

Culture-led regeneration

Achieving inclusive and sustainable growth



Summary

Forewords

The role that local government plays in the leisure, sports, heritage and culture fields is huge. We all know what huge industries the cultural industries are, as well as the visitor economy. Between them they account for over £200 billion of economic activity.

But we will also know, from our own council budgets, the huge pressure there is on budgets that are seen as ‘non-statutory’ and can therefore be cut.

In 2017/18, the LGA Culture, Tourism and Sport Board decided to look at cultural-led regeneration, so that councils across the country can learn from each other and drive economic success through culture. The more we have looked at this, the greater the variety of ways we have found to achieve it. The UK City of Culture activities in Hull have been a huge success, and in 2021 Coventry will follow. I am sure again it will be a huge success.

Other areas have seen galleries come to Margate, Conwy and Wakefield. Festivals have made a big impact on the economies in Glastonbury, Powys and Great Yarmouth. There are many more examples across the country.

We commissioned this guide to look at many different examples of how this cultural-led regeneration can be done, so councils across the country can look at examples that work for them and possibly do something similar. I am delighted that the Calouste Gulbenkian Foundation has been able to support this important work.

We have looked at different types of councils – urban and rural, unitary, county and district, as well as the wider landscape represented here by the excellent New Anglia Local Enterprise Partnership. We have looked at different types of activity, from those councils using existing assets in different ways, to creating new anchor organisations for cultural regeneration, to festivals and pop-up activities, to strategic planning and skills investment. I hope you will be inspired by the examples found in this guide.

Councillor Gerald Vernon-Jackson CBE

Chairman, LGA Culture, Tourism and Sport Board

At the UK branch of the Calouste Gulbenkian Foundation, we believe that arts and cultural activities can transform the lives of individuals and communities. That's why for more than 60 years we have worked with others to help pioneer new approaches, whether to arts education or participation. From enhancing confidence and skills, to increasing employment and strengthening neighbourhood cohesion, arts and culture are much more than a 'nice to have'. Rather, they are an integral part of community wellbeing and we believe they should touch the lives of everyone.

In 2017, we published the first report from our Inquiry into the Civic Role of Arts Organisations. We know this means different things to different people but, for us, it means arts which are relevant to the lives of people and reflect the places in which they live. It is about relevance, not resilience for its own sake. The inquiry uncovered many examples of the ways arts and culture are transforming places. From festivals enlivening derelict town centres to museum exhibitions bringing in entirely new audiences, it is clear there are rich opportunities to build on these successes and take them further.

We are pleased that local authorities are increasingly recognising the ability of the arts and culture sector to generate positive change in their areas. They play an important role in supporting the civic role of arts organisations, yet this has become more challenging.

Despite very real funding pressures, many councils across England and Wales continue to invest in arts and culture in innovative ways, recognising the social and economic benefits to their local areas.

We have partnered with the Local Government Association (LGA) to capture examples of local authority good practice and innovation and share the lessons from their work. The 15 case studies examined reveal the range of benefits that can be achieved when arts and culture are put at the heart of local activity. They also demonstrate the levels of commitment and energy from communities, local organisations and the private sector to support and collaborate on these kinds of approaches.

This report provides guidance and sets out key considerations for councils and other partners seeking to invest in cultural infrastructure and activity. We hope this publication will encourage more councils to employ a culture-led approach to regeneration in their areas, and lead to yet more arts organisations taking their civic role seriously.

Andrew Barnett

Director, Calouste Gulbenkian Foundation
(UK Branch)

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Introduction

Culture-led regeneration as a local policy has been around for many years, but arguably has a higher profile now than at any earlier time. Councils across England and Wales, along with their partners, have competed hard in recent years to be awarded the titles of UK City of Culture, European Capital of Culture and London Borough of Culture. Major national programmes, such as Arts Council England's 'Creative People and Places' and the Arts Council and Heritage Lottery Fund's 'Great Place Scheme', are supporting economic and social regeneration through culture, while the positive force of key cultural institutions and community-based cultural programmes is delivering regeneration outcomes right across the country.

There is now a clear acknowledgement of the social and economic value of the cultural sector, and its ability to deliver growth and drive regeneration. These impacts can range from growth in tourism, creative and cultural sectors, to enhancing individual skills, knowledge and confidence, to strengthening community pride and place image. For example, culture-led regeneration approaches covered by the case studies in this document have:

- facilitated two million annual visitors to Portsmouth's Historic Dockyard, with £51 million of annual visitor spending
- increased community pride for 90 per cent of local audience members in Stoke-on-Trent, as part of the Appetite programme
- created or safeguarded 1,300 jobs by the NewcastleGateshead Initiative in 2017, with 22 new businesses attracted by the initiative's inward investment activities

- generated £40 million of economic impact through the Manchester International Festival across Greater Manchester in 2017.

The Local Government Association (LGA) and Calouste Gulbenkian Foundation are working together to capture local authority good practice in this area. This publication brings together 15 case studies demonstrating different approaches to culture-led regeneration across England and Wales, and the positive impacts they can deliver.

Local government is a major funder of culture and understands local needs, making it well placed to coordinate and deliver outcomes around culture and regeneration. With a context of reducing funding, councils must find innovative ways to use cultural activity and form strategic partnerships to deliver these positive social and economic impacts.

While some of the projects contained in these case studies began before the economic downturn, all have been either partially or fully delivered over the more challenging funding conditions of the last decade, at a time when councils have faced the need to cut core budgets and have found arts and cultural funders also facing tighter budgets. The lessons arising should therefore remain relevant in the current delivery context.

The aim of this publication is to share a better understanding of how culture-led regeneration can be delivered in different ways, the potential economic and social impacts that can be derived from this investment, and how councils and their partners can seek to maximise these benefits in their area.

The economic and social impacts of culture-led regeneration

Through the evidence collected for this study, culture-led regeneration has been shown to deliver a broad range of social and economic impacts, including:



Creating employment



Enhancing community cohesion and pride



Attracting more visitors, boosting the tourism sector



Supporting enhanced resident health



Stimulating town centre footfall, boosting local business



Bringing enjoyment for residents



Stimulating and supporting creative sector growth



Attracting inward investment



Developing the skills, knowledge and confidence of residents



Enhancing the area's image, helping to attract skilled people and business investment

Typology of approach

The case studies in the following sections have been structured in a way which enables transferable lessons to be drawn, and to provide useful insights from a range of different authorities across England and Wales.

The typology of culture-led regeneration approaches adopted in this publication is explained below, and should enable councils to consider a range of approaches for their area.

Individual cultural institutions and attractions

Cultural institutions can act as a hub and driving force for regeneration, often representing a focal point for cultural investment and activity, particularly in smaller towns and rural areas. For some areas, channelling investment through a main cultural hub can be the most effective way to generate economic and social impacts. The case studies we've studied are:

- Dreamland and Turner Contemporary, Margate
- Storyhouse, Chester
- Peckham Levels, Southwark
- Portsmouth cultural infrastructure
- MOSTYN, Conwy.

Community-focused cultural programmes

Revenue-based investment in cultural programmes can deliver very different types of social and economic impacts, often being targeted at areas where engagement with the arts has historically been low. This is likely to have been a key approach used in areas receiving funding from the Arts Council England 'Creative People and Places' scheme or the Heritage Lottery Fund and Arts Council England 'Great Place Scheme'. The case studies studied are:

- Walthamstow Creative Connections, Waltham Forest
- First Art programme, Ashfield, Bolsover, Mansfield and North East Derbyshire
- Appetite, Stoke-on-Trent
- Culture Works, North East Lincolnshire.

Strategic organisation/coordination of cultural activity

Several areas have invested in a long-term strategic body or partnership to coordinate, develop and deliver cultural infrastructure and activities across their area, in order to increase the positive economic and social impacts arising from culture-led regeneration. The case studies studied are:

- NewcastleGateshead Initiative
- New Anglia Local Enterprise Partnership – 'Culture Drives Growth' strategy
- Cornwall 365.

Arts/cultural festivals

Recurring arts festivals often act as a focal point for culture-led regeneration in a range of urban and rural areas. The motivations for delivering festivals will differ depending on context, and the economic and social impacts generated can depend on what these motivations are, and whether the festival has been designed and delivered to maximise economic and social benefits. The case studies studied are:

- Manchester International Festival
- Out There international festival of street arts and circus, Great Yarmouth
- Green Man Festival, Powys.

Case studies

Individual cultural institutions and attractions

A more detailed overview of each case study can be found at www.local.gov.uk/culture-led-regeneration

Dreamland and Turner Contemporary, Margate

Thanet District Council responded to active community campaigns to restore and develop major cultural and visitor attractions in Margate.



300 jobs supported directly and indirectly by Dreamland and the Turner



1 million new visitors to Margate directly due to the Turner Contemporary



19% tourism growth between 2013-15, with annual tourism value rising to £293 million

Peckham Levels, Southwark

Southwark Council identified and enabled the transformation of an underused multi-storey car park into a major cultural and creative hub and workspace.



over 450 full-time and part-time jobs supported within Peckham Levels



20% of studios rented on less-than-market rent to support creative start-ups



helping to **boost Peckham's cultural identity** and attracting new visitors to the area

Storyhouse, Chester

An innovative cultural centre in the heart of Chester with an award-winning design, focused on encouraging the community and visitors to spend time there.



1 million visitors recorded one year after opening



15% increase in footfall in key location in Chester city centre attributed to Storyhouse opening



100 full-time, part-time and casual staff, plus 160 volunteers

Portsmouth cultural infrastructure

Portsmouth City Council has led or supported cultural investment over two decades to transform closed naval sites into a major visitor and employment hub.



250 full-time equivalent jobs supported at Portsmouth Historic Dockyard



2 million annual visitors, spending £51 million each year



Spinnaker Tower used extensively in Portsmouth marketing and to attract inward investment

MOSTYN Gallery, Conwy

With support from Conwy County Borough Council, MOSTYN Gallery completed a refurbishment in 2010 and now acts as an important community, visitor and creative/cultural sector hub.



generates over **£600,000 of economic value** in the local area each year



over 100,000 annual visits, with two-thirds of visitors from outside the local area



5,000 learners engaged in the education programme each year

Case studies

Community-focused cultural programmes

A more detailed overview of each case study can be found at www.local.gov.uk/culture-led-regeneration

Appetite, Stoke-on-Trent

The three-year 'Appetite Stoke' programme has engaged more people in arts and culture, helping to boost local pride, town centre footfall and perceptions of Stoke-on-Trent.



100,000 more day visitors to Stoke-on-Trent in 2016



2/3 of the budget spent in the local area, directly supporting local jobs



audience feedback shows 90% felt an increase in community pride

Culture Works, North East Lincolnshire

Set up by grassroots cultural organisations, Culture Works has provided leadership and coordination for the sector and worked with the council to push culture up the local political agenda.



£3.8 million secured for cultural regeneration



attracting **new visitors** through events such as the Grimsby Arts Festival



developing a more distinctive identity for North East Lincolnshire

Walthamstow Creative Connections, Waltham Forest

Waltham Forest Council is currently delivering a three-year cultural programme with a focus on demonstrating how culture can improve people's quality of life, their wellbeing and their prosperity.



a commitment to spend at least half of the programme budget in the local area, which will support local jobs



support for community-level culture, micro-projects and large-scale events designed to bring communities together



using culture as part of the approach to **tackling health conditions** such as early-onset dementia

First Art programme, Ashfield, Bolsover, Mansfield and North East Derbyshire

First Art has delivered over 200 events in former Derbyshire and Nottinghamshire coalfield areas, delivering social and economic benefits in areas where arts engagement is historically very low.



80,000 people engaged across 200 events in 2015-17



high-quality cultural activity delivered in local areas, increasing community pride and cohesion



joining up a network of cultural organisations to share knowledge and reach new audiences

Case studies

Strategic organisation/ coordination of cultural activity

A more detailed overview of each case study can be found at www.local.gov.uk/culture-led-regeneration

NewcastleGateshead Initiative

Since its set-up in 2000, the Newcastle Gateshead Initiative has spearheaded strategic project delivery and marketing to visitors and investors, with cultural activity at the heart of this work.



Newcastle-Gateshead attracts **17 million visitors** per year



22 new businesses attracted to the area in 2017, creating or safeguarding 1,300 jobs



Great Exhibition of the North expected to add **£184 million** to the local economy

Cornwall 365

Cornwall 365 has spearheaded an innovative approach to marketing Cornwall as a distinctive cultural destination, supporting growth in the visitor, cultural and creative sectors.



1/3 of the £165,000 annual budget spent with local artists and businesses



2/3 of businesses attracted more visitors as a result in engaging with Cornwall 365



cultural sector development including cross-marketing between attractions

New Anglia Local Enterprise Partnership – ‘Culture Drives Growth’ strategy

New Anglia Local Enterprise Partnership (LEP) is supporting sector leadership and employing innovative approaches to support local economic growth through its creative and cultural sector strengths.



349 cultural and creative individuals or businesses supported through StartEast



16% rise in the number of cultural tourists visiting the region



cross-sector economic growth through work to develop collaboration between the cultural and technology sectors

Case studies

Recurring arts/cultural festivals

A more detailed overview of each case study can be found at www.local.gov.uk/culture-led-regeneration

Manchester International Festival

Manchester's biennial festival has attracted major artists and delivered large-scale and innovative events and activities, which have put the city on the national and international cultural map.



total economic impact of **£40 million** across Greater Manchester in 2017



300,000 attendees, creating a spending boost for city centre businesses and the tourism sector



over 4,000 people engaged in the creative learning programme through 68 education providers

Green Man Festival, Powys

Running since 2003, the Green Man Festival has attracted 20,000 visitors a year to Powys, as well as providing training, promoting local food and drink suppliers and fundraising for local causes.



over 20,000 attendees, 5% from outside the UK



1/2 of the visitors also visit an additional site or attraction in Wales



the 'settler's pass' **generates £500,000 per year** for the local tourist and retail economies

'Out There' international festival of street arts and circus, Great Yarmouth

An annual street arts and circus festival attracting more than 40,000 attendees to Great Yarmouth every September, supporting the visitor economy and creative sector development in the town.



the festival created over £1.1 million of total economic activity in 2017



more than 40,000 participants attended, including 2,000 overnight stays in paid accommodation



supports skills development for circus and street arts performers through new facilities at Drill House

Lessons learnt and relevance for local authorities across the UK

The case studies collected here demonstrate the broad range of quantifiable economic and social benefits that can arise from investing in cultural infrastructure and activity, as well as the enormous energy and resource existing in communities, local organisations and the private sector to support this.

For councils or other partners seeking to do more to employ culture-led regeneration approaches in their area, the report can help in considering four key questions to support that strategy or planning process.

Which economic and social impacts are highest priority for your area?

This report has demonstrated the broad range of economic and social impacts that can be achieved through culture-led regeneration approaches. Identifying which are the greatest priorities for your area is important in considering the most appropriate strategic approach to investing in culture. The list below summarises those key impact types:

- creating employment
- attracting more visitors, boosting the tourism sector
- stimulating town centre footfall, boosting local business
- stimulating and supporting creative sector growth
- enhancing the area's image, helping it attract skilled people and business investment

- developing the skills, knowledge and confidence of residents
- enhancing community cohesion and pride
- supporting enhanced resident health
- bringing enjoyment for residents.

What are the strengths you can build on, or weaknesses you want to address, in delivering culture-led regeneration?

Every local authority area starts from a different base in terms of cultural infrastructure and existing activities, so the most appropriate approach to culture-led regeneration will depend on a baseline understanding of these strengths and weaknesses. Based on the case studies set out in this document, this analysis might consider the factors below:

- existing cultural institutions and attractions
- available buildings/infrastructure which could house cultural/creative activities
- creative/cultural sector business base
- visitor economy business base
- existing annual investment in cultural activity from the local authority, Arts Council, national portfolio organisations or other partners
- existing arts and culture festivals and events

- historic arts and cultural associations with the area
- levels of cultural participation among residents
- culturally-engaged community groups
- local appetite for volunteering
- existing culture/tourism partnership structures.

Which approaches to culture-led regeneration might be most effective?

The case studies in this document have been set out under four different types of approach to investing in culture-led regeneration. For some areas, one of these approaches may be suitable; for other areas, two or more may be employed together, and in some areas an entirely different approach may be used.

By having clarity about the most important impacts to be achieved in the area and an understanding of the existing relevant strengths and weaknesses of the area, it may be easier to develop and deliver approaches that can have greatest local impact. The tables below summarise the common impacts delivered by each culture-led regeneration approach considered in this report.

Cultural institutions and attractions

Impacts	Examples from case studies
Creating employment	<ul style="list-style-type: none"> • 300 jobs are supported by Margate's Dreamland and Turner Contemporary, including direct jobs as well as jobs supported in their supply chain and through induced spending effects. • 450 full- and part-time jobs are supported in the creative and cultural workspace at Peckham Levels.
Stimulating town centre footfall, boosting local business	<ul style="list-style-type: none"> • Footfall counts around Chester Storyhouse show a 15 per cent increase following the opening of the venue. • Through enhancing area image, Peckham Levels has helped attract new visitors to Peckham town centre which will increase town centre spend.
Attracting more visitors, boosting the visitor economy	<ul style="list-style-type: none"> • The Turner Contemporary has attracted almost one million extra visitors to Margate since 2011 who would not otherwise have visited. • The range of attractions developed at Portsmouth Historic Dockyard now attract two million annual visitors.
Stimulating and supporting creative sector growth	<ul style="list-style-type: none"> • 20 per cent of studios at Peckham Levels are rented at around one-third of market rent on a six to 12-month fixed term lease, to support start-ups. • MOSTYN gallery in Llandudno acts as an important sales outlet for the local creative sector, through showcasing in gallery exhibitions and sales in the shop.
Enhancing the area's image, helping it attract skilled people and business investment	<ul style="list-style-type: none"> • Following major cultural investments, Margate is now strongly associated with artists by visitors to the town, and is attracting new investment, including Tracy Emin's new studio. • The Portsmouth cultural infrastructure investments have helped to catalyse new investment in this area of town, including the Ben Ainslie Racing HQ.
Developing the skills, knowledge and confidence of residents	<ul style="list-style-type: none"> • Chester's Storyhouse has 160 volunteers supporting the venue and benefitting from training and enhanced confidence. • 5,000 learners engaged annually through MOSTYN's education programme delivered to pupils, students and lifelong learners.

Community-focused cultural programmes

Impacts	Examples from case studies
Enhancing community cohesion and pride	<ul style="list-style-type: none"> • 90 per cent of attendees to the Stoke-on-Trent's Appetite programme felt an increase in community pride as a result of attendance. • First Art has brought together communities, often in geographically isolated areas, through high-quality local cultural activity.
Stimulating and supporting creative sector growth	<ul style="list-style-type: none"> • Walthamstow Creative Connections has sought to support local creative business growth and provide creative sector skills/apprenticeships for individuals, especially young people. • Culture Works in North East Lincolnshire has supported knowledge sharing, joint working and cross-promotion of arts and cultural activities within the sector.
Stimulating town centre footfall, boosting local business	<ul style="list-style-type: none"> • The Stoke-on-Trent Appetite programme saw a 20 per cent increase in city centre footfall on the weekend of the Big Feast Festival. • Through support for larger-scale activity such as the Grimsby Arts Festival, Culture Works will increase town centre footfall.
Creating employment	<ul style="list-style-type: none"> • Walthamstow Creative Connections has a commitment to spend 50 per cent of the £1.4 million programme budget in the local area, supporting local jobs. • The Stoke-on-Trent Appetite programme aimed to spend around two-thirds of the £3 million programme budget in the local area, supporting local jobs.
Bringing enjoyment for residents	<ul style="list-style-type: none"> • First Art has engaged 80,000 people across 200 events during 2015-17, supporting enhanced wellbeing and quality of life. • 500,000 people were engaged in the first six months by Walthamstow Creative Connections, enhancing local resident quality of life.
Supporting enhanced resident health	<ul style="list-style-type: none"> • Walthamstow Creative Connections has invested in targeted programming, using culture as part of the approach to tackling health conditions such as early-onset dementia.

Strategic coordination of cultural activity

Impacts	Examples from case studies
Attracting more visitors, boosting the tourism sector	<ul style="list-style-type: none"> • The NewcastleGateshead Initiative secured the Great Exhibition of the North to the area, which is expected to generate £184 million economic value in the area. • Two-thirds of businesses engaging with the Cornwall 365 project attracted more visitors as a result of their engagement.
Stimulating and supporting creative sector growth	<ul style="list-style-type: none"> • 235 cultural and creative individuals or businesses were supported through the New Anglia LEP culture board's StartEast programme. • Cornwall 365 has helped support cultural sector skills development, better coordinated marketing and more cross-marketing between cultural and tourist attractions.
Enhancing the area's image, helping it attract skilled people and business investment	<ul style="list-style-type: none"> • Inward investment secured by the NewcastleGateshead Initiative helped create or safeguard 1,300 jobs in 2017, supported by the image and offer of the area's cultural facilities.

Recurring arts and cultural festivals

Impacts	Examples from case studies
Attracting more visitors, boosting the tourism sector	<ul style="list-style-type: none"> • There were 300,000 attendees at the 2017 Manchester International Festival, providing a major spending boost for the tourism sector. • Green Man Festival supported £0.5 million additional economic impact (gross value added) beyond the festival site, as a result of their programme encouraging people to extend their stay to one week.
Stimulating and supporting creative sector growth	<ul style="list-style-type: none"> • Over 4,000 people engaged in Manchester International Festival's creative learning programme, enthusing a future generation of artists and creatives. • The Out There Festival provides inspiration, networking and skills development for circus and street arts performers, particularly through the new facilities at Drill House.
Developing the skills, knowledge and confidence of residents	<ul style="list-style-type: none"> • Green Man Festival runs programmes to train and mentor vulnerable young adults, and has 100 local volunteers working at the festival each year. • 450 volunteers support the Manchester International Festival, all receiving training, and many learn new skills and build confidence.
Enhancing community cohesion and pride	<ul style="list-style-type: none"> • The Out There Festival aims to develop a stronger sense of vibrancy in Great Yarmouth, enhancing the external image and sense of community pride in the town.
Enhancing the area's image, helping it attract skilled people and business investment	<ul style="list-style-type: none"> • 88 per cent of attendees felt the Manchester International Festival strengthened Manchester's status as a world-class cultural city.

What lessons can we learn in delivering culture-led regeneration?

The case studies have revealed a range of useful lessons and good practice in delivering culture-led regeneration that can help councils, councillors and their partners to derive greatest benefit from their investment in this area. A selection of these are summarised below.

A shared vision is an important foundation

Delivering economic and social regeneration through any approach requires the input and buy-in of a wide range of public, private and third sector partners. Development of a shared vision and action plan with partners can be critical to realising ambitions.

- The development of a shared vision was seen as a critical foundation for successful delivery of the long-term regeneration of Portsmouth Harbour, which required the energy, skills and commitment of a wide range of organisations.
- Developing a shared strategy and action plan across partners was recognised as critical by the New Anglia LEP culture board. The 'Culture Drives Growth' strategy builds on the assets and capabilities of a range of partners to achieve common goals.

The cultural offer needs to be authentic

Several of the case studies have developed attractions, events and festivals that paid close attention to the history and heritage of their area, building on these as a foundation for a cultural offering that felt authentic. This was seen as important to visitors who want to feel a genuine sense of place, but also residents who wanted their cultural offering to be a true reflection of their place and a source of local pride.

- Portsmouth's cultural infrastructure investments provide a coherent set of naval-related attractions, building on the history of this area of the city.
- Out There took inspiration from the performative history of Great Yarmouth,

helping to make the event feel authentic and secure greater community buy-in and local pride in the festival.

Councils may need to commit to cultural investment over the long term

Many of the case studies demonstrate that significant culture-led regeneration impacts have only followed on from long-term planning and commitment by the council(s) and its (their) partners.

- In Margate, it was 10 years between the formation of the Turner Contemporary organisation and its opening, and 12 years between the formation of the 'Save Dreamland' campaign and its reopening.
- The NewcastleGateshead Initiative has continued to receive significant core funding from the two councils, even during the current challenging funding climate, reflecting their long-term commitment and the value they recognise that the body generates.

Councils can employ different operational models

Local authorities can play a range of different roles in delivery of culture-led regeneration approaches, which require different levels of resource investment, and which equally offer different levels of control or influence.

- Walthamstow Creative Connections is being directly delivered by the council, in collaboration with other external partners.
- Southwark Council owns and lets Peckham Levels, so is not involved in day-to-day operations, but has a place on the board to retain the ability to influence the development of the facility.
- Gateshead and Newcastle councils provide core funding each year to the NewcastleGateshead Initiative and each sits on the board, however this is run independently from the two councils.
- Norfolk and Suffolk county councils provide funding and support for the New Anglia 'Culture Drives Growth' strategy, but delivery is coordinated at a strategic local enterprise partnership level.

- Powys County Council supports and enables the delivery of the Green Man Festival through regulatory support and promotion, however is not involved in delivery.

Cultural investment can require boldness and ambition

Some of the case studies which have achieved the greatest impacts are ones where bold, creative decisions were taken in order to realise a vision.

- The innovative design and multi-functional approach to the new Chester Storyhouse required a willingness to take risks, as well as political and financial backing from Cheshire West and Chester Council.
- Manchester International Festival highlights the 'can do' nature of the council, and its boldness in new activities and initiatives that help attract attention to the city, seeing this as a key enabler of the growth and enhanced reputation of the festival.

Shorter-term investment for local festivals can enable the development of institutions that will yield longer-term sustainable impacts

Organisations involved in two of the festival case studies have sought to establish more permanent bases to allow greater year-round culture-led regeneration impacts in these areas.

- Manchester International Festival will become the managing body for Manchester's new cultural hub, the Factory, enabling year-round arts and cultural outputs, in addition to continuation of the biennial festival.
- Out There secured Arts Council funding to establish a permanent space which they have refurbished into the UK's only creative production centre for street arts and contemporary circus, with an aim to deliver greater year-round cultural activity.

Positive outcomes can be achieved with limited budgets

In a challenging funding climate, a number of the case studies have demonstrated that positive impacts can be achieved with very limited initial budgets.

- Culture Works started up with no initial funding, operating to bring cultural partners together and work with the council to support the development of a cultural strategy for the area, and has now helped to secure £3.8 million for local cultural regeneration.
- Out There also receives very limited external funding, but through engaging with an Interreg European network, securing funding from a local tourism business association and a small grant from Arts Council England, has been able to gradually build its high-quality circus and street arts festival.
- New Anglia Local Enterprise Partnership's culture board also started without any significant funding, but through bringing strategic partners together behind a shared ambition, has now been able to secure Arts Council and European Regional Development Fund funding to deliver a first project, and is planning to build activity from there.

National cultural bodies can be important local partners

Several of the case studies demonstrate the benefits gained by councils engaging more closely with nationally significant arts organisations, drawing on their skills, expertise and resources to enhance local cultural project delivery.

- Walthamstow Creative Connections has been produced in collaboration with the Barbican and Soho Theatre as delivery partners.
- The Manchester International Festival programme is part-funded by contributions from external co-producers such as national cultural bodies, which also adds prestige and enhances the quality of the cultural offer of the festival.

Community involvement can be a powerful driver for culture-led regeneration

Local communities can play a major role in culture-led regeneration, providing ideas, time and energy into projects, as well as applying pressure and helping to demonstrate local backing for projects which can help in case-making and securing funds.

- In Margate, both the Turner Contemporary and Dreamland were developed following active campaigning and development work by local community groups.
- The Stoke-on-Trent Appetite programme has sought to build community involvement and ownership of the programme, through regular events to input to and shape the cultural programme.

Careful design and delivery can help to maximise impacts

In several of the case studies, it can be seen that the careful design and delivery of projects and activities has sought to maximise the local economic and social benefits delivered, highlighting that it is not just where the investment is made, but the details of how it is implemented that can affect the impacts achieved.

- Green Man Festival has a programme encouraging attendees to extend their stay beyond the festival period in order to spend more in the local economy, and sources many of its food and drink stalls from within Wales.
- The Out There Festival in Great Yarmouth was strategically timed in September to extend Great Yarmouth's summer tourist economy, and holds night-time events to encourage visitors to stay overnight.
- To ensure local community benefits were embedded into delivery, Peckham Levels has made it a requirement of all tenants that they offer at least one hour per week of their skills and knowledge to a community resource fund.

Cultural programme brand and identity can be very important

Several of the case studies highlighted the importance of a clear brand being associated with high-quality cultural activities, particularly in areas where cultural engagement has historically been lower.

- The Appetite Stoke programme identified the importance of this so people would relate the brand with interesting and high-quality activity, and allowing the organisers to build a strong social media presence around the brand.
- Culture Works has similarly invested in having a strong social media and online marketing strategy that reaches out to a diverse demographic and the local community.

Building the cultural network in rural areas can help enhance impacts

Some of the rurally focused case studies highlight the additional challenges faced in these areas, with residents often based a greater distance from cultural venues and events, and often having lower levels of cultural engagement as a result. By building links between cultural venues and events in rural areas, a greater critical mass of activity can be built and jointly marketed, to the benefit of all partners.

- Cornwall 365 has helped to demonstrate the benefits of collaboration to cultural and visitor economy businesses, showing that cooperation and shared marketing can bring mutual benefits across the sector.
- First Art, covering areas of Derbyshire and Nottinghamshire, has helped local cultural bodies work together, sharing knowledge and resources and helping to build audiences for local activity.

Appendix

Consultations undertaken

Consultations undertaken for case study research

Case study	Consultations
Margate, Dreamland and Turner Contemporary	Madeline Homer , Chief Executive, Thanet District Council Councillor Robert Bayford , Leader, Thanet District Council Marvia Roach , Media Officer, Thanet District Council
Storyhouse, Chester	Alex Clifton , Artistic Director, Storyhouse Councillor Louise Gitten , Cabinet Member for Communities and Wellbeing, Cheshire West and Chester Council
Peckham Levels, Southwark	Neil Kirby , Head of Regeneration South, Southwark Council Sophie Hall-Thompson , Regeneration Manager, Southwark Council
MOSTYN, Conwy	Councillor Louise Emery , Cabinet Member for Economy, Venue Cymru, Marketing and Events, Conwy County Borough Council Alfredo Cramerotti , Director, MOSTYN
Walthamstow Creative Connections	Lorna Lee , Head of Culture and Heritage Services, London Borough of Waltham Forest
Portsmouth cultural infrastructure	Councillor Gerald Vernon-Jackson , Leader, Portsmouth City Council Stephen Baily , Director of Culture and City Development, Portsmouth City Council Jane Singh , Visitor Services and Development Manager, Portsmouth City Council
First Art Programme, North East Derbyshire	Madeline Holmes , Creative Director, First Art Councillor Tom Hollis , Deputy Leader, Ashfield District Council
Appetite, Stoke-on-Trent	Karl Greenwood , Director, Appetite Councillor Abi Brown , Deputy Leader, Stoke-on-Trent City Council Paul Bailey , Cultural Development Officer, Stoke-on-Trent City Council
Culture Works, North East Lincolnshire	Councillor Jane Hyldon-King , Portfolio Holder for Health, Wellbeing and Adult Social Care, North East Lincolnshire Council Charlotte Bowen , Founder, Culturehouse
Manchester International Festival	Councillor Luthfur Rahman , Executive Member for Schools, Culture and Leisure, Manchester City Council Fiona Gasper , Executive Director, Manchester International Festival Alex Byars, Chief Operating Officer, Manchester International Festival
Out There Festival, Great Yarmouth	Julia Devonshire , Cultural Development Lead, Great Yarmouth Borough Council Joe Mackintosh , Chief Executive, SeaChange Arts

Case study	Consultations
Green Man Festival, Powys	Councillor Rosemarie Harris , Leader, Powys County Council
NewcastleGateshead Initiative	Councillor Angela Douglas , Gateshead Council Lindsay Murray , Service Director, Gateshead Council Carol Bell , Executive Director, Great Exhibition of the North Ian Thomas , Head of Insight, NewcastleGateshead Initiative
New Anglia Culture Drives Growth Strategy	Kenny Lang , Innovation and Sector Manager, New Anglia Local Enterprise Partnership Helen Wilson , Chair, New Anglia Cultural Board
Cornwall 365	Fiona Wotton , Director, Cornwall 365 Councillor Bob Egerton , Portfolio Holder for Planning and Economy, Cornwall Council Tamsin Daniel , Interim Culture Manager, Cornwall Council

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