

P&R 24 September 2015
Creative Economy Commissioning report, ANNEX C
Summary of proposals submitted for Creative Economy Commissioning
2015/16

1 Southern Ryedale Creative Hub [Lead partner: The Milton Rooms]

Commissioning Objectives:

- Working towards the concept of 'hubs' for creative economy activity in Ryedale, with potential to develop this at existing centres in the north and south of the District
- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward)

Officer recommendation: £10,000

Context:

The Milton Rooms (TMR) is a charity, run entirely by volunteers, operating a large community facility in the centre of Malton for the benefit of Malton, Norton and Ryedale residents. Last year TMR was used by 55 different organisations, and 23,000 people, with a small operating profit of £2,500. The value of volunteer time is calculated at well over £50,000 per annum.

The current operation is a combination of programming/promoting an events programme and hiring out the premises. The arts programme delivers at least one high quality event/fortnight, for example:

- Events in partnership (e.g. with Ryedale Festival and Rural Arts)
- Regular Music in the Studio (e.g. The Hut People, The Jaywalkers, Raven)
- Theatre from high-quality touring companies (e.g. Bad Apple)
- Performance, speakers & world music (e.g. Michael Portillo)

Premises hire is varied & includes:

- Festivals (e.g. Food Lovers Market/Festival; Cajun Festival; Book Festival)
- Commercial activity (e.g. auctions)
- Arts activity (e.g. Ryedale Youth Theatre)
- Public meetings & conferences
- Charitable fundraising

The Business Plan's vision is: "to become a hub for the performing and visual arts in southern Ryedale with the ambition and potential to attract performers and audiences from a wide area to enjoy high quality events." TMR is an important community facility and seeks to remain at the heart of life in the two towns using an incremental approach to development.

Fund-raising has gathered pace with a successful bid to Yorventure and Awards for All to replace the chairs (£19,400). The MRMC have recently been awarded £5,000 each from Malton & Norton Town Councils, and £3,000 from the Malton Amenity CIC. There is a developing a relationship with the Arts Council with a 'Grants for the Arts' ready to be submitted in October (to support artistic programming and provide mentoring for volunteers). 2015/16 will see applications for capital grants to the Heritage Lottery Fund, the Arts Council, and to private charitable trusts.

Description of service/project:

TMR is a complex operation, and volunteers currently carry out all roles (except caretaking) including front of house, bar staff, office staff, box office, artistic programming and

commercial hires, technical support for events, marketing, website updates and social media, and all roles needed to run a charitable trust. Capacity is stretched and a skills audit identified some key skills as missing. These include venue management expertise, technical support, fundraising, project management, marketing and audience development. MRMT wishes to appoint a part time member of staff to develop and increase capacity across 3 key areas:

- 1) To develop audiences (through gaining better understanding of the existing and potential audience; better marketing; better data management)
- 2) To modernise/professionalise all aspects of venue management (including systematic management and training of volunteers, skills development, and succession planning for key roles)
- 3) To improve financial sustainability through increased income (including from hires, tickets sales, wide-ranging fundraising and funding applications for both revenue projects and capital needs).

A draft job description is available. Employment would be at a pro rata salary of £28,000 (0.7 FTE post). There are some set-up costs and some need for external expertise (e.g. website redesign to deliver the marketing strategy).

Total project costs are £21,000, with some funding already achieved: Malton Amenity CIC, Malton Town Council and Norton Town Council have granted a total of £9000 towards this element of the development.

Outcomes

- Movement towards establishing a Southern Creative Hub
- TMR will increase financial sustainability through larger, more regular audiences, and increase its ability to attract high quality artists and performers
- This will lead to higher levels of audience satisfaction, more return business, and a greater identification with, and ownership of, TMR as an arts hub
- TMR will offer a wider range of cultural activities, meeting the needs and interests of the broadest possible range of audiences
- Volunteers will be better trained, more knowledgeable, and more confident. There will be increased role clarity.
- Hirers will experience a more efficient, professional and reliable venue, leading to further bookings and increase of hire income.
- TMR will have strengthened capacity, be more financially sustainable, and better placed to move forward with significant capital development plans enabling TMR to make a increased contribution to Ryedale's economy.

2 Northern Ryedale Creative Hub [Lead Partner: Helmsley Arts Centre]

Service Objective:

- Working towards the concept of 'hubs' for creative economy activity in Ryedale, with potential to develop this at existing centres in the north and south of the District.
- A greater link between the creative and visitor economy should be sought, to improve the economic benefit of arts and heritage to the locality

Officer recommendation: £13,000

Context:

HAC is a small venue with big ambitions. In 2014/15 it offered 143 events: 23 theatre shows (some with numerous performances, including the pantomime which ran for 10 shows and sold 88% of tickets,) 30 concerts, 10 talks, 36 films, 28 live screenings, 15 one-off

participation experiences and 278 regular classes across a range of art-forms. It was described by "Cool Places" as "a terrific asset for a small town like Helmsley" with "a great year-round programme of events".

There is a small staff including a Creative Director (initially funded through an Arts Council Grant) and support in marketing, administration (including the finance function) and funding/fundraising, with some sessional staff delivering technical support (lighting/sound etc.) and some activity (e.g. the Youth Theatre). There are also 105 volunteers, working across all activities and managing many. Their value is calculated at a minimum of £18,480 (at Living Wage) but their skill level and attainments would make their actual value far in excess of this.

HAC is a Charity, and company limited by guarantee, managed by a Board of 16 Trustees. It was previously a Regularly Funded Organisation (RFO) of both RDC and the Arts Council, which significantly supported development. More recently HAC has successfully in applied for project funding, which has supported an organisational review and findings implementation, and a number of audience development initiatives. Work with young people, as participants/audiences and co-creators, is a priority.

HAC has participated in Creative Economy Commissioning since its inception, including as active consultees during the initial stages. It successfully delivered work which contributed to its resilience: developing audiences, income streams and great art. It has been the northern Creative Hub for two years.

HAC has worked hard to increase/diversify income through: the Friends scheme (about 180 strong); successful applications to Trusts and Foundations for both core & project funding; sponsorship, private endowments & donations; increased use of assets (hire); and increased ticket sales. Status as an RDC delivery partner has secured support in some bids and achieved significant leverage on RDC's investment: in 2014/15 HAC generated £164,382 in ticket sales and from the bar, café and workshops/classes. It received £12,369 in individual donations and a number of grants, including just over £54,000 from the Arts Council and over £60,000 from Trusts/Foundations, most of which will be received in the 2015/16 financial year.

In 2014/15 the RDC commission was for £15,000, giving significant added value in terms of leverage and value for money.

Description of service/project:

Hub Activity:

HAC is now firmly established as a Creative Hub: showcasing and sharing excellent practice, offering support to artists and non-venue based arts organisations and providing advice to other venues. Resources & reduced rates will continue to be offered Ryedale organisations.

HAC will continue to position itself as *the* place for great art, as the meeting place for creative practitioners and the creatively curious, and as exponents of the power of creativity across all sectors of society. To a certain extent this means continuing to do more of the same: making new relationships, marketing the offer more widely, delivering what communities ask for. HAC has also been reviewing the visual arts offer and is developing its quality/breadth.

Visitor Economy:

HAC has delivered significantly in previous commissions and wants to develop this further: it contributes to audience development by reaching visitors as well as residents. The Artistic Director is a driving force within Helmsley in Business, leading on the arts

programming in all events, such as the recent successful Living History Trail (for Magna Carta Celebrations), and actively encouraging new members. HAC will:

- Stay central to HiB operations in order to continue to support the wider push for raising Helmsley's profile across Yorkshire/the UK
- Broker more relationships with accommodation providers by holding another open evening: these partnerships create a richer offer for accommodation providers & develop HACs audiences
- Advertise HAC (& Helmsley) more widely: this connects HAC to new audiences. HAC will widely advertise in Bedroom Browsers, the Welcome to Yorkshire Arts & Heritage publication, the North York Moors National Parks guide, and at 21 major tourist sites across Ryedale/Yorkshire
- Play a central role in supporting Helmsley LittleFest, which aims to bring a thousand people to Helmsley on the last weekend in September '15

Youth Arts Training Programme:

HAC has a focussed approach to offering specific high quality opportunities for young people who wish to gain industry-specific skills & career experience. Recent successes evidence that this works well for both the yp and HAC: the RDC-funded Apprentice successfully completed Level 2 in Community Arts Administration, and is now HACs Arts Coordinator. A yp who originally came through a York College work experience scheme, is also now on the payroll as Box Office & Bar assistant. A number of yp have been welcomed for shorter work experiences.

With this commission HAC will:

- Offer a 6-month paid Marketing Internship. The offer remains open for work experience opportunities for younger people, but HAC aims to work with an older young person, probably a graduate, to provide increased practical skill/valuable experience which, after 6 months will make them more employable. An application to the Creative Employment Programme would cover half the cost (the outcome will be known by 9 October).
- Develop a young team of technicians/backstage crew. Using the 2015 pantomime as the initial project, up to 6 young people will receive certificated high quality, job-specific training and experience in technical, stage management and direction.
- Pilot a project offering arts leadership training to a team of 4 young people: developing their leadership skills and potentially growing an in-house team of arts leaders offering workshops in schools, community settings and at HAC. The development of their skills will enable participants grow in ability and confidence, making them more employable in the future.
- Have an inspiring presence at RDC's Opportunity Knocks and other careers events, offering talks in secondary and sixth form colleges, and working with NYBEP to contribute to the STEM agenda through the technical skills programme.

Outcomes:

- A Northern Creative Hub
- Extensive leverage on RDC investment
- Ongoing support for small arts organisations and non-venue based groups
- High-quality opportunities for young people interested in a creative career
- Stronger connections between visitor economy businesses & the creative sector
- Culture as a "product" at the heart of HiB's work to bring new audiences to Helmsley: cross-over audiences between business and the Creative Hub

3 Ryedale Book Festival

Service Objective:

- Support should be provided for creative individuals, businesses and enterprises to foster business growth.
- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward)
- A greater link between the creative and visitor economy should be sought, to improve the economic benefit of arts and heritage to the locality

Officer recommendation: £2,000

Context:

Ryedale Book Festival is now in its fourth year, the festival is growing in confidence and expertise in delivering high quality events promoting the enjoyment of books to a wide audience. It aims to: bring the best from the world of literature to its own part of Yorkshire; create a showcase for local artists/publishers; develop a local network of people who enjoy reading and organise literary events with community partners; facilitate the engagement of families, children and young people in affordable literary activities.

The festival began in 2012 as a one day event but now runs over two days (with schools outreach taking place on either side of the weekend). The audience has also grown considerably, from 2,500 in 2012 to over 4,600 in 2014. The festival has achieved this by delivering a well-managed quality event with high profile, well known authors alongside local and emerging talent. The festival is entirely volunteer delivered and managed, and has sought local support from businesses and the community financially and 'in kind', along with a couple of small commissions from RDC in previous years, which have assisted development. It has also been actively involved in local fundraising activities, such as hiring market stalls and selling books.

In 2013 the festival was awarded its first major grant. The Clore Duffield Foundation (which supports cultural learning) awarded it one of only nine literature awards for two ambitious projects marking the World War One Centenary. This enabled a project with Michael Morpurgo (attended by 300 pupils and live-streamed to 27 schools reaching 3000 children). The Head Teacher at Kirkbymoorside School said afterwards: *"The children learned more this morning than they have during the whole term!"*

Ryedale Book Festival has a Board (elected at AGM) which delegates day to day operations to a Steering Group, led by a voluntary Festival Director. A bank of volunteers (66 currently) deliver all organisation & delivery including venue set up, hosting, author liaison, evaluation etc. RBF is currently a constituted community group, but is exploring a move to a Charitable Incorporated Organisation (CIO).

RBF has been collecting audience data since the first festival; it also collects feedback from all authors and local businesses (regarding the impact the Festival has on the economy of the area).

- In 2014 the Festival was rated as 'very good' or 'good' by 98% of respondents
- 99% found the RD supported programme 'useful' and 'attractive'
- Over a third of visitors travelled from outside Ryedale (specifically for the Festival)
- 44% used a café or restaurant
- 35% also went shopping
- 12% used local accommodation
- The footfall data (from Experian via the RDC website) shows a substantial increase on the Saturday (18,394), on the previous week (13,115), and also the same week the year before (14,270).

Business sponsors report an over-whelmingly positive response. For example, Hydramotion Ltd say that they support RBF because: "It is one of the most well managed, community driven initiatives in the whole of Ryedale area. As a science and technology company we like to align ourselves with anything that promotes creativity and discovery, particularly in young people, and Ryedale Book Festival is a perfect example of this".

Description of service/project:

Ryedale Book Festival is seeking investment from RDC of £3,000, approximately a 15% contribution towards the cost of the project (not including the value of in-kind support). This will ensure that RBF is able to draw down the full investment from the Arts Council: Local Authority investment is particularly important as a match for ACE and will match donations from local businesses and Malton and Norton Town Councils.

Development work includes:

- Raising the artistic quality of Ryedale Book Festival by bringing high profile artists to the area, e.g. Lauren Child (Charlie and Lola books) for the 2015 programme. People are willing to travel long distances to see "names".
- More effective data management by merging multiple databases.
- Making the data work harder by effective marketing and audience development work
- A redesigned website (the current one is dependent on obsolete soft ware and needs stabilising) and more effective use of digital platforms – to connect to audiences and develop relationships
- Increase the effectiveness of our communications and marketing including the use of a professional feature writer
- Volunteer training in use & maintenance of the merged central interactive relational database
- Moving to online ticket sales - ticket sales remain RBF's biggest source of income (which is important to organisational resilience). Online sales are of particular benefit to non-local visitors
- Continued emphasis on marketing the area as a USP of the Festival: linking to the local visitor economy offer and working with Visit Ryedale

Expenditure for the development project for the 2015 Festival is £22,917.

- The Arts Council have invested £9,980.
- Ticket income will be in excess of £4850.
- Income from the for the School Story Project £2,250
- Malton Town Council contribution £250
- Norton Town Council contribution £150
- Local sponsors and donations from local businesses £1,600
- Grant from The Malton Community interest Company £1,000
- Commissioning from Ryedale District Council £3,000

RBF also generates significant in-kind support. Volunteers contribute 670 hours (calculated at £4,407 at minimum wage) and local businesses make significant contributions including free accommodation for authors, branded promotional items, free marquee hire, books and items for lucky dip etc. The total value is nearly £10K.

Literary giant Michael Morpurgo has endorsed the Festival: *"The best literary festivals reach out and bring in new readers, and they do it inventively and with fierce determination. Ryedale Book Festival is doing this wonderfully well. The enthusiasm is fresh and the writers are treated with utmost hospitality and efficiency. And then there is the warmth of the audience, of the readers, even to an old writer who lives down south."*

Confirmed authors for 2015 Programme include: Lauren Child: award-winning children's writer, illustrator and creator of Charlie and Lola. A headline name;

Su Blackwell: Probably Britain's best-known book sculptor. Her last workshop was at the V&A; Clare Morpurgo: daughter of Sir Allen Lane, who created Penguin Books. She will be talking about her father's extraordinary legacy in the world of publishing; John Hegley: Performance poet/comedian/songwriter/musician; Ilain Pears: An English art historian, writer and journalist, with a string of well known art history detective novels, a book of art history and many articles.

Outcomes:

The project will have a number of benefits to the development of the Ryedale Book Festival, and also to the creative economy of Ryedale District.

- Increased audiences – local, regional and national
- Significant leverage on RDC investment
- An increased profile for RBF and Ryedale through nationally known authors and artist who generate significant press coverage
- Significant impact (increasing annually) on local businesses, especially those operating in the visitor economy, but also those with an interest in creative thinking and the power of the imagination to solve problems
- Future-proofed back room systems which will enable RBF to manage significant growth in the next few years
- A high quality marketing campaign that showcases Ryedale
- Opportunities for local young people to be inspired by nationally and internationally known practitioners coming to their area

4 Museums in the Visitor Economy - increasing audiences & improving museum collaboration through the development of new websites [Lead partner: Beck Isle Museum]

Service Objective:

- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward).
- Enterprises should work collaboratively to improve joint action and reduce duplication.

Officer recommendation: £15,000

Context:

Beck Isle Museum, Malton Museum, Ryedale Folk Museum and Woodhams Stone Collection, known collectively as Museums Ryedale (MR), are independent charitable heritage organisations working in partnership to engage, enlighten, entertain and inspire visitors and the local community with the unique cultural experiences Ryedale has to offer.

MR receives over 40,000 visitors each year and attracts people from across the globe, including New Zealand, America and Europe. Tourists and visitors to the area account for 90% of this figure. A 2013 visitor survey identifies that 75% of visitors are aged 45 or over, and of the 25% of visitors under the age of 45, the 16 to 24 year olds – key users of the internet and social media – account for only 2%.

North Yorkshire Moors Railway is also a member of Museums Ryedale but will not be taking part in this commission due to differing current requirements. They will be included in all cross-promotion opportunities delivered by this project.

Beck Isle Museum: holds 1000s of objects brought together in recreated shops, trades and rooms to tell the story of 200 years of life in a rural market-town. BIM relies on visitor

admissions, donations and local support. It is open 7 days a week, (Feb to Nov) and offers a full programme of events.

Malton Museum: is Ryedale's major archaeological museum, caring for a nationally important collection of artefacts. It is supported by Arts Council England and relies on donations and local support. The museum is open to visitors 3 days a week & offers an active programme of talks and events.

Ryedale Folk Museum: explores rural life from the Iron Age to 1950's and features over 20 reconstructed historic buildings, along with the Harrison Collection, a collection of rare curiosities. It relies on visitor admissions, donations and local support. It is open 7 days a week, Feb to Nov and runs a full programme of events.

Woodhams-Stone Collection: two significant local history collections for the communities of Malton and Norton-on-Derwent including paper archives, household items and tools from local trades such as joinery, coopering & butchery. The collections are supported by HLF and are working towards complete public access.

All partners have achieved, or are working towards, Accreditation (a nationally agreed museum standard administered by Arts Council England).

Museums Ryedale was created in 2013, as a response to RDC creative economy objective to improve collaborative action. The partners have worked together for the past 2 years, sharing professional knowledge and expertise. In 2013/14 the commission created a marketing partnership and developed thematic exhibitions and audience sharing. The 2014/15 commission built on this by: providing marketing collateral in the shape of high quality images and copy; increasing partner profiles through a managed programme of PR; improving cross-promotion through a number of digital platforms; and through the creation of a social media strategy.

Description of service/project:

The 2014/15 commission highlighted varied difficulties with each partner's website, making cross-promotion, social media and the use of high quality images and copy problematic. Tourism providers rely on well-designed, informative, current websites to ensure that visitors have all the information they need at their fingertips. Whilst the most attractive of leaflets is limited by distribution & size/design; a good website makes everything a visitor needs to know available at the click of a button, across the world.

Museums Ryedale partners have all identified difficulties such as: rigid design, lack of statistical reporting, difficult end user interface and little or no ability to carry out in-house updates (resulting in additional cost or limited updates). Replacing old, poorly functioning websites with a fresh, clear, responsive design provides the opportunity for strong marketing, cross-promotion, increased donations and secondary spend amongst the partners and the ability to create links to the wider tourist offer in Ryedale. Using the same company to design each website will bring added benefit in the form of shared understanding and support, and the ability to work with each other to develop effective approaches.

One company will be commissioned to develop a new website for each partner organisation. The four websites will be driven by an identical content management system. This will reduce costs, promote greater sharing of information, increase consistency and enable support to be offered amongst the partners. A joint training programme will minimise costs compared to carrying out individual training, and will maximise the opportunity to develop the knowledge and skills of staff and volunteers. Where practicable, the partners will create a website-focused volunteer role.

Each partner site will offer a Ryedale Links page to promote local businesses, featuring descriptive text and website links. This will lead to an increase in collaboration with other local businesses, helping to create a stronger visitor economy offer.

The project will commence in October 2015 and be fully delivered by the end of March 2016 in time for Easter. The Museums will deliver jointly with Beck Isle as Project Lead. Approximately 150 hours of staff resources will be dedicated to delivering this project at a cost of £2500, supported by an additional 100 hours from volunteers, worth £800.

The full brief is available.

Outcomes:

- increased website visitors and improved conversion rate to paying museum visitors, donors and supporters. Increasing the income of each organization contributes towards the development of a sustainable, resilient future.
- increased museum visitors brings economic benefit to Ryedale, particularly visitor economy businesses, such as accommodation providers, who rely on attractions to provide visitor “content”
- increased collaboration between the partner organisations, building on the links forged during both previous commissions, and a reduction in repetition of information and training.

Though the North Yorkshire Moors Railway is not part of this commission, they remain one of the five ‘Museums Ryedale’ organisations. Their differing needs mean that their own project not likely to commence until 2016; in the meantime they will be promoted through Museums Ryedale content featured on the new websites.

5 Malton as a Market Town (“ Malton Goes to Market”) [Lead Partner :Malton Museum]

Service Objective:

- A greater link between the creative and visitor economy should be sought, to improve the economic benefit of arts and heritage to the locality.
- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward)

Officer recommendation: £2,000

Context:

Malton Museum (MM) is a small independent museum, entirely run by volunteers until the appointment in June 2015 of a part-time Development Officer supported by an Arts Council England Resilience grant. It holds important collections from all periods from prehistoric to post-medieval items, mainly from Malton and Norton but also from the more rural areas of Ryedale. They consist of c.1100 standard boxes of which some 96% are archaeology and 4% social history.

In 2012 the museum had to leave the Old Town Hall, its home for some 30 years. Faced with closing the Museum, the Trustees seized the opportunity to develop a ‘Museum in the Community’ project, an innovative way of enabling continued public access to the collections. This involved looking at different ways of presenting them, and was applauded in the Museums’ Journal (July/August 2012) which commented on ‘*the valiant efforts of Malton volunteers to maintain public access to their collection*’. A varied programme of events has been established ranging from visits to schools and to local groups of all ages, family

workshops, work with local libraries, hands-on events (Tea and Treasure discussing an object in a local cafe; Secrets from the Store led by professional finds experts), and attendance at Malton festivals and at village events taking objects from the locality. The museum relies entirely on c.30 volunteers for day to day running, collection care and education. The value is calculated at £29,805 (at Living Wage) but the reality is certainly higher.

In 2014, use of two early 19th-century rooms in the Subscription Rooms (known locally as the Parish Rooms) within The Milton Rooms, enabled MM to re-open.

In April 2015 MM obtained £87,775 through the Arts Council Resilience fund for a 3 year project. This allowed recruitment of a p/t Development Officer whose remit crosses three work areas:

- *workforce development*: increasing and up-skilling the volunteers & succession planning
- *income/investment development*: exploring new income streams including commercial activity, philanthropic giving and better use of assets (e.g. monetising collection IPR)
- *audience development and engagement*: working to broaden audiences, increase repeat visits and be more accessible.

Visitor numbers demonstrate growing support: 1842 visitors from Feb 2014 to Dec 2014 (3 days/week) compared with 1,793 at the Old Town Hall (open 6 days/week). Data shows visitors who are international (including USA, Australia, Germany & Slovakia), national (including Nottingham, Kent, Sussex & Scotland), regional & locally. The exit survey demonstrates 100% enjoyed their visit, 68% came to Malton for leisure reasons and 53% of visitors also use a café/restaurant. A conservative estimate of the value of MM to the economy (using the AIM toolkit) is £20, 583.

Description of service/project:

Malton Museum will develop and deliver a three year project exploring Malton & Norton's development as market towns.

'Market Town' will trace the history of marketing and trading through the stories of the people and places of Malton and Norton. It will explore how the towns of today have been shaped and influenced by the past and will look towards the future. Drawing upon the towns' already growing success, this theme will attract tourists and be of interest to the local community. It aims to reveal and illuminate the untold story of the Market Town, through its buildings and layout, through the museums collections, and through the community itself - to create and share conversations, to foster partnerships, to re-establish the museum's place at the heart of the community, and to ensure the story is accessible for future generations.

The permanent exhibition space will be themed to include, through the stories of those involved:

- Why a Market Town developed here and what preceded it.
- The history and methods of buying and selling (exchange, production).
- How and why towns change.

The community spaces will provide:

- An improved entrance, giving a better working environment for volunteers and a more visitor-friendly welcome.
- A community resource facility based on material already held but that has room to grow with the project.

- Space for a creative series of events and programmes reflecting and building on the themes of the exhibition, including schools programmes.
- A space in which to showcase the outcomes of work by groups and organisations working with the museum on this project.

For Market Town, the Museum will work with local partners to produce material for the exhibition & activities programme. These include: the Cranedale Centre, local businesses & schools, Malton & District Camera Club, Malton Library, Slingsby Local History Group & the Woodhams-Stone Collection.

This ambitious three year programme will cost over £126K to deliver. The Arts Council contribution (£17K from the larger project) is secured, and an additional application to the Heritage Lottery Fund for £89K has been submitted. The outcome will be known in October, but Local Authority support will be a significant contributing factor to a positive outcome. The Museum is contributing an additional amount each year from reserves (£5K on top of the normal operating budget).

RDC's investment (less than 4% of the total cost) would specifically within the audience development and marketing outputs.

Outcomes:

This project will:

- Develop awareness of the rich history of the area
- Increase visitor numbers including overnight, day tripper and tourist visitors, by marketing at a national and regional level and working with local accommodation providers
- Increase access to Malton Museum's collections through increased use of digital platforms
- Increase volunteer numbers and skills
- Make the best possible use of the Subscription Rooms & demonstrating that they are an asset to the towns
- Have made new relationships between the Museum & local businesses
- Gain extensive leverage on RDC investment

6 Festivals Development Project [Lead Partner: Create]

Service Objective:

- A greater link between the creative and visitor economy should be sought, to improve the economic benefit of arts and heritage to the locality.

Officer recommendation: £7,000

Context:

Ryedale Festivals Group is a non-constituted working partnership of small, medium-sized & community festivals across Ryedale. It includes:

- Staxtonbury: 3 day music festival in Staxton. 11500 attendances
- Little Fest: Local multi-arts festival in 26 venues. 400 attendances
- Helmsley Writing Festival: Writing and literature festival at Helmsley Arts Centre
- Ryedale Book Festival: Over 40 events with 3000 attendances over the October weekend.
- North York Moors Chamber Music Festival: Provides the highest level of chamber music within historical buildings, celebrating the moors' landscapes.

- Yorkshire Cajun Festival: Music, dance and arts festival at the Milton Rooms, Malton. 200 attendances.
- Great Edstone Festival: Family music festival with free camping.
- Pickering Music Festival: Live music festival in July.

In addition to these immediate partners the group may expand to include other festivals including, for example, Pickering 60s Music Festival. It will also build further links with already high impact festivals, such as the Malton Food Lovers Festival.

There is a need for more robust audience profiling for most of the festivals, as there is comparatively little data available. Basic level information demonstrates significant diversity, for example: Yorkshire Cajun Festival attracts audiences aged mainly 50+, many from around the UK and abroad, whilst the Staxtonbury is mainly between 25 to 45 years of age from a more local North Yorkshire area.

The festivals rely heavily on volunteers, most being totally reliant on the skills and time of volunteers with no paid staff: Little Fest, for example, has 20 volunteers who programme, recruit, liaise with artists, venues and accommodation providers, carry out marketing, social media and distribution, organise staffing rotas, coordinate volunteers and fundraise. This is in addition to the activities for delivery which include venue set up, customer service, stewarding etc.

More systematic data collection would enable robust calculations of economic impact, however a best estimate (using the York & North Yorkshire Festival & Event toolkit) gives a direct economic impact of £1,474,312 (visitor spend + event organiser spend) & average induced economic impact of £ 2,216,181. Festivals also contribute to social benefits/community development through the enhancement of civic pride and the encouragement of social cooperation and voluntary activity.

'Create' leads on the work with the festivals group. It is a not-for-profit arts and cultural development agency which promotes high quality cultural provision through development work, research, project delivery and promotion of models of good practice. It works predominantly across North and East Yorkshire and has extensive experience in festival and event management, cultural programming and networks development. It is the coordinating organisation for the North Yorkshire Festivals project and has carried out training, identified funding, developed business plans and assessed income opportunities. It also delivers Coastival, which engages with community groups, businesses, schools and other organisations, and takes place in over 30 venues across Scarborough. It is delivered to a high quality and on budget year-on-year. Create also assist others to deliver events e.g. Scarborough Borough Council (Tour de Yorkshire).

Description of service/project:

Create have recently undertaken a needs assessment of members with the Ryedale Festivals group and identified:

- training in evaluation of events and profiling of audiences is needed to give a robust and solid baseline from which events can be developed. Better data would allow members to assess and target their marketing, evidence their impact, and provide solid information for funding bids, bringing more investment into the area.
- The audience development needs of members are expressed differently. Some want to grow and expand their audience, whilst others feel that they are near capacity, but would like to reach different audience groups. The members need professional and targeted campaigns to support this.
- All the festivals depend on volunteers and need skills development for more efficient recruitment & management. This will engage more people in local communities,

increase transferable skills, and aid community cohesion and development of local culture

- Members need training & skills development to develop their operations, e.g. better marketing, more professional PR communications, greater understanding & use of Social Media.

Some of these needs are being met through participatory training events e.g. delivering impact & evaluation plans, funding and sponsorship packages and some practical advice on recruiting and retaining volunteers, which are being delivered throughout the summer of 2015. The 2015/16 commission will build on this by providing:

- access to a professional copywriter to create copy for press releases and digital/print use to promote the Festivals in a professional way to a wider audience
- a bank of professional stock images to promote the festivals. These images would also be made available to Ryedale DC, Welcome to Yorkshire etc.,
- a professional multi-platform online presence, with a shared PR and marketing policy and targeted campaigns on a number of frequently used platforms

Outcomes:

- Each Festival would have a professional multi-media on and offline PR schedule for the 2016 season and a template with which to continue to develop PR for ongoing seasons.
- Each Festival will have a bank of professionally produced PR images of their festival for use along side on and off line PR and media campaigns. The image bank will be made available to Ryedale District Council and Welcome to Yorkshire
- Running alongside this is a professional multi-platform online presence for the members of Ryedale festivals group, including a shared PR and marketing policy and targeted campaigns on a number of frequently used platforms
- This would present a professional and unified customer facing multimedia package for Ryedale festivals – that can be used not only to promote the festivals, but to showcase Ryedale generally to a wider audience. Professionalism in the PR and media campaigns will encourage a sense of confidence in a new audience to attend events and festivals in Ryedale.
- In subsequent years and campaigns the members of the groups can update their schedules with their professionally curated images; and copy that can be refreshed with data/information from the Impact and Evaluation works currently underway.

7 Maximising economic benefit from performing arts activity [Lead Partner: Rural Arts]

Service Objective:

- A greater link between the creative and visitor economy should be sought, to improve the economic benefit of arts and heritage to the locality.
- Support should be provided for creative individuals, businesses and enterprises to foster business growth.
- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward)
- Enterprises should work collaboratively to improve joint action and reduce duplication.

Officer recommendation: £7,000

Context:

Rural Arts is a National Portfolio Organisation of Arts Council England, delivering a range of visual and performing arts to rural communities across North Yorkshire including a rural touring scheme, ON Tour, which brings a range of music, dance and drama to non-theatre venues. RA receives regular funding from the Arts Council to provide subsidy for non-theatre venues to work with high-quality performance companies.

RA offers a package of support to small social enterprises (usually volunteer promoters working with village hall committees). RA:

- Enables high quality performances to be booked at a fee that is realistic for the capacity of the venue
- Enables online ticket sales, without fee, through the RA website
- Provides training & support for volunteers around marketing & enhancing promoter's digital infrastructure.
- Invests in young people as promoters & performers through specifically tailored schemes e.g Create:tour & Young Promoters Scheme. The YP Scheme allows participants to learn skills around business and marketing, as well as event management.

Rural Arts has been working in Ryedale for many years, and has developed a solid audience base for rural touring. Work to support promoters is tailored to their needs: for example, in Pickering support included training around better branding (RA's in-house designer worked with the group to create a logo) and digital marketing (including a new website and a presence on Social Media).

In 2014/15:

- 13 performances took place in Ryedale, with a range of music, dance, theatre and children's shows.
- Events were attended by 1,169 people
- Performers included Phoenix Dance Theatre, Ian McMillan & Gervase Phinn.
- Audience gave the shows a 91% excellency rating and feedback included: 'Ongoing pleasure, important to bring arts/drama to rural community' Gilling East Village Hall. 'Very interesting, good to see young people and art encouraged' Kirkbymoorside Memorial Hall
- 8 social enterprises received 60 hours of digital training. Before training only one social enterprise was identified as using social media. This increased digital exposure increased ticket sales as more people were directed to the RA website. The target was to increase online sales by 10%, however during 2014 and 2015 online ticket sales were actually increased by 166%.
- two networking events were delivered which showcased performance artists, provided training and created networks between promoters and visitor economy businesses. The second event (held at NYMR) was branded as #LOCALmotion14: in the three days preceding and one day after the event, the hashtag was seen by over 21,000 different accounts.

The 2014/15 RDC commission included work to create partnerships between promoters and local businesses. Eight were created, making both more sustainable by sharing audiences and adding value to the offer. For example, Gilling East Village Hall worked with the micro-brewery at Helmsley, selling beer at a sold-out Holy Moly & The Crackers gig. Promoters felt that their partnerships with businesses increased audience feedback and led to a feeling of increased community cohesion. 100% of promoters and business said that they were glad to have been involved and thought it had been a worthwhile endeavour and 100% of promoters and businesses agreed they would be involved again and said they learnt more about their counterpart, independent businesses or local live performances. 100% of businesses also said that this kind of working can stimulate business growth, the local economy, and the reputation of Ryedale being a vibrant place to visit and live.

Description of service/project:

Proposed Programme for 2015-2016

1. A programme of opportunities for businesses will build on previous work. As a pilot businesses will pay a nominal fee to promoters to receive a space at their event, and if successful promoters will be able to utilise this model to increase sustainability, building audiences and partnerships. Some businesses may wish to create a pre-event offer. This will also be pursued with the aim of increasing direct sales, and the economic value of the partnerships, as well as furthering joint marketing of events between partners. There will be a dedicated area on the promoter section of the RA website (in the process of being developed with ACE investment), which will have details, logos and tips on how to market these partnerships to the fullest. Businesses will also be given log in details for this area.
2. Training
RAs new website will enable them to offer promoters a great deal of audience data. To enable promoters to use this most effectively training will be given covering:
 - What is audience development, why it's important, what we need to do to inform knowledge.
 - Implementing data collection such as surveys, inputting surveys and other means of evaluation.
 - Analysing surveys, using the data, building an audience development plan.Rural Arts will provide training on using the new website and how data can be used. Social enterprises will develop a better understanding of how to market effectively depending on their audiences (potential and actual). A refresher course on Social Media will also be made available.
3. Industry Experts Mentoring
Mentoring from industry experts is important and promoters feel it is crucial to their skills development. This year RA plans to work with Stephen Joseph Theatre to provide training and support to promoters. Staff will provide training on marketing and branding, how to reach a bigger audience and how to promote a strong image to the visitor economy. Promoters will be invited to attend a performance at the Stephen Joseph Theatre to expand their programming knowledge and see how a professionally promoted show works. There will also be the offer of attending National Rural Touring Forum events. Mentoring will include a talk from a large-scale well-known performance company with a significant digital following and reputation in both urban & rural areas, such as West Yorkshire Playhouse.
4. Training opportunities for young people:
RA will develop the Young Promoters Scheme in partnership with North Yorkshire Youth. Three areas will initially be involved: Rillington, Weaverthorpe and Pickering. This will be expanded over the next year to include a further 2 youth clubs or groups, with the aim to bring a new generation to volunteering as promoters. Groups will promote a show at their venue or be partnered with an existing social enterprise. Participants will then spend 6-8 weeks learning about community & digital marketing and work with promoters to increase use of social media. The inclusion of local young people is also a useful audience development tool. The project will culminate in participants running the event: including stage management, front-of-house, box office and introducing the show. This can be used towards participants achieving their Arts Award qualification.

The budget for this project is:

Business & promoter partnerships (including marketing material)	£3K
Training on audience development	£2.5K
Website & digital training	£900
Industry expert mentoring	£1.1K
Young Promoters Scheme	£800

Income includes £3.9K from ticketing, £4.5K from ACE and £45K as the cost of the new RA website with CRM and bespoke database. This does not include the cost of the volunteers time which is significant.

Outcomes:

- Increased confidence and improved skills for volunteer promoters
- Increased audiences at rural performances, leading to improved sustainability of village halls
- Opportunities for young people to gain experience of arts administration and promotion leading to certification
- Increased opportunities for audience cross-over between the creative economy and Ryedale's wider economy; greater opportunities for businesses to get product to a wider audience

8 Small-scale/pilot commissions [Lead Partner: Ryedale District Council]

Service Objective:

- A small-scale /pilot commissions scheme should continue, to provide support for new, innovative projects or pump priming projects

Depending on the nature of the application, this scheme will deliver on additional objectives:

- Support should be provided for creative individuals, businesses and enterprises to foster business growth
- Support should be provided to allow social enterprises to develop new audiences (contributing to economic sustainability moving forward)

Officer recommendation: £1800

Maximum investment of £1000 per project – allowing a minimum of 2 commissions to be given annually (although the likelihood is that there will be a greater number, as a number of applicants are likely to request less than the maximum available value).

Context:

Arts & Heritage groups previously had access to RDC's small grants schemes. Arts projects were supported through Small Arts Grants, of up to £500, and heritage projects had access to REACT grants of up to £2000. These schemes were demonstrably successful in encouraging new work to be initiated, as well as attracting significant leverage through external investment.

The budget for this commission was £3000 in 2013/14 and £4000 in 2014/15. The rise was to accommodate individual applications from the Accredited Museums, who did not make a joint proposal as Museums Ryedale last year.

The first two years of investment has seen some pleasing applications from groups & organisations which have not previously been the recipient of RDC investment e.g. Helmsley in Business and some extremely successful delivery e.g. Ryedale Book Festival (which achieved leverage in excess of 1:10, substantially using private/business community investment). Also noteworthy is the partnership between Malton Museum, the Dickens Society, the Castle Garden and the Woodhams-Stone Collection, which created and

distributed a high quality leaflet about Malton's heritage. This has been enthusiastically received by visitors to the area.

Description of service/project:

A budget will be allocated, from which relatively small amounts of money (up to £1000) can be invested to ensure new, innovative and potentially risk-taking projects can take place in Ryedale.

This fund will be managed by the Creative Economy Officer, who will enter in to discussions with potential providers. A decision regarding investability will be made by the Community & Economy Manager (against predetermined criteria). A fair and robust process assessment is in place and the Economy & Community Unit has significant expertise in grant-making..

Organisations which are already commissioned to deliver services under the Creative Economy budget will not be able to access this fund, rather it will be held for non-commissioned, or smaller, organisations who seek to deliver work which fits the identified outcomes.

Outcomes:

- to provide access to small-scale investment for small and medium enterprises operating within the creative economy, enabling business growth and supporting talent development
- to improve the financial profile and track record of small & medium sized creative industries with growth potential, enabling them to attract further investment, thereby becoming more sustainable as independent enterprises
- to provide an evidence base for the demand and effectiveness of small scale and pilot commissions