

P&R 16 June 2016 Annex C Detail of Creative Economy Commission recommendations 2016/17

1. Dalby The Great Yorkshire Art Forest: The Forestry Commission and Crescent Arts:

Service Objective/s:

- Working towards the concept of 'hubs' for creative economy activity in Ryedale
- 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.
- Enterprises should work collaboratively to improve joint action and reduce duplication.

Funding request: £6000 out of a £44,000 project

Context: This work will be delivered by a partnership between the Forestry Commission and Crescent Arts, and is intended to deliver on the current FC / Arts Council England (ACE) Memorandum of Understanding (MOU) and as a response to "Contemporary Art in Heritage and Landscape Settings - Forestry Commission Audience Report" which outlines the role that arts programmes play as a driver of visits, the impact of programmes on the experience and the extent to which it reaches new audiences. It is also a response to the lack of visual arts infrastructure and high quality visual arts opportunities for Ryedale artists. The proposal provides opportunity for local and (inter)national artists to work together with new audiences in new and inspirational settings.

Dalby, the Great Yorkshire Forest has approximately 400,000 visitors a year and already offers social, environmental and economic opportunities through the Active Forest programme, cycle trails, volunteering opportunities and facilities for businesses. The ACE MOU is part of a strategic plan to develop arts opportunities through Forest ArtWorks and a local programme. This will increase the number of visitors to the site and open up the forest to a wider range of audiences. There is an existing history of arts and cultural activity in Dalby including the commissioning of public artworks, exhibitions, workshops, theatre, film, forest concerts and the ongoing project to construct the world's largest dry stone wall maze.

Crescent Arts has a 35 year track record of supporting artists and creative practitioners, promoting and presenting contemporary visual arts for wider public enjoyment and participation. It's an Arts Council National Portfolio Organisation and its key work areas are subsidised studio provision; professional development for artists; an exhibition programme; a workshop programme and access to facilities for creative production. It works with artists of national standing, including Cornelia Parker, Jeremy Deller and David Shrigley and its work has attracted extensive press and media coverage by the Guardian, the Times, the Telegraph and the BBC.

The artist proposed as the first Artist in Residence at the forest is Helen Sear, who has a considerable international reputation and was selected to represent Wales at Venice Biennale 2015. The showing of that work in Dalby would be the first time it has been seen in the UK.

Description of service/project: This commission will establish a long term strategy and programme of activities in Dalby. The main areas of focus is the creation of a vibrant cultural destination through provision of ambitious Arts and Cultural activity of the highest quality with regional, national and international impact. Audience development work will attract new local/inter/national audiences and build cross-over arts/non-arts audiences, resulting in increased spend and dwell-time. There will also be provision of opportunities and support

for artists, creative individuals and enterprises based in Ryedale, who will be able to participate in the programme, develop their practice and promote their work with greater access to audiences and visitors.

This pilot will work with a major Artist in Residence to set a quality standard which will maximise creative/economic impact and with the ongoing aim of creating further artists' residencies/exchanges and extending regional, national, international cultural engagement and reach. New work will be commissioned as part of the residency and the showing of Helen's work from Venice 2015 will be a UK-wide premier. Promotion for the activity will maximise on her inter/national reputation, raising Dalby's profile and putting Ryedale 'on the map'. The Residency will deliver a public programme of inside/outside (exhibition, interventions, creative workshops), as well as facilitating participation, creative learning and employment opportunities involving creative practitioners and enterprises, schools, colleges, apprenticeships, vocational training etc.

A long term strategy/action plan will develop from the project - essential to attract the best artists and draw in the widest range of visitors to Dalby Forest. The economic impact of creative activities will be monitored & evaluated (including visitor numbers (existing and new audiences), demographic profiling, evidence of extended reach & engagement and dwell time & related spend).

The project will support creative individuals by delivering 'CPD' opportunities for Ryedale's professional artists addressing aspects of project and career development including financial management, promotion, engagement and career planning. Helen will also deliver 'professional practice seminars' aimed at Ryedale's professional artists, with Q&A discussion. The partnership will invite involvement and consultation with associated businesses that might benefit from both the pilot and ongoing strategy.

Outcomes: The partnership will develop arts infrastructure in a rural context which is currently under-developed, with joint action that can extend beyond the region to link with Forest Art Works programme and FC/ACE Memorandum of Understanding, which takes in other sites e.g. Grizedale with high profile arts, cultural and heritage programmes of work. It will utilise the network of key artists, agencies & HE partners with which Crescent Arts works and which extends across the region, and inter/nationally (Yorkshire Sculpture Park, Art Fund etc).

This proposal will deliver:

- a strategy for development of Dalby as an Art Forest
- a programme of activities, such as seminars, workshops, exhibitions
- significant new work created in Dalby by an artist with international standing
- additional visitors bringing additional economic benefits
- additional indirect income to independent partnership businesses on-site
- a new location/'hub' for the Forest Art Works programme to showcase high-quality artists

2. Maximising local economic benefit from performing arts activity; developing Ryedale's rural arts promoters : On Tour (Rural Arts)

Service Objective/s:

- 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).
- 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. The provision of a virtual hub should also be progressed.

Funding request: £6,300

Context:

Rural Arts North Yorkshire delivers the ON Tour scheme, which brings high quality performance companies to rural communities. Ryedale is a key area for the scheme and since September 2015 over 1,200 people have seen a professional performance in a village hall. The scheme works across all 7 districts of North Yorkshire, but previously delivered RDC commissions have developed Ryedale's promoters to such an extent that Ryedale accounts for nearly 25% of the annual ticket sales across the entire scheme. There are currently 61 volunteer promoters in Ryedale.

Previous commissions have increased the sustainability of rural venues, which is increasingly important as communities need to be self-reliant: Rural Arts' aim is to support social enterprises to work as small-scale art centres and develop their audiences and business relationships to stimulate profit for the community.

Last year Rural Arts received Arts Council funding for a significant investment in its digital infrastructure for audiences and promoters. Audiences have access to an increased amount of information about venues and performances, and promoters have access to an innovative resource. Using postcode data promoters will be able to view maps of where audiences have come from for all shows, cross-referenced with the types of performance attended. Promoters can also select and book shows online and film clips etc. will help them to make their choice.

Description of service/project: There are a number of areas of work including the creation of a specific virtual hub for Ryedale's promoters, the further development of partnerships between rural promoters and local businesses, the development of community focussed programming, commercial training for volunteer promoters and network development.

To support Ryedale promoters' use of RA's new digital resources there will be a programme of online learning and a specific Ryedale hub will be created. This will be content rich and include information from professional performers, marketing tips, digital Q&A session with performance companies, discussions around rural touring issues and vlogs from industry experts.

Experience has shown that partnerships between rural promoters and local businesses work well. Participating businesses are keen to continue their relationship with local venues, promoters benefitted from increased branding and audiences experienced added value and higher level of satisfaction. The aim is for 80% of Ryedale promoters to create a business partnership, with either a business attending their event and selling stock or creating a pre-show offer.

To support business involvement programming will be tailored to optimise partnership potential - businesses are currently selected by location and relevancy to the performance, for example a brewery attending a folk gig, and a tearoom featuring at a performance about women in the war. To develop this further Rural Arts will seek performance companies offering shows with opportunities for added value e.g. Chip Shop Chips by Box of Tricks Theatre Company is set in a chip shop and includes a taste of food, which will be provided by a local chip shop. Ryedale promoters will receive booking priority for selected shows.

RA will also offer commercial training focussing on developing income streams. Stephen Joseph Theatre will, as a good practice model, demonstrate schemes and initiatives that social enterprises can use to increase their relationship with audiences (e.g. fundraising initiatives, Friend schemes, business support, audience donations, young promoters schemes, programme champion schemes).

RA will also work to increase the scheme's sustainability by engaging with more venues in the district. A number of actions have been identified including targeting non-engaged village halls, promoting the new virtual forum and encouraging online applications from new promoters, offering "small bite" training sessions and offering a Guarantee Against Loss for a promoters first show.

Outcomes: The activity identified in this commission will increase social enterprises' sustainability and practice, and increase the economic benefit of the arts in Ryedale.

There will be:

- a virtual hub for small venues in Ryedale, with a library of resources
- increased business partnerships with social enterprises to increase economic growth
- increased expertise in programming, marketing and business development
- an increased number of participating venues
- promoters with increased confidence, better information & increased marketing knowledge

3. Museums Ryedale: Promoting Ryedale's Heritage

Service Objective/s:

- 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)
- Enterprises should work collaboratively to improve joint action and reduce duplication.

Funding request: £12,000

Context: Museums Ryedale (Beck Isle Museum, Malton Museum, Ryedale Folk Museum, Woodhams Stone Collection and the North Yorkshire Moors Railway (NYMR)) is a partnership of Accredited Museums, which receives over 375,000 visitors each year from a wide ranging demographic.

Beck Isle Museum (Pickering): The fine regency period house and grounds have been home to the museum since 1967. Over a period of 50 years, thousands of objects have been donated from across Ryedale and brought together in recreated shops, trades and rooms to tell the story of 200 years of life in a rural market-town.

Malton Museum (Malton): Cares for a nationally important collection of Roman artefacts, as well as holding archaeological material of all periods from across Ryedale, including objects relating to the region's prehistoric past and to the later history of Malton and Norton. Recently successful in achieving significant investment from Arts Council England and the Heritage Lottery Fund.

North Yorkshire Moors Railway (Pickering/Levisham): The museum operates steam and heritage diesel trains from Pickering, through the heart of the North York Moors National Park and on to the mainline to Whitby. It holds an important archive and a significant collection of objects.

Ryedale Folk Museum (Hutton-le-Hole): Created over 50 years ago to protect local cultural heritage, the museum explores rural life from the Iron Age to 1950s in over 20 reconstructed historic buildings located amongst orchards, cornfields and a traditional kitchen garden, along with the Harrison Collection, an incredible collection of English everyday antiques and rare curiosities.

Woodhams Stone Collection (Malton): Formed in 2011 to secure the future of two significant local history collections. Amongst the objects, collected over a 60 year period by Sid Woodhams and John Stone, are century-old postcards, household items and objects from the former Russell's Brewery, as well as tools from local trades such as joinery, coopering and butchery.

Museums Ryedale was created as a response to Ryedale District Council's creative economy objective to improve collaborative action. The partner organisations have worked together for the past 3 years, sharing professional knowledge and expertise. Projects have included a heritage trail, themed exhibitions, a campaign to promote the museums' summer activity programmes, the creation of joint marketing collateral, a press campaign and Museums Ryedale brand development.

NB The Museum Accreditation scheme is administered by Arts Council England and sets nationally agreed standards. Accredited museums are not for profit and hold collections in trust.

Description of service/project: Visual and creative media is an engaging way of communicating to audiences, especially younger audiences, and with an increasing shift towards researching and pre-planning activities online, there is a growing need to create and distribute enhanced content about Museums Ryedale through digital channels. Whilst member Museums already have some engagement with audiences through online channels, including the website of each partner organisation, Trip Advisor, Facebook and Twitter, the creation of high-quality content is a priority.

Museums Ryedale will focus on developing new audiences and increasing visitor numbers through a new programme of digitally delivered marketing activity. MR seeks to:

- Employ a professional filmmaker to work with the 5 sites to create 5 individual films (one for each museum to use) and a short film promoting all five as Museums Ryedale. This material will be used on museum websites, across social media and on appropriate platforms such as Vimeo and YouTube.
- Work with a Google approved photographer to prepare Google 360 degree images, which will be uploaded to Google and will enhance each museum's Streetview listings.

As there is already some pre-visit online engagement a promotional video, showcasing the breadth of the collections and range of activities on offer in each museum, would increase the appeal of visiting. Similarly, Google 360 images will enhance the level of available information, enabling people to navigate the site, and see collection highlights, before visiting.

The filming at each site would be led by the representative from that partner organisation and they will agree with the filmmaker which aspects of their site to focus on. The film for Museums Ryedale will include highlights from each collection and demonstrate the wide-ranging displays, exhibitions and activities across the five partner museums.

In addition to uploading the films to each website and sharing through social media platforms, the films will be made available to tourism websites such as Visit Ryedale and Visit Yorkshire along with sites which already host information about the museums. Museums Ryedale will also be able to use the films for talks and outreach activities and the larger sites, such as Ryedale Folk Museum and NYMR, will use the footage as a promotional tool with agencies such as Screen Yorkshire (to illustrate their suitability as film locations).

Outcomes: This project will raise the profile of Museums Ryedale through joint promotion of Ryedale's heritage offer. Through the creation and distribution of a film MR will engage with new audiences, including those that may not have previously thought about visiting.

The use of Google 360 has been championed by the British Museum and the DCMS in "Case Studies for the Culture White paper" (March 2016): "technology has huge potential to democratise access to culture and remove barriers to traditional art forms...It is a non-profit part of Google and they are committed to using technology to open up the world's cultural heritage to everyone, everywhere. They have already partnered with over 1000 cultural institutions across the world, including over 50 in the UK...with a single click, an internet user anywhere in the world can now explore over 4,500 of the British Museum's most treasured objects."

4. Northern Ryedale Creative Hub: Helmsley Arts Centre

Service Objective/s:

- 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. The provision of a virtual hub should also be progressed.
- Enterprises should work collaboratively to improve joint action and reduce duplication

Funding request: £10,406

Context: Helmsley Arts Centre has been commissioned as the Northern Creative Hub since 2013. It has worked to encourage growth across the arts sector and to offer high-quality employment-based skills training with and for local young people. Its artistic ambition continues to be to offer the broadest range of high quality performance and participation to the people of Ryedale and beyond, with a strong focus on developing opportunities and skills for young people.

HAC welcomes more than 13,000 people a year to a varied programme of theatre, music, dance, talks, cinema, workshops and classes. It's a Charity, managed by a Board of Trustees, and has evolved over the last 20 years from an entirely voluntary organisation to one in which paid and volunteer managers work effectively side by side.

With an annual turnover in excess of £250,000, HAC plays an important role in the creative economy of Ryedale. A strong artistic vision and ambition, (due in no small part, to the support of previous commissions), means that HAC is gaining a regional reputation as a 'destination venue'. In 2015/16 HAC received a commission worth £13,000 and believes that this has not only contributed financially, but as importantly it has given other funders the confidence to invest.

Previous commissions included support to develop closer links with the Visitor Economy but investment is not sought for this work area for 2016/17 because it is HAC's intention to maintain and continue to develop this work by incorporating the outputs into its main marketing and audience development programme and budget.

Description of service/project: There are two distinct areas of work for this commission although both contribute substantially to RDC's priority to have a creative hub in Northern Ryedale. One element is concerned with how HAC can continue to support smaller organisations and the second continues the programme of training & development for young people.

As a Creative Hub, HAC has enabled other creative organisations, established practitioners and individuals at the start of their creative careers, to showcase their work, share excellent practice, and gain an understanding of the contribution the arts make to the wider economy. HAC has provided space and offered support to artists and non-venue-based arts organisations, as well as providing advice to other venues. It will continue to provide artistic support; practical advice and reduced hire rates for space.

HAC provides access to its team, including technical and marketing support, and for this year would like to pilot an additional strand of support by also offering strategic fundraising

advice. HAC's highly experienced Development Manager will enable participants to assess their position, plan and develop an appropriate fundraising strategy and understand what successful fundraising entails. The scheme will be monitored and assessed with a view to extending it in the future.

HAC's second work area, Youth Arts Training Development, offers a unique opportunity for young people and follows the success of the 2015/16 pilot technical training programme. HAC will create a technical team of 6-8 young people aged 16-20 who will be trained, mentored and supported by the professional technicians. If the development is successful the aim is to achieve accreditation for the scheme through the Open College Network, or similar.

The training programme will give experience of working on amateur and professional theatre and a wide range of other events including music, film & talks. Participants will learn in real-time in a purpose built facility to prepare for productions, including: music & sound; lighting design and operation; servicing/building stage sets; equipment testing & operation; making props/costumes; film projection and supporting show running. They will also gain a basic understanding of health and safety regulation in a working environment that is open to the public. Participants will receive a certificate of competence & attendance, plus a personal written appraisal to help them in the next stage of their development. Careers advice and the identification of further training programmes will form part of the programme content.

Following a rigorous assessment 6 successful participants will be invited onto a second stage, where they will receive payment. As the scheme progresses trainees will take on more responsibility and it is HAC's express aim to create a 'bank' of sessional technical and backstage staff that can be engaged to deliver specific events (both by HAC and by other Ryedale arts organisations).

Outcomes: The proposed activity contributes to the strength of Ryedale's creative and cultural landscape, particularly by helping organisations and individuals to attract funding and support.

The Youth Arts Training Programme will give young people the opportunity to explore their own creativity and ambitions, whilst supporting and developing their career path. It will increase skills and confidence whilst giving participants a comprehensive understanding of the technical and backstage workings of a venue. It will increase employment opportunities.

HAC will develop a new generation of technical and backstage staff and a tailor-made training programme that can be refined, developed and implemented on an annual basis. Other arts organisations (such as the Milton Rooms and Kirk Theatre) will benefit from the increased pool of skilled technicians, as will hirers & users of HAC, such as festivals and small arts organisations.

5. Ryedale Festivals Group: Impact and Evaluation Project (multiple studies and legacy frameworks).

Service Objective/s:

- create greater links between the creative and visitor economy
- provide support for creative individuals, businesses and enterprises to foster business growth and develop new audiences (contributing to economic sustainability moving forward).

Funding request: £10,000.

Context: Create is a not-for-profit arts and cultural development agency with extensive experience in festival and event management. It is the coordinating organisation for the

North Yorkshire Festivals project and has many years of experience in evaluation, impact studies and research, including developing frameworks and toolkits, carrying out specific, bespoke research and evaluations, and running training & events.

In 2015 Create undertook a needs analysis with members of the Ryedale Festivals Group: Staxtonbury, Little Fest, Helmsley Arts Centre, Ryedale Book Festival, North Yorkshire Moors Chamber Music Festival, Yorkshire Cajun Festival, Great Edstone Festival, Dickens Festival and The Malton & Norton Folk Festival. As a result of the findings Create have been commissioned for the last two years to provide a programme of tailored support (developing marketing strategies, establishing a multi-media presence for each festival etc.) It has become evident that a number of the festivals are unable to provide evidence based data and the members recognise that this is an issue with regards to evaluation and monitoring: *'We can't approach funders as we don't have the answers to their questions about impact'*

Successful marketing strategies are reliant upon sound market research; and the festivals have found that, despite having access to training, tools and templates they don't have the capacity to undertake their own Impact Studies. The Festivals know that understanding their impact is the first step in growing professionalism and socioeconomic impacts. Corporate sponsors also expect them to have this information to hand, and to be able to evidence the impact their investment has made. A more overtly practical approach to impact evaluation and monitoring for the RFG is required.

Description of service/project: Create will deliver bespoke impact and evaluation assessment across the RFG membership. A tiered structure is proposed - where five festivals (Staxtonbury, Ryedale Book Festival, North York Moors Chamber Music Festival, Yorkshire Cajun Festival, Dickens Festival) receive a full evaluation and others (Little Fest, Great Edstone, Folk Festival etc.) receive an assessment of their current evaluation practices and advice and practical support on improving their data collection and analysis.

Create would normally charge minimum fee of £2,500 to undertake an impact and evaluation study of a festival, however savings will be made by doing a number of activities in workshops and supporting the festivals to do their own data collection. Create will provide practical assistance with data entry and analysis. It will also analyse the data comparatively and collectively to see what conclusions can be drawn and what actions should be developed for Ryedale's festivals sector.

Each assessment will include analysis of customer/audience profile, content evaluation, process evaluation, economic impact, social impact and environmental impact.

Outcomes: The members of the Ryedale Festivals group will be better equipped to develop their audiences effectively and to manage and sustain their festivals. The data will allow festivals to:

- target key marketing messages and reach new audiences. Getting useful and timely information to people, in a fashion that suits them best, will encourage early ticket sales, accommodation and other hospitality related bookings. Knowing who the audience is helps to attract sponsorship from organisations interested in the same demographic.
- understand how to keep delivery fresh, exciting and vibrant and recognise it's programming doesn't reach a particular audience segment.
- compare programming and delivery with other festivals.
- evaluate processes and management.
- understand the financial implications for their choices and how those impact on audience demographics, funders, sponsorship etc.
- understand how to target different, less overly subscribed funders.

- create good PR using their data.
understand the negative environmental impacts of the festival: seeking to reduce them can often also reduce the financial burden on a festival.

Full findings will be provided for each festival along with collated data from all the findings (so festivals can put themselves into a wider context). The full data will also be shared with RDC.

The festivals sector will be stronger, more knowledgeable and under-pinned by sound, evidence-based decision-making.

6. Small/pilot commissions scheme : 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 each commission, this scheme delivers 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)

Budget: £2000. 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 applicants may request less than the maximum).

Context: 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.

Previous years of pilot/small commissions have seen some pleasing applications from applicants which have not previously received RDC investment. The most recent round of commissioning gave support to "Made in Ryedale" a new event to run alongside the Ryedale Grand Prix Cycle Race, which will highlight Ryedale's artisans, food producers and creative businesses. Support was also given to the Lockton Artists, a group of 12 artists and creative businesses who are working with local pubs and cafes to run a programme of open studios and exhibitions throughout the village.

Financial and audience data are not yet available for the most recent activities, but previous pilot commissions have evidenced some very successful delivery e.g. Ryedale Book Festival (which achieved leverage in excess of 1:10, substantially using private/business community investment) and a 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.

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 into 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

7. Southern Ryedale Creative Hub: The Milton Rooms

Service Objective/s:

- 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. The provision of a virtual hub should also be progressed
- improving links between the creative and visitor economy
- developing new audiences

Funding request: £15,000 as part of a £27,000 project

Context: The Milton Rooms is a listed Art Deco building with later additions, currently used as a venue for performances and events. In addition to delivering its own programming, The Milton Rooms hires its facilities to a wide-range of users including community & arts groups and festivals & events. The MR is run by volunteers, who undertake all aspects of running the organisation including administration and governance, front of house and bar, technical work such as light and sound, marketing and programming.

During 2016/17 the MR will continue to work towards its aim of developing as an Arts Centre alongside taking a phased approach to its growth and development. As a recipient of a 2015/16 commission it has made progress in a number of key areas including appointing a professional Development Officer, developing the Board of Trustees, moving from a small loss to a small operating surplus and presenting an increased range of events. Work on the Capital development is also progressing well.

For this financial year emphasis is on developing audiences and audience engagement, fund-raising and developing a robust fund-raising strategy (for both capital and revenue projects).

Description of service/project: There are a number of proposed areas of work:

- Continuing development as a creative hub including ongoing consultation with the creative community in Ryedale with regard to determining what their priorities and needs from a southern creative hub and partnership work with Malton Museum and the Woodhams Stone Collection to enhance the heritage value of the Milton Rooms/Assembly Rooms complex. There will also be an increased emphasis on programming participatory arts activity alongside the existing programme of performance and hire.
- Delivery of an Audience Development Strategy to bring new audiences and activities into the Milton Rooms. This will include provision of a seasonal "What's On" brochure targeted at areas identified through analysis of audience data.
- Commissioning a new website, which is essential to modernise the way in which the Milton Rooms communicates. This would include an online ticket sales facility; greatly improved information about upcoming shows and events (promoted by the

MR as well as external hirers); a section about the building and the proposed renovation project, publicising and engaging the project and allowing on-line donations to be made; a section for volunteers; links to other organisations and events in Ryedale, including the Visit Ryedale site; and potential for a section for Ryedale's creative community (subject to the outcome of consultation).

- An ongoing emphasis on fundraising – for activity and for the redevelopment of the building - which will be achieved through the continued employment of the Development Officer who will raise funds for additional participatory arts programming as well as supporting Trustees with work to deliver the Capital Project. Targets will be set as part of a formal Fundraising Strategy.

Outcomes: The elements of this commission will make the Milton Rooms more effective and easier to run, drawing a larger audience from a wider area within and outside of Ryedale. The Trust will therefore become more financially robust and sustainable.

In the longer term a successful arts centre based in a renovated building in the centre of Malton will considerably enhance the cultural and visitor offering in Ryedale. This will bring more visitors into the district, increase how much they spend, and how long they stay, as a result of Malton being a livelier more vibrant place to visit, and there being more things to do.