

Cabinet

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Cultural Activity Impact Report

Report of Corporate Management Team

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Purpose of the Report

- 1 The purpose of this report is to provide Members with an update on the County's Cultural Programme and offer further insight into the value and impact of this vibrant and growing area which forms part of the Council's economic planning. The report reflects on the recent achievements of the county wide programme and seeks support for future cultural activity.

Background

- 2 The County's cultural assets and creative output continue to grow. They now not only attract considerable visitors and inward investment but enhance the Council's and County's reputation on a local, regional, national and international level, with residents, visitors and investors alike. This continued growth has been the result of a number of factors including public, private and third sector's collective ambition and investment in the value and impact of cultural activity. Growth through the Cultural sector continues to be part of the Council's planning for regeneration and economic development.
- 3 For the County Council this has been through a renewed and supported ambition for culture since LGR that has grown out of the City of Culture ambition of 2009. This has seen the development of a thriving and vibrant programme delivered directly through the Council's own programmes, as well as supporting, both financially and creatively, the wider sector to flourish and continue to build and reimagine the County's cultural offer in a profound way.
- 4 The County's cultural offer is now both wide and deep including a spectacular festivals and events programme, a world class museum and gallery offer, a vibrant theatre and performing arts scene and a growing creative industry sector, much of which is increasingly underpinned by an array of entrepreneurial, community led and volunteer supported activity. Not least amongst these is Lumiere² - Durham's light art festival, Bowes

Museum, Beamish, The National Railway Museum at Shildon, the Cathedral offer and Gala Theatre.

- 5 Durham's offer is also a growing one, from 'Kynren' and the remarkable development at Auckland Castle to Bowes' growing reputation as an international gallery, to Beamish's significant 50's development to Open Treasures at the Cathedral and the Council's staging of Lumiere.
- 6 The County's cultural institutions continue to build and invest in an authentic narrative of Durham that now produces a glittering array of experiences and opportunities to engage with arts and culture. For residents and visitors, the offer now provides many benefits beyond the cultural offer itself including those of an economic, health, social and educational nature.
- 7 The context for a cultural agenda can be found across the County's strategic framework. The cultural offer being a significant contributor to realising the ambitions of the Sustainable Communities Strategy (SCS) through most of the 'Altogether Better' themes; with particular emphasis on the 'Altogether Wealthier, better for Children and Young People and Healthier' priorities.
- 8 Many of the Council's underpinning strategies and plans to the SCS provide further focus for a cultural programme. In particular the County's Regeneration statement, Tourism Management Plan, Health and Wellbeing Strategy including both physical and mental health outcomes and the Children and Families Plan are all supported through a meaningful cultural offer.
- 9 Within this framework, and through the County Durham Partnership's strengthened Cultural Partnership, there has been a focus on ensuring the County realises its cultural potential through the creation of an international reputation rooted in its rich heritage. This has provided a cultural vision for the County¹ focused around: Participation and Reach; Children and Young People; Talent and Progression; Economic Value and Creating a vibrant and Distinctive Region.
- 10 All these aspire to enhance Durham's reputation and define Durham as a place to live, work, visit or invest – a progressive place with a strong sense of identity. This reputation paves the way in attracting employers to locate here, tourists to visit and business to trade with us.
- 11 The County's emerging offer has arisen from the commitment and continued investment from both the public and private sectors. For the public sector, including local government, this investment can appear curious in times of austerity, therefore there's a responsibility to demonstrate good value and real benefit. This report sets out the

¹ This is Durham: Illuminating our Culture, Creativity and Heritage - A Cultural Vision for County Durham. Durham Cultural Partnership 2016

achievements to date and thereby the case for the sustained investment in arts and culture.

Material Considerations

County Durham Cultural Sector and Offer

- 12 County Durham's cultural offer continues to grow year on year and is estimated to be reaching circa £50 million annual expenditure, employing over 2000 people, whilst engaging over 100 apprentices and delivering 1000s of volunteer experiences. The wider sector now provides millions of opportunities to engage with art and culture for residents and visitors alike, generating an income of circa £20 million per annum across the County. As a result the sector are a significant contributor to Gross Domestic Product² (GDP) and Gross Value Added³ (GVA) through direct employment, growth and industry output; particularly when any multiplier effects are taken into account. The main contributors to this activity are the following offers (A summary of each areas contribution and specific activities are given at Appendix 2):
- (a) Festivals and Events Programme
 - (b) Museum, Galleries and Collections Offer
 - (c) Theatre and Performing Arts Programmes
- 13 The County's creative offer is a significant one that has delivered an exceptional quality programme over the last few years and which promises to continue to do so into the future. The following is given as a list of recent highlights of the County offer:
- (a) Recent highlights:
 - (i) Kynren: Epic outdoor performing arts show telling the history of England and Durham attracted audiences of over 100,000 in its opening year (2016). Over 2000 volunteers recruited and engaged. The show intends to increase the run from 15 to 17 shows in 2017.
 - (ii) Durham Road-Run: New mass-participation event for 2016 saw over 2000 runners pack the centre of Durham boosting the economy and engaging many residents and visitors in physical activity both practising for and participating at the event.

² Gross Domestic Product is one of the primary indicators used to gauge the health of an economy. It represents the total value of all goods and services produced over a specific time period; it may be thought of as the size of the economy.

³ Gross Value Added (GVA) is the measure of the value of goods and services produced in an area, industry or sector of an economy, in economics. In national accounts GVA is output minus intermediate consumption; it is a balancing item of the national accounts' production account.

- (iii) Open Treasure Exhibition Experience: The Cathedral's new multi-million pound visitor experience opened in 2016 transforming the Cathedral experience and attracting nearly £11 million of inward investment through HLF.
- (iv) Durham Book Festival: The festival grew in stature again and the Gordon Burn Prize made significant waves in the literary world sharing two titles with the Man-Booker Prize list. The festival provided a record economic impact in 2016 of £764,000.
- (v) Lumiere 2015: Over 200,000 people were attracted to the quality light art for the 4 night festival. With an economic impact of £9.6 million this remains one of largest events in the Durham calendar and Britain's largest light festival.
- (vi) Yves Saint Laurent Exhibitions: The exhibition Yves Saint Laurent: Style is Eternal in 2015 was a landmark exhibition for the Bowes. The first UK retrospective of the designers work attracting over 70,000 visitors to Teesdale and making a significant contribution to the 6% growth in tourism in the area for 2015.
- (vii) Durham Vocal Festival established: A new festival celebrating the heritage of Durham's musical tradition, and bringing the very best choral music to Durham from across the country to significant venues in the City for masterclasses and performances.
- (viii) The Durham Hymns: A newly commissioned suite of hymns to commemorate the Battle of The Somme, with a premier performance at Durham Cathedral, this new work engaged 360 musicians and singers in its creation and is now engaging communities county-wide in local versions of the new hymns.
- (ix) DLI Collection: A new innovative approach to storing, displaying and involving the community in the stories of the DLI, with modernised and accessible stores at the new research and study centre, reimagined education sessions, medal on demand service, a series of annual exhibitions and a newly created Durham Collection Gallery at Palace Green. The new offer is already achieving greater engagement numbers for the collection.
- (x) Flying Scotsman and Great Goodbye: The 'Great Goodbye' Exhibition is arguably the County's most successful exhibition to date attracting over 100,000 visitors in 9 days. This was followed up with the Flying Scotsman event which attracted over 50,000 visitors.

- (xi) 1916: No Turning Back: A unique immersive, walkthrough experience created within the Gala Theatre, recreating the sights and sounds of the Battle of The Somme. Over 5000 people experienced the event in six weeks.

Cultural Dividends and Impact

- 14 There are a wide number of benefits that can be gleaned from an active arts and cultural sector; all of which County Durham has benefited from through its on-going investment in culture. In terms of reviewing these, and encompassing the focus of the County's vision it is helpful to consider these under two broad areas namely:

- (a) Economic impact
- (b) Place Shaping and Reputation Benefits

- 15 Whilst it is not possible to provide measures of impact on all individual activities and venues, the following examples will hopefully give a feel for the significance of the sector.

Economic Impact:

- 16 On a national level, the most recent Arts Council England report shows the scale of the arts and cultural sector as having a £15 billion turnover – a growth of over 25% since 2010 – producing an estimated £7.7 billion of Gross Value Added (GVA). This gives 51p of GVA for every £1 of turnover generated and is now responsible for circa 0.45% of UK employment.
- 17 There is no doubt that, nationally, the sector continues to add to both Gross Domestic Product (GDP) and growth. Regionally, the cultural sector performs reasonably well relative to other regions, with around £177 million of GVA, representing 0.43% of the region's total, coming from the arts and cultural sector⁴. Whilst a relative breakdown, using similar calculations and data sets, is not available at a county level, locally the sectors economic contribution, based on estimated annual expenditure and employment, is most likely to be of a similar proportion.
- 18 Festivals and Events provides a good example of a number of indicators of economic impact. In evaluation reports of County Durham's four main festivals in 2015⁵ the same formula for calculating the economic benefits was applied. This includes accounting for three main types of direct benefit: visitor spend; local contracts and PR value. The collective economic impact is summarised below with details around each area of activity (visitor spend, local contract, and PR value) set-out in Appendix 3 for further information.

⁴ Contribution of the arts and cultural industry to the national economy, Report for the Arts Council England, Cebr, 2015 (does include publishing)

⁵ 2015 is the last full comparison year for NPO events.

- 19 Table 1 brings together the collective impact of the above three measures of economic impact, showing the total impact as well as the relative contribution of visitors, local purchases and PR.
- 20 As would be expected, the highest net economic impact derives from the largest festival with the highest budget, Lumiere – with a total economic impact of £9.6m. The majority of this (£5.9m or 61.1%) emanates from additional visitor spending, by far the highest of the four festivals. Bishop Auckland Food Festival (BAFF) is the only other festival where the main contribution to impact is visitor spend. By comparison, the main contribution to local economic impact from BRASS derives from the high proportion of festival purchases made locally, while from Durham Book Festival (DBF) the main contribution comes via the PR component.
- 21 Both Brass and DBF components derived from visitor spend are relatively low and consequently the return on investment is lower; if visitor spending for the latter two festivals was more on a par with BAFF and Lumiere a much higher ROI could be achieved.

Table 1 Total economic impact in County Durham

	DCC contribution	Net economic impact	% derived from			ROI
			Visitors	Local purchases	PR	
BAFF	£47,000	£714,000	61.1%	10.4%	28.6%	1,519%
Brass	£133,000	£642,000	21.7%	34.6%	43.8%	483%
DBF	£100,000	£745,000	28.3%	3.9%	67.8%	745%
Lumiere*	£700,000	£9,615,827	61.1%	2.5%	36.4%	1,041%

* Includes £100,000 contribution in kind

- 22 Whilst festivals and events provide a good example of economic impact it is also of note that developments such as those at Auckland Castle have been able to act as a catalyst to wider regeneration and that the authorities strategic planning, through for example the County Plan which can support and nurture the sector through accommodation etc. to meet the sectors growing demands.

Place Shaping & Reputational benefits:

- 23 Cultural engagement plays a part in both shaping the people and places of County Durham, building new narratives and reinforcing historic ones whilst creating a sense of place for residents, regenerating areas and defining its people. Equally, it is this narrative, one that highlights arts and culture as part of its character, that can build County Durham's reputation and from which many benefits, creative and economic, can be gained.

- 24 Durham's growing reputation for culture is a virtuous circle that has resulted in The Foundation Pierre Burge and the V&A staging the hugely successful Yves Saint Laurent: Style is Eternal and Shoes: Pleasure and Pain exhibitions in the County and on which further discussions with these, the Science Museum Group, British Library and the Prado Museum in Madrid are prospering. This represents a growing reputation on a national and international level. There are of course many venues, festivals and events beyond these, which equally provide benefits of a similar nature. These include the Miners Gala, Durham Regatta and a range of sporting events together with Beamish, Cathedral, Ushaw College and Palace Green Library amongst other.
- 25 In order to maintain and grow County Durham's reputation requires investment in its cultural infrastructure and a continued reinforcement of the narrative. Support for this comes through both the County's Cultural Partnership – in setting out a vision and framework that aims to establish for the County an international reputation rooted in its rich heritage by harnessing the imagination and creativity of residence. Similarly 'Visit County Durham', the County's tourist management organisation, support and promote the offer beyond the County. This is Durham – Place of Light, the new place brand for the County, was launched during Lumiere in 2015 and aims to change the perceptions of the County through a programme of high profile national marketing campaigns that include culture, positioning Durham as a great place to live, work and visit.
- 26 In order to truly play a role in place making, the County's arts and cultural offer must be embedded and engage its residents. It is only through doing this that educational, health and economic benefits are realised – when residents' lives are enriched they become happier and healthier.

Challenges and next steps

- 27 In order to develop and maintain a vibrant and active cultural sector capable of delivering economic and social dividends will require a sustained effort. There are many challenges to achieving this that will need to be the subject of further consideration and focus including:

Ensuring quality products and programmes:

- 28 The benefits of investing in an arts and culture infrastructure above all relies on 'great art' to unlock its potential; whether that be the economic, educational, health or any other benefit. By 'great art' is meant quality, authentic products that can interest and engage our audiences whether they be residents, visitors or investors.
- 29 County Durham has a large number of new emerging products of a nature and quality that will enhance the offer and for which the Council's, together with wider partners, continued support is required to ensure that these come to fruition. An indicative list of projects and initiatives which may benefit from support is given at Appendix 5 and a future highlights

programme is given at Appendix 6 which demonstrates the huge breadth and depth of the forth coming programme.

Creating a Creative Community:

- 30 To achieve any of the benefits of investing in culture demands an offer that is for, and engages with, the community. Focussed across the whole offer of Museums, Galleries, Theatre and performing arts, there is a need to develop classes and learning opportunities which will be open and accessible to all. As well as the obvious creative benefits offered from such activities, there are clear social and wellbeing impacts too. In order to develop engagement it's important that:
- (a) All aspects of the programme have a community and learning offer. Lumiere provides a great example with over 860 school children and 525 community representatives engaged in creating work for the festival⁶. Similarly the County's Museum offer welcomes over quarter of a million educational visits a year.
 - (b) There is the opportunity for work deriving from the community arts projects to have a place within the programme. For example Durham Book Festival's Strategic Tour has demonstrated there is a market (and venues) for more locally based work, and we should use a localities-led approach to inform the programming of work into villages, community centres and libraries throughout the year.
 - (c) Opportunities for developing partnership working to deliver elements of the cultural offer are explored fully. For example, a developing partnership with Durham Student Theatre offers many possibilities for delivering good quality performing work in community settings. In return we can offer shadowing opportunities on our professional productions, and the opportunity for co-produced work.
 - (d) Identifying spaces for workshops, classes and rehearsals to deliver on our ambitions. Consideration could be given to utilising other buildings within Millennium Place to help crystallise the idea of a creative heart to Durham.

Developing procurement options/strategy:

- 31 Cultural sector spend in the county is significant and a pro-active approach to capturing spill over and nurturing multiplier effects within Durham County would undoubtedly enhance the already significant economic impact from the activities.
- 32 In order to achieve this Culture & Sport together with its partner organisations will need to work more closely with procurement colleagues to ensure that every opportunity to retain spend in the County is

⁶ Lumiere 2015 Evaluation Report, St Chads policy and Research Centre (2016)

maximised as well as connecting with initiatives such as the Durham Business Opportunities Programme to identify emerging markets that could support SMEs to grow in response to the demands of the sector.

Securing future investment and growth:

- 33 The ambitions of the cultural sector of County Durham are reliant on both significant capital investment and a sustainable level of revenue support - albeit that some areas are financially self-supporting. Inward investment both grows the offer and has a significant impact on jobs and growth when achieved.
- 34 The County has demonstrated an increasing ability to achieve investment in cultural projects. Examples include the Auckland Castle project with c.£30M investment using heritage as a regenerative tool, the Cathedral Open Treasures project which has seen over £10 million invested to enhance the visitor experience at arguably the County's key cultural asset as well as the recent completion of a programme of capital works on the Bowes Museum. Similarly Beamish has issued a 12 year development plan with a £15 million project over the next 5 years to transform the museum and its national/international appeal. On a smaller scale Killhope is also delivering a £500k HLF project to enhance its offer and the University continue to invest in Palace Green building on already significant recent investments and has a new cultural ambition for further investment. This investment is vital to developing skills, job creation and sustaining and growing the wider impacts of the cultural sector.
- 35 Whilst the sector is already a major employer this is anticipated to continue to grow. Taking Beamish alone, who already employ 285 FTEs, 110 of which have been created in the last 5 years and there are plans to develop a further 95 posts as the museum continues to expand. Other areas such as Auckland Castle, including Kynren and the Cathedral have seen employment growth and the Spanish Gallery and Ushaw College suggest further increases.
- 36 The sector also plays a major role in providing pathways to training and employment within the county - with permanent jobs the end ambition of significant volunteering and apprenticeship schemes. Work within the cultural sector includes developing volunteering and embedding apprenticeships in organisations. For example Bowes has HLF funding for textile conservation training; Killhope works with a range of organisations in the Dales and impressively Beamish has plans to create 50 high quality apprentices. The sector provides great opportunities to further link with the many employment schemes operating in the county such as the Durham County Apprenticeship Scheme and the European Union's Youth Employment Initiative.
- 37 The opportunities for volunteering across the sector remain considerable. Such programmes have a reciprocal benefit for the volunteer and County alike; for example the 'Festival Makers' programme for Lumiere in 2015

had a 'taking part value' of £50,000 and an estimated value to the Council of £51,500. The Council's investment in this programme alone providing a return on investment of £4.35 for each pound invested⁷.

- 38 Significant potential still exists to invest in culture and to continue to create jobs and growth. Ensuring that there is a coordinated and sustained effort to attract future capital investment is key to the sectors future potential. Attracting future resources from HLF, ACE, keying into work of the NELEP, and its Strategic Economic Plan/framework, seeking the support of foundations and sponsors will all be vital in the future.
- 39 Whilst the cultural sector is funded predominantly from earned income it continues to require public subsidy in most instances. This comes from both national and local resources and is a vital ingredient in sustaining the offer. Bowes, Beamish, Forge and Tin Arts, together with the County Council are National Portfolio Organisations funded by Arts Council England to enhance sustainability and grow their offer. This programme alone has attracted over £3 million, over 3 years, into the County. It is vital that the sector retains the ability and creative ambition to continue to access these resources. The Council also directly and indirectly funds many aspects of the cultural offer again vital to benefits of the sector.

Recommendations

- 40 It is recommended that Cabinet:
- (a) recognise the impact of the cultural sector within the county including that made directly by the Council;
 - (b) continue to support and celebrate the sector in its achievements;
 - (c) endorse the future programme of cultural activity planned across the County.

Background papers

- This is Durham: Illuminating our Culture, Creativity and Heritage - A Cultural Vision for County Durham. Durham Cultural Partnership 2016
- Contribution of the arts and cultural industry to the national economy, Report for the Arts Council England, Cebr, 2015
- County Durham Festivals Evaluation Report: Policy Research Group, St Cads College 2015
- Lumiere 2015 Evaluation Report, St Chads policy and Research Centre (2016)
- Durham Lumiere Festival Makers: Process and Outcomes Evaluation, HelmePark, 2016

Contact: Stephen Howell Tel: 07889995427

⁷ Durham Lumiere Festival Makers: Process and Outcomes Evaluation, HelmePark, 2016

Appendix 1: Implications

Finance – None directly from this report but does reference the on-going revenue commitments to a range of programme strands.

Staffing – None directly from this report

Risk – None directly from this report

Equality and Diversity / Public Sector Equality Duty – None directly from this report

Accommodation – None directly from this report

Crime and Disorder – None directly from this report

Human Rights – None directly from this report

Consultation – None directly from this report

Procurement – None directly from this report

Disability Issues – None directly from this report

Legal Implications – None directly from this report

Appendix 2: Cultural Offer Sectors and Achievements

Festivals and Events

- 1 The County boasts an array of major festivals which together play an important role in delivering culture-led regeneration as they help place and position County Durham positively. The Council plays a particularly key role in the overall festivals and events calendar and receives National Portfolio Organisation (NPO) funding from the Arts Council to support this leadership role. The Council's festivals and events expertise, direct funding, external funding, delivery and commissioning in this area is applied in a manner to ensure that the outcomes of the festivals and events calendar contribute to wider outcomes. Specifically the Corporate plans and Culture and Sport service planning, support engaging more people in culture and sport, by raising skills and aspirations attracting investment and visits and extending the engagement in community life and volunteering.

- 2 The DCC festivals and events programme has three elements, each helping to ensure that a balanced programme exists, whilst also exploring new opportunities. The three elements are as follows and appendix 3 sets-out the 2017 programme for each element:
 - (a) The Annual Programme - this programme element endeavours to represent a core offer, which residents and visitors are familiar with. The list is gradually refreshed and developed over time to modernise or meet new priorities.
 - (b) The Investment and Development Programme - this programme element enables the authority to support events by direct delivery or with funding, in order to research opportunities, develop infrastructure and/or build resilience of new events.
 - (c) Signature Events - this programme element enables the authority to deliver very large scale events, which normally have higher risks and costs, and so need to demonstrate significant beneficial impact for County Durham. These signature events/festivals are of a scale that funding is required.

- 3 Whilst the entire 2017 programme is given at Appendix 4, of note are the three key Arts Council England funded festivals:
 - (a) Lumiere
 - (b) BRASS
 - (c) Durham Book Festival.

- 4 As referred to earlier the authority receives funding as a National Portfolio Organisation (NPO) to create a cultural festivals hub in Durham. The authority utilises some of its festivals revenue funding to match this Arts Council England funding for the annual BRASS and Book Festivals, whilst Lumiere is classified as a bi-annual signature event, which has to-date been matched by a 'Signature' funding request to the Council.
- 5 The current round of NPO funding comes to an end in March 2018; with the next round of funding covering the years 2018 to 2022. The application process for this is currently underway, with confirmation of grants awarded in July 2017. If successful, this would see funding for these three festivals continue helping to provide some ongoing key 'pillars' to the wider programme.
- 6 In the meantime all three festivals will run in 2017 and will form part of a wider programme to include County favourites such as Bishop Auckland Food Festival, Durham Miners Gala, Durham Regatta and the Tour Series and City Road Run amongst others. There is also a growing calendar from other providers across the County including Hardwick Live, Chester-le Street Fake and a range of other specialist music festivals.

Museums, Galleries and Collections

- 7 County Durham has a world class museum, gallery and collections offer that boasts the Bowes Museum, Beamish Museum, Auckland Castle, The National Railway Museum at Shildon, Killhope Lead Mining Museum, The Oriental Museum, Palace Green Library Galleries and the Open Treasures Experience at the Cathedral, all supported by significant collections.
- 8 The County Council takes great care in playing a suitable support role for the County's museums and collections, ensuring that our heritage is protected and great stories continue to be told. The County Council acts as custodian of the Durham Light Infantry (DLI) collection, and operates directly the Killhope lead mining museum in Upper Weardale, including its historic monument. Indirectly, the County Council continues to play a key role in supporting the Bowes Museum, Beamish Museum and Locomotion Museum, through a combination of political support, executive/management advice and grant funding.
- 9 The key museums, galleries and collections within the County attract over 3 million visitors a year and with a range of capital and creative developments anticipated in the coming years this is likely to expand significantly.
- 10 Developments of particular note in this area include:
 - (a) Durham Light Infantry Research and Study Centre
 - (b) Durham Light Infantry Collections Gallery

- (c) 50's development at Beamish Museum
- (d) Rediscover Killhope HLF Project
- (e) Bowes Major Exhibition Programme
- (f) Opening of a National Mining Art Centre/Gallery
- (g) Development and refurbishment of Auckland Castle
- (h) Development of Spanish Gallery in Bishop Auckland
- (i) Re-imagining of Bishop Auckland Town Hall
- (j) Completion of Open Treasures Experience at the Cathedral
- (k) Completion of Palace Green Library Exhibition spaces

11 It is through these assets and developments that both touring and curated exhibitions, together with the County's own collections, have been able to be exhibited in the most interesting way, increasing engagement through a high quality offer. The following highlights alone attracting circa 500,000 visitors:

- (a) Somme 1916: Palace Green Library
- (b) English Rose: Bowes Museum
- (c) Open Treasures: Durham Cathedral
- (d) Zurbaran's at Auckland Castle
- (e) Shoes: Pleasure & Pain: V&A at Bowes Museum
- (f) Lindisfarne Gospels – Palace Green Library
- (g) The Great Goodbye & Flying Scotsman- Locomotion
- (h) YSL – Style is Eternal: Bowes Museum

Theatre and Performing Arts

12 Durham's Cultural Vision aims to establish Durham as a leading international centre for innovation and creativity based on its world class heritage. A key part of Durham County Council's contribution to this agenda is its commitment to a performing arts, film and music programme across its theatre provision, historic town halls and wider outreach work. The Council currently funds the Gala Theatre (Durham) and the Empire Theatre (Consett) and also funds both Durham Town Hall and Bishop Auckland Town Hall (BATH). The Council also supports the development

of the wider network of performing arts, film and music through its development service.

- 13 Together this approach adds to the vibrancy and contributes economically, both directly and in indirectly. A theatre or performance venue is often seen as a significant building block in defining, animating and ultimately shaping towns and cities. Where the content and programme of a theatre is of the correct quality and scope, it not only offers residents the opportunity to engage with arts, but can play a prominent role in establishing a place's cultural offer – most notably into the evening economy.
- 14 The Gala continues to fulfil this function and, through the current review of its programme and content, it is hoped to enhance the reputation of both the theatre and the city. The Gala and the wider programme which takes place at the Town Hall, Cathedral and numerous other venues, is an essential ingredient in flavouring the distinctive appeal of both the city and county for residents, visitors and investors.
- 15 Gala alone has a busy programme of live events, with around 400 performances taking place throughout 2015-16. With a renewed focus on creating a more artistic offer the time is right to develop the vision for Gala's theatre and how we create a distinctive performing arts offer.
- 16 How theatre programming is used throughout the year, should be driven by both commercial and artistic ambitions.
- 17 The new vision has FIVE main elements to the offer:
 - (a) Produced Work
 - (b) Presented Work
 - (c) Artist Development
 - (d) Engage Programme
 - (e) Additional Programme
- 18 The suggestions outlined above are about refining and building on what already exists. These programme developments are long-term strategies and the benefits may not be immediately evident. Priority should, however, be given to developing a clear marketing/audience development plan to take current audiences on this journey.
- 19 The long term benefits are:
 - (a) a coherent, holistic programme that has a clear identity. This in itself will open opportunities in terms of new funding streams and co-producing partners;

- (b) an increased commitment to home produced work, growing local talent in writing, producing, technical and performing and establishing a 'unique to Durham' quality;
- (c) an increase in the quality of the presented programme, as we are able to be more selective in the work we choose to book;
- (d) increased satisfaction of our current audiences, while developing and building new ones;
- (e) an ability to develop and build the model to deliver outcomes against the wellbeing and literacy agendas, to deliver rural touring, some also home produced, and more.

20 Recent highlights of the Performing Arts programme have included:

- (a) No Turning Back:
A brand new endeavour for Gala, this production utilised Gala's facility to be able to remove all of the stalls seating to create a large empty space in which to stage this immersive experience. With 10 performances per day across six weeks, the production used actors, special effects and specially designed set-pieces to tell stories from the Battle of The Somme. The success of this approach highlighted possible opportunities for similar events in the future. The production received National and local positive acclaim.
- (b) Introduction of Live Theatre screenings:
Regularly broadcast productions from the likes of the National Theatre, Royal Shakespeare Company and English National Opera have become a key part of Gala's programme. This enables the venue's audiences to engage with the country's finest theatre work featuring international stars. This offers some audiences their first experience of theatre work at the venue, helping to build audiences for the live programme. In the first year, over 7000 people saw a live screening at the venue, bringing in £70,000 NET ticket income. Aspirations are to extend these opportunities to Bishop Auckland Town Hall.
- (c) Record Pantomime run:
Over the course of its six week run, the panto was enjoyed by 33,052 people, which meant that 96% of all the seats available were sold. This was an increase of over 4,000 people on the previous year, meaning Jack & The Beanstalk was the most successful show staged at Gala since the venue opened 15 years ago. The production took £299,793 in NET ticket income, around £36,600 up on last year. The pantomime is a key 'unique Durham' home production.
- (d) Under 5s Christmas Show

Since 2014, Gala has also co-produced a Christmas performance for under 5s, which runs in parallel with the pantomime and takes place in the venue's Studio space. Growing in success over three years, in 2016, the show attracted 3,700 people, 94% of all available tickets.

(e) Durham Hymns:

This major new commission marked the anniversary of the Battle of The Somme with a suite of new hymns created for brass band and community choir, with lyrics by the Poet Laureate, Carol Ann Duffy. Inspired by the personal letters and experiences of real people living in the county, this was a truly community project, and the legacy from the initial premiere performance in Durham Cathedral will see the new work performed in community spaces throughout 2018.

(f) The Fighting Bradfords:

Aside from pantomime, this was Gala's first in-house produced show for seven years. A writer was commissioned to tell the story of the Bradford brothers of Witton Park, and the resulting successful play demonstrated Gala's ability to be able to create work both of and for local audiences, which in turn roots the theatre in the heart of the regional creative landscape.

- 21 In addition to the local authority funded offer in performing arts, there is vibrant cathedral, university and community offer; developing home productions and supporting skills and talent development. The university are also currently considering wider building development's to further support the spaces required to host and encourage live performance shows further increasing quality and opportunity. Collaborative working from connecting actors, producers and musicians to joint ticketing is also increasing, enabling the county to support a more connected and coordinated cultural offer. Ushaw Colleges emerging music programme is of note in this area

Appendix 3 – Festivals and Events Economic Impact: Visitor Spend, Contracts and PR Value

- 1 *Visitor spend:* Overall the four events of BRASS, Bishop Auckland Food Festival, Lumiere and Durham Book Festival alone produce a reported spend by festival visitors of almost £6,700,000⁸. Table 1 shows the gross visitor spending for each festival, in relation to the home location of visitors.
- 2 As might be expected, local festival visitors spend the least, with increasing amounts of spend reported by those from further away. While Table 1 shows the actual financial transactions reported, calculations however build in economic displacement, which is highest at local levels. The message here is that more distant visitors bring greater *gross* benefits to the County Durham economy, and greater still *net* benefits.
- 3 In terms of individual festivals, the spend is, on average, highest at Durham Book Festival (DBF) per visitor, partly because there were no free events as part of the main festival, and DBF visitors tended to attend multiple events, increasing their ticket spend and ‘dwell’ time. Accommodation costs contributed to the higher spend at both DBF and Lumiere for visitors from outside the region

Table 1 Estimated average spend per visitor, by festival and home location

	BAFF	Brass	DBF	Lumiere
Durham	£10.34	£5.11	£30.97	£15.24
RoNE	£21.23	£15.30	£70.56	£29.88
RoUK	£35.90	£40.32	£258.42	£202.39
Overseas	£50.44	*	*	£137.28
Average across visitors from all geographies	£13.06	£12.32	£57.68	£42.78
Total visitor spend	£436,000	£165,000	£211,000	£5,880,000

Note: all expenditure, including tickets (where relevant) and accommodation

** Insufficient data for extrapolation, so this category is omitted*

- 4 *Local contracts:* Table 2 shows the net economic impact of local purchases by festival organisers (i.e. estimating the additional impact from the gross spend), and the percentage of the total budget accounted for by local purchases. Both Lumiere and DBF have a relatively small percentage of their total budget devoted to local purchases. Figures are

⁸ County Durham Festivals Evaluation Report: Policy Research Group, St Cads College 2015

higher for BRASS, while Bishop Auckland Food Festival (BAFF) manages to spend the highest proportion of its money locally.

Table 2 Local purchases by festival organisers

	Net economic impact of local spend (£)	Gross local spend as % of total gross spend
BAFF	74,000	52.2%
Brass	139,000	29.2%
DBF	29,310	14.0%
Lumiere	242,539	12.8%

5 Whilst the local contracts figure is arguably lower than hoped for, what it does indicate is the propensity for the festivals and events programme to further grow its economic impact beyond current levels. The emergence and growth of small to medium size businesses to serve the demands of the programme is something that could be nurtured to promote further growth and jobs. Technical services and supplies are an area of particular note in relation to this.

6 *PR value:* The final component of economic impact relates to the value of content relating to festivals in broadcast media (newspapers, radio, TV and online sources). Table 3 shows the cumulative value of all PR for each of the festivals. Lumiere as a signature festival with considerable national reach again dominates, with a considerable amount of high value coverage, worth £3.5m. Although DBF has relatively fewer visitors it punches above its weight in terms of the PR value it generates. BAFF and BRASS do less well but still create significant values.

Table 3 PR Advertising Value Equivalence

	AVE
BAFF	£204,000
Brass	£281,000
DBF	£505,000
Lumiere	£3,497,000

7 The scale and nature of PR value is not just a measure of economic impact but also indicative of the impact of this programme in building and establishing the reputation of the County as a national and international destination built on its cultural offer.

Appendix 4 – 2017 DCC Festivals and Events Programme

Annual Programme

Bishop Auckland Food Festival	April
Cycling - Tour Series	May
Durham Regatta	June
Cycling -Tour of the Reservoir	April
Miners Gala	July
BRASS	July
Durham City Run (10K/5K)	July
Muddy Mayhem	October
Durham Book Festival	October
TakeOff Festival	October
Summer City Event tbc	August

Investment & Development Events

Balloons in Durham	August
IncludFEST 2017	September
Pride	May
Durham Vocal Festival	January
Mining-Art Exhibition:	September

Signature Events

Lumiere 2017	November
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Appendix 5 – Future Cultural Projects and Initiatives

- (a) Beamish 50s programme,
- (b) Cathedral – Open Treasures Programme,
- (c) Bowes major exhibitions programme,
- (d) Auckland Castle developments (including Castle, Spanish Gallery, Mining Art Gallery and Kynren),
- (e) Ushaw College music programme,
- (f) Palace Green Library developments,
- (g) Festivals & Events programme development,
- (h) Theatre specialism and production,
- (i) Durham City Cultural Quarter development:
 - (i) Durham Town Hall as visitor attraction
 - (ii) Gallery provision
 - (iii) Artisan and creative businesses
 - (iv) Theatre and Performing Art Programme
- (j) County wide collections access and management projects.

Appendix 6 – Future Cultural Highlights

- 1 Return of Gospels to Durham Cathedral 2020: The British Library have agreed to support a further loan of the Lindisfarne Gospels which will form a major exhibition in the Cathedral's new exhibition spaces.
- 2 Lumiere 2017: Lumiere returns again in 2017 with the expectation of repeating its great success; economically and creatively. This year's event will run for 4 nights in November.
- 3 Remaking Beamish Project: The project is a major milestone in Beamish's history and it will help the museum create a range of new ways for people to experience the heritage of the North East. It is the largest single investment ever seen at Beamish and work will begin on the £18million scheme this winter. The project will add to the existing attractions at Beamish and will take around four years to be completed. By 2021, the museum will attract 100,000 more visitors
- 4 Launch of Bowes Major Exhibition Programme 2017: The County have developed a resource to support major exhibitions at the Bowes Museum which should result in more exhibitions from 2017 onwards.
- 5 Re-opening of Auckland Castle 2019: Auckland Castle is currently undergoing a major renovation with support from the Heritage Lottery Fund (HLF) and other key partners. This will restore the castle to its original Georgian Gothic opulence as designed by renowned English architect James Wyatt - the scheme will include redevelopment of the Scottish Wing and walled Gardens together with the creation of a Faith Gallery.
- 6 Opening of the Mining Art Gallery 2017: The former Old Bank Chambers Building in Bishop Auckland, is being transformed into a new gallery, showcasing paintings by County Durham's miners and the wider mining community. The new Mining Art Gallery will provide a permanent home for the renowned Gemini Collection of Mining Art, which includes more than 300 works by prominent local artists such as Tom McGuinness and Norman Cornish. The collection is hopeful of becoming a designated National collection.
- 7 DLI Collection Gallery 2017: Newly commissioned gallery space on Palace Green, with first major exhibition of Comrades, Courage, and Community to tell the story of the DLI regiment through objects, interpretation and modern audio visual displays. The Gallery will open in 2017 and complete the

reimaging of the DLI Collection following the opening of the medal collection and research and study centre in 2016.

- 8 Major outward loans: Both the Zurbaran paintings exhibited at the Frick Collection in New York and the Bowes Swan taking centre stage in the National Science Museum's 'Robots Exhibition' in London will provide great opportunities to promote the County and its rich heritage nationally and internationally.
- 9 Opening of Spanish Art Gallery 2017: County Durham is home to the UK's largest collection of Spanish Art outside of London and plans are being made to bring this to the fore. Inspired by Francisco de Zurbarán's Spanish masterpieces that hang in Auckland Castle's Long Dining Room, a dedicated Spanish Art Gallery will open in Bishop Auckland Market Place in 2019.
- 10 2025 200th Anniversary of Public Railways: The 27th. September 2025 marks the 200th anniversary of George Stephenson's Locomotion No.1 pulling the world into the railway age. The anniversary provides a great opportunity to showcase the County and region to the world and planning has begun on how the occasion can be marked. It is anticipated that there will be international interest in related activities both in the build-up and in 2025.
- 11 125th Anniversary celebrations at Bowes 2017: 2017 is the 125th anniversary since the museum was founded by John and Joséphine Bowes and opened to the public in 1892. Bowes is a fully accredited and designated museum; both the collection and the building are of international significance.
- 12 First Durham Balloon Regatta 2017: A visually impressive hot air balloon festival with up to 20 commercial and privately owned hot air balloons launched over Durham City accompanied by a light, music and firework spectacular.