



# Create Berwick

**Cultural  
Investment  
Plan 2023-2027**



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# Introduction

## & Context

### About this plan

**T**his Cultural Investment Plan presents exciting and ambitious proposals to transform the town of Berwick in Northumberland through culture-led regeneration.

It explains how carefully targeted investment in cultural and creative activities and assets will grow the town's creative economy and community, attract thousands more visitors and millions of pounds in extra spending to the town each year, support local businesses and create jobs, and provide new opportunities for local people to take part in creative activities, improving quality of life and boosting pride in place.

Berwick's current cultural offer exhibits a number of weaknesses, including a relatively low profile in regional, national and international visitor markets; limited attractions outside the main tourist season meaning the local economy is highly seasonal; and a legacy of low investment in programmes and infrastructure. As a result, the town is currently performing well below its potential as a cultural destination, including in comparison to other parts of Northumberland. This is symptomatic of wider challenges facing Berwick including a low wage, low skill economy, a struggling town centre, and a declining working age population reflecting the lack of opportunities for young people locally.



Despite these challenges, Berwick possesses huge potential to establish itself as a truly distinctive thriving cultural destination, capable of rivalling any leading coastal or rural location in the UK. The town's rich and highly distinctive coastal and borderlands heritage and traditions, its stunning built environment and natural landscape, and its contemporary cultural offer and lively creative community means Berwick has all the attributes needed to develop a thriving cultural and creative economy capable of driving growth, opportunity, and prosperity for the benefit of everyone in the town.

UK and regional government and other funders are now recognising Berwick's potential and have begun to commit investment in several strategic cultural projects in the town, including the transformation of Berwick's theatre and main cultural venue (The Maltings) into a 21st century visitor destination, and the refurbishment of the historic Berwick Barracks to provide artists' studios, residential developments and community facilities.

In recognition of its great potential to deliver culture-led growth, Berwick has also been designated by the North of Tyne Combined Authority as one of only three Culture and Creative Zones (CCZs) in the region, set up to attract investment into cultural and creative industry growth as a driver of local regeneration.

Building on the momentum created by these exciting recent developments, this ambitious Cultural Investment Plan provides a focal point to attract and stimulate more investment in the town by providing a compelling strategy for culture-led regeneration, supported by all key cultural and civic organisations working in Berwick. By co-ordinating our efforts to deliver this shared regeneration strategy, we are committed to delivering bigger and better impacts and a brighter future for Berwick.

*This Plan has been prepared by the **Berwick CCZ Advisory Group and Northumberland County Council**. The Group brings together key partners with a stake in the town's culture-led regeneration including: the Local Authority, Combined Authority, the Town Council, Berwick's key cultural venues, attractions and events (including Arts Council NPOs), education organisations, community representatives, and organisations representing local businesses and the town's artists and creative community. A full list of the organisations involved is provided in Appendix A.*

**The partners have collaborated to develop a shared vision for 'Create Berwick' and the culture-led regeneration of the town. We are now calling on funders and investors to support our exciting vision for the future.**

Map showing Berwick's location in UK and Northumberland context Illustration by Tania Willis, 2023 (taniawillis.com)



## Introducing Berwick and its cultural and creative sector

**B**erwick-upon-Tweed, located just three miles from the Scottish Border and sitting midway between Newcastle and Edinburgh, is the northern gateway to Northumberland. The town serves a wide rural hinterland, providing jobs and services for communities across North Northumberland and the Scottish Borders. The town's small population of around 12,000 people swells annually through the tourist-driven summer season, and is enlivened throughout the year with renowned festivals, events and exhibitions.

Marking the place where the border was drawn to define England in 1292, and where Christianity blossomed, Berwick bears all the hallmarks of its colourful borderlands history, through incredible built heritage (including its status as England's only complete walled town), its rich cultural traditions and customs, and its close association with artists such as Lowry and Turner.

Berwick's latent cultural assets offer potential to attract a growing UK and international audience and in so doing, make the town a better place to live, work and visit.

Key sources of employment in Berwick include tourism, retail, health services and agriculture, alongside smaller scale manufacturing and construction sectors. Its economic footprint encompasses a wider travel to work and learn area, as well as trading, health, service, and cultural interdependencies across the Borders communities.

Whilst geographically remote from major population centres, Berwick has good connectivity via the A1 and East Coast Main Line and is less than one hour from both Newcastle and Edinburgh by rail.

Many of the economic challenges facing the wider county of Northumberland are particularly evident in Berwick, including poor quality job opportunities, part-time working, low wages, limited education facilities and low educational attainment. The town itself has a core of relative deprivation, within the 30% most deprived neighbourhoods in England. The physical appearance of the town centre is poor in places, characterised by a lack of quality and choice in the retail offer, and reflecting the challenges in maintaining the town's many heritage buildings. Limited local job opportunities, and a lack of further and higher education provision, means that younger people are more likely to move away, resulting in an increasingly ageing population.

However, the town and its wider hinterland is also home to significant pockets of wealth, including a cohort of local people working in well-paid professions and a growing population of retirees with comfortable incomes. This provides a ready-made local audience for carefully targeted cultural activities and events.

Tourism and the visitor economy are vital to the town, but a combination of seasonality and lack of all-weather major attractions are limiting the growth of the sector. Nevertheless, Berwick enjoys outstanding built, natural, and cultural heritage. Set in a beautiful and affordable location, it provides easy access to the coast, and has provided inspiration for artists and storytellers over a millenium.

Arts, culture, and heritage is a sector in which Berwick has several valuable and established assets that form a strong foundation upon which to build culture-led regeneration of the town. It is a town with significant cultural and creative capital of artists, makers, craftspeople, and heritage assets, as well as being the location of three Arts Council National Portfolio Organisations (NPOs). It has a festival calendar with regional, national, and international visibility that includes literature, film and media arts, and food. There are significant subsectors in Visual Arts, Crafts, and Design, with a broad mix of fine art, crafts, and creatives, including established visual artists and

illustrators, plus early career artists and performers. There are also around 30 published authors in Berwick and growth in independent bookshops and publishing.

It is these assets and strengths that made Berwick the ideal location for the new Northumberland Culture and Creative Zone (CCZ). The CCZ provides an opportunity to co-ordinate and scale up Berwick's many cultural and creative assets and activities, driving sustainable growth in the sector. It also offers the opportunity to build on and amplify the impacts of planned strategic investments in the town, including the Borderlands Growth Deal and the re-development of The Maltings and Berwick Barracks.



Tim Etchells Wait Here (Double Line) (2021) at Berwick Barracks.



## Our assets, strengths and opportunities

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**B**erwick has numerous strengths, assets and opportunities that can be built upon to support growth and regeneration, focusing on culture, creativity and heritage. This is backed up with evidence from research and analysis, including consultations with community, businesses, and key organisations in the town.

**Unique location:** Sitting alongside the Northumberland Coastal AONB, Berwick is the most northerly town in England. Connecting coast to countryside, the town has a distinctive historical borderlands narrative and a wealth of heritage assets that make it one of England's outstanding historic towns. It is a key hub between Edinburgh and Newcastle, whose beautiful and affordable location offers an excellent quality of life for residents and visitors alike. Berwick is ideally situated to attract visitors, workers, creative practitioners and businesses from a wide hinterland covering North East England and southern Scotland, including the borders area up as far as Edinburgh.

**Distinctive cultural and heritage assets:** Berwick has a wealth of cultural capital. It enjoys a distinctive historical narrative and numerous heritage assets, alongside established cultural, creative and heritage

anchor organisations that are active in the town. There is a significant community of artists, makers, and craftspeople, creating the opportunity for Berwick to strengthen its brand as a creative town through collaboration, joint working, sharing resources, and developing a substantial cluster of creative activity. The town is also home to well-established film & media, literary, and music festivals that have achieved growing recognition over a number of years and present a real opportunity for further growth, bringing more visitors into the town. In terms of the built environment, Berwick town centre is a designated Conservation Area in recognition of the wide variety of valued heritage buildings, and proposals are currently emerging for heritage-led regeneration investment<sup>1</sup> which will enhance the appeal of the town centre, helping to attract more visitors and supporting the cultural and heritage sector to grow. The town's focus on culture and heritage-led growth is demonstrated by some significant planned investments in cultural and heritage assets, including the transformation of The Maltings to create a 21st cultural facility and visitor destination, and investment in the historic Berwick Barracks providing an enhanced museum, visitor facilities and creative industries hub.

<sup>1</sup>Berwick Conservation Area Management Plan (February 2023)



Sabina Sallis' Multispecies Garden  
Vision Council at Berwick Barracks.

**Opportunity to invest in culture-led growth:** Berwick has significant potential to grow, capitalising on its beautiful surroundings, attractive quality of life, distinctive heritage, and growing cultural and creative offer. It has many strengths to build on, but additional investment is needed to capitalise on opportunities and accelerate growth. One example is the opportunity to attract more visitors to Berwick from the UK and overseas, building on the town's embryonic national and international reputation as an attractive cultural centre, earned partly through its developing programme of cultural festivals. Attracting more visitors and spending will bring extra wealth into the town, stimulate investment, support businesses, and create jobs and other opportunities for local people.

**A magnet for a thriving creative community:**

Capitalising on its unique cultural assets, quality of life, and growing reputation as an attractive creative town, Berwick has a real opportunity to become a magnet for new and established artists, makers, and crafts people, growing a vibrant creative community and attracting wealth by drawing in people from other parts of the UK.

**An appealing future for young people:** Berwick has the potential to attract and retain a greater number of young creatives with affordable workspace and housing, set in a beautiful market town that has good transport links to two major university cities (Newcastle and Edinburgh) and a strong creative reputation. Making the creative industries more visible and accessible will widen opportunities for young people and others from underrepresented and deprived communities to pursue creative careers. This means inspiring young people in all age groups, from pre-school upwards, to engage in cultural and creative activities as a route to achieving their ambitions and potential.

### **Transforming the town centre:**

Investing in Berwick's creative and cultural sector will play an important role in the regeneration of the town centre by improving the quality and attractiveness of existing cultural assets, as well as repurposing vacant and underused properties to create a variety of highly accessible creative resources. In addition to helping to engage more people in cultural and creative activities, this will encourage more residents, learners, and visitors into the town centre, increasing footfall and spend, and supporting the town's economic recovery and growth.

**People and communities:** Community consultation undertaken during the development of the Berwick CCZ business plan demonstrated that it is a town with many local people who have a love for Berwick and a strong desire to make it an even better place to live, work and visit. Culture-led regeneration provides a valuable opportunity to forge much closer links between the town's key cultural organisations and local communities by providing more opportunities for local people to take part in cultural activities. This will improve quality of life and wellbeing in local communities, at the same time as strengthening the financial sustainability of the town's cultural organisations supported by larger, loyal local audiences.



GAST Conga Eileen at Spittal Arcade. AiR 2017. Image by GAST.

# Challenges and issues facing Berwick and its cultural and creative sector

**B**erwick also faces a number of challenges, in the local economy and community, as well as within its cultural and creative sector, that need to be addressed in order to effect positive change in the town.

## Key challenges facing the town

**Economic exclusion:** Levels of economic activity are lower in Berwick than the national average, with 74.3% of the town's population being economically active compared with 78.4% in Great Britain as a whole (Nomis Economic and Labour Market Profile, Dec 2021). There are pockets of deprivation in the town, with a core of relative deprivation within the 30% most deprived neighbourhoods in England.

**Low skill, low wage economy:** Both weekly earnings and qualification levels in Berwick are below national averages. Gross weekly pay for 2021 was £518 in Berwick, slightly below the North East average of £538 and significantly below the GB average of £612. A higher proportion of Berwick's population are employed in lower skilled, lower paid occupations than nationally (22.4%

compared with 15.1%); while 36% of Berwick's workforce are employed in higher occupational groups compared with a GB average of 49.7%. In addition, just over one third of Berwick's population are qualified to NVQ level 4+, compared with a national rate of 43.5%.

**Shrinking local employment and business base:** Between 2015 and 2021 the number of people in employment in Berwick declined by 12%, standing at a total of 7,375 in 2021. Local employment is dominated by high street-based sectors (including retail, food & beverage, and accommodation) that rely on the spending generated by tourism, cultural and creative activities. This demonstrates the importance of visitor spending to the health of the local economy and town centre. While the local business base is broadly stable, the number of businesses in Berwick declined by 4% between 2018 and 2022.

**Declining town centre:** The physical appearance of the town centre is poor in places, characterised by a lack of quality and choice in the retail offer. In recent years a significant number of retail outlets have closed and there are vacant and underused properties, especially on Marygate in the heart of the town centre, impacting on the attractiveness of the town centre as a destination for both residents and visitors. This is exacerbated by the high density of heritage buildings in the town centre core, which are expensive for landlords to maintain and operate sustainably. In 2023, 15% of all properties in Berwick's Primary Shopping Area (PSA) were vacant (up from 11% in 2022), and in the 10 years since 2013 town centre footfall has declined by 11%.

**Ageing population:** The age profile of Berwick's resident population is broadly in line with that of Northumberland, with almost one quarter (24.7%) aged 65+. The county has an ageing population, with the proportion for this age group being higher than both the North East (19.9%) and England (18.4%). This is exacerbated by the limited employment opportunities, which mean that younger people are likely to move away from the town to live, work and study. However, the population aged 50+ includes a growing community of creative practitioners, as well as retirees from a wide range of other professions. This pool of experience is an asset that

can be harnessed to nurture the skills of the town's young people.

**Other challenges:** In common with other towns in Northumberland, Berwick faces some other important socio-economic challenges, including digital exclusion affecting some families and disadvantaged households, poor levels of health and wellbeing in some communities, and pockets of antisocial behaviour.

### **Key issues for berwick's cultural and creative sector**

**Limited private investment and growth:** Berwick's cultural and creative sector is dominated by publicly funded and not-for-profit organisations, alongside a high proportion of self-employed freelancers. There is a lack of private investment on the scale needed to establish and grow a critical mass of cultural and creative businesses capable of generating significant new jobs and wealth. In addition, aspiring creatives lack access to information, networks, finance, and the



opportunities needed to produce their content and generate an income. The town needs to attract more private spending and investment from visitors, new residents, and businesses, which will create the wealth needed to grow local businesses and create jobs.

**Low profile and visibility:** The visitor economy is vital to Berwick's success, but despite the town's outstanding built, historic, and natural heritage and its significant cultural and creative sector, it lacks a clear identity and strong profile as an appealing visitor destination. This makes it more difficult to attract visitors and audiences and to stand out from other destinations. Data presented at the Berwick-upon-Tweed Tourism Conference 2020<sup>2</sup> indicates that the town is underperforming as a visitor destination relative to Northumberland as a whole and is not capitalising fully on the success of the county a tourism destination. Additional investment in marketing and profile-raising is needed to enable Berwick to compete with other visitor destinations in Northumberland and the south of Scotland.

**Underdeveloped year-round visitor offer:** With the exception of the programmes at The Maltings and the Granary Gallery, the visitor offer is largely seasonal and weather dependent, making it difficult to attract significant visitor numbers outside the core April to September tourist season. Investment is needed to provide more year-round, wet-weather attractions and activities, enabling the town to sustain a thriving visitor economy throughout the year.

**Lack of affordable creative spaces:** Consultation with cultural and creative practitioners and organisations locally has identified a lack of affordable creative spaces in the town, including workshops, studios, exhibition spaces and retail facilities. As a result, the town currently lacks places where creative people and organisations can create work, collaborate, and engage with local people and visitors, all of which limits the opportunities for the sector to generate income and grow. 67% of cultural and creative practitioners and organisations in Berwick consulted by Northumberland County Council said that they need better access to creative spaces in order to develop and grow<sup>3</sup>.

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<sup>2</sup> <http://berwickcct.uk/berwick-tourism-conference>

<sup>3</sup> Survey of Cultural and Creative Practitioners in Berwick, Northumberland County Council (2022). Of 81 practitioners responding to the survey, 54 said they need better access to affordable creative spaces in order to develop and grow. The need for affordable creative spaces in Berwick was also highlighted as a priority during two consultation workshops with creative practitioners in 2022.

**Widening access and inclusion:** The town's cultural and creative offer needs to be more inclusive, reaching out and engaging a wider range of young people and local residents so they can enjoy the benefits of cultural engagement, whether that be learning new skills, finding a job and building a career in the creative industries, or improved quality of life and wellbeing. This means providing cultural activities, programmes and venues that are welcoming and accessible to all. Addressing this issue will help grow the sector by expanding the size and diversity of local audiences, as well as helping to tackle some of the social and economic challenges facing the town.

**Lack of co-ordination, collaboration, and infrastructure:** Feedback from local stakeholders indicates that the potential growth and impact of Berwick's cultural and creative sector is constrained by a lack of co-ordination, leadership, and infrastructure to support collaborative working. A wide variety of cultural and creative projects, programmes and investments are already underway or planned in Berwick, but they are not well co-ordinated, so their combined impact is diluted, while activity and effort is often duplicated. Many activities (including events and festivals) rely on volunteers for their management and delivery, meaning the formal structures and capacity needed to achieve transformational growth across the town are lacking. This is particularly

evident in terms of marketing and raising the profile of Berwick among visitors and audiences. The town would clearly benefit from a single, co-ordinated place-marketing campaign but the infrastructure and co-ordination needed to deliver this is not currently in place. It is intended that the funding and capacity provided by the CCZ will allow these weaknesses to be addressed, with the CCZ leading a carefully co-ordinated approach to investment, delivery, and marketing across the town, amplifying the combined benefits of all cultural and creative activities in Berwick.

### **Wider structural rural challenges**

We recognise that, in common with many other rural and coastal towns, Berwick faces a number of long-term structural challenges that can only be addressed by sustained, Government-led intervention at the UK level. Issues such as affordable housing, rural public transport, connectivity to nearby employment centres, and digital infrastructure will all have an impact on our ability to successfully deliver culture-led regeneration, as they present barriers to retaining and growing the local population and workforce, supporting business growth, and attracting visitors. While addressing these broader challenges is outside the direct scope and resources of this Cultural Investment Plan, where appropriate we will use the Plan as a tool to seek to influence Government and others to address these important barriers to growth.

# Introducing Berwick's Culture and Creative Zone

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In 2022 Berwick was designated as one of three Culture and Creative Zones (CCZ) in the North of Tyne Combined Authority area. A CCZ is a designated area set up to support people and grow businesses working in the cultural and creative industries, with the ambition to provide a supportive and attractive environment for cultural and creative businesses and people to locate, start-up, grow, and flourish. Around £1.5m has been provided by the North of Tyne Combined Authority (NTCA) to kick-start the Berwick CCZ over five years between 2022-23 and 2026-27. These initial resources will help lever in additional funding to invest in activities to support the growth and sustainability of the cultural and creative sector, including:

- Affordable workspace for creative people and businesses.
- Skills development.
- Business support and financial incentives.
- Community and audience engagement.
- Profile raising and promotion.

Northumberland County Council will identify and work with Delivery Partners, such as The Maltings, English Heritage and others to deliver these activities.

Berwick's CCZ will provide an inspiring and thriving working environment for creative people, a must-see destination for visitors, and a vital local asset shared by all of Berwick's residents. A highly visible focal point for the cultural and creative sector, the CCZ will sustain and create jobs, share skills, opportunities, and ideas, generate investment in cultural and creative people and businesses, and support more people to make a career in the creative industries, helping to attract and retain talent in the local area.

The CCZ is a catalyst for change that will use its resources and capacity to bring together creative collaborations involving artists, local people and communities, and existing cultural and civic organisations in the town, working together towards the common goal of regenerating Berwick through cultural investment and activity. It will co-ordinate action, raise the town's profile in regional, UK and international markets, and leverage in additional resources and expertise from across Berwick and beyond to deliver the objectives of this Cultural Investment Plan.

Whilst the Zone will benefit people, businesses, and communities across the whole of the Berwick area, including outreach and engagement work in the town's distinctive communities, its physical focus will be in the town centre. By providing events, festivals, retail pop-ups and exhibitions in the town centre, the aim is to create a continuous flow of people and creative activity within Berwick's town walls, encouraging spending and movement between key attractions in the town (such as Berwick Barracks and The Maltings) and smaller venues and independent businesses in the town centre core.



**Source:** Illustration by Tania Willis, 2022 (taniawillis.com). Commissioned by Berwick Town Council and Berwick Community Trust.

The zone will provide a visible ‘access point’ through which people and businesses working in the cultural and creative sector across the North of Tyne can access collaboration opportunities, business support, skills development, and other advice and support as required. To this end, Berwick CCZ will work closely with the CCZs in Newcastle and North Tyneside to support the development and delivery of new collaborative projects to meet the needs of cultural and creative people and businesses across the wider North of Tyne area.

The main audiences and target beneficiaries of the CCZ are:

- Local people and communities.
- Visitors.
- Local creative practitioners (including makers) and cultural organisations.
- Local businesses (accommodation, F&B, retail, visitor experiences).

The CCZ will play a leading role in driving the culture-led regeneration of Berwick, helping to:

- Grow Berwick’s creative industries with more opportunities, increased start-ups, business growth and new jobs.

- Increase wealth in the local economy.
- Improve visitor economy impact, extending the season and attracting more visitors at all times of the year through co-ordinated investment in improving visitor experiences and products, and enhanced marketing of Berwick to key visitor audiences.
- Increase the vibrancy and sustainability of Berwick’s town centre by attracting businesses and visitors to the CCZ area, increasing footfall and spend.
- Enable more local people to engage with the creative industries, develop their talent and achieve a paying and sustainable career in the sector.
- Encourage more young people to access jobs in the creative sector and choose Berwick as a location to nurture their career.
- Enable more communities in Berwick to benefit from the economic, social and wellbeing impacts generated by the growth of the cultural and creative sector.
- Develop a more sustainable, low carbon cultural and creative sector.



# Strategy

## **Our shared cultural and creative vision for Berwick**

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### ***Create Berwick: Bringing Borders Culture and Heritage to Life***

By 2027 Berwick will take its place among the UK's most distinctive, must-see cultural destinations.

Taking inspiration from our rich coastal and borderlands heritage, traditions, and landscapes we will create new and enhanced contemporary cultural experiences, artworks, events, and festivals combining the old with the new to celebrate and promote our unique living heritage.

Our lively, creative town will attract thousands more visitors each year from UK and international audiences, hosting a growing community of artists, and a prosperous local economy and town centre. Our people, communities and businesses will thrive as their ingenuity and collective endeavour create new opportunities by bringing Berwick's heritage to life.

**C**reate Berwick is our vision and strategy for culture-led regeneration. It takes as its starting point Berwick's rich and highly distinctive coastal and borderlands heritage and traditions, its built environment and natural landscape, and its contemporary culture.

Berwick possesses a complex and fascinating living heritage, brought to life through unique local traditions and customs such as the 'Crowning of the Salmon Queen' and 'Riding the Bounds' which are steeped in the history of Berwick's coastal and borders location.

The town's unique history at the forefront of the 1,000-year border conflict between England and Scotland, and its role as one of Britain's most prosperous merchant towns historically, is reflected in its rich array of stunning heritage architecture including the fortified town walls, the Berwick Barracks, and attractive Georgian buildings in the heart of the town.

Berwick has long been home to a thriving community of artists attracted by the town's unique atmosphere and landscape, best exemplified by the 'Lowry Trail' celebrating a long association with the painter LS Lowry, who was a regular visitor. The town's passion for the arts is reflected in a contemporary cultural scene that is thriving today, including renowned literature, film and media arts, and food festivals, as well as three Arts Council

National Portfolio Organisations (NPOs).

Finally, Berwick's stunning coastal and countryside location offers visitors and locals alike the opportunity to enjoy some of the UK's most attractive natural landscapes.

Drawing inspiration from this deep well of heritage, cultural, and natural resources we will create new and enhanced contemporary experiences, artworks, events and festivals combining the old with the new to celebrate and promote Berwick's unique living heritage.

These new offers will drive the culture-led regeneration of Berwick by raising the town's profile in regional, UK and international markets, attracting more visitors and spending, bringing in new residents, and positioning the town as one of the UK's leading must-see cultural destinations.

People's ingenuity is the power that will drive change through creative collaborations and the collective endeavour of artists, local people and communities, and existing cultural and civic organisations in the town. We will invest in sustaining and growing Berwick's cultural and creative people and infrastructure as the basis for culture-led regeneration.

Each year, we will commission nationally and internationally significant artists to create new contemporary work inspired by

Berwick's local traditions and stories, and its distinctive environment, produced through creative collaborations involving local people, community groups and cultural organisations, helping to bring our heritage to life.

As well as being attractions in their own right, these new artworks will provide ideas and themes for a range of spin-off cultural activities, with local community groups, residents, creatives and artists, local businesses, and cultural and civic organisations collaborating to create and deliver new or enhanced cultural events, exhibitions, performances, artwork and craft products. Markets and pop-ups in vacant high street properties will allow local creatives to run open studios, sell and exhibit their work, and provide new attractions for visitors and locals.

In some cases, the cultural activities and programmes developed will be brand new offers for Berwick, in others they will build on and enhance the current activities of established cultural venues, attractions and events already operating in the town.

This will create more demand for the work of local artists and creatives, helping to sustain and grow the town's creative community by retaining artists and attracting more creative people to come to live and work in Berwick. It will also draw bigger audiences to existing cultural venues, attractions, and events. ***The town will be celebrated as an appealing cultural destination that supports its***

***creative community to develop and thrive.***

The new artworks, cultural programmes and activities will also attract tens of thousands of extra visitors to the town each year, injecting millions of pounds of spending into the town's economy, supporting local businesses, safeguarding and creating jobs for local people, and creating a more vibrant and attractive town centre. ***Culture-led regeneration will support a thriving local economy and high street.***

Cultural sector growth will create opportunities to conserve and repurpose historic buildings and public spaces as new creative spaces for artists, exhibitions and events, ***positioning Berwick as a place where contemporary culture is integrated with its distinctive heritage, fusing the past and the present.***

By getting involved in developing new cultural programmes and activities, local residents and young people will have opportunities to develop new skills needed to work in the growing cultural and creative sector, at the same time as enjoying new cultural experiences, boosting wellbeing and quality of life. ***Berwick's cultural sector will be truly embedded in the local community with a commitment to developing local creative skills and raising the aspirations of young people.***

## Key principles

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Our strategy is based on the following key principles:

- **Collaboration and partnership**—Our strategy will provide a focal point that galvanises the town’s cultural and civic organisations, artistic community, local people and businesses to work together in a new collective endeavour to regenerate Berwick through cultural investment and innovation, working towards our shared vision for the town’s future. By harnessing the expertise and resources of all partners we will deliver a cultural-led regeneration programme that is greater than the sum of its parts.
- **Ambition, quality, and cultural confidence**—Our ambitious strategy will drive up expectations of quality in Berwick’s cultural offer. By commissioning high quality work from nationally and internationally significant artists we will raise the bar on the quality of cultural output originating from Berwick and demonstrate that we have the confidence to be the best. This will permeate all cultural and creative organisations and activities in the town, driving up quality and ambition across the board.
- **Visibility, recognition, and impact**—By making bold choices about the cultural projects we commission, we will position Berwick as a highly visible leader in cultural investment and innovation. We will raise Berwick’s profile as a leading UK cultural destination, which in turn will maximise the impact of our investments by attracting more visitors, creatives, and spending to the town. We will become a beacon for best practice in culture-led regeneration.
- **Inclusion and diversity**—Our strategy is based on a grass roots approach to culture-led regeneration, with local people from all backgrounds and communities involved at all stages in developing new creative commissions, artworks, programmes and events. Our work will demonstrate that culture is for everyone, and local people are at the heart of bringing Berwick’s heritage to life.
- **Net zero**—We will adopt low carbon and circular economy principles when developing and delivering cultural programmes and events, ensuring the environmental impact of our work is minimised while working towards a net zero cultural and creative sector in Berwick.



## Our strategic plan

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Our strategy to transform Berwick and achieve our vision of culture and creative-led growth is based on three strategic objectives:

- **SO1: Growing Town**
- **SO2: Vibrant Town**
- **SO3: Inclusive Town**

The strategy is based on a clear rationale, reflecting the key challenges and opportunities summarised in section 1. It sets out broad objectives to achieve the vision and direct the wider regeneration of Berwick, building and expanding upon the specific objectives of the CCZ.

Our approach reflects the priorities of the Berwick Economic Plan, to invest in businesses, skills and enhancing Berwick's

profile as a visitor destination. It is also consistent with the aims of the Cultural Strategy for Northumberland (2018-2030), which sets out a county-wide vision for Northumberland to be recognised as a cultural leader and a place acknowledged for its creativity and world class cultural offer.

Specific priorities for Berwick include growing the visitor market by maximising the impact of the town's cultural and living heritage assets (e.g. attracting more visitors and audiences to cultural and heritage attractions outside the main tourist summer season, and during week days and evenings); raising the town's profile as a high quality, culturally rich visitor destination; and establishing Berwick as a national and international cultural tourism destination strategically located on the East Coast Main Line between London and Edinburgh.

# Objectives, priorities, and outcomes

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**SO1: Growing Town**—To grow our economy and population sustainably by building on our established cultural and creative strengths, and capitalising on visitor economy opportunities, investing in business growth, job creation, education and skills, and leisure and culture, for the benefit of all our people, communities, and businesses. We will adopt a net zero approach to growth, minimising the environmental impact of our projects and activities.

**Analysis and rationale:** Capitalising on its wealth of creative and cultural strengths, unique heritage assets and desirable location, Berwick is well placed to achieve significant culture-led growth and regeneration within the town itself, as well as stimulating growth in the wider Northumberland and North of Tyne areas. By supporting Berwick’s creative industry businesses and practitioners we will create more demand and opportunities, increase start-ups, and generate business growth and new jobs. By investing in new and enhanced cultural offers and place-marketing we will attract more visitors and spending, supporting local businesses and jobs. Finally, by investing in the cultural and creative skills of local people, we will help residents of all ages and backgrounds

to progress into sustainable careers in the creative industries.

## Actions and priorities

- Invest in the development of new and enhanced artistic commissions, cultural programmes, events and festivals, stimulating extra demand for the work of local artists and creatives, helping to sustain Berwick’s creative community and attract more people to live and work in the town.
- Significantly raise Berwick’s profile as a leading cultural and tourism destination in regional, UK and international markets by developing new high profile cultural experiences and events and implementing a highly visible place-marketing campaign.
- Attract thousands more visitors to the town each year by providing distinctive new and enhanced cultural offers and visitor experiences, boosting spending in the local economy, and supporting businesses and jobs (including retail, accommodation, food & beverage, and visitor services).

- Strengthen the local visitor economy and cultural sector by providing an enhanced year-round offer, including a more diverse range of activities, experiences, and wet weather attractions.
- Invest in the creation of high quality, collaborative workspace for cultural and creative businesses and practitioners, supporting cultural sector growth.
- Invest in cultural and creative skills, education and training opportunities, supporting the growth of cultural and creative businesses, and enabling more local people to access jobs in the creative industries.

### **Outcomes—what does success look like?**

- Berwick has taken its place among the UK's most distinctive, must-see destinations, attracting thousands of visitors from regional, UK and international markets to experience its unique coastal and borderlands culture, heritage, and landscapes.
- More demand for creative produce and programmes supporting a sustainable and growing cultural and creative sector.



- More artists and creative practitioners attracted to live and work in Berwick, boosting local population and wealth.
- More visitors and spending throughout the year, supporting local businesses and new job opportunities.
- More local people with the skills to take up opportunities in a growing cultural and creative sector.
- Enhanced facilities and infrastructure to support a growing cultural and creative sector.
- Increased investment in Berwick's cultural, creative and heritage assets and businesses.
- More prosperous local population and more young people choosing to live and work in the town.
- Improved perceptions of Berwick among residents, visitors, businesses, and investors.

**SO2: Vibrant Town**—To increase vibrancy and activity in Berwick town centre, building a thriving community of visitors, residents, creatives, and learners who will use the centre for leisure and culture, education, and employment, boosting footfall and creating an attractive, lively place where people want to spend time and money.

**Analysis and rationale:** Berwick town centre has the potential to be a thriving hub of activity for visitors, residents, and artists and creatives. However, decline in the retail offer and an increase in vacant and underused properties means there is a lack of reasons to visit, and the physical appearance of the town centre is poor in places. Investing in new and improved cultural activities and facilities in the town centre will make it a more appealing and distinctive destination, attracting more visitors, residents and spending and reinvigorating the heart of the town.

### **Actions and priorities**

- Provide a range of ‘pop-up’ cultural activities in vacant premises to enliven the high street, including events and festivals, creative workspace, retail and exhibition spaces for artists, education courses, and a Creative Resource Centre, aimed at boosting footfall and spending with local businesses and creatives.

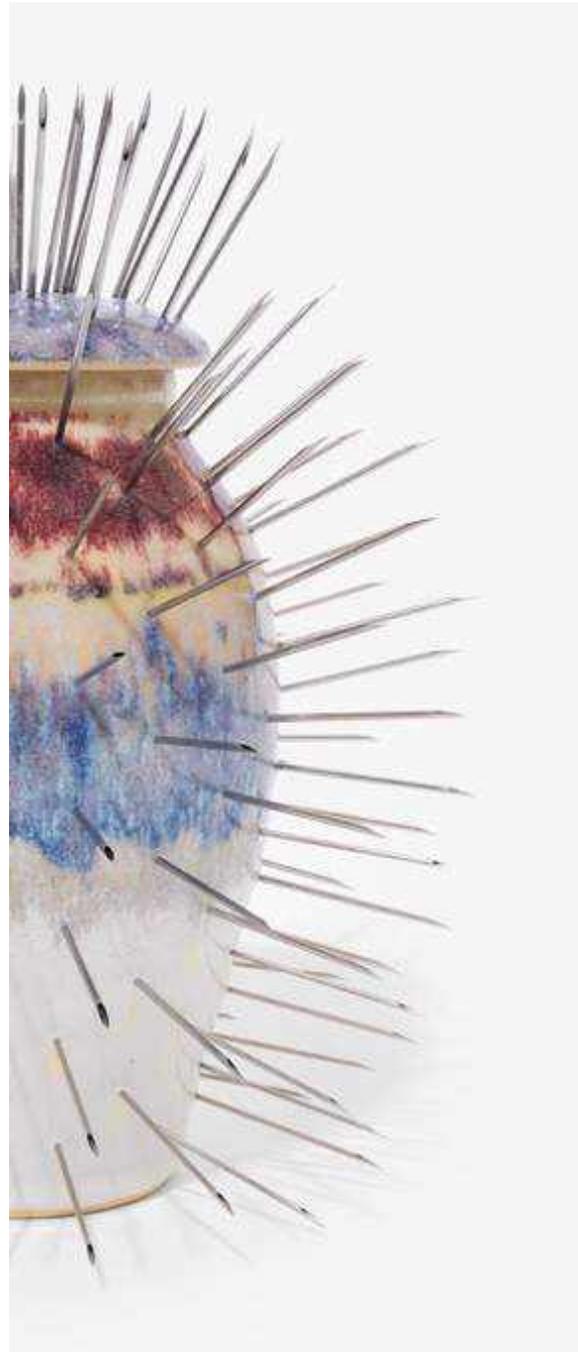
- Commission local artists to design and implement physical improvements in the town centre, including attractive facades, displays and signage for vacant retail premises, and improvements to public spaces.
- Work with public and private funders to ringfence a percentage of capital project budgets to invest in public art projects, making the town more appealing by embedding creativity in the built environment.
- Provide advice and support to high street businesses (including retail, accommodation, food & beverage, and visitor services) to help them capitalise on the new opportunities arising from culture-led investment in the town.
- Re-purpose and breathe new life into ‘at risk’ vacant properties and historic buildings in the town centre by investing in the provision of permanent creative workspace.
- Invest in transforming The Maltings to create a high-quality attraction that significantly strengthens the appeal of the town centre as a visitor destination.
- Develop a longer-term plan to attract major capital investment to support

an ambitious high street regeneration programme. To include a plan to restore and bring into use key heritage buildings in the town, aligned to the Conservation Area Management Plan.

### **Outcomes - what does success look like?**

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- Berwick town centre is a vibrant creative destination bringing together visitors, local people and creatives to enjoy a variety of cultural activities and experiences.
- More vibrant town centre with increased footfall throughout the year, and fewer vacant properties. New outcome measures will be adopted to evidence growing vitality and viability of the town centre<sup>4</sup>.
- More visitors and residents spending more money with town centre businesses and local creatives.
- More sustainable and growing town centre businesses.
- More attractive streetscape and built environment in the town centre.
- Greater pride in place among local people and businesses.
- Improved perceptions of Berwick among residents, visitors, businesses, and investors.



<sup>4</sup>Reframing high street viability: A review and synthesis in the English context, ResearchGate (March 2023)

**SO3: Inclusive Town**—To enable all of Berwick’s people, communities, and businesses to share in the benefits of culture-led growth through access to better skills, jobs, and cultural activities, and by providing opportunities to retain and attract more young people to the town.

**Analysis and rationale**—Berwick faces challenges that prevent some of its residents and communities from sharing in the opportunities the town offers. The low skill, low wage economy can be a barrier to well-paid employment, and many young people leave the town due to limited training and job opportunities. Many local residents and communities do not share in the economic and social benefits offered by Berwick’s cultural and creative sector. Expanding the reach of the sector into local communities will open-up new opportunities for local people from under-represented backgrounds to develop their skills and confidence, access jobs and careers in the cultural and creative industries, and participate in cultural and creative activities, improving health & wellbeing, and quality of life.

### **Actions and priorities**

- Commission artists to collaborate with local people and communities to develop new artworks, cultural offers, and events inspired by Berwick’s unique local heritage and customs,

ensuring the town’s cultural offer is truly embedded in the traditions and passions of the local community.

- Bring local people and community groups together with Berwick’s established venues, attractions, and events to collaborate on developing new and enhanced cultural activities and programmes, providing new opportunities for people from all backgrounds to experience and enjoy culture.
- Provide more opportunities for local people to volunteer with cultural events and venues, developing new creative skills and work experience.
- Provide opportunities for young people, school age and pre-school children to take part in inspiring cultural and creative education and training.
- Encourage artists and creative practitioners to share their experience with young people, helping to develop skills and access new opportunities.
- Equip people from all backgrounds with the skills needed to access jobs in the creative industries.
- Increase participation in cultural and creative activities

among under-represented and disadvantaged groups, supporting improved health, wellbeing, and quality of life.



## Outcomes - what does success look like?

- Berwick's cultural offer and programmes are embedded in, and inspired by, the traditions and passions of the local community.
- More local people from all backgrounds have opportunities to participate and enjoy cultural and creative activities.
- More local residents and young people are equipped with the skills needed by creative industries and are accessing good quality jobs in the sector.
- More local people progressing into jobs, apprenticeships, FE and HE.
- More young people secure jobs in the creative industries and remain in the town.
- Improved health, wellbeing, and quality of life for people from all backgrounds and communities.
- Enhanced pride in place in the local community.

## Alignment with other strategies, programmes and investments

**O**ur Investment Plan encapsulates the full range of culture-led regeneration proposals in Berwick, bringing together multiple inter-linked projects that will collectively deliver our vision and objectives.

The Plan is closely aligned with UK Government and regional priorities and programmes, and complements existing and planned cultural investments and activities in the town. This approach will ensure that the broadest possible range of programmes and funds are leveraged to maximise the benefits of culture-led regeneration in the town.

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## Alignment with UK Government priorities

**Levelling Up White Paper:** The Government's Levelling Up agenda, set out in the January 2022 White Paper, focuses on the need to "improve productivity, boost economic growth, encourage innovation, create good jobs, enhance educational attainment and renovate the social and cultural fabric of those parts of the UK that have stalled and not – so far – shared equally in our nation's success". This

includes supporting places in the North, such as Berwick, to attract businesses, attract and retain talent, and improve quality of life for local people.

### **DCMS Cultural Development Fund:**

Government has recognised the economic and social value offered by the cultural and creative industries. Through the Cultural Development Fund, Government aims to support places to unlock local economic growth and become more attractive places in which to live, work, visit and invest. This investment plan will support these aims by making Berwick a more attractive place for local residents and visitors, as well as supporting the growth and development of individuals, community groups and businesses working in its cultural and creative industries.

### **DCMS Creative Industries Sector**

**Vision:** The DCMS sector vision (June 2023) sets out how government and industry will work together to unlock the growth potential of the creative industries, to have a positive impact on people's lives and pride in place, as well as enabling creative businesses and talent from all backgrounds and areas of the UK to thrive. This investment plan is fully aligned with the goals of the sector vision, which are to: grow creative clusters across the UK; build a highly skilled, productive and inclusive workforce for the future; and maximise the positive impact of the creative industries on individuals and communities, the

environment and the UK's global standing.

**Arts Council England - Let's Create 2020-2030:** In its strategy for 2020-2030, Arts Council England outlines its vision that: By 2030, we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences. This investment plan sets out how Berwick's cultural and creative sector will support the creative skills and potential of people and organisations in Berwick and create opportunities for everyone to access a wide range of cultural activities and experiences.

**Covid-19 economic recovery:** Through its extensive creative and cultural activities, Berwick has the opportunity to make a significant contribution to Northumberland's Covid-19 economic recovery, delivering new jobs, training, and education, securing the resilience and growth of businesses in the cultural and creative industries, and supporting the regeneration of Berwick town centre.

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## Alignment with regional and local strategies

**The North East of England's Case for Culture:** Developed by the North East Culture Partnership, it sets out a framework for the development and growth of the region's arts and heritage sectors from 2015 to 2030. Berwick will contribute to the development and growth of the region's cultural sector through its skills and training activities; supporting the growth of practitioners and small businesses in Berwick's creative and cultural sector; and creating access to new career opportunities, particularly for people who are currently underrepresented in the sector.

**North East Devolution Deal:** Published in December 2022, it sets out the terms of an extended devolution deal to provide powers and funding to enable the whole of the North East to maximise its economic potential, in order to reduce regional disparities and support the Government's levelling up agenda. Within the Deal, the cultural, creative and visitor economy are highlighted as sectors that have the potential to drive inclusive and sustainable growth; enhance pride and wellbeing; and to develop skills and increase opportunities for young people to live and work in the area.

**NTCA Corporate Plan:** Sets out seven key themes to create a more vibrant and inclusive economy in the North of Tyne area. This investment plan will primarily contribute to the 'Culture, Creative & Rural' theme, which aims to boost the economic potential of the cultural, creative and tourism sectors. In particular, it will support NTCA's ambition to promote the growth of the cultural and creative sectors and develop the skills pipeline to meet future demand.

**The North of Tyne: Home of Ambition:** Setting out the economic vision of the Combined Authority, Home of Ambition is built around six key pillars. This project has the potential to address these pillars in numerous ways, including attracting investment in Berwick's cultural and creative businesses and people; enabling more young people from the local area to engage with the creative industries, develop their talent and achieve a paying and sustainable career in the sector; and creating an environment in which cultural and creative businesses can develop and thrive.

**North of Tyne Stewardship and Rural Growth Investment Plan:** The Plan will support a multi-million-pound programme of investment in Northumberland's rural communities aimed at growing the economy and improving quality of life through targeted investment in the area's natural assets as key drivers of growth.

Investment priorities include growing the visitor economy; sustainable tourism; and improving infrastructure in rural towns.

**North East LEP - North East Strategic Economic Plan (2019):** Aims to deliver 'more and better jobs' through inclusive economic growth. This includes developing a more productive, sustainable economy and enabling those furthest from the labour market to progress into employment. The SEP aims to meet its targets, in part, through investment that maximises the economic impact of the region's vibrant cultural and tourism offer.

**Northumberland Economic Strategy 2019-24:** Sets out a vision to deliver a prosperous, inclusive, and connected Northumberland by creating skilled jobs in high productivity sectors. It focuses on improving the places and communities where people live and work. This investment plan supports the aim of securing the resilience and growth of businesses in Northumberland's cultural and creative industries, as well as contributing towards the regeneration of Berwick town centre.

**Northumberland Cultural Strategy 2018-2030:** The strategy sets out the aim to achieve international recognition of Northumberland as a cultural leader and a place that is acknowledged for its creativity and world class cultural offer. This plan will support those aims

by establishing Berwick's reputation as a renowned creative town that offers an inspiring and thriving working environment for creative people and a must-see destination for visitors.

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## Adding value to current and planned investments and activities

**B**erwick has already started its journey of culture-led regeneration and is benefitting from some important strategic cultural investments, some of which are already in place while others will get underway during the next couple of years. These activities are supported by a range of programmes and funders, including the Borderlands Growth Deal, Arts Council Cultural Development Fund, and National Lottery Heritage Fund, among others. The CCZ will enhance and amplify the impact of these activities by bringing projects and organisations together to work towards a common culture-led vision, investing CCZ funds in new activities and projects, and attracting new and additional culture-led funding into the town.

Key current and planned investments and activities supporting culture-led growth in Berwick include:

**The Maltings**—A planned multi-million-pound investment to create an iconic, multi-purpose cultural and entertainment complex. Building upon the successful business of The Maltings, which is the pre-eminent professional arts and cultural venue in North Northumberland and the Eastern Scottish Borders, the project will deliver a major transformation and expansion of the venue. It will provide a significant uplift in the scale and quality of the programme and facilities, creating an attractive year-round, non-weather dependent visitor offer, providing appealing visitor experiences during the day and evenings. The project is being funded with a major grant from the Borderlands Growth Deal.

**Berwick Living Barracks**—An ambitious £15m renewal plan, led by English Heritage, to develop an enhanced museum, visitor facilities, and creative industries hub, providing a much-enhanced culture-led visitor asset in the town, with a year-round, non-weather dependent offer. The project has secured a major capital grant from the Arts Council Cultural Development Fund, including £700,000 to support a major three-year programme of community engagement.

**Destination Tweed**—Investment in a major new tourist trail, heritage education and conservation project along the length of the River Tweed, from Moffat in the Scottish Borders to Berwick on the coast.

Funded by the Borderlands Growth Deal and the National Lottery Heritage Fund, the project will be a significant new attractor bringing more tourist visitors and spending into Berwick.

**Events and festivals**—Berwick hosts several established cultural events and festivals, bringing thousands of visitors into the town each year and providing opportunities for local people to participate in cultural activities. This includes Berwick Film & Media Arts Festival, Berwick Literary Festival, Berwick Food and Beer Festival, Berwick Heritage Open Days, and Berwick Music Series.

**Visit Berwick**—A destination marketing initiative which delivers a branding and PR campaign, as well as supporting events to attract visitors to the town.

**Premier Inn**—A new hotel which opened in Berwick town centre in 2020, expanding capacity to accommodate overnight visitors and signalling growing confidence in the town's visitor economy.

**Union Chain Bridge**—An ambitious award-winning £12m project involving the conservation of the internationally significant historic Union Chain Bridge, the preservation of its intangible heritage, and an extensive programme of public engagement.

**Berwick Hospital**—Northumbria Healthcare NHS Trust is investing £35m in building a state-of-the-art hospital in Berwick, with work getting underway during 2023. The project includes proposals to commission public art works from the local artistic community, as well as plans for a community art gallery within the new hospital.

**Transport projects**—A number of projects are planned or underway to improve Berwick's connectivity and make it more accessible to visitors and residents alike. This includes the improvement of rail services into the town, and the dualling of the A1 to Ellingham.

**A wide variety of other creative and cultural projects and activities** are underway or planned in Berwick and the North of Tyne area which are supporting growth and participation in the cultural and creative industries. These activities reflect the vibrancy of the sector in the town, and the significant opportunity to build on what is happening already to stimulate culture-led growth.

*Appendix B provides a summary of these projects and activities, including events and festivals; investment in workspace; developing key cultural and heritage assets; business support initiatives; education and training opportunities; and community engagement programmes.*

## Our priority projects and investments

Our Investment Plan sets out a package of eight priority cultural and creative projects designed to align with and add value to existing and planned activities in the town. These projects, combined with existing investments, will deliver our strategy and realise our vision.

All eight projects will receive funding directly from the CCZ, although for some we will seek additional investment to increase their scale and impact. All projects will be embedded in the town and its existing cultural assets, thereby ensuring a sustainable legacy for the activities and assets beyond the life of the CCZ funding and any other investment attracted.

Our **initial priority projects** are summarised in *Table 1* and aligned to our four work packages, reflecting the areas we need to invest in to deliver our vision and unlock the culture-led regeneration of Berwick.

Most of the projects deliver across more than one of our work packages, which are as follows:

- **WP1: Supporting enterprise and developing skills**—Supporting local businesses to start-up, develop and grow, including creative freelancers and SMEs, established cultural and creative attractions and venues, and local firms that rely on the visitor market including retail, hospitality, and accommodation. This support includes equipping freelancers, businesses and local people with the skills and know-how needed to take advantage of new opportunities and growth in the cultural and creative sector.



Katie Davies *The Lawes of the Marches* (Film Still). Image courtesy Katie Davies.

- **WP2: Profile raising and boosting audiences**—Promoting Berwick as an appealing cultural and creative town, with the aim of attracting more visitors and spending, bringing more creative practitioners to live and work in the town, drawing bigger audiences to the town’s venues, attractions, and events, and growing the economy for the benefit of local people and businesses. This includes a high-profile, co-ordinated marketing and communications campaign, website and place brand promoting the full range of Berwick’s cultural and creative activities and attractions to visitor audiences and local people.
- **WP3: Engaging communities**—Placing local people and communities at the heart of Berwick’s culture-led regeneration. This includes local people working with artists to create new art works, events and festivals that will strengthen pride in place and attract more visitors to the town; working with local community groups to develop and deliver cultural and creative projects; and working with young people in schools and college to fire their enthusiasm for culture and creativity and equip them with the skills needed to take up opportunities in the growing sector.

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- **WP4: Creative places and spaces**—Supporting the development of physical spaces and places where artists, local people and visitors can create work, meet, collaborate, and enjoy cultural and creative experiences, including temporary as well as permanent facilities. This includes workshop spaces for creative practitioners and artists; facilities where local people and the community can get involved in creative activities and making; places for creatives to exhibit and sell their work to the public; and spaces to rehearse and perform. Over time, these facilities will provide a catalyst to attract further investment in the physical regeneration of the town and high street.

The list of priority projects will evolve over time as the CCZ develops, the culture-led regeneration of Berwick progresses, and new opportunities and project proposals are identified.

The initial eight project proposals are a direct response to the issues, needs and priorities that are important to Berwick. They have been developed by the CCZ team based on in-depth consultations with local creative practitioners and artists, local community representatives, and the



main cultural and creative organisations and attractions operating in the town.

Northumberland County Council will identify and work with key Delivery Partners to ensure the successful delivery of these priority projects.

Local stakeholders want cultural and creative projects in the town to be based on the following **principles and approach**:

- Bringing together the local community, local artists and creative practitioners, and Berwick's main cultural and civic organisations, co-ordinating their work towards the common goal of regenerating the town.
- Creating new opportunities for local artists and creatives to produce and sell work at a fair price so that Berwick's creative community can

thrive, retaining existing people and attracting more creatives into the town.

- Building demand and expanding audiences for Berwick's established cultural venues, attractions, and events throughout the year, so that they can succeed, grow and create new opportunities for local people.
- Engaging the local community in developing new and enhanced cultural activities and programmes, ensuring that regeneration is truly rooted in the local culture and traditions that are distinctive to Berwick, taking inspiration from the past to speak to the present, at the same time as boosting pride in place, quality of life, and wellbeing.
- Sustaining and growing the town's existing creative and cultural infrastructure so that Berwick is seen as an attractive cultural and creative town, attracting more visitors and spending throughout the year, bringing more creative practitioners to live and work in the town, and growing the economy for the benefit of local people and businesses, delivering sustained benefits after the CCZ funding ends.

**Table 1: Summary of priority projects**

	<b>Project Title &amp; Description</b>	<b>WP 1</b>	<b>WP 2</b>	<b>WP 3</b>	<b>WP 4</b>	<b>Delivering Our Strategy</b>	<b>Rationale &amp; Need</b>	<b>Added Value</b>	<b>Outcomes</b>
1	<p><b>Annual Creative Commission:</b></p> <p>Forming the centre piece of the town's culture-led regeneration, each year the CCZ will invest in an ambitious commission to create an original, high-quality artwork of national significance inspired by Berwick's local culture and heritage. The artwork will be used to raise Berwick's profile as a leading UK cultural destination, projecting the town's cultural ambition and confidence.</p> <p>As well as being an attraction in its own right, the new artwork will provide a focal point and theme for a range of spin-off cultural activities, with local community groups, residents, creatives and artists, local businesses, and cultural and civic organisations participating together to deliver a new themed cultural visitor event, exhibitions, and performances. These activities will attract more visitors and spending to the town, provide demand for local artists to create new work, and offer opportunities for local residents and young people to develop new skills.</p> <p>Pop-ups in vacant high street properties will allow local creatives to run open studios, sell and exhibit their work, and provide new attractions, boosting footfall and spending.</p> <p>The activities will take place outside the main tourist season providing new reasons to visit Berwick throughout the year.</p>	✓	✓	✓	✓	<p><b>Growing Town:</b> Attracting more visitors, spending and residents, boosting local businesses and supporting jobs. Supporting local people to learn skills needed to work in growing cultural and creative sector.</p> <p><b>Vibrant Town:</b> Increasing visitor numbers and town centre footfall through events and pop-up retail and exhibitions.</p> <p><b>Inclusive Town:</b> Engaging residents, young people, and local businesses in new events and cultural activities, ensuring everyone in the town benefits.</p>	<p>Berwick needs to raise its profile in regional, UK and international markets in order to attract the extra visitors, residents and spending needed to boost the local economy.</p> <p>Berwick needs to offer new reasons to visit or live in the town outside the main tourist season, supporting local businesses, cultural attractions and jobs throughout the year.</p> <p>Need to generate extra demand and work opportunities for creatives to help sustain and grow the local creative community.</p> <p>Need to provide new opportunities for local residents / young people to develop skills to work in creative industries.</p> <p>Berwick high street needs to attract more footfall and spending to safeguard businesses and jobs and maintain an attractive, viable town centre.</p>	<p>Expand and strengthen Berwick's cultural offer by bringing existing venues, events, attractions and freelancers together to provide new offers and experiences to attract more audiences and visitors.</p> <p>Provide new opportunities for local artists to create, exhibit and sell their work.</p> <p>Strengthen Berwick's cultural and visitor offer outside main tourist season.</p>	<ul style="list-style-type: none"> <li>• Higher profile, more attractive cultural and creative offer</li> <li>• More visitors and spending supporting local businesses &amp; jobs</li> <li>• More demand for creative produce and programmes</li> <li>• Sustainable and growing cultural and creative freelancers and organisations</li> <li>• More sustainable local businesses (retail, F&amp;B, accommodation)</li> <li>• More vibrant town centre</li> <li>• Improved skills</li> <li>• Improved wellbeing</li> <li>• Greater pride in place in the local community</li> </ul>

	<b>Project Title &amp; Description</b>	<b>WP 1</b>	<b>WP 2</b>	<b>WP 3</b>	<b>WP 4</b>	<b>Delivering Our Strategy</b>	<b>Rationale &amp; Need</b>	<b>Added Value</b>	<b>Outcomes</b>
2	<p><b>Living Heritage Festivals</b></p> <p>Investment in developing and growing two living heritage events / festivals each year, inspired by Berwick's distinctive living heritage. Annual events such as the 'Crowning of the Salmon Queen' and 'Riding the Bounds' are highly valued locally and could be developed and expanded to appeal to new audiences, attracting more visitors and spending to the town. This will demonstrate how Berwick's distinct cultural identity will lead the way in delivering culture-led regeneration.</p> <p>The project will invest in building the capacity and skills of the community groups and volunteers that deliver existing events, enabling them to grow audience numbers, attract additional income and funding, and make them more sustainable for the future.</p> <p>The organisers will work with other established events in Berwick (e.g. Literary Festival, Media and Arts Festival) and other cultural organisations (e.g. The Maltings, The Barracks) to develop new exhibitions, activities and programmes linked to the established heritage events, enabling them to reach wider and larger audiences.</p> <p>Local artists and creatives will be supported to create new produce and artworks linked to the events, and pop-ups in vacant high street properties will allow them to sell and exhibit their work, providing new attractions and helping to boost footfall and spending.</p>	✓	✓	✓	✓	<p><b>Growing Town:</b> Attracting more visitors and spending, boosting local businesses, and supporting jobs. Supporting local people to learn skills needed to work in growing cultural and creative sector.</p> <p><b>Vibrant Town:</b> Increasing visitor numbers and town centre footfall through larger-scale events, and pop-up retail and exhibitions.</p> <p><b>Inclusive Town:</b> Engaging residents, young people, community groups, and local businesses in enhanced heritage festivals, ensuring everyone in the town benefits.</p>	<p>Capitalising on Berwick's unique heritage and traditions to attract more visitors and spending, supporting local businesses, cultural attractions and jobs throughout the year.</p> <p>Need to generate extra demand and work opportunities for creatives to help sustain and grow the local creative community.</p> <p>Need to boost audience numbers for existing established events, venues and attractions in the town.</p> <p>Need to provide new opportunities for local residents / young people to develop skills to work in creative industries.</p> <p>Berwick high street needs to attract more footfall and spending to safeguard businesses and jobs and maintain an attractive, viable town centre.</p>	<p>Build on existing established heritage festivals in the town, growing their scale, appeal and impact</p> <p>Build the capacity and skills of existing festivals to ensure their future sustainability</p> <p>Provide new opportunities for local artists to create, exhibit and sell their work.</p>	<ul style="list-style-type: none"> <li>• More attractive cultural and creative offer</li> <li>• More visitors and spending supporting local businesses &amp; jobs</li> <li>• More demand for creative produce and programmes</li> <li>• Sustainable and growing cultural festivals, freelancers and organisations</li> <li>• More sustainable local businesses (retail, F&amp;B, accommodation)</li> <li>• More vibrant town centre</li> <li>• Improved skills</li> <li>• More volunteering opportunities</li> <li>• Improved wellbeing</li> <li>• Greater pride in place in the local community</li> </ul>

	<b>Project Title &amp; Description</b>	<b>WP 1</b>	<b>WP 2</b>	<b>WP 3</b>	<b>WP 4</b>	<b>Delivering Our Strategy</b>	<b>Rationale &amp; Need</b>	<b>Added Value</b>	<b>Outcomes</b>
3	<p><b>Promoting Create Berwick</b></p> <p>Promoting Berwick and raising its profile as an appealing cultural and creative town is an essential foundation of successful culture-led regeneration. A significant marketing and comms campaign, under the title 'Create Berwick' will attract more visitors and spending, bring more creative practitioners to live and work in the town, and attract bigger audiences to local venues, attractions, and events. This project includes:</p> <ul style="list-style-type: none"> <li>An ambitious, high-profile place marketing website and social media campaign, promoting the full range of cultural and creative events, programmes, venues, attractions, and individual artists in the town. The site will provide a single, co-ordinated information source for visitors and local people to find out about activities in Berwick, and a gateway to the websites of local cultural venues and organisations, boosting attendances and ticket sales.</li> <li>The campaign will be supported by a distinctive place brand for Berwick, drawing on the imagery presented in the Hemingway Design Place Brand report.</li> <li>The Berwick CCZ team will work with a town-wide marketing group to co-ordinate this work, providing the capacity and skills to deliver a co-ordinated place marketing campaign that will benefit all existing cultural and creative organisations in the town, as well as local businesses that rely on the tourist trade.</li> <li>A specialist marketing and comms agency will be appointed to develop the marketing strategy, campaign, website, and social media.</li> </ul>			✓	✓	<p><b>Growing Town:</b> Attracting more visitors, expanding audiences for existing and new cultural events, venues, and attractions, and bringing new residents into the town. This will boost spending and support local businesses and jobs.</p> <p><b>Vibrant Town:</b> Increasing town centre footfall and spending by attracting more visitors to Berwick.</p> <p><b>Inclusive Town:</b> Raising awareness among local people and communities and engaging them in the full range of cultural and creatives activities and opportunities in the town.</p>	<p>Berwick needs to raise its profile in regional, UK and international markets in order to attract extra visitors, residents and spending needed to boost the local economy.</p> <p>The town needs a distinctive, prominent, high-quality place marketing campaign to make it stand out in competitive markets for visitors, audiences, and new residents, promoting the unique experiences on offer in Berwick.</p> <p>The marketing and comms activities of key cultural venues, attractions and events need to be co-ordinated, so all are working together to attract more visitors and bigger audiences, based on consistent messaging.</p> <p>Need to raise the quality and scale of marketing and comms activity to achieve greater collective impact.</p>	<p>Amplifying the impact of existing marketing and comms in the town by co-ordinating the activities of existing cultural, creative, and civic organisations working together to deliver a shared place marketing campaign.</p>	<ul style="list-style-type: none"> <li>A distinctive, high-profile, co-ordinated place marketing campaign that raises Berwick's profile in regional, UK and international markets</li> <li>Berwick is more visible and attractive to visitors, cultural audiences, and new residents</li> <li>Additional visitors, audiences, residents and spending attracted to the town, supporting existing and new businesses and jobs</li> </ul>

	<b>Project Title &amp; Description</b>	<b>WP 1</b>	<b>WP 2</b>	<b>WP 3</b>	<b>WP 4</b>	<b>Delivering Our Strategy</b>	<b>Rationale &amp; Need</b>	<b>Added Value</b>	<b>Outcomes</b>
4	<p><b>Boosting Enterprise, Developing Skills</b></p> <p>Developed with local freelancers, cultural and creative organisations, and the community, this comprehensive enterprise and skills programme will engage Berwick's creative community, building their entrepreneurial capacity and skills so they are well placed to exploit opportunities from culture-led regeneration. Key activities:</p> <ul style="list-style-type: none"> <li>• Creative Enterprise Leadership programme for key cultural and creative organisations in the town.</li> <li>• Capacity building and training for local cultural organisations to attract funding and sponsorship.</li> <li>• Enterprise Animation and Opportunity Events for creative freelancers.</li> <li>• Entrepreneurial capacity and skills development workshops for freelancers.</li> <li>• Micro grants and bursaries investing in new cultural and creative projects by freelancers, young people, and community groups.</li> <li>• Networking events linking local hospitality and tourism businesses with opportunities created by cultural sector growth.</li> <li>• Peer mentoring training for experienced freelancers to support emerging creatives.</li> <li>• 'Train the Trainer' programme for staff working with young people in schools, colleges, and community settings, to nurture creative talent and passion.</li> <li>• Creative Apprenticeships for local young people.</li> </ul> <p>Together these programmes will increase the ability of local creatives to earn an income from their talents, enable Berwick to nurture more creative talent, allow local businesses to benefit from growth in tourism visits, and sustain and create local businesses &amp; jobs.</p>		✓		✓	<p><b>Growing Town:</b> By creating new opportunities for freelancers and businesses to make and sell work and equipping them with skills and know-how to turn creative output into an income, the programme will support creative businesses to start-up and grow, boosting the local economy and supporting jobs.</p> <p><b>Vibrant Town:</b> Freelancers and businesses will be supported to get involved in events and produce work for pop-up retail and exhibitions.</p> <p><b>Inclusive Town:</b> Local residents and young people will be supported to develop creative and enterprising skills.</p>	<p>Need to create new opportunities for freelancers and businesses to make and sell work so there is more demand for their output. This will help to sustain and grow the local creative economy.</p> <p>Need to build the skills and capacity of freelancers, SMEs, and cultural and creative organisations to take advantage of the new opportunities and extra demand that will result from culture-led regeneration.</p> <p>Need to create opportunities for other local businesses (e.g. retail, F&amp;B, accommodation) to take advantage of the growth in visitor numbers, residents and spending in the town.</p> <p>Need to support local people from all backgrounds (including young people) to develop the skills needed to take up opportunities in the growing cultural and creative sector.</p>	<p>Providing additional capacity for freelancers, SMEs, and cultural organisations to benefit from skills and enterprise support. Existing regional enterprise and skills projects have a low penetration in Berwick.</p> <p>Provide local businesses with new opportunities to benefit from growth in the cultural and creative economy.</p> <p>Provide local people with new skills and know-how to exploit new opportunities.</p>	<ul style="list-style-type: none"> <li>• More creative freelancers and SMEs sustaining and growing their businesses</li> <li>• Existing cultural organisations more sustainable and growing</li> <li>• A thriving local cultural and creative economy, supporting more businesses and sustaining and creating jobs</li> <li>• More local residents and young people equipped with the skills needed by creative industries</li> <li>• People progressing into jobs and apprenticeships</li> <li>• People progressing into FE and HE</li> </ul>

	Project Title & Description	WP 1	WP 2	WP 3	WP 4	Delivering Our Strategy	Rationale & Need	Added Value	Outcomes
5	<p><b>Creative Workspace</b></p> <p>Berwick will provide workspace for artists and creative freelancers to make work and collaborate. This will provide a physical focal point for the development and growth of the town's creative community. These developments will include artists' studios, workshops, co-working spaces, offices, and meeting spaces.</p> <p>Two significant capital projects are already planning to provide creative workspace in Berwick in the next few years. The 'Living Barracks' project at Berwick Barracks will provide 24 new artists' studios, while the re-development of The Maltings will include co-working and meeting space for local creatives.</p> <p>Rather than bringing forward additional workspace projects at this time, Berwick CCZ will work with Delivery Partners (including English Heritage, The Maltings, and others) to support the successful delivery of these planned workspace projects by:</p> <ul style="list-style-type: none"> <li>• Supporting the growth and sustainability of the town's creative freelance community.</li> <li>• Providing temporary / 'meanwhile' creative workspaces in vacant retail units in the town centre, offering opportunities for freelancers to collaborate and grow, and building a pipeline of future demand for new permanent workspaces.</li> <li>• CCZ staff supporting the planned workspace projects to secure the remaining capital funding they need from grant funders, sponsors, and others.</li> </ul> <p>The CCZ will also support an audit of creative workspaces in the town, as well as a demand study, to establish a clear picture of supply and demand before further creative workspace projects are supported.</p>	✓			✓	<p><b>Growing Town:</b> Providing additional facilities for artists and creatives to produce work and collaborate will support a growing and sustainable creative economy. New workspaces will house appealing creative communities, helping to attract more creative practitioners to live in the town.</p> <p><b>Vibrant Town:</b> Meanwhile workspaces will boost vibrancy and footfall in the town centre.</p> <p><b>Inclusive Town:</b> The workspaces will be available to creative people from all backgrounds, including young people and local residents.</p>	<ul style="list-style-type: none"> <li>• There is evidence of demand from local creative practitioners for additional, high-quality workspace in the town. The Living Barracks project and The Maltings already have plans to meet this demand.</li> <li>• By providing new opportunities for artists to create work, attracting more creatives to live in Berwick, and by bringing more visitors into the town, the CCZ will boost the growth of the local creative freelance community. This will help build a stronger pipeline of demand from creative practitioners needing workspace in Berwick.</li> <li>• The provision of temporary / meanwhile workspace while these new facilities are being constructed will help stimulate demand for the permanent facilities, as well as providing a short-term boost to the town centre.</li> </ul>	<p>Supporting the development of new, high quality creative workspace facilities that are not currently available in the town.</p> <p>Supporting the success of current planned workspace projects, while avoiding the risk of duplication by attempting to develop additional facilities before the new facilities are established.</p>	<ul style="list-style-type: none"> <li>• More opportunities for local creative freelancers and SMEs to produce work, collaborate and grow.</li> <li>• More artists and creative freelancers attracted to live in the town.</li> <li>• A thriving local cultural and creative economy, supporting more businesses and sustaining and creating jobs.</li> <li>• More vibrant town centre while the new workspace facilities are being constructed.</li> </ul>

	<b>Project Title &amp; Description</b>	<b>WP 1</b>	<b>WP 2</b>	<b>WP 3</b>	<b>WP 4</b>	<b>Delivering Our Strategy</b>	<b>Rationale &amp; Need</b>	<b>Added Value</b>	<b>Outcomes</b>
6	<p><b>Creative Resource Centre</b></p> <p>A Creative Resource Centre will provide a place where local people and visitors can meet artists and creative practitioners, see them at work, and collaborate on a range of creative activities.</p> <p>This will provide opportunities for local people to develop new skills and interests, offer creative experiences for tourists on a visit to Berwick, and a place for artists to exhibit and sell their work. The Resource Centre will provide equipment and facilities for use by anyone interested in getting involved in cultural, creative and making activities and experiences (e.g. crafts, joinery, writing, music, illustrating, cooking).</p> <p>The 'Living Barracks' project and the re-development of The Maltings both include proposals for 'community arts spaces' where artists will work together with local people and visitors on creative activities. The CCZ will work with Delivery Partners (including English Heritage, The Maltings, and others) to explore the opportunity to develop a Creative Resource Centre as part of these capital projects, maximising the benefits from planned investment and avoiding the risk of duplicating new facilities.</p> <p>In the meantime, the CCZ will pilot a temporary / 'meanwhile' Creative Resource Centre in a vacant retail unit in the town centre. As well as testing the concept and establishing demand for a facility of this type in Berwick, the temporary Centre will also provide a physical focal point for the CCZ in the town centre and a place creatives, local people and visitors can go to get involved in cultural and creative activities.</p>	✓	✓		✓	<p><b>Growing Town:</b> Attracting more visitors and spending to the town and providing opportunities for creatives to make and sell their work, boosting local businesses and supporting jobs. Supporting local people to learn skills needed to work in the growing cultural and creative sector.</p> <p><b>Vibrant Town:</b> Increasing footfall by attracting more visitors, local people, and creatives into the town centre.</p> <p><b>Inclusive Town:</b> Providing opportunities for local people from all backgrounds to get involved in cultural, creative, and making activities.</p>	<ul style="list-style-type: none"> <li>• A Creative Resource Centre will provide an important physical focal point for the CCZ and a place creatives, local people and visitors can go to meet and get involved in cultural and creative activities and experiences.</li> <li>• There is a need to provide prominent places where artists and creatives can make and sell their work. This will boost demand for local creative produce, helping to sustain and grow the sector and local economy.</li> <li>• Need to provide opportunities for local people to develop the skills to work in the growing cultural and creative sector.</li> <li>• Need to provide new and distinctive activities to attract more local people and visitors to the high street, helping to boost town centre vibrancy.</li> </ul>	<p>Potentially developing a Creative Resource Centre as an integral part of the Living Barracks or the Maltings capital projects will add an attractive new offer to these facilities at the same time as achieving maximum benefit from existing planned investment.</p> <p>In the meantime, a temporary Creative Resource Centre will improve the appeal of the town centre offer.</p>	<ul style="list-style-type: none"> <li>• Higher profile, more visible cultural and creative offer in the town</li> <li>• More visitors and spending attracted supporting local businesses and jobs</li> <li>• More demand for creative produce and programmes</li> <li>• Improved skills for local people</li> <li>• Improved wellbeing</li> <li>• More vibrant town centre</li> <li>• Greater pride in place in the local community</li> </ul>

	<b>Project Title &amp; Description</b>	<b>WP 1</b>	<b>WP 2</b>	<b>WP 3</b>	<b>WP 4</b>	<b>Delivering Our Strategy</b>	<b>Rationale &amp; Need</b>	<b>Added Value</b>	<b>Outcomes</b>
7	<p><b>Enhancing Berwick Town Centre</b></p> <p>Culture-led regeneration will provide a major catalyst to attract additional visitors and spending into Berwick, providing an important stimulus to reinvigorate the town centre. The CCZ will deliver the following activities:</p> <ul style="list-style-type: none"> <li>• Physical improvements - Commissioning local artists to design and implement physical improvements in the town centre, such as providing attractive facades, displays and signage for vacant retail premises, and improvements to public spaces.</li> <li>• Pop-ups and meanwhile activities - Providing a range of 'pop-up' activities in vacant premises to enliven the high street, aligned to the events, festivals, and programmes supported by the CCZ. This will include creative workspace; retail and exhibition spaces; and a Creative Resource Centre.</li> <li>• Investment in Creativity - Working with public and private funders to embed culture and creativity in all capital investment projects in Berwick, such as public realm improvements, car parking, and new buildings and refurbishments. Funders would agree to ringfence a modest percentage of their capital project budgets to invest in commissioning public art works. As well as creating demand for local artists, public art will make the town more appealing by embedding creativity in the built environment.</li> <li>• High Street Investment Strategy - The CCZ will provide a focal point to bring together the County Council, Town Council, and others to develop a longer-term plan to attract major capital investment to support an ambitious high street regeneration programme in Berwick.</li> </ul>	✓		✓	✓	<p><b>Growing Town:</b> Attracting more visitors and spending to the town and providing opportunities for creatives to make and sell their work, boosting local businesses and supporting jobs.</p> <p><b>Vibrant Town:</b> Increasing visitor numbers and town centre footfall through events, pop-up retail and exhibitions, and a more attractive public realm and built environment. Developing a long-term strategy for high street regeneration.</p> <p><b>Inclusive Town:</b> Ensuring town centre businesses and workers benefit from culture-led regeneration.</p>	<ul style="list-style-type: none"> <li>• Berwick town centre is in decline, with footfall and spending reducing, property vacancies rising, and a deteriorating built environment. Activity and investment are needed to make the town centre more vibrant and attractive, bringing in more people and spending and supporting local businesses and jobs.</li> <li>• Cultural and creative activities such as events and festivals, retail of arts and crafts, exhibitions, and public art have a proven track record in helping to reinvigorate declining town centres.</li> <li>• Investment in public art and embedding creativity in the town centre built environment will play an important role in wider efforts to raise Berwick's profile as an attractive cultural destination.</li> </ul>	<p>New and additional 'pop-up' activities will enhance the town's cultural and creative offer, at the same time as improving the appeal of the town centre.</p> <p>Encouraging public and private funders to incorporate public art in all planned capital investments in Berwick will improve the attractiveness of the place.</p> <p>High Street Investment Strategy will provide an added impetus to regenerate the town centre.</p>	<ul style="list-style-type: none"> <li>• More attractive built environment and public realm in town centre</li> <li>• Higher profile for Berwick as an attractive cultural destination</li> <li>• More visitors and spending attracted, supporting local businesses and jobs</li> <li>• A High Street Investment Strategy aimed at securing significant funding to deliver future town centre regeneration</li> </ul>

	<b>Project Title &amp; Description</b>	<b>WP 1</b>	<b>WP 2</b>	<b>WP 3</b>	<b>WP 4</b>	<b>Delivering Our Strategy</b>	<b>Rationale &amp; Need</b>	<b>Added Value</b>	<b>Outcomes</b>
8	<p><b>Co-ordination and Management</b></p> <p>The CCZ project will provide additional dedicated staff and management resources to lead and co-ordinate the full range of cultural and creative activities taking place in Berwick up to 2026/27.</p> <p>This valuable extra capacity and expertise will enable local partner organisations to work together strategically to deliver new and additional activities that will improve and grow the town's cultural and creative offer and the local economy. This will include:</p> <p><b>CCZ Manager:</b> Developing and delivering a wide range of cultural and creative projects in the town, and co-ordinating strategic collaborative working between partners.</p> <p><b>Community Producer:</b> Developing and delivering new and enhanced creative programming, events, and festivals with local partners. This could potentially be a joint role with other partners involved in cultural programming.</p> <p><b>Digital Content Producer:</b> Co-ordinating the place marketing campaign, including communications, website, and social media.</p> <p><b>Creative Champion:</b> Helping local artists, creative freelancers, SMEs, and cultural and creative organisations to access enterprise and skills support, develop new opportunities to create and sell work, generate income, grow businesses, and sustain and create jobs.</p>	-	-	-	-	<p><b>Growing Town:</b> Providing extra capacity needed to expand and enhance Berwick's cultural and creative offer, as the basis to attract more visitors, expand audiences, and bring new residents into the town. This will boost spending, and support jobs and businesses.</p> <p><b>Vibrant Town:</b> Delivering a range of new projects to make the town centre more appealing and attract extra footfall and spend.</p> <p><b>Inclusive Town:</b> Providing extra capacity to engage local people from all communities in cultural and creative opportunities.</p>	<ul style="list-style-type: none"> <li>Berwick has a strong cultural and creative offer but there is potential to do much more, improving the activities in the town to attract more visitors and creative practitioners, and widening engagement with local audiences. However, the ability of cultural and creative organisations to collaborate on developing an enhanced offer is constrained by current staff capacity and budgets.</li> <li>The additional staff and funding provided by the CCZ will enable partners to collaborate on developing enhanced programmes and activity; deliver a joined-up place marketing campaign that benefits all organisations and creatives in the town; and enable local artists, creative freelancers, SMEs, and cultural and creative organisations to access the support and funding they need to develop and grow.</li> </ul>	<p>Helping local cultural, creative, and civic organisations to achieve more by working together.</p> <p>Co-ordinating the activities of local partners, working together towards a shared vision of culture-led regeneration.</p> <p>Providing extra staff capacity and funding to achieve more.</p>	<ul style="list-style-type: none"> <li>Improved co-ordination between local cultural, creative and civic organisations resulting in an enhanced offer and successful culture-led regeneration</li> <li>Existing cultural, creative and civic organisations are more sustainable</li> <li>A distinctive, high-profile, co-ordinated place marketing campaign that raises Berwick's profile</li> <li>More creative freelancers and SMEs sustaining and growing their businesses</li> </ul>

## Outcomes and impact: measuring our success

By harnessing and aligning the CCZ resources alongside other major public and privately funded cultural and creative investments identified in this Plan, our Strategy will deliver transformative outcomes and impacts for Berwick. Our Cultural Investment Plan in its entirety will deliver the following gross outcomes and impacts by the final year of the Plan in 2027.

This is a combination of outcomes to be delivered directly by the CCZ, alongside outcomes from other major investments such as the transformation of The Maltings and the re-development of Berwick Barracks.

The Investment Plan will also deliver the following wider benefits and impacts:

- Higher profile, more attractive year-round cultural and creative offer appealing to regional, UK and international markets.
- More demand for creative produce and programmes supporting a sustainable and growing cultural and creative sector.

Outputs / outcomes	Investment Plan Total
Jobs created and safeguarded	265
Gross Value Added (GVA) in local economy (£) pa	£11.6m
Business supported (including creative freelancers, start-ups and local SMEs)	210
Learners supported with skills development	1,300
Learners progressing into jobs, self-employment, apprenticeships, FE or HE	220
Local people volunteering	200
Additional visitors pa	87,800
Additional visitor spend pa (£)	£6.8m
New or enhanced cultural events and festivals	20
New art commissions	16
Local people participating in cultural and creative activities and programmes	1,000
Local people with improved health and wellbeing	200
Buildings improved (including pop-ups and shop front improvements)	20
M <sup>2</sup> of floor space created / improved	6,000

- More sustainable local businesses (including retail, F&B, and accommodation).
- More vibrant town centre with increased footfall and reduced vacancy rates.
- Improved skills to take up opportunities in the cultural and creative sector.
- Increased participation in cultural and creative activities.
- Improved health, wellbeing, and quality of life.
- More artists and creative practitioners attracted to live and work in Berwick.
- More young people retained and attracted to Berwick.
- Improved perceptions of Berwick among residents, visitors, businesses, and investors.
- Enhanced pride in place in the local community.



# Delivery & Governance

## Project finances



Chloe Smith performing at the launch of Sabina Sallis' exhibition at The Gymnasium Gallery. Image by Colin Davison  
Courtesy Maltings (Berwick) Trust

An indicative budget has been prepared illustrating how the CCZ funding already secured from the North of Tyne Combined Authority (NTCA) will be invested in the delivery of our eight priority projects.

During the lifetime of this Plan up to 2027 we will use the strategy described as the basis to attract additional investment from a variety of other funders, enabling us to deliver the projects on a larger scale, providing even greater impact and accelerating Berwick's culture-led regeneration.

**Table 2** presents the indicative budget for each project up to March 2027, including the confirmed CCZ funding alongside the additional investment we will seek to expand the scale of the projects.

**Table 2: Indicative project funding  
(2023/24 to 2026/27)**

	<b>Projects</b>	<b>CCZ Funding (£)</b>	<b>Other Funding / Investment (£)</b>	<b>Total Funding</b>
1	Annual Creative Commission	120,000	90,000	<b>210,000</b>
2	Living Heritage Festivals	85,000	75,000	<b>160,000</b>
3	Promoting Create Berwick	100,000	60,000	<b>160,000</b>
4	Boosting Enterprise, Developing Skills	380,000	70,000	<b>450,000</b>
5	Creative Workspace	140,000	0	<b>140,000</b>
6	Creative Resource Centre	150,000	250,000	<b>400,000</b>
7	Enhancing Berwick Town Centre	30,000	70,000	<b>100,000</b>
8	Co-ordination and Management	495,000	0	<b>495,000</b>
	<b>Total</b>	<b>1,500,000</b>	<b>615,000</b>	<b>2,115,000</b>

Examples of other sources of funding we will pursue include National Lottery Heritage Fund, Arts Council England, Historic England, North of Tyne Combined Authority (and North East Mayoral Combined Authority once established), charitable trusts and foundations, private sponsorship, and crowd funding, although this is not exhaustive.

We expect that the indicative budgets presented here will evolve as our plans for project delivery progress and additional funding is identified and secured. Our

initial target is to secure a minimum of around £600,000 in extra investment from other sources, adding to the £1.5m already secured from the North of Tyne Combined Authority.

**Our ambition is much greater, however, and we will strive to secure significantly more funding and investment so that the scale and impact of our Investment Plan is maximised.**

In addition to the eight projects identified above, other major cultural and creative projects described in this Plan are already making very good progress in securing multi-million pound investments into Berwick. This includes the Living Barracks project, the transformation of The Maltings, and the Destination Tweed project.

**Collectively the projects identified in this Investment Plan are set to attract tens of millions of pounds of investment into the culture-led regeneration of Berwick in the coming years.**

## Delivery plan

Figure 1 outlines the indicative timescales for delivery of our eight priority projects. Some of the projects will be delivered continuously through the lifetime of the Investment Plan up to 2027 (e.g. Promoting Create Berwick; Living Heritage Festivals; Boosting Enterprise, Developing Skills), while others will be delivered in the later years of the Plan once a pipeline of demand has been created and feasibility studies and project plans have been developed (e.g. Creative Workspace; Creative Resource Centre).

**Figure 1: Indicative project delivery plan (2023/24 to 2026/27)**

	Project	2023/24	2024/25	2025/26	2026/27
1	Annual Creative Commission				
2	Living Heritage Festivals				
3	Promoting Create Berwick				
4	Boosting Enterprise, Developing Skills				
5	Creative Workspace				
6	Creative Resource Centre				
7	Enhancing Berwick Town Centre				
8	Co-ordination and Management				

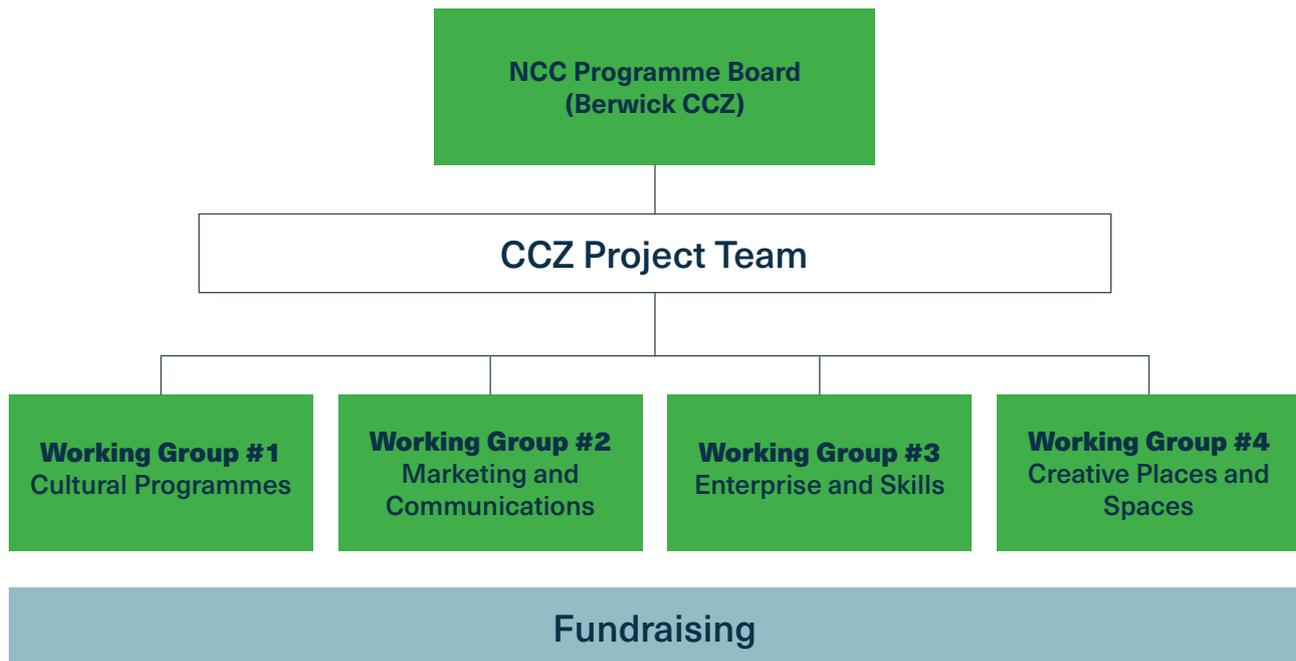
Other major cultural and creative projects in Berwick will also be delivered over a similar timeframe, including the Living Barracks project, the transformation of The Maltings, and Destination Tweed.

# Management and governance

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A management and governance structure has been established to oversee the successful delivery of the Investment Plan. This includes a role key for cultural and civic organisations in Berwick who will be important leading partners in delivering the Plan, at the same time as recognising the role of Northumberland County Council as the accountable body for the CCZ funding that underpins the Plan and projects.

**Figure 2: Management and governance structure**



- **Northumberland County Council (NCC) Programme Board (Berwick CCZ)**—NCC has established an internal Programme Board to fulfil its responsibilities as the accountable body for the delivery of the CCZ, including the management of the NTCA funding. The Programme Board will meet monthly and includes the CCZ Project Manager and officers from the Council’s regeneration, cultural, and finance departments. The Board has overall responsibility for ensuring the successful delivery of this Cultural Investment Plan and the NTCA funded CCZ project.
- **Working Groups**—Four Working Groups will be established to advise the Council on the development and delivery of the projects in the Investment Plan. The membership of the Working Groups will include representatives from key cultural and civic organisations in the town, as well as artists and creative practitioners, and each group will meet on a quarterly basis to advise on the projects within their remit. Fundraising will be a cross-cutting theme for all Working Groups, who will devise plans to secure additional investment and funding for activities within their remit.
- **WG1: Cultural Programmes**—Including annual creative commissions, living heritage festivals, and other cultural programming. Incorporating community engagement in cultural activities.
- **WG2: Marketing and Communications**—Co-ordinating marketing and communications activities linked to the ‘Create Berwick’ campaign.
- **WG3: Enterprise and Skills**—Including all business support, enterprise, and skills development activities. Incorporating engagement of local people and young people in skills and enterprise.
- **WG4: Creative Places and Spaces**—Including creative workspace, creative resource centre, and town centre regeneration.



# Acknowledgements

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The Berwick CCZ Advisory Group and Northumberland County Council would like to thank the residents and businesses of the town, and our private, public, and voluntary sectors partners, for their ideas and support in developing our shared vision for the future and our Cultural Investment Plan.

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## Appendix A: Berwick CCZ Advisory Group Membership

Advance Northumberland
Berwick Archives
Berwick Chamber of Trade
Berwick Creative Guild
Berwick Development Trust
Berwick Educational Association
Berwick Film and Media Arts Festival
Berwick Literary Festival
Berwick Town Council
Berwick Youth Project
English Heritage
Marchmont House
Museums Northumberland
National Innovation Centre for Rural Enterprise
Newcastle University
North East Culture Partnership
North of Tyne Combined Authority
Northumberland County Council
Northumbria University
Queen's Hall Hexham
Rural Design Centre
The Maltings
Visit Northumberland

## Appendix B: Summary of cultural and creative projects, activities and support located or available in Berwick

Programme	Provider	Geographic area	Sector specific or general	Description
<b>Skills</b>				
Berwick Film & Media Arts Festival	BFMAF	Local and national	Sector specific	Attached to the annual event, BFMAF delivers a year-round programme of support for artists and filmmakers, working with local young people and creating professional development opportunities locally and nationally. Includes workshops, residencies, mentoring, placements, and online programmes.
Collaborate: Skills and talent development pathways for creative practitioners (NTCA Skills for Growth)	The New Bridge Project	North of Tyne	Sector specific	Sector-leading, inclusive, needs-led pathway for freelancers to develop high level skills in creative arts practice. It draws on learning developed during three initiatives developed by The New Bridge Project in partnership with Newcastle University and seeks to redevelop, consolidate and scale these up to provide an accessible skills pathway for young people and people seeking to up/re-skill.
Creative & Cultural Skills Apprenticeships Advice	Creative and Cultural Skills	National	Sector specific	Information and guidance on all apprenticeship matters, from Government policy through to the employment and management of apprentices, focused on giving young people opportunities to work in and learn about the creative industries, and helping feed skilled and talented young people into the creative industries.
Making Creativity Work (NTCA Skills for Growth)	Signpost Productions	North of Tyne	Sector specific	Training delivered by the Tyneside-based Signpost Productions, part of ITV. Its purpose is to diversify the talent pool of screen professionals in North of Tyne. The programme is aimed at young people with disabilities aged 18-30 and other underrepresented groups who find themselves excluded from the screen sectors. The programme is focused on entry-level trainees, equipping them with the skills, confidence and networks required to enter screen-related employment.
Skills for Music and Performing Arts Professionals and Technicians (NTCA Skills for Growth)	Generator NE	North of Tyne	Sector specific	Support for the music and performing arts industry in the North of Tyne, which offers targeted training opportunities for current and aspiring professionals and technicians. It will create new Level 3/4 qualifications which provide progression into HE, technical jobs, and self-employment across the whole live sector. Delivery will be coordinated by Newcastle College and will include significant practical experience and industry insight.

<b>Programme</b>	<b>Provider</b>	<b>Geographic area</b>	<b>Sector specific or general</b>	<b>Description</b>
The Maltings (Berwick) Trust and Newcastle University	The Maltings (Berwick) Trust and Newcastle University	Berwick / rural Northumberland	Sector specific	The Maltings and Newcastle University (Centre for Rural Economy and Institute for Creative Arts Practice) deliver an ongoing programme of artist residencies and commissions (focusing on visual arts) to support the exchange and sharing of knowledge and experience between artists and researchers to inform critical responses to contemporary rural issues. The Maltings (Berwick) Trust also supports artists' professional development via international knowledge sharing, skills development projects, professional workshops and lectures, mentoring, and active networking through the year.
Urban Green Event Learning (NTCA Skills for Growth)	Urban Green Newcastle	North of Tyne	Sector specific	A training and live event package to enable North of Tyne practitioners in tourism and cultural industries to develop essential skills for delivering safe and successful events. UGN is working with a range of partners to deliver the support, including Northumbria University and Newcastle College, as well as a network of North East practitioners and regionally based independent cultural festivals.
<b>Business Support</b>				
a-n artists' membership organisation	a-n The Artists Information Company	National	Sector specific	a-n is the largest artists' membership organisation in the UK with over 28,000 members. It supports artists and those who work with them, acting on behalf of its membership and the visual arts sector to improve artists' livelihoods. With offices in Newcastle and London, a-n provides a variety of research, campaigns, advice and networking to stimulate and support contemporary visual arts practice.
Better Business Skills	NBSL	North of Tyne	General	Fully funded programme, in partnership with NTCA, provides a tailored programme for individuals and businesses that need guidance and support to refresh their business skills. The programme covers change management, minimising risk, process improvement, brand, marketing and sales, and an introduction to social media.
Berwick Chamber of Trade	Berwick Chamber of Trade	Berwick	General	The Chamber of Trade lobbies on behalf of businesses in the town, promotes local economic development, and hosts a series of events to support local businesses to grow. Most of the existing creative and cultural businesses and attractions in Berwick are members of the Chamber, along with many businesses involved in the local tourism industry including accommodation, food and drink, and retail.
Business and IP Centre North East	British Library	North East	Sector specific	Free information and advice for inventors, start-ups, and existing businesses based in the North East. Offers market intelligence, IP advice, 1-to-1 support, and events via a regional centre in Newcastle and six local centres in Berwick, Morpeth, Hexham, Sunderland, North Shields, and South Shields.

<b>Programme</b>	<b>Provider</b>	<b>Geographic area</b>	<b>Sector specific or general</b>	<b>Description</b>
Creative Fuse North East	North East Universities	North East	Sector specific	Creative Fuse North East is a collaborative project delivered by all five North East universities. The project delivers funding, business innovation support and specialist advice to support the region's creative, cultural and digital economy to grow and develop, and to encourage creative-led innovation to benefit the wider regional economy.
Culture Northumberland Business Support	Culture Northumberland Business Support	Northumberland	Sector specific	Business advice and support for creative freelancers in Northumberland, including co-working days in Berwick.
Generator Union	Generator	North East	Sector specific	A cross-sector membership network for the creative and cultural industries, bringing together freelancers, business founders, students, start-ups, and individuals with a range of backgrounds and expertise. Brings members together through a monthly programme of diverse events, as well as providing support, profile raising, opportunities for peer-to-peer learning, knowledge exchange and collaboration.
North of Tyne Culture and Creative Investment Programme	NTCA / Creative UK	North of Tyne	Sector specific	A partnership between NTCA and Creative UK, launched in 2021 to invest £2.6m in the North of Tyne's creative and cultural industries. It offers a package of financial and business support for businesses and freelancers in the North East's culture and creative sector including, specialised investment in the form of loans and equity, as well as grants, a challenge fund, and a tailored programme of business support.
Rural Business Growth Service	Advance Northumberland / Northumberland County Council	Rural Northumberland	General	Provides advice and grants to support business start-up and SME growth across rural Northumberland. Cultural and creative industries businesses and start-ups are eligible for support.
<b>Workspace and cultural venues</b>				
Berwick Barracks	English Heritage	Berwick	Sector specific	Redevelopment plans for Berwick Barracks include improving existing exhibition, gallery and cultural space; relocating the Berwick Archives to the site; developing studio spaces for local artists; and improving the wider site to accommodate existing and new public events.
Berwick Workspace	Advance Northumberland	Berwick	General	Located on Marygate, the centre offers 35 office spaces, meeting rooms, event space, breakout rooms and virtual offices
The Maltings	The Maltings (Berwick) Trust	Berwick	Sector specific	A multi-million pound investment in the transformation of Berwick's theatre and primary cultural venue to significantly improve the scale and quality of the building and facilities. Due to open in 2026, the refurbished facility will include: an expanded main performance auditorium; a studio theatre; a dedicated cinema space; a restaurant and bar; and a flexible-use event, learning and rehearsal space.

<b>Programme</b>	<b>Provider</b>	<b>Geographic area</b>	<b>Sector specific or general</b>	<b>Description</b>
Other potential workspaces	Various	Berwick	Sector specific	Various vacant properties in the town centre have been identified as potential sites for cultural and creative workspace by organisations in Berwick that work in or with the creative sector (including the Community Development Trust and Berwick Town Council). These properties provide a combined footprint of more than 14,000 sq ft of potential workspace.
<b>Profile raising and events</b>				
Berwick Film & Media Arts Festival	BFMAF	Berwick	Sector specific	Established in 2005, the four-day festival of screening, installations, performances, workshops, and seminars is now attended annually by around 12,000 people, including visitors to the town as well as locals.
Berwick Food and Beer Festival	Berwick Slow Food	Berwick	Sector specific	The event is a celebration of fantastic food and drink based in the heart of Berwick, running every year in August. Visitors and local people can taste and buy local and regional food and drink produce, at the same time as enjoying a range of activities including music, dancing, film showings, demo kitchens, and craft & making activities.
Berwick Heritage Open Days	Berwick Heritage Open Days Steering Group (voluntary group led by Berwick Archives)	Berwick	Sector specific	The Heritage Open Days began in 1991 and Berwick was the first town in England to take part. The events run in tandem with the national Heritage Open Days and last 10 days in September. The local event consists of guided walks, talks, exhibitions and open buildings (some not normally open), online talks and website material encouraging people to appreciate the unique culture and heritage of Berwick, Tweedmouth and Spittal. The events are free and are well attended by local people and visitors.
Berwick Literary Festival	The Berwick Literary Festival	Berwick	Sector specific	A series of events, some in partnership with The Maltings, covering a wide spectrum of topics and formats with the emphasis on "Words – spoken, written and performed". There are also opportunities to engage non-traditional audiences through the use of non-traditional locations and topics, for example Berwick Rangers' social club or Berwick Garden Centre as familiar locations to engage audiences who would not consider traditional 'old town' venues.
Berwick Music Series	Berwick Educational Association	Berwick	Sector specific	A Programme of concerts, lectures, workshops, community performances, music projects for schools, and an international competition for composers, held over three weekends in September/October. The event aims to promote learning about music, encourage community participation in musical activities, and introduce new audiences to music.
The Maltings Events Programme	The Maltings (Berwick) Trust	Berwick	Sector specific	The Maltings delivers a year-round programme of film, live events, and exhibitions, including a high-profile summer art exhibition at the Granary Gallery attracting more than 25,000 visits to the Gallery each year.

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Visit Berwick	Berwick Community Development Trust	Berwick and surrounding area	Tourism sector	Website to promote Berwick and provide comprehensive information on what to do and see to potential visitors. Includes information on arts and culture in Berwick, promoting attractions such as The Maltings, Berwick Barracks, Granary Gallery, Gymnasium Gallery, and Berwick Museum and Gallery.
Various events and festivals	Berwick Town Council	Berwick	General and sector specific	The Town Council is well integrated into the local festival programme and has a track record of growing and delivering festivals. Its role includes working with teams to develop infrastructure and skills, bringing in consultants, and providing funding to bring new events to the market. The Council is particularly interested in developing new music and poetry events.
<b>Community engagement</b>				
Berwick Art Group	Berwick Art Group	Berwick	Sector specific	Membership group offering twice monthly painting and drawing sessions in a local community venue. The year-round programme offers a combination of tutored and member 'DIY' sessions.
Berwick Barracks Engagement Programme	The Maltings (Berwick) Trust	Berwick	Sector specific	English Heritage has secured a £700,000 grant from the Arts Council Cultural Development Fund to support the delivery of a three-year programme of community residencies, artists commissions, events, workshops, schools and work experience programmes to grow culture-led engagement with the re-development of Berwick Barracks. The programme will be delivered by The Maltings (Berwick) Trust, starting from summer 2023.
Berwick Creative Guild	Berwick Creative Guild	Berwick	Sector specific	Berwick Creative Guild was set up in 2019 with the support of the RSA, Berwick Visual Arts, and three volunteers. Its mission is to unite, promote, showcase and signpost the local creative community and support arts residencies. The Guild reflects the growing number of people in Berwick and the wider area for whom creativity is central to their life, work and being. It welcomes participation from all individuals, regardless of needs or status, as well as every section of the local community, promoting diversity and supporting creativity for everyone.
Berwick Educational Association	Berwick Educational Association	Berwick	Sector specific	Provides a full programme of classes and excursions for local people, covering a range of topics, including art and culture, film, literature and drama, and music.
Berwick Film & Media Arts Festival	BFMAF	Berwick	Sector specific	Working with local schools and young people to commission arts projects and deliver the Arts Award.
Berwick Literary Festival	The Berwick Literary Festival	Berwick	Sector specific	In addition to the main festival, BLF works year-round in local schools, offering free professional enrichment activities such as drama workshops, poetry-writing sessions, and story-writing competitions. These activities reach 400 to 500 school pupils each year. BLF also runs regular poetry readings in the town's care homes.

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The Maltings Community and Outreach Activity	The Maltings (Berwick) Trust	Berwick	Sector specific	Well-established programme of community outreach and audience engagement, including a comprehensive schools programme with activities linked to the curriculum, Arts Awards and Artsmark; visual arts engagement for children and young people on behalf of Northumberland Arts Development (NAD); termly youth theatre classes; year-round community and youth arts programmes; and CPD activities for teachers and artists.

