

# CULTURE DRIVES IMPACT

The Norfolk and Suffolk  
Culture Board Manifesto





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# FOREWORD



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## Foreword

This Manifesto sets out the shared ambition of the Norfolk and Suffolk Culture Board (NSCB) for culture to drive impact as we recover from the Covid-19 pandemic and as we foster opportunities for long-term renewal. It is based on an 18-month journey which has involved consultation, listening and development to explore the priorities and aspirations of the cultural sector in and across Norfolk and Suffolk.

When we set off on this journey, the goal was to develop a long-term strategy for culture. However, given the still unfolding situation with the pandemic and associated short to medium term challenges faced by every sector, we have adapted our approach.



This Manifesto represents Stage 1 of a process that will result in a regional strategy for 2024–28 which will ensure culture thrives and flourishes in Norfolk and Suffolk.

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This Manifesto is designed for the times we are in: where we need urgency and activism to ensure the cultural sector is resilient, supported, and resourced to play a strategic role in delivering impact, and is central to the process of 'levelling up'.

The Covid-19 pandemic has exposed the fragility of every sector as well as highlighting the importance of culture for health, wellbeing and cohesion. Brexit is requiring the cultural sector to develop new approaches to internationalisation, while focusing on local communities and working to ensure no one is left behind. Partners across Norfolk and Suffolk are collaborating in a range of distinctive places where culture is celebrated and contributes to building vibrant, inclusive, sustainable communities.

As the Norfolk and Suffolk Culture Board, working for the cultural sector of these two special counties, we are committed to ensuring the people who live, work and visit here have access to the outstanding cultural offer and the wide range of social, economic, health and wellbeing, educational and creative benefits that a strong cultural sector is uniquely able to generate.

The cultural sector of Norfolk and Suffolk contributed £272 million in GVA in 2018 and grew by 16% since 2015. It supports job creation and delivers impact across the economy. Culture, then, drives growth. But it also helps shape a different kind of economy, based on wellbeing and sustainability.

**The cultural sector of Norfolk and Suffolk contributed £272 million in GVA in 2018 and grew by 16% since 2015.**

Culture is of intrinsic value to all our communities, bringing beauty and joy to people's lives. As the Norfolk and Suffolk Culture Board, we are passionate about what makes Norfolk and Suffolk special: our heritage, natural landscapes, coastal communities and market towns, dynamic and diverse urban and rural hubs; and the people who, through their cultural expressions, ignite a distinctive sense of identity and place.

In Norwich and Ipswich, we have two major urban centres which, with sustained investment, can drive a cultural renaissance across both counties. We also have many other distinctive places where culture is a vital force in their renewal.

By working together through culture, we want to support the levelling up process, bringing cultural investment to Norfolk and Suffolk which benefits all our communities.

—  
**Signed Helen Wilson,**  
Chair Norfolk & Suffolk Culture Board

## We present in this Manifesto:

- the shared results of our consultations and conversations on what culture can offer the region as we negotiate the effects of the pandemic.
- the emerging priorities that will shape the development of our longer-term strategy and those partnerships that will help deliver it.
- the structure of how we will achieve our stated priorities and the practical steps we will take along the way.
- a challenge for all those within and beyond our sector to join us as we find new ways of working together to achieve sustainable wellbeing for communities and individuals in and across Norfolk and Suffolk.



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# CONTEXT



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## Context

Since mid 2020, we have undertaken an extensive programme of conversations with partners across the cultural sector of Norfolk and Suffolk and worked closely with partners in sectors such as education, health and tourism. We have also undertaken focused research on the economic baseline for culture and on the contribution the sector makes to the distinctive places which make up the region.

Initially envisaged as a 6-month process which would lead to a new Cultural Strategy to coincide with a post-Covid reality, we were instead faced with the growing realisation that the pandemic was not going away anytime soon. In turn, the daily reality for the cultural sector was one of survival, and for policymakers and strategic investors, the priority has been on emergency funding.

During this period, it has proved difficult for the cultural sector and partners to take the long view and key policies – such as levelling up – are now coming into view.

While it is 18 months since we began this process of strategic review and consultation, the pandemic is still upon us. We can begin to shape the future, but it will be at least a year before we can firmly set out our Cultural Strategy. This Manifesto kickstarts a new period of strategic renewal which will lead to a new cultural strategy. To facilitate this, the Norfolk and Suffolk Culture Board will be transitioning from its current form and structure into a broader, more diverse and representative body. This will enable us to meet the challenges and opportunities we've identified in the consultation.

**We have undertaken focused research on the baseline for culture and the creative industries.**



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We will maintain close relationships with our partners at the New Anglia Local Enterprise Partnership and with Arts Council England and local government, but we will seek renewed and new connections with education, health, third sector and industry partners. We will bring in a wider range of cultural partners – organisations, artists and practitioners – to inform our work and delivery. We will also work with neighbouring counties to boost the impact of culture.

We will seek new ways to enable culture-led or culture-informed partnerships to form and work across Norfolk and Suffolk. We will champion the role of culture across the region and work with the cultural sector to strengthen networks and support. We will be the place of contact for those partners beyond culture who recognise that their own sectors can generate increased impact through working with us. We will work with Government to put culture to the heart of the levelling up process.



## **Culture Drives Impact:**

- Through collaboration within the cultural sector and with other sectors.
- By focusing on place: the distinctiveness of different areas across Norfolk and Suffolk, each with a different set of needs and opportunities.
- By embracing change: supporting people to fulfil their potential, giving hope and enhancing quality of life, providing routes into employment in an inclusive economy.

For this Manifesto, launched at a time of profound transformation, conversations with the cultural sector and partners have urged a focus on how culture drives impact for sustainable wellbeing. This is based on the acknowledgement that working to improve individual wellbeing, community resilience, social equity and environmental responsibility cannot happen in isolation. Arts and culture have a unique power in making the connection between individuals, communities, social structures and the environment.

Culture gives us the resources to thrive, to participate in civic life, to explore new creative connections, to feel active and energised. A strong, dynamic, confident cultural sector can drive impact which delivers sustainable wellbeing with the communities of Norfolk and Suffolk. This is based on four types of strategic impact each of which is a priority theme for this Manifesto:



# A partnership which champions culture for the sustainable wellbeing of our people, communities and places.

By sustainable wellbeing, we are influenced by the 17 Sustainable Development Goals (SDGs)<sup>1</sup> adopted by the United Nations in 2015 as a universal call to action to end poverty and protect the planet.

The 17 SDGs are integrated and interdependent – they recognise that action in one area will affect outcomes in others, and that development must balance the three pillars of social, economic and environmental sustainability, with a fourth pillar: culture.

In Norfolk and Suffolk, we see culture as a way to strengthen connections across the SDGs, because it is through the lens of culture that we make sense of who we are as a region, what connects us, and why we need to find shared solutions.

We are able to think global and act local as a partnership which champions culture for sustainable wellbeing of our people, communities and places.

We have a track record of delivering impact. This is often with limited resources and in a diverse landscape of distinctive places, each with different challenges and opportunities, and thus each with a specific set of priorities for how culture can drive impact.



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There are examples of culture driving impact in town centre regeneration, rural development, community cohesion and wellbeing; in building environmental responsibility and social capital; and in diversifying the economy and providing pathways to employment and enterprise in the cultural and creative industries.

Research for this Manifesto shows the size and scale of the cultural sector in the region and how investment in culture drives sustainable growth. The Evidence Report (<https://nationalcentreforwriting.org.uk/wp-content/uploads/2022/04/2021-04-29-Data-Pack-FINAL-compressed.pdf>) shows that:

## The cultural sector of Norfolk and Suffolk:

- Delivers over 7,000 jobs.
- Has seen employment grow 24% in last 5 years (2019).
- Generates £272 million in GVA per annum (the 4th highest of any sector).
- Is made up of over 1,250 businesses.
- Is dominated by micro business with 95% having fewer than 10 employees. This is higher than the national average.
- Average full-time workers earn £26,700 – 16% more than the average for the rest of the economy.
- Participation levels have grown from 2005/6 to 2018/19: in the Arts (+7%), Heritage (+11%) and Museums (+ 22%).





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**StartEast**, the pioneering cultural enterprise programme.<sup>2</sup>



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**Look Sideways East**, the collaborative cultural tourism programme, followed by Head East.

**Collaboration: Place: Change**, a Leadership Programme for senior, developing and emerging leaders in the arts and cultural sector across Norfolk and Suffolk.

These programmes show the value of the convening and connecting role of the Culture Board. They demonstrate how collaborative partnership working and a shared approach across the arts, culture, higher education and public sectors can broker investment and partnership which builds capacity, expertise and sustainability.

This Manifesto commits to the continued development of the Norfolk and Suffolk Culture Board, which includes enhanced engagement across the whole cultural ecology. The Board is committed to facilitating exchange and building fresh partnerships where impact can be most felt and is most urgent.

<sup>2</sup>Managed by Norfolk County Council in partnership with Suffolk County Council on behalf of the New Anglia Cultural Board. Delivered by the New Wolsey Theatre, Ipswich and launched in May 2017 £1.2m of investment from the ERDF (£609,773) and Arts Council England Creative Local Growth Fund (£500k).

# SHARED COMMITMENTS



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## Shared commitments

Consultations with the cultural sector and partners have guided us toward three shared commitments for culture in Norfolk and Suffolk. These set out the conditions for culture to drive sustainable wellbeing, especially if we adopt collaborative approaches.



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## Commitment 1: A cultural sector based on fairness and inclusion

The cultural sector works consistently and hard to address inclusion and equity; opening up a range of pathways into the cultural workforce and actively supporting talent.

There are almost 7,000 jobs in the Norfolk and Suffolk cultural sector. We will continue to work together, with our community, education and skills partners, to support the creation of more jobs and a cultural sector built on fairness, equity and inclusion.

**There are no excuses for leaving talented people behind or for failing to back the full talent pool.**



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## **Commitment 2: A cultural sector which works with and for communities**

For culture to drive impact, it needs to be relevant to the diverse needs and priorities of people living and working in different contexts. For these communities – which can be place-based or shaped by many other social and demographic factors – the provision of culture needs to be relevant, accessible, and impactful. In Norfolk and Suffolk, we value difference, and we value the rights of different communities to experience and participate in culture in ways that are meaningful to them. This requires a tailored approach, where, for example, the role of culture supports the renewal of a town centre, gives voice to vulnerable people, or enhances mental health and wellbeing for specific communities. We will work together across different sectors and service areas to ensure culture is sensitively positioned to drive maximum impact.



### Commitment 3: Environmental responsibility and activism

The recent COP26 in Glasgow has raised the stakes yet further. We are on the precipice of climate disaster. We, the cultural sector, are committed to achieving carbon neutral status and building coalitions to tackle climate emergency. The region is home to significant knowledge, expertise and innovation relating to environmental sustainability – in the universities, science and technology sectors, and through our artists and cultural organisations. We want to maximise the region's full potential as a sustainable development pioneer through creative and interdisciplinary collaboration which can foster innovation. As a cultural sector, we are responsible custodians of the environment, and with new types of partnership, we can drive sustainable environmental impact through culture.



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# FOUR STRATEGIC THEMES



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## Four strategic themes

As the Norfolk and Suffolk Culture Board, our challenge is to work with culture and non-culture partners to create ambitious collaborations that drive impact. This can build from previous achievements where we established fresh partnerships and attracted new investment which positioned culture at the heart of an inclusive creative economy (e.g. through the StartEast programme); a dynamic and distinctive visitor economy (e.g. through the Look Sideways East & Head East programmes); and a vibrant cultural ecology where talent is nurtured and pathways to leadership roles are facilitated (e.g. through the programme: Collaboration: Place: Change).

Four strategic themes have been identified for their relevance in driving impact. These themes will inform our approach to partnership and provide focused opportunities for incoming investment. The newly structured Board will create pathways for their achievement. Priority objectives for each theme are provided in Appendix 1.

**These themes will inform our approach to partnership and provide focused opportunities for incoming investment.**

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## Four strategic themes

### 1. People & Community

Our creative talent, audiences and aspirations.

### 2. Health & Happiness

Our mental and physical health, quality of life and renewal.

**Norfolk and Suffolk are leading counties for diverse cultural practice.**

#### For example:

- Talent from every community is supported to develop their practice, take part and make a difference.
- Norfolk and Suffolk are leading counties for diverse cultural practice; a region which backs its full talent base to drive innovation and inclusive growth.
- Norfolk and Suffolk have the most accessible cultural sector in the UK, creating pathways for participation, training, professional development and employment.

#### For example:

- Culture is at the heart of health and wellbeing provision.
- Norfolk and Suffolk are pioneers of culture, health and social care partnerships, with access to culture a central feature of post-Covid recovery and healing.
- The cultural sector will work with the NHS, Public Health, universities and organisations with a track record in culture and health to co-create a strategic approach for culture, health and happiness.

### 3. Environment & Place

Our planet, our  
locality, our future.

#### For example:

- Culture is a pioneer of environmental responsibility and innovation.
- Culture leads the way to build environmental awareness and climate action.
- Carbon neutral practice is championed and normalised.
- Culture collaborates with the science and technology sectors to drive social and environmental innovation.

### 4. Dynamism & Innovation

Our artists, creatives,  
cultural organisations  
and infrastructure.

#### For example:

- Culture thrives through an ecology that encompasses every art form, organisations large and small, festivals, and a community of creative enterprises including freelancers.
- Interdisciplinary partnerships facilitate innovation and generate spill over effects across the economy.
- Creative talent is attracted by the quality of life, infrastructure and dynamic cultural ecology.



# CULTURE DRIVES IMPACT

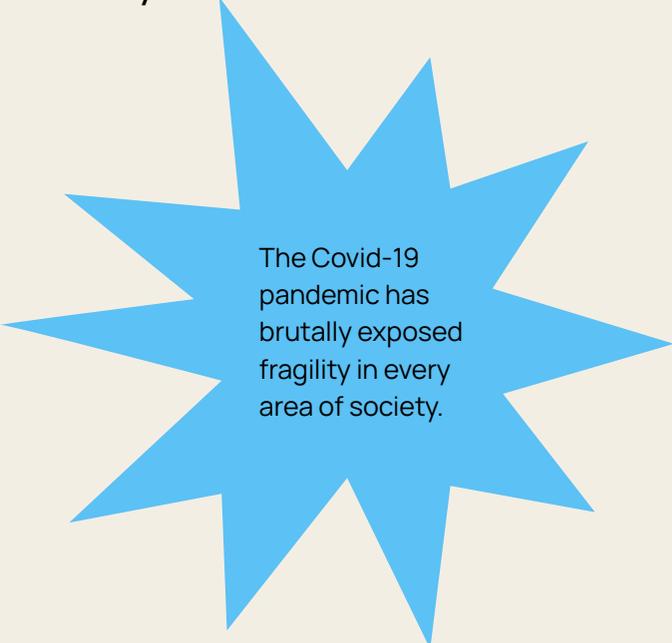


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## Culture Drives Impact

This Culture Drives Impact Manifesto is both urgent and it re-frames the role of culture for the long-term. It works for now and the bigger picture. The Covid-19 pandemic has brutally exposed fragility in every area of society, causing immense suffering and exacerbating social and economic fragility. This shifts the focus for social, economic, educational and health policy and re-frames the role and value of culture in society.

For the cultural sector, the pandemic has exploited existing structural inequalities, such as the fragility of cultural work for freelancers; and accelerated structural change already underway, from the pervasiveness of digital to the rise in home-working. These impacts are both well documented and still emergent, with the full impact of the pandemic unfolding day by day.



The Covid-19 pandemic has brutally exposed fragility in every area of society.

What is clear is that there is no going back, which compels everyone to innovate and adapt. Nations across the world are re-evaluating their approach to culture and moving towards new ways of working which recognise:

- The increasingly hybrid or 'mixed economy' for many parts of the cultural and creative industries, where commercial and creative concerns coalesce, and economic growth goes hand in hand with social impact.
- The accelerated role of digital technology, disrupting old models toward cross-platform, multi-channel and increasingly immersive realities which can bring to life heritage, deepen experiences and enhance wellbeing
  - such as enabling home-bound or mobility restricted people to experience culture in different ways.
- The growth of impact-facing creative enterprise and cultural practice, with sustainability to the fore. Covid-19, coupled with climate crisis and a set of searing global challenges has forced us all to re-evaluate. This includes a re-evaluation of the role, value and impact of culture.

This Culture Drives Impact Manifesto seeks a dynamic rebirth in the ways culture is understood and invested in across Norfolk and Suffolk. With a reinvigorated Culture Board, now is the time to develop a new model.

As a cultural sector, we are active partners to other sectors, working together to drive impact. The Norfolk and Suffolk Culture Board will act as our leadership group, facilitating partnership, leveraging investment, and championing the role of culture to deliver impact.

To deliver success will mean working closely with a consortium of partners in the public and private sectors to unlock investment and share mutually beneficial impact.



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## Arts Council England

Arts Council England's 10-year Strategy, Let's Create, and its Delivery Plan for 2021–2024, set out priorities for future work which will help drive the impact that culture can deliver across the country. This includes a renewed commitment to a place-based approach and levelling up which will see investment targeted at 'priority places'. The approach will also see closer working between Arts Council England and other strategic bodies such as English Heritage and the National Lottery Heritage Fund.

The four investment principles set out by Arts Council England connect well to the themes of this Manifesto:

- **Ambition and Quality:** a commitment to supporting ambitious cultural organisations and artists committed to quality, connected to the public and investing in training and skills.
- **Dynamism:** a commitment to invest in organisations strengthening their governance and leadership, developing the skills and wellbeing of their workforce, improving their data culture and adopting appropriate new technologies across their business.
- **Environmental responsibility:** a commitment to cultural organisations and individuals leading the way in their approach to environmental responsibility.
- **Inclusivity and relevance:** a commitment to equality and fairness, and support for cultural organisations which draw on a wider range of views and experiences.



The Norfolk and Suffolk Culture Board will work with Arts Council England and partners to ensure investment delivers across these four investment principles to deliver impact for every community.



## Levelling up and inclusive growth

The strategic context for this Manifesto includes the heightened national focus on investing in areas which have missed out on the economic growth that other more prosperous areas have enjoyed. The Government's Levelling Up Plan sets an ambitious target of increasing engagement in local culture in every place across the UK by 2030.

### **Culture will play a vital role in the ongoing levelling up process.**

In Norfolk and Suffolk, this is already translating into Towns Fund and Future High Street deals which will bring investment to support new and improved infrastructure, develop transport links, nurture skills, increase employability, grow businesses and enhance the overall quality of place. Culture will play a vital role in the ongoing levelling up process.

The New Anglia Local Enterprise Partnership (LEP) sets out its vision for the region in its Economic Plan. The Norfolk and Suffolk Culture Board will work with the LEP and partners in the local authorities to secure the case for culture in future investment rounds which seek to level up opportunity and drive impact for sustainable wellbeing, views and experiences.

## Tourism renewal

The Government's Tourism Recovery Plan (DCMS 2021) sets out a commitment to re-build and reinvigorate tourism, with a focus on recovering domestic overnight trip volume and spend to 2019 levels by the end of 2022, and inbound visitor numbers and spend by the end of 2023. To deliver this will involve a regional focus – levelling up impact, extending the average visitor stay, sustainable tourism, increasing resilience, enhancing the visitor experience and increasing accessibility. The cultural sector has an important role to play in the visitor economy and will contribute towards its effective delivery, with the Norfolk and Suffolk Culture Board at the helm.



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# HOW WE'RE GOING TO DO IT



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# Culture Drives Impact: How we're going to do it

As a cultural sector, we will thrive through our diversity and flourish through ever stronger collaboration. To create an ambitious and realistic strategy on the foundations of this Manifesto, the Norfolk and Suffolk Culture Board will offer dynamic leadership and a collective voice for culture in Norfolk and Suffolk. This is based on a unique pan-authority and multi-agency partnership built on a common purpose: to drive impact through culture.

The current Board has adopted the commitments, themes and priorities of this Manifesto. It will work with the wider cultural sector and partners in health, education, economy and environment to activate the Manifesto and develop a new Cultural Strategy from 2024.

## Dynamic leadership and a collective voice for culture.

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## Delivery: Structure: Focus

With an independent Chair, the Norfolk and Suffolk Culture Board Members include a selection of the region's leading cultural organisations, universities, and partners in other key related sectors. The Board will continue to be backed by Norfolk County Council and Suffolk County Council, with two senior officers operating as Board Facilitators and providers of development support and expertise.

The Board will have joint responsibility for the delivery of the Cultural Strategy which follows this Manifesto. This requires it to work in partnership across the cultural ecosystem of Norfolk and Suffolk and with partners in other sectors:

- To facilitate an inclusive and effective approach to Culture Drives Impact, the Board will seek to secure new Memoranda of Understanding with such partner organisations. This is to formalise the shared and collaborative approach required for culture to drive impact for sustainable wellbeing. The Board can also co-opt specialist advisors to support concept and programme development.
- To build structured engagement with the full diversity of the cultural sector, the Board will establish a task group for Manifesto Themes 1–4. Each task group will include representation from freelancers, creative enterprises and smaller cultural organisations. It will lead on the development of priority objectives and associated actions for the Cultural Strategy.
- To nurture inclusive networks of professional practice, the Board will work with the Collaboration: Place: Change alumni to consider options for a Cultural Leadership Network for the East: a knowledge exchange and development platform for freelancers and micro-organisations, operating as a federation of creative talent for the region. This, as with our other task groups, will also explore opportunities for dynamic partnership across neighbouring local authorities, nationally and internationally.



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## Special projects

The Norfolk & Suffolk Culture Board will lead on three special projects:

### **A. Annual Culture Summit:**

The AGM for the region's cultural sector. This event will review impact over the year and convene a grand partnership of national, regional and local partners to exchange knowledge and build awareness of the role of culture in driving impact for sustainable wellbeing.

### **B. Thought leadership pieces:**

Working with the region's Universities, the Board will seek investment for targeted research which shines a light on innovation and best practice in the ways culture drives impact. This is to build collaborative knowledge as a first step to unlocking investment for large-scale R&D programmes where Norfolk and Suffolk operate as an impact-facing testbed for culture-led sustainable wellbeing.

### **C. Evaluation:**

The Culture Board will work with an evaluation partner to establish a measurement framework against which outcomes can be measured and through which the approach to Culture Drives Impact can be adapted over the long-term. This will also inform the priority outcomes of the forthcoming Cultural Strategy for Norfolk and Suffolk.

# WHAT'S NEXT?



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## What's next?

This Manifesto provides a call to action for the cultural sector and partners to drive impact as a vital part of our recovery and renewal. It plants the seeds for longer-term transformation. The Norfolk and Suffolk Culture Board will lead a process of renewal where investment in a dynamic and resilient cultural sector supports sustainable wellbeing. The Board will work with partners – in health, education, economy and environment – to collaboratively shape a better future for all our communities.



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**Investment in a dynamic and resilient cultural sector.**

## In 2022, we will...

- Refresh the Norfolk and Suffolk Culture Board with the recruitment of new members and set up task groups for Manifesto themes 1-4.
- Secure MoUs with partner agencies in health, social care, environment, education and enterprise.
- Support a freelancer network and engagement programme.
- Provide a briefing programme for strategic partners to identify shared opportunities in this Manifesto.
- Set up an evaluation framework and commission our first R&D project on culture for sustainable wellbeing.
- Hold our first Culture AGM.

## In 2023, we will...

- Unlock investment across each of our four themes, with a series of targeted project activities.
- Secure investment for the first bi-annual culture survey to build evidence on how culture drives impact and the support the cultural sector needs to enhance delivery.
- Review, take stock and build from this Manifesto, with consultation for a new Cultural Strategy to commence in mid-2023 toward completion in early 2024.



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Appendix 1:

**PRIORITY  
OBJECTIVES**

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For each of the four themes of our Strategy, we outline a set of priority objectives and outcomes. Our success in delivering these outcomes will inform our next steps when this Manifesto converts to a new Cultural Strategy in 2024.



1. People  
& Community

2. Health  
& Happiness

3. Environment  
& Place

4. Dynamism  
& Innovation

# Theme 1: People & Community

## Our creative talent, audiences and aspirations.

If we, as a cultural sector, are to successfully drive impact across Norfolk and Suffolk, then partners will need to commit to building pathways for the full diversity of the creative talent base. This is to enrich the lives of young people and build a culturally active population which in turn can generate pathways for long-term cultural participation, technical and professional development, and routes to employment in the cultural and creative industries. Cultural participation is also central to citizen engagement, giving people agency, and confidence, in building cohesive communities; in tackling inequalities; and in enhancing the dynamism and quality of place.

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### Priority objective:



**Talent from every community is supported to develop their practice, take part and make a difference.**

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### Lead outcomes:

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Norfolk and Suffolk are leading counties for diverse cultural practice; a region which backs its full talent base to drive innovation and inclusive growth.

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Norfolk and Suffolk prioritise cultural education and creative skills development for children and young people, ensuring long-term shared prosperity through culture.

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Norfolk and Suffolk have the most accessible cultural sector in the UK, creating pathways for participation. The number of people actively participating in culture across Norfolk and Suffolk is increased year on year.

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Norfolk and Suffolk provide a dynamic environment for creative enterprise, with access to sustainable creative employment and a supportive environment for freelancers and micro-enterprises in both rural and urban areas.

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Local cultural infrastructure and provision is increased and enhanced, with cultural activities in community settings reducing the need to travel for culture.



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**Priority objective:**



**Cultural capacity and infrastructure are boosted for all communities.**

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**Lead outcomes:**

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Place-based cultural partnerships and networks are supported at a regional level to develop local capacity and infrastructure.

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Town centres, high streets and 'left behind' neighbourhoods are re-imagined as centres of cultural activity, with culture driving renewal.

Festivals are supported as platforms for innovation and inclusive cultural programming.

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Norfolk and Suffolk are pioneers in collaborative programming across their local cultural infrastructure.



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## Theme 2: Health & Happiness

### **Our mental and physical health, quality of life and renewal.**

The Covid-19 pandemic has brought to the fore evidence of how arts and culture can deliver a range of positive outcomes for health and wellbeing. In the UK, the All-Party Parliamentary Group on Arts, Health and Wellbeing report<sup>3</sup> found that culture can help meet challenges in health and social care around ageing, loneliness, long-term conditions and mental health. It also found that culture can help save the care sector money.

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#### Priority objective:



**Culture is at the heart of health and wellbeing provision.**

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#### Lead outcomes:

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Norfolk and Suffolk are pioneers for culture, health and social care partnership, with access to culture a central feature of post-Covid recovery and healing. The cultural sector will work with the NHS, Public Health, universities and organisations with a track record in culture and health to co-create a strategic approach for culture, health and wellbeing.

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Cultural organisations and practitioners are supported to grow their expertise and capacity to deliver health outcomes; and R&D collaboration with universities establishes the region as a 'lab for culture, health and happiness'.

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Partners across Norfolk and Suffolk deliver a step change in tackling mental health issues through culture, with a focus on tackling isolation and ageing well.

**Arts and culture can deliver a range of positive outcomes for health and wellbeing.**

## Theme 3: Environment & Place

**Our planet, our locality, our future.**

Culture can drive the approach to environmental sustainability and high-quality place-making across Norfolk and Suffolk. Culture helps to build and inspire environmental responsibility among residents and visitors. Culture can also act as a vital force in improving the quality and distinctiveness of place, in enhancing the built and natural landscape, and in supporting the protection and reanimation of the natural heritage of Norfolk and Suffolk.

**Priority objective:**



**Lead outcomes:**

Norfolk and Suffolk represent a beacon for environmental responsibility and sustainability, with the cultural sector both delivering carbon neutral status by 2030 and campaigning for climate action across the region. The cultural sector will work with local authorities to achieve ambitious net zero targets.

Norfolk and Suffolk are synonymous with innovation and activism for a sustainable future, with the cultural, education, science and technology sectors partnering to develop best practice in catalyst areas such as carbon neutral cultural programming and infrastructure; sustainable urban and rural development; and culture and nature.

**Culture drives environmental responsibility and sustainability.**

Environmental action and sustainability are cross-cutting priorities for cultural partnership and programming, enabling the Norfolk and Suffolk cultural sector to play a national leadership role.

An uplift in environmental skills and competencies generate new enterprises and employment at the interface of culture, environment and technology.



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**Priority objective:**



**Our heritage and natural landscapes are activated through culture as a sustainable resource.**

**Lead outcomes:**

The natural and rural landscape of Norfolk and Suffolk is a focus area for cultural investment – e.g., in cultural tourism itineraries; coordinated commissioning; and culture and environment programming.

Heritage assets are prioritised for culture-led re-activation, such as for community assets for cultural participation, production and presentation. Such assets can catalyse the re-imagination of high streets, town centres and neighbourhoods.

Green infrastructure is developed as a cultural resource: for health, wellbeing and environmental sustainability. This includes a focus on urban and rural re-wilding and the further development of outdoor arts and culture.

Norfolk and Suffolk are pioneers in digital collaboration and programming: digital infrastructure is enhanced to allow for remote working, digital programming including digital cultural residencies. Immersive technology provides depth and interaction to cultural programming and enables people with limited mobility and those with a range of impairments to participate in and make culture.

Norfolk and Suffolk are renowned for their sustainable cultural tourism model, with visitors encouraged to limit harmful environmental impact.

## Theme 4: Dynamism & Innovation

### **Our artists, creatives, cultural organisations and infrastructure.**

Culture in Norfolk and Suffolk thrives through an ecosystem that encompasses every art form, organisations large and small, and a growing baseline of creative enterprises including many freelancers and micro firms attracted by the region's quality of life and opportunity.

Yet this ecosystem has elements of fragility and gaps in capacity. Collaboration can be more expansive, sustained and better resourced. Larger organisations can work more closely with one another and facilitate opportunities for freelancers and micro-enterprises. Cross-sector and interdisciplinary collaboration can drive impact in science, technology and economy.

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### **Priority objective:**



**A new era of dynamic collaboration across the cultural sector.**

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### **Lead outcomes:**

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Norfolk and Suffolk is renowned for its approach to interdisciplinary collaboration to drive sustainable wellbeing. The cultural sector, universities, business and more attract investment in R&D for shared interests across the themes of this Strategy.

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Norfolk and Suffolk are the most internationally connected rural counties, with a growing track record in exchange, touring and co-creation.



**Collaboration can be more expansive, sustained and better resourced.**

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**Priority objective:**



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**Inclusive Growth and Dynamism  
across the Creative Economy.**

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**Lead outcomes:**

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Norfolk and Suffolk is the most attractive rural / non-metropolitan region for inward investment in cultural and creative infrastructure, with cultural organisations, creative studios and major festivals calling the region home.

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Norfolk and Suffolk collaborate nationally and internationally through cultural and creative activities that drive innovation and deliver positive impact across society.

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Norfolk and Suffolk are leading locations for creative freelancers and micro enterprises. With dynamic networks; access to infrastructure, expertise and skills; and direct input to the Norfolk and Suffolk Culture Board; the cultural ecosystem is thriving.

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Diverse cultural practice is championed, and dynamic collaboration is encouraged to provide pathways for talent to develop; generating new cultural leaders.

Urban centres grow in scale and dynamism as creative clusters, with retained graduates, home-grown talent and incoming enterprises establishing Norfolk and Suffolk as the non-metropolitan place of choice for creative professionals.

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Norfolk and Suffolk are leading the rural renaissance for the cultural and creative industries, with a network of local creative hubs (in towns and villages) into which mobile and home-working creatives can 'plug in and play'.

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Norfolk and Suffolk are associated with digital innovation in their cultural sector and through the products and itineraries of their cultural tourism portfolio, with interactive and immersive experiences to the fore.



Appendix 2:

# STRATEGIC PARTNERSHIPS

# 2



47.

This Manifesto is part of a wider strategic context. The cultural sector in and across Norfolk and Suffolk will work with strategic partners and drive impact across four thematic areas. This will include increased levels of collaboration and co-investment, adding value to the strategic agendas of partner agencies.



48.

## Arts Council England: Investment Principles and a Role for Norfolk and Suffolk

Arts Council England's 10-year Strategy, Let's Create, and its delivery plan for 2021-2024, set out priorities for future work which will help drive the impact that culture can deliver across the country. This includes a renewed commitment to a place-based approach (and levelling up) which will see investment targeted at 'left-behind places'.



49.

The four investment principles set out by Arts Council England align with the strategic vision of this Manifesto:

- **Ambition and Quality:** a commitment to supporting ambitious cultural organisations and artists committed to quality, connected to the public and investing in training and skills. Across Norfolk and Suffolk, cultural organisations are demonstrating both ambition and quality, delivering skills and training, using technology to reach both urban and rural communities, and creating and touring world-class cultural activity.
- **Dynamism:** a commitment to invest in organisations strengthening their governance and leadership, developing the skills and wellbeing of their workforce, improving their data culture and adopting appropriate new technologies across their business. Dynamism and innovation are central to this Manifesto, with interdisciplinary work, new partnerships and collaboration prioritised.
- **Environmental responsibility:** a commitment to cultural organisations and individuals leading the way in their approach to environmental responsibility. This Manifesto prioritises environmental responsibility as one of its four themes for sustainable wellbeing, with Norfolk and Suffolk a centre of excellence in culture and the environment.
- **Inclusivity and relevance:** a commitment to equality and fairness, and encouragement to cultural organisations which draw on a wider range of views and experiences. This links to a core value for the cultural sector across Norfolk and Suffolk, as part of a drive to embrace our full talent base and ensure no one is left behind.

## Investment targeted at 'left-behind places'.

## Levelling up, Shared Prosperity and Community Resilience

This Manifesto puts culture at the heart of more resilient, prosperous communities across the region, helping to tackle long-standing inequalities and under-investment through new partnerships and dynamic collaboration. Broadly then, it aligns with the Government's key policy of 'levelling up' left behind towns and communities.

**A region that leads the way in sustainable growth.**

The New Anglia Local Enterprise Partnership (LEP) sets out an ambitious vision for the region in its Renewal Plan. This shows how over the last decade over £300 million has been invested in LEP programmes unlocking a further £1.3 billion of investment. It highlights how partners have secured significant investment including £120 million for five Town Deals in Great Yarmouth, Ipswich, King's Lynn, Lowestoft and Norwich.

There has also been nearly £14 million in Future High Street funding for Great Yarmouth and £2.5 million for High Street Heritage Action Zones in Great Yarmouth, Lowestoft, North Walsham and Swaffham.

The vision it sets out is for a region that leads the way in sustainable growth. Central to delivering this vision will be investment in skills, innovation, new sustainable techniques and technology. These investment areas, with culture driving impact, will be key to economic renewal and for a levelled-up region.

Alongside the work of the LEP, local authorities across the region are committed to culture and heritage and the many benefits they bring to the wider economy and communities as demonstrated through the ambitious plans many have laid out in response to government funds for growth and renewal. There is also a deepening commitment to the cross-overs between culture and other sectors, such as for sustainable tourism, innovation in science and technology, and inclusive growth in the creative industries. The in-kind local authority officer support to the Norfolk and Suffolk Culture Board further demonstrates commitment to culture driving impact.



50.



51.

## Place-making and Heritage Health and Wellbeing

The Government's commitment to investing in the renewal and regeneration of towns and cities across the UK, through initiatives such as the Levelling Up Fund and Towns Fund (on the back of previous funds such as Regional Growth Funds, Heritage Action Zones and more) will be critical to the region as we emerge from the effects of Covid-19 and continue the process of tackling deep-seated inequalities and the changing nature of consumer behaviour affecting traditional high streets.

Places across the region, including Great Yarmouth, Lowestoft and King's Lynn are putting culture at the heart of their ambitious plans for urban renewal and sustainable growth. As the House of Commons Briefing Paper on the Retail Sector<sup>4</sup> makes clear, cultural renewal is vital in supporting the economy of places large and small.

Covid-19 has brought to the fore the stark reality of health inequality across not just this region but nationally, with poorer communities and vulnerable people suffering the most. Coupled with this, the big health challenges facing society – such as an ageing population, rising mental health issues, isolation and loneliness, lifestyle-related illnesses and chronic conditions – are increasingly recognised as requiring complex, multi-partner solutions delivered in innovative ways.

This is why sustainable wellbeing is at the heart of this Manifesto, building on the work already underway through partnerships between culture, health and social care providers to deliver better health and wellbeing outcomes through the intrinsic and extrinsic benefits that active engagement and participation in culture brings.

## Environment and Climate Emergency

“We believe that arts and culture can truly make the world a better place, building a more environmentally responsible future. The stakes are high, and this area of work is more important than ever before...”

**Sir Nick Serota**

Chair Arts Council England

In a region where low-lying coastal areas are particularly vulnerable to the effects of climate change through increased risk of flooding and erosion, the cultural sector has been long committed to changing its own practices and raising awareness of the devastating effects of climate change. With tackling global warming now an absolute priority for citizens and governments around the world, culture can highlight and explain issues to a wider audience, work with scientists and researchers to innovate new solutions and take a lead in implementing carbon neutral working practices through collaboration that boosts environmental responsibility across the sector.

Both Norfolk and Suffolk have ambitious plans to be net zero by 2030. Planned investment in new generation projects will see the region become the largest contributor of clean energy in the UK, providing power for 58% of the UK's homes. There will be ever more opportunities for culture to help ensure that more people benefit from emerging opportunities in high-skilled, higher wage, sustainable sectors; as well as leading by example as a net zero sector.



## Innovation

Arts and culture act as the R&D for the creative industries, encouraging experimentation and in turn driving innovation and commercial activity. In Norfolk and Suffolk, interdisciplinary collaboration is on the rise: between arts, technology and science, bringing together the strengths of our higher education research base, innovative companies and world-class cultural organisations. Such collaboration will be vital to the region's future prosperity and for attracting investment in research and innovation capacity which can deliver impact for sustainable wellbeing.

**Interdisciplinary collaboration is on the rise: between arts, technology and science.**

The changing nature of UK funding for innovation mean that specialist interdisciplinary partnerships are best placed to deliver programmes which seek to tackle the serious environmental, economic and social challenges the UK (and world) face. The UK's Innovation Strategy, Leading the Future by Creating It, describes a series of national priority areas where Norfolk and Suffolk can make an impact (and which will receive significant funding).

Future investment is likely to focus on other collaborative and interdisciplinary areas, with environmental sustainability, circular economy and digital transformation to the fore. In Norfolk and Suffolk, the universities, working with the cultural sector and enterprise, have the range of expertise and a set of connecting values linked to sustainable development. By working together, new impact-facing investment will become available – both through UK and international sources.

53.



## Appendix 3:

# EVIDENCE REPORT

# 3



54.

## Evidence Report

The Evidence Report can be viewed online by visiting the following URL:

<https://nationalcentreforwriting.org.uk/wp-content/uploads/2022/04/2021-04-29-Data-Pack-FINAL-compressed.pdf>



55.

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