjacent to the theatre.
- **Roger Wright, Chief Executive, Aldeburgh Music**
World class music events presented by Aldeburgh Music, including the internationally renowned Aldeburgh Festival and Snape Proms. Snape Maltings campus is home to Aldeburgh Music's unique artistic model, with artist development, learning and community engagement as the creative engine for an international performance programme
- **Sarah Holmes, Chief Executive, New Wolsey Theatre, Ipswich**
A mid-scale theatre with large scale ambitions. The theatre is leading the biggest Arts Council strategic touring project, 'Ramps On The Moon', which is changing how disability is viewed on stage and off; they are the first UK theatre to work with USA based consultancy group TRG Arts on loyalty, pricing and philanthropy; and are UK leaders in actor/musician work, also curating the annual Pulse Festival.
- **Steve Miller, Head of Museums and Head of Arts, Norfolk Museums Service**
One of 21 ACE MPMs and one of the UK's leading museums services.

CULTURE 365

Over the course of a year, Look Sideways – East, the region's cultural tourism project, collected 365 cultural highlights from across Norfolk and Suffolk to show the region's cultural offer is world-class. The selected items ranged from world-premieres of brand new work, glimpses of public sculpture in unexpected places and brief histories of some of the region's most famous residents.

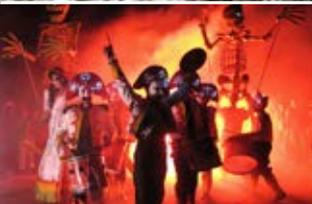
We've gathered a few of our favourites here, and the full collection can be viewed at www.culture-365.co.uk



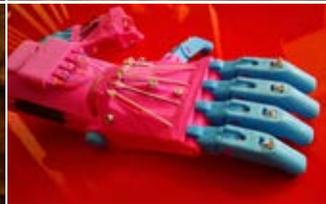
15



261



267



01



#01



Seldom Seen

June 11, 2015

James Turrell's Skyspace 'Seldom Seen' at Houghton Hall, near King's Lynn, Norfolk was installed in 2000 amongst the trees on the west side of the house and is part of a collection of contemporary sculptures at Houghton. A Turrell Skyspace is a specifically proportioned chamber with an aperture in the ceiling open to the sky.

For four months in 2015, Houghton Hall was home to LightSpace, an expanded collection of Turrell's work, including a 45 minute lightshow created specifically for this exhibition, projected onto the west facade of the house.

#89



Olive Edis

September 7, 2015

Olive Edis was a British photographer who was famous for autochrome and portrait photographs. She was the first official female war photographer during World War I.

In 1903, she and her sister opened a studio in Sheringham, Norfolk where they photographed local fisherman and members of the local gentry.

Olive was one of the first female photographers to make use of the autochrome process and she patented her own design of autochrome viewers, called diasopes. Although Olive set up her pictures in a quite traditional manner, her penchant to only use natural light set her apart from others. This autochrome self portrait was taken by Edis in her studio in Sheringham.

#101



Tambours de la Muerte

September 19, 2015

On 19th September 2015, 'Les Tambours de la Muerte', by French company Transe Express, paraded through Great Yarmouth as part of Out There Festival.

This performance, inspired by the Mexican Day of the Dead, was a visual extravaganza through the streets starting at 8pm in the historic St. George's Park. The grand finale at Sea Life Gardens featured a multitude of acrobats around a Chinese pole and fireworks exploding in the night sky.

#135



Chotto Dosh

October 23, 2015

'Chotto Dosh' was just one of DanceEast's three world-premieres during the month of October 2015.

Akram Khan returned to the Jerwood DanceHouse to present 'Chotto Dosh', a reimagined version of his acclaimed work Dosh for children aged 7+ and their families.

'Chotto Dosh', meaning 'small homeland', builds on Khan's unique ability to tell cross-cultural stories, creating a compelling tale of a young man's dreams and memories from Britain to Bangladesh.

A mix of dance, text, visuals and sound, the show celebrates the resilience of the human spirit in the modern world.

#224



Flatford Mill

January 20, 2016

Immortalised in John Constable's work, the landscapes of Flatford are one of Suffolk's best-loved features. Flatford Mill sits at the heart of this area, and is the perfect starting point for any Constable-inspired visits.

The Mill was owned by Constable's father, Golding Constable, and ground grain for flour.

Today, it's occupied by the Field Studies Council (and has been since 1946), though visitors are still able to enjoy the views from the front and back of the property, the same views that inspired Constable centuries ago.

The Mill is the starting point for plenty of self-guided walks, too. We explored Suffolk walking routes around National Trust properties in Culture365 item #205.

#318



Snap!

April 23, 2016

In honour of St. George's Day, we're taking a look at his biggest adversary, the dragon! The Norwich Snapdragon, known affectionately as 'Snap', is preserved in a remarkable collection at Norwich Castle Museum.

A long-established civic ceremonial which persisted, in a modified form, until early this century included the snapdragon as the herald of the grand annual Guild Day procession held at the inauguration of the new Mayor.

The cavorting dragon was an obvious source of amusement and entertainment for the crowds watching the procession but in earlier times it had a religious significance as part of a pageant performed by the Guild and Fraternity of St. George of Norwich.

The history of the snapdragon is inextricably linked to The Guild of St. George. Founded in 1385 its aims were religious, charitable and social: to honour St. George and keep his feast day, to pray for its members past and present and to offer alms to the poor and needy within the Guild.

#342



Walk With Me

May 17, 2016

After last year's phenomenally successful *Wolf's Child*, Norfolk & Norwich Festival returns to Felbrigg Hall for *Walk With Me*.

Wander through woods and fields creating your own cinematic experience. With the landscape as your screen, headphones provide a soundtrack of music, words and sound effects. As you move through the grounds, moods change, time flits from past to present and an intriguing narrative by novelist Megan Bradbury recollects the past of Felbrigg Hall and reframes the estate as a place of stories and wonder.

Strijbos & Van Rijswijk's walkscapes are present across the world, in locations including Paris, Istanbul, New York and Glasgow. Using GPS technology to superimpose site-specific compositions, natural sounds and narrative onto the surroundings, they invite audiences to choose their own path and tempo to create their own soundtrack.

#360



The Wedding

June 4, 2016

Internationally-celebrated, Ipswich-based, theatremakers Gecko are showing a work-in-progress version of their newest performance 'The Wedding' as part of Pulse Festival.

As the world becomes more connected and our own country is enriched with multiple ethnicities, Gecko will draw on influences of cultures from around the world, exploring the ritual of the wedding and its place in modern society.

Taking as the starting point the relationship between two people and the contract that they enter into, the work will also investigate the marriage between the individual and the state. Are we a happy couple or are we entrapped, and is divorce an option?

