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Place Making Programme – Scarborough Final Report and Action Plan



Scarborough, November 3rd 2022

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Foreword

Scarborough and the High Streets Task Force (HSTF) began working together following a visit by Emma James, a HSTF expert, in February 2022. Based on discussions with the council, property owners and the local theatre director, the subsequent *Unlocking Your Place Potential Report* outlined how the Task Force could provide further support for Scarborough.

The report concluded that, although the existing 15-year vision for Scarborough is to be commended, along with the local authority's ability to secure Towns Funding, there was a need to activate the town centre for local people through short-term interventions, alongside more permanent measure such as new informal co-working spaces and community facilities.

Consequently, the HSTF provided mentor support from Andrew Lowson to identify empty premises which could be adapted for meanwhile use by the creative community but linked to the overall narrative of regeneration. Whilst positive progress was made in engaging with key creative stakeholders, with enthusiasm expressed for creating new workshop, gallery, and a 'pop up' performance space, issues with engaging local landlords, particularly the owners of the former Argos site, had made moving forward with this project difficult.

The HSTF support provided by Andrew concluded with a recommendation to review how other sites, such as the form Thorntons Chocolate shop and Brunswick centre, could be taken forward as alternatives, whilst also building on the momentum that had been generated by bringing the creative community of Scarborough together. It is with this in mind, that the HSTF visited Scarborough in November 2022 to deliver a Place Making workshop with key stakeholders.

The purpose of this workshop is to tackle the reinvention of Scarborough, by diversifying the town's offer and experience through developing a programme of activity that increases footfall and town centre spend. This could include events, festivals, pop-up retail, reuse of vacant shops, and basic improvements to the appearance of the town centre that attracts either a wider range of residents or encourages other visitors to visit and stay longer in the centre.

This report summarises ideas provided by local stakeholders, but also reveals barriers they identified which they think currently stops activity from happening. Based on the workshop discussion and findings, the HSTF has developed a series of quick wins and longer-term recommendations to inform an action plan to reinvent Scarborough. The recommendations outlined in this report mark the end of the direct support offered through the High Streets Task Force, but online resources, training, and support remains available through [our website](#).

Thank you for participating in the High Streets Task Force Programme. With your permission, the High Streets Task Force would like to check in with you after 12 months to evaluate how delivery of your transformation plan is progressing. Please indicate whether this is possible in your response to this report.

About the High Streets Task Force and Report Authors

The High Streets Task Force

The High Streets Task Force is an alliance of placemaking experts working to redefine the high street. We provide guidance, tools, and skills to help communities, partnerships and local government transform their high streets. The programme, funded by HM Government will run in England until 2024.

The report authors

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Dr Steve Millington is a Reader in Place Management at Manchester Metropolitan University. His academic career spans over 20 years, he is currently a director of the Institute of Place Management, where he leads on several projects including the IPM's Vital and Viable programme, the Interreg ABCE Cities project, and coordinating research for the High Streets Task Force for England.

Joe Barratt

Joe Barratt is a Fellow at the Institute of Place Management and the Expert Co-Ordinator for the government's High Streets Task Force. He has been involved in place-management for over ten years, having co-founded The Teenage Market, an award-winning national initiative which gives young people a free platform to showcase their creative talents, in 2012.

His work has also involved the management of Foodie Friday, a monthly street food event in Stockport, Greater Manchester which recently won the "Best Pop-Up" award at the Manchester Food and Drink Festival for the second time, having previously won in 2016.

Summary of the expert visit

The High Street Task Force experts' evaluation of Scarborough's plans for the town centre identified place activation as the main barrier to transformation i.e., there needs to be more activity taking place in the town centre. Rather than revisiting previous recommendations and the longer-term plans for the town, the experts instead concluded Scarborough should focus on addressing activity in the town centre by developing a placemaking programme which delivers quick wins, but also helps to diversify the offer, increasing the appeal of the town centre to a wider audience, and priming the centre for future adaption.

In preparation for the workshop, the HSTF Experts reviewed previous recommendations and desk-based research, participated in a walking tour of the town centre facilitated by the local council, and gathered evidence from the workshop (summarised in the appendices). The workshop in Scarborough included representatives from the council's regeneration team, local artists, local cultural organisations, local businesses, the local market manager, and stakeholders from the Stephen Joseph Theatre. The workshop was also attended by officers with responsibility for Scarborough's Towns Fund, which is in the process of investing in the town centre. The Task Force would like to thank all who attended the workshop for their active contributions and to thank Scarborough Borough Council for organising the session.

In summary, there are many opportunities for Scarborough but there needs to be short to medium interventions to start diversifying the town's offer. It is important for local stakeholders to act quickly. The workshop aimed to galvanise local stakeholders into action and equip them with low resource ideas which could be taken forward in the short-term to activate the town centre.

Key recommendations

Priority #1: Review how local creative organisations can be more effectively involved in town centre decision making and delivery

We feel the most important priority for Scarborough is to review your existing governance structures with a view to assessing how you can better integrate representatives from local creative organisations into decision making and delivery. With Scarborough possessing such a diverse range of creative talent, every effort should be made to engage with and strengthen this network, which may include streamlining and simplifying funding applications to make it easy for local creatives to submit proposals for cultural delivery.

Priority #2: Explore how small-scale interventions can improve experience in Scarborough, particularly in the evening and night-time.

We see great potential for small-scale interventions making a big impact and difference to Scarborough, bringing added colour, vibrancy, and a more playful character to the high street. Examples of how this have worked elsewhere include community street art murals and yarn-bombing, which involves the non-permanent application of knitted or crocheted yarn to visually enhance streetlights, bollards, and other fixed street furniture, such as council bins and benches.

The launch of the Scarborough Fair festival activity provides a great opportunity to work with local artists to introduce these low-cost but high-impact interventions across the town centre.

Priority #3: Continue to support local creatives in their attempts to establish workspace, gallery space and pop-up performance space

We recommend that you build on the work of High Streets Task Force expert, Andrew Lowson, by continuing to explore how best to facilitate new space for creative organisations and individuals within Scarborough's main thoroughfare. With the former Argos unit now not considered a viable option, as the developers are keen to demolish the building in 2023, suggestions for alternative units include the former Thorntons unit on Westborough, as well as the Brunswick Centre, which has recently been acquired by Scarborough Group International.

We would recommend that someone, be it a council officer or community representative, takes the lead on this project to bring forward a space for community, commercial and creative use. As council staffing resources are stretched, SBC may want to consider providing funding to a new group of representatives from local creative organisations, to continue exploring the business case for bringing such a project forward in Scarborough.

Developing A Framework for Action

High street revitalisation is complex and challenging. Although they face common challenges, places are unique and there are no easy prescriptive solutions for regenerating high streets and town centres. Whereas the Taskforce can provide expert guidance and frameworks to help, it is incumbent on local stakeholders to use their insights and capacity to create and deliver bespoke programmes of change to ensure their high street or town centre is both attractive and prepared for the future. It is vital stakeholders have a well communicated plan that recognises the tasks which need to occur to manage recovery and longer-term transformation. This is effective place management and is what gets places from a collection of investments and actions onto a path of transformation.

Based on the results of a major research programme The 4 Rs Framework is designed to help places make a town centre action plan. The figure below distinguishes between the processes of analysis and decision making (*repositioning*), effecting change (*reinventing*), communication (*rebranding*) and governance/spatial planning and development (*restructuring*). The High Streets Task Force encourages town centres to use this framework in their recovery and long-term planning.

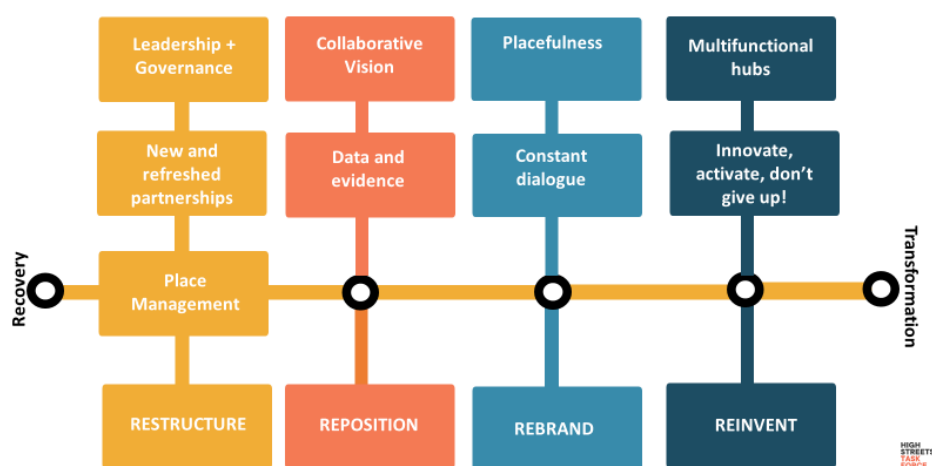


Fig 2: Transformation routemap

It is important to acknowledge the 4Rs are not mutually exclusive but are connected to one another; each is a potential start point on a journey to transformation; and different places will be at different stages on the journey. The Four Rs are one of the centrepieces of the HSTF toolkit for communities.

An editable version of the transformation routemap with instructions can be [downloaded here](#) to help you plan the Action Plan. Depending on where you start, this Route Map will take time to deliver but is a useful tool for planning both short and long-term priorities. Actions under each R may happen simultaneously, consecutively, or repeatedly.

The Need for Reinvention

The *Unlocking Your Place Potential Report* (UYPP) written by Taskforce experts, draws on the IPM's 4 Rs Framework and indicates which of the Four Rs is the correct renewal strategy for the town:



Fig 1: 4 Rs Framework Outline Summary

Reinventing is prescribed when there is a lack of activity in a place, or there is too much reliance on the existing offer to drive footfall. It may be the case local people are having to travel elsewhere to access the products and services they need or want, rather than use their local centre. Although the focus is on developing a programme of short-term priorities, places also need to consider how they can introduce new activities which will begin to adapt the town centre to meet the needs of future users. It is important, therefore, that local stakeholders share a common understanding of broader structural change affecting the high street.

If delivered correctly through effective leadership and collaboration with all key stakeholders, placemaking has the potential to improve the local economy, environment, and society, as well provide cultural benefits. The underlying aim of any placemaking intervention should be to create and promote places that are sustainable, attractive, sociable, accessible, active, secure, welcoming, healthy, and friendly. Temporary activation of underutilised or neglected sites can showcase these to potential investors. Reinventing, however, is just one element of the routemap. It is important, therefore, to work through the implications of the recommendations above in terms of the other Rs on the routemap.

Putting plans in action: The IPM's 25 priorities

Whereas the 4Rs local stakeholders with a strategic guide to renewal, the 25 Priorities are a framework for activating a long-term vision (see appendices). Each priority is supported by online learning and resources available through the High Streets Task Force website. It also important to note that behind priority there is a subgroup of factors to consider.

Based on background research, pre-existing expertise, visit to the town centre, and of course information provided by stakeholders during the workshop, we have established what we feel the top priorities are, using the 25 Priorities framework. Ultimately we recommend also benchmarking your long-term strategic plans against the 25 Priorities, using the follow framework to develop your plans:



What affects the look and feel of the high street or centre?

4) Experience 5) Appearance 12) Place marketing 20) Crime and Safety 22) Liveability



How does the town centre function?

1) Activity Hours 7) Necessities 14) Accessibility 11) Walkability 24) Functionality



What does the town centre have to offer?

2) Retail Offer 8) Anchors 9) Non-Retail Offer 10) Merchandise 16) Attractiveness 17) Markets 18) Recreational Space



How does the town centre need to change?

15) Diversity 19) Barriers to entry 21) Adaptability 25) Innovation 23) Redevelopment Plans



How is the town centre managed?

3) Vision and strategy 6) Place management 15) Networks and partnership

The recommendations below are organised into quick wins and longer-term actions by the HSTF experts. Each one is linked to supporting resources, good practice case studies, or additional guidance.

Recommendations

Priority #1: Review how local creative organisations can be more effectively involved in town centre decision making and delivery

Having delivered the workshop and spoken with attendees, we feel the most important priority for Scarborough is to review your existing governance structures with a view to assessing how you can better integrate representatives from local creative organisations into decision making and delivery. We understand that there is an existing Town Team, and some members, including the Chair, attended the Place Making workshop, however, it is less clear what the remit of this group is, and how it integrates the views of local creative organisations into its decision making.

Whilst we would suggest that a voice from these creative organisations is incorporated into the Town Team, we feel that the strength of this creative network is in their potential to curate and deliver activity, so would recommend that a new group is created that acts as a regular conduit between the wider network of Scarborough creatives and the Town Team / council at large. If an existing group already exists, then it's membership should be reviewed to ensure that it is representative of the grassroots cultural network in Scarborough and its aims and objectives be reassessed, to provide greater clarity to all those that give up their time to get involved.

Most importantly, this group should not just be a talking shop. We believe it should be given the trust, responsibility and, ultimately, financing to deliver small-scale iterative interventions that have the potential to bring added vibrancy, creativity, and innovation to Scarborough. With the arrival of the Scarborough Fair programming, we recognise there is a real opportunity for this grouping of local creative stakeholders to regularly input into the festival's output. We would recommend that the newly appointed Festival Director attend these meetings to consider what opportunities there are to involve local creatives across each of the festival's strands of delivery.

Whilst we appreciate that you will want to source aspects of festival delivery from outside the town, it is incredibly important that local organisations also input, for the festival to feel like it is a celebration of Scarborough's unique talents. As part of this approach, venues across the town could be utilised as spaces for interactivity and performance, like the example of Glaston-Bury which hosts over 200 bands and performers across indoor and outdoor stages over one day.

There are also other examples to draw inspiration on in this regard. For example, Stockport's Old Town Fringe Festival used its budget to bring touring acts from the Edinburgh Fringe Festival to its market square, whilst also providing funding for local artists to create art trails and street art. The Festival of Making in Blackburn also provides a diverse programme of activity each year, with both international artists and more home-grown talent taking part in a unique celebration of making, from the kitchen table to the factory floor.

With Scarborough possessing such a diverse range of creative talent, every effort should be made to strengthen this network, which may include streamlining and simplifying funding applications to make it easy for local creatives to submit proposals for cultural delivery. An example of a seaside location which has taken this approach is Folkestone which, through the work of arts charity Creative Folkestone, has developed a creative eco-system where fashion designers, filmmakers, musicians, web-developers, photographers, makers, artists, and theatre producers all regularly collaborate on projects to make Folkestone a must-visit destination.

Priority #1: Review how local creative organisations can be more effectively involved in town centre decision making and delivery

Quick Wins	Longer Term Actions	Indicative Good practice /supporting resource
Review the membership and remit of the Town Team with a view to having a representative voice from Scarborough's creative community involved.	Consider how the local authority can more effectively engage with local creative organisations in Scarborough by having an independent group of Scarborough creatives feed into the wider strategy, as well be provided with funding to deliver activity.	Restructuring: building capacity, partnerships and assessing the need for spatial change How do I manage the future of culture in my town centre?
Have the Festival Director of Scarborough Fair meet and engage with a group of local creatives to explore what opportunities exist for cross-collaboration and delivery.	Embed the talents of local creatives into a wider programme of delivery and animation, using the Scarborough Fair celebrations as a starting point for a new way of joined-up working.	Stockport Old Town Fringe Festival – evaluation Festival of Making – website Hemingway Design – Festival of Making Creative Folkestone
Identify potential venues for creative programming, which could include delivering music, comedy, spoken word poetry and live art in local pubs, shops and vacant units.	Approach the owners of each venue identified, with a view to delivering creative activity as part of a multi-venue wide festival or event. This will show local businesses owners that the council are committed to joined-up working to deliver value for the local economy as part of investment in cultural, creative and performance activity.	See: Glaston-Bury – a music festival taking place over one day in Bury town centre with 200 performing artists across 13 indoor venues and six temp outdoor stages. Chelmsford Fringe Festival - Celebrating the performing arts in venues over ten days across the city centre

Priority #2: Explore how small-scale interventions can improve the place-experience and brand of Scarborough

A key focus of the Place Making Programme is how small-scale interventions, with minimal cost, can make a big impact on the high street. We've seen examples across the country, whether its groups of businesses teaming up to trial new hours of opening in the evening, members of the community bringing colour to their high street through street art and yarn-bombing, or residents making their town centre environments more attractive through guerrilla greening.

In Withington, Greater Manchester, a public/private/community partnership was set up in 2017 with a vision to progress the regeneration and environmental improvement of the village. The achievements of this group include winning funding for a pocket park project, facilitating pop-up projects in the village's venues, and raising £5,000 through a crowd-funder campaign to deliver a programme of street-art activity, named 'Withington Walls', across the village centre. The impact of the street art has been of real value to the promotion of the village centre, with the Marcus Rashford mural featuring heavily across social media and Match of the Day.

We see a similar opportunity in Scarborough, with street art opportunities on the large-wall across from the station, as well as on the side-wall of a rather drab looking ice cream parlour down on the promenade. Walking down to the beach-front, our eyes were drawn to both the Victorian Tramway kiosk and Flamingo Bay ice cream parlour, as each had colourful murals that promoted the offer inside, proving that a creative mural can do much to enhance the appeal of a unit and improve the place-brand of Scarborough. You should consider what the opportunity for these sites should be, which could include promoting the work of famous Scarboroughians.

You may also want to explore what other interventions could be delivered to bring a sense of playfulness and fun to the high street. As noted above, a number of communities have taken to yarn-bombing, a process which involves the non-permanent application of knitted or crocheted yarn to visually enhance streetlights, bollards and other fixed street furniture. Yarn bombing is relatively cheap yet can make a great impact, particularly if delivered as part of a co-ordinated strategy across the town centre. Another quick and easy intervention is dressing council bins throughout the high street with more colourful imagery. The launch of the Scarborough Fair festival activity provides a great opportunity to work with local artists to introduce these low-cost but high-impact interventions across the town centre.

An example worth considering is the approach taken by Ramsgate Town Team who teamed up with a range of volunteers over a long weekend to paint the steps that lead down to their beach a multitude of different colours. More recently, the Town Team partnered with Historic England to run a year-long project that saw local students work with local artists to create 90 tile designs in the style of the 19th century architect and Ramsgate resident Augustus Pugin. The winning designs are now displayed on steps that form part of the Pugin trail in Ramsgate – which acts as a tourist destination for visitors and have helped local young people develop a stronger sense of connection to their place as they are now, quite literally, a part of it.

As much as these interventions can bring added vibrancy and character to local centres, the real long-term value is in getting these groups of stakeholders to see the value in working together as a collective, driving forward an action plan for their area which puts basic improvements and enhancements of their high street at the centre of a strategy for positive place change. We see great potential for taking this approach in Scarborough, building on from some of the ideas put forward at the workshop, to help aid the improvement of the town centre.

Priority #2: Explore how small-scale interventions can improve the place-experience and brand of Scarborough

Quick Wins	Longer Term Actions	Indicative Good practice /supporting resource
Explore how non-permanent visual improvements to street furniture (such as yarn-bombing) could introduce a playful and fun character to the high street.	Investigate how more permanent interventions, such as the creative tiling of staircases or the installation of public art pieces, possibly linked to the Scarborough Fair programming, could brighten up key gateways and bring added vibrancy to the high street.	Top-ten tips for a successful Yarn Bomb 12 yarntastic yarn bombs from around the world Whitchurch bollards City benches by young designers brighten London's Cheapside Pugin inspired steps - Ramsgate
Consider which famous or locally renowned Scarborians are worthy of highlighting in the form of street art murals on blank wall spaces across the town centre.	Put in place a shop-front strategy to target units that would benefit from improvements to their appearance and commission artists to brighten up blank large walls with street art.	Withington Walls Top 10 street art cities in the UK Street Art and Community in Oxford Frank's Lane, A Salute To The East End's Very Own Living Legend
Review how existing events, including activity held in the Market Hall, can be maintained, and developed further.	Evaluate the potential to add additional activities at different times of the year, and/or extend existing events and festivals.	Markets as social spaces Markets Matter: Reviewing the evidence and detecting the market effect Festive Cheer: The local impact of Christmas markets

Priority #3: Continue to support local creatives in their attempts to establish workspace, gallery space and pop-up performance space

We would recommend that you build on the work that has been kick-started by our High Streets Task Force expert, Andrew Lowson, by continuing to explore how best to facilitate new space for creative organisations and individuals within Scarborough's main thoroughfare. The aim of this work would be to have a hub of activity on the high street, where local artists can meet, collaborate, and create activity that draws people into the town centre, at all times of the day.

Whilst the current programme of cultural activity at the Old Parcel's Office is of a high-standard and contains a total of seven separate studios for artists to rent, we believe the positioning of this space on the fringes of the town centre creates a barrier to mainstream engagement with arts and culture. As such, we would encourage the council to work with local creatives and local landlords to identify a suitable space for a creative hub on the high street, which can be a more prominent location for artistic engagement.

With the former Argos unit now not considered a viable option, as the developers are keen to demolish the building in 2023, suggestions for alternative units include the former Thorntons unit on Westborough, as well as the Brunswick Centre, which has recently been acquired by Scarborough Group International. The former Thorntons unit currently has artwork from Scarborough-born artist Ceri Boddy adorning the windows, however the general state of the building is in significant disrepair. It wasn't clear from our Town Tour what plans, if any, there are to bring this unit back into use but there is a real opportunity, and need, to transform this unit into a usable space in collaboration with local residents and creatives.

As an example of what's possible, projects such as Nudge Community Builders in Plymouth have successfully purchased and transformed a former pub into a community arts market and café, MAKE CIC have created Make Hamilton, a destination for creative entrepreneurs in Hamilton Square in Birkenhead, and Meanwhile Space CIC have delivered Meanwhile Oxford to unlock vacant space for people starting out who are struggling to find space to grow their business or social enterprise. Funders such as the Architectural Heritage Fund and Power to Change are also worth approaching, due to their remit to support work in this area.

With regards the Brunswick Centre, taking on a unit within this space may prove more difficult based on the commercial drive of the owners, however, there may be the opportunity to approach them with a view to animating vacant space within the centre on a temporary basis. For example, as highlighted in the workshop, the former Debenhams unit in Stockport was recently brought back to life with an Art Battle, in which 10 artists competed with each to be crowned the winner on the night. In the first instance, it may be worth connecting with John and Sophie Macaulay, who have been running Art Battle Manchester since 2013, to understand more about their model of delivery and how it could be potentially adapted for Scarborough.

As outlined above, there are several examples of projects which have actively transformed vacant space into hubs for commercial and creative incubation, and we would recommend that someone, be it a council officer or community representative, takes the lead on this project to bring forward a space for community, commercial and creative use. As council staffing resources are stretched, SBC may want to consider providing funding to a new group of representatives from local creative organisations, to continue exploring the business case for bringing such a project forward in Scarborough.

Priority #3: Continue to support local creatives in their attempts to establish workspace, gallery space and pop-up performance space

Quick Wins	Longer Term Actions	Indicative Good practice /supporting resource
Nominate a lead to investigate opportunities for re-animation of a vacant unit, with the newly established group for creative and cultural organisation representatives co-ordinating the approach in collaboration with the council.	Finance the development of a business plan to examine how a vacant unit can be back into use by supporting local creatives, businesses and social enterprises. Assess the examples of how Nudge Community Builders, MAKE CIC and Meanwhile CIC have successfully taken this approach.	A platform for places: Reviving town centres by changing how communities access property Nudge Community Builders Meanwhile Space CIC Architectural Heritage Fund Power to Change
Undertake a property survey to evaluate the quality of facades across the town centre.	Establish a landlord and property subgroup with council representation. Deploy a carrot and stick approach to secure basic improvements to private property - combining small grants and existing enforcement powers to improve property.	A New Life for the High Street Store/Centre Design Pride of place: Examples of how to create better neighbourhoods
Approach the owners of the Brunswick Centre with a view to temporarily activating the empty Debenhams unit.	Explore how an Art Battle may be delivered in Scarborough, giving local artists the opportunity to showcase and sell their work, whilst also activating the town centre at night.	Art Battle Manchester comes to old Debenhams site in Stockport

Appendix 1: Workshop Findings

The future of Scarborough town centre: stakeholder perspectives

In the first interactive session, workshop participants were asked to individually identify one broad change that should happen to attract people to the town centre and to ensure the centre's future sustainability. The Table below details the views of the stakeholders, aligned with the most appropriate of the IPM's 25 Priority Factors for Vital and Viable Towns. The views expressed only represent those who attended but there was a diverse range of stakeholders with different perspectives on the town.

The Top Priority Interventions Needed to Attract People and Ensure Future Sustainability

IPM Priority	Stakeholder comments
13) Networks & Partnerships with council	Local commissioning. Participatory culture & arts
25) Innovation	Innovative lighting and public realm engagement
1) Activity	Free to access sporting engagement and activities
17) Markets	Joined-up events (Craft-markets, food markets)
11) Walking	Car Free days
18) Recreational space	More greenery in the town centre

Activating Scarborough town centre: stakeholder perspectives

The second workshop exercise asked participants to highlight what is currently being done well to activate the town centre, and what else could be organised quickly to extend this activation programme. The responses are detailed in the following table.

Activities Currently Done Well in Scarborough	Activities to Quickly Improve the Town Centre
<ul style="list-style-type: none"> • The Rainbow Centre (great place!) • Benches and green where clustered works best • Christmas Market cabins outside Brunswick Centre make traders happy • Italian ice-cream café (best ice cream in the world) • Strange shops bring joy • Warm caring community • During Covid people loved the closed streets and cafes • Flamingo Café • Old fashioned shop fronts • SeaFest was great first year (second year didn't work) • Sci-Fi Performers • Car Phone warehouse did an art show – sold 30 artworks • Market events • Artist shops 	<ul style="list-style-type: none"> • Pop-Up food and entertainment in empty space • Collaboration of multiple local businesses • Open up the two little shops owned by the council • Offer free space to creatives and pop-up space • Murals of famous Scarboroughians • Update out of date sign outside Brunswick • Paint flights of steps • Double number of window vinyl artworks • Bring back the village feel • Themed fun buses to get people into town

Some of these ideas are more viable than others, but the recommendations try and reflect as many as possible. The key challenge going forward, however, is which organisations and individuals are going to take responsibility for delivery.

Barriers to activation: stakeholder perspectives

For the final exercise workshop participants were asked to consider what barriers need to be removed to enable change to happen. Their views are detailed in the table below.

Main Barriers
<ul style="list-style-type: none"> • Demographics: Is the audience there for creative events? Scarborough is not necessarily a 'hipster' place • Resourcing: Having access to money to fund activity • Leadership: Need help to work together more effectively

References/further reading

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