

## Appendix II Arts and Media Action Plan

**Timescale:** Short – 1-2 years  
 Medium – 2-3 years  
 Long - 4 years or longer

Strategic Objectives	Key Actions	External Partners	Outputs	Timescale
<p>1. To adopt a corporate policy approach to arts and media development which places the arts and media at the heart of the City's corporate ambitions and matches the City's level of aspiration</p>	<ol style="list-style-type: none"> <li>1. Adopt strategy and implement departmentally and cross-departmentally</li> <li>2. Establish cross-departmental arts and media strategy team</li> <li>3. Work with arts and media sector to agree City priorities for development</li> <li>4. Identify 2-3 flagship projects (e.g. major public art works, site specific commissions, festivals)</li> <li>5. Develop dialogue with private sector re investment in major arts and media projects</li> <li>6. Develop dialogue with key partners, including Devon CC and ACE</li> </ol>	<p>ACE            SW Screen            Key arts &amp; media agencies            Exeter Arts Council            Devon CC            Private sector</p>	<p>Renewed corporate commitment            Higher profile for culture and the arts and media            Improved integration between departments            New opportunities for arts sector            2-3 Flagship projects            Raised profile for culture in the City            New partnerships            New Development funding            Private sector sponsorship            Other external funding</p>	<ol style="list-style-type: none"> <li>1. Short/Med</li> <li>2. Short/Med</li> <li>3. Short/Med</li> <li>4. Med/long</li> <li>5. Ongoing</li> <li>6. Ongoing</li> </ol>

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<p>2. To develop and strengthen the arts and media infrastructure and support and encourage innovation and creative production in the City</p>	<ol style="list-style-type: none"> <li>1. Complete RAMM development and develop exhibition policy</li> <li>2. Work with other partners on the Exeter Castle Quarter, including the Central Library replacement</li> <li>3. Support Exeter Phoenix in developing and upgrading its facilities further</li> <li>4. Work with private sector developers to identify potential for S106 investment in arts and media capital schemes in the City Centre</li> <li>5. Support arts and media organisations and venues in securing funding to develop and improving rehearsal, production and presentation facilities.</li> <li>6. Develop a strategic relationship with the University of Exeter to enhance campus arts facilities and facilitate new creative partnerships with other cultural activities in the city</li> <li>7. Work with University of Exeter to extend arts and media facilities on the campus</li> <li>8 Support Exeter Northcott Theatre in developing its reach and profile in the City and in securing ongoing ACE funding</li> <li>9. Work with the visual arts sector to raise the regional and national profile of visual arts and crafts in the City and develop new joint initiatives and events</li> <li>10. Review public art strategy and work with partners to develop new public art initiatives</li> <li>11. Identify landmark public art projects and work to secure funding to commission work by artists of national and international standing</li> <li>12. Work to raise funding to commission major site specific works, possibly linked to Festival programmes</li> <li>13. Work with EVA to identify opportunities for presenting major exhibitions</li> </ol>	<p>ACE Phoenix AC Devon CC Range of other external funders Private sector developers Arts agencies &amp; venues University of Exeter Voluntary sector Exeter Visual Arts Corporate sponsors Northcott Theatre SW Screen SWERDA CSW Cultural Olympiad HLF</p>	<p>Greater cultural profile for City Improved cultural offer Improved cultural facilities New external investment Stronger arts and media venues &amp; organisations More integrated approach to arts and media development Secure future for the Northcott Increased profile of visual arts Expanded and more accessible programme of public art Major impact on image of Exeter as cultural destination and vibrant city More sustainable independent arts organisations More diverse arts programme</p>	<ol style="list-style-type: none"> <li>1. Short</li> <li>2. Med/long</li> <li>3. Ongoing</li> <li>4. Ongoing</li> <li>5. Med</li> <li>6. Short</li> <li>7. Medium</li> <li>8. Short/Med</li> <li>9. Ongoing</li> <li>10. Short/Med</li> <li>11. Med</li> <li>12. Med</li> <li>13. Med/long</li> </ol>

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	<p>and visual arts work in the City including possibly using non-arts venues (e.g. Cathedral)</p> <p>14. Focus grant aid on the production and presentation of new work</p> <p>15. Provide advice and support to new and emerging companies and practitioners, including encouraging key arts venues to support new companies and provide platforms for new work.</p> <p>16. Work cross departmentally to identify opportunities for commissioning and contracting high quality local and regional City-based artists to undertake work in community and educational settings.</p> <p>17. Diversify the range of work available (including more work from culturally-divers companies and artists) through venue programming and commissioning policies.</p> <p>18. Work with cultural partners to maintain and improve existing programmes and facilities</p>		<p>Higher quality of work in the City</p> <p>Greater accessibility of the arts and media</p>	<p>14. Short/Med</p> <p>15. Ongoing</p> <p>16. Short/med</p> <p>17. Ongoing</p> <p>18. Ongoing</p>
<p>3. To develop further the City's portfolio of arts and media festivals and explore opportunities to create a festival of regional/national significance</p>	<p>1. Reassess current festival portfolio</p> <p>2. Work with key arts and media partners to identify potential for major festival development</p> <p>3. Research comparator festival developments</p> <p>4. Develop major festival concept</p> <p>5. Develop links with potential private sector sponsors</p> <p>6. Work to secure development funding partnerships</p> <p>7. Plan and re-launch festival</p> <p>8. Diversify the range of work available through festival programming and commissioning policies</p>	<p>ACE</p> <p>SW Screen</p> <p>Phoenix</p> <p>Northcott</p> <p>Spacex</p> <p>EVA</p> <p>SWERDA</p> <p>CSW</p> <p>Devon CC</p> <p>Tourism sector</p> <p>Private sector</p>	<p>A clean and well defined festival strategy</p> <p>Major festival of regional significance</p> <p>Increased profile for the City and its cultural offer</p> <p>Improved private sector partnership</p> <p>New investment in the arts</p> <p>Improved and more divers arts programme</p>	<p>1. Short</p> <p>2. Short/med</p> <p>3. Short</p> <p>4. Short/Med</p> <p>5. Med</p> <p>6. Ongoing</p> <p>7. Med/long</p> <p>8. Ongoing</p>

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	9. develop site specific events programme	Cultural Olympiad	Increased visitors and spend	9. Med/long
4. To support creative industries growth and development	<ol style="list-style-type: none"> <li>1. Establish a multi - agency creative industries task group to develop a joint strategic approach to creative industries support and development</li> <li>2. Undertake/commission research into the creative industries sector in the City and develop a database of creative industries businesses in the City</li> <li>3. Work with the arts and media sector to identify priorities and opportunities in creative industries development</li> <li>4. Explore potential for including workspace and incubation support within private sector and other capital schemes</li> <li>5. Identify specific capital schemes with development potential for affordable workspace and incubation units</li> <li>6. Support the further development of Phoenix Media</li> <li>7. Work with private sector developers to include creative industries elements within regeneration schemes where appropriate and possible</li> <li>8. Work with the University of Exeter to identify opportunities for including creative industries workspace within University incubation and business support schemes.</li> <li>9. Work with training agencies to explore potential for creating new training and business support programmes.</li> <li>10. Support Exeter Artspace in securing premises</li> <li>11. Identify and encourage opportunities for artists to work in the city within education and community programmes</li> </ol>	<p>Independent arts &amp; creative industries agencies</p> <p>Screen SW</p> <p>Phoenix Media</p> <p>Exeter Artspace</p> <p>Private sector</p> <p>Artists</p> <p>University of Exeter</p> <p>ACE</p> <p>Colleges &amp; other training providers</p> <p>SWERDA</p> <p>CSW</p> <p>Arts &amp; Business</p>	<p>Coordinated approach to creative industries</p> <p>Baseline of analysis from research providing case for support</p> <p>Clear plan of action</p> <p>Increased workspace provision</p> <p>More artists based in the City</p> <p>Improved arts graduate retention</p> <p>Increased vibrancy in development schemes</p> <p>Better knowledge base</p> <p>Improved business support for the sector</p> <p>More sustainable sector</p> <p>City more attractive to new creative industries businesses</p>	<ol style="list-style-type: none"> <li>1. Short</li> <li>2. Medium</li> <li>3. Short/med</li> <li>4. Ongoing</li> <li>5. Ongoing</li> <li>6. Medium</li> <li>7. Ongoing</li> <li>8. Short/med</li> <li>9. Medium</li> <li>10. Short</li> <li>11. Ongoing</li> </ol>

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<p>5. To develop access to arts programmes and opportunities within community settings to encourage greater participation and involvement with the arts and media by residents of Exeter</p>	<ol style="list-style-type: none"> <li>1. Work in partnership to identify range of opportunities for including arts programmes in leisure, community and environmental projects and identify joint arts development programmes addressing cross-cutting themes such as social inclusion and community safety</li> <li>2. Build arts elements into community and environmental programmes</li> <li>3. Support and encourage arts agencies to work in local communities alongside and within other programmes to encourage participation in the arts</li> <li>4. Monitor key revenue client work in community settings</li> <li>5. Encourage and support voluntary sector and community-based organisations in securing funding for arts and media community projects</li> <li>6. Develop partnerships with key agencies (e.g. Connexions, MIND, Age Concern, DREC, CEDA etc)</li> <li>7. Support community-based projects via EAC grants programme</li> <li>8. Work with County and regional agencies to support community level activity (including libraries).</li> <li>9. Work in partnership to engage a diverse range of people with the arts, including people with disabilities and disadvantaged people</li> <li>10. Identify new funding sources to support and encourage a wider range of participatory programmes</li> </ol>	<p>Funded arts organisations  Wren Trust  Dance in Devon  Devon CC  ACE  Screen SW  Library service  Voluntary sector  EAC  EHA  Health sector  Other public sector agencies e.g.  Youth Offending Team  Key charitable agencies</p>	<p>More integrated approach to arts in the community  Improved social inclusion  Arts playing a role in social agendas, e.g. community safety, health, environment, community cohesion  Better linkages between communities and arts sector  New sector partnerships (e.g. youth, voluntary sector, health, police &amp; probation)  More vibrant communities</p>	<ol style="list-style-type: none"> <li>1. Short</li> <li>2. Medium</li> <li>3. Ongoing</li> <li>4. Ongoing</li> <li>5. Ongoing</li> <li>6. Short/Med</li> <li>7. Ongoing</li> <li>8. Ongoing</li> <li>9. Ongoing</li> <li>10. Ongoing</li> </ol>

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<p>6. To work in partnership with relevant agencies and partners to provide more opportunities for people from diverse backgrounds,, and young people in particular, to engage in arts education and learning programmes</p>	<ol style="list-style-type: none"> <li>1. Work with Devon CC youth and education services to develop structured programmes</li> <li>2. Develop partnerships with Specialist Arts Colleges to develop out of hours opportunities in the arts and media</li> <li>3. Work with DAISI and other organisations to develop more education and learning programmes</li> <li>4. Work with Exeter College and the University of Exeter to increase opportunities for informal learning in the arts</li> <li>5. Support arts in education projects through EAC grants programme</li> <li>6. Identify new external funding sources linked to community development and social inclusion</li> <li>7. Encourage key arts organisations to extend arts education and learning opportunities and to develop arts education training programmes to increase skills and capacity.</li> <li>8. Work with other agencies, (e.g. Connexions) to extend opportunities</li> <li>9. Develop new youth arts initiative (festival or annual celebration possibly) to bring together and celebrate youth arts in the City</li> <li>10. Develop youth arts network.</li> </ol>	<p>ACE DAISI Wren Trust BSO Other arts agencies Schools &amp; colleges Devon CC University of Exeter Youth Service Connexions Screen SW</p>	<p>New partnership with education providers New and more integrated opportunities young people Enhanced opportunities and provision Widening of access to the arts New funding sources Enhanced profile for youth e Arts More young people involved with the arts and media Better coordination and networking in youth arts</p>	<ol style="list-style-type: none"> <li>1. Short</li> <li>2. Med</li> <li>3. Short/Med</li> <li>4. Med</li> <li>5. Sht/ongoing</li> <li>6. Med</li> <li>7. Ongoing</li> <li>8. Ongoing</li> <li>9. Short/med</li> <li>10. Short</li> </ol>

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7. To work strategically in developing new partnerships in and funding for the arts	<ol style="list-style-type: none"> <li>1. Review current staffing structure to ensure sufficient officer resource at appropriate level to work strategically and develop partnerships</li> <li>2. Review current operational demands of festivals programme</li> <li>3. Continue process of establishing new festivals management and delivery arrangements</li> <li>4. Develop workplan for new partnerships with public and voluntary sector</li> <li>5. Develop strategic framework for partnership with the private sector</li> <li>6. Work with Cultural Olympiad to secure resources for Exeter</li> </ol>	<p>Range of public and voluntary sector agencies</p> <p>Private sector</p> <p>Key arts organisations in the City</p> <p>ACE</p> <p>SW Screen</p> <p>Cultural Olympiad</p>	<p>More strategic approach</p> <p>More officer time for partnership development</p> <p>Additional resources secured</p> <p>Stronger partnership working</p> <p>Funding from Cultural Olympiad</p> <p>Improved partnership with private sector</p>	<ol style="list-style-type: none"> <li>1. Short</li> <li>2. Short</li> <li>3. Short/Med</li> <li>4. Short/Med</li> <li>5. Short/Med</li> <li>6. Short</li> </ol>
8. To work with the arts and media sector and other partners to develop new models of sustainability and generate new income and funding sources.	<ol style="list-style-type: none"> <li>1. Support arts organisations in developing new business models</li> <li>2. Work with ACE and SW Screen to ensure partnership approach to funding and ensure viability of key strategic arts and media organisations</li> <li>3. Work through internal and external partnerships to develop arts and media opportunities</li> <li>4. Work with other partners to integrate arts programmes into non-arts services</li> <li>5. Develop framework for working with private sector and developing partnerships aimed at securing new funding</li> <li>6. Review focus and maintain availability of grant aid via EAC</li> </ol>	<p>SW Screen</p> <p>ACE</p> <p>EAC</p> <p>Arts organisations</p> <p>Private sector</p> <p>SWERDA</p> <p>Range of other charitable &amp; voluntary agencies</p> <p>Cultural Olympiad</p> <p>Arts &amp; Business</p>	<p>Increased investment in arts and cultural provision</p> <p>New funding</p> <p>Enhanced arts and media provision</p> <p>Greater sustainability of arts infrastructure</p> <p>New partnership with private sector</p> <p>Grant aid focused on strategic priorities</p>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Short/Med</li> <li>4. Short/Med</li> <li>5. Short/Med</li> <li>6. Short</li> </ol>

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#### Abbreviations

ACE	Arts Council England
BSO	Bournemouth Symphony Orchestra
EAC	Exeter Arts Council
EHA	Exeter Healthcare Arts
EVA	Exeter Visual Arts
HLF	Heritage Lottery Fund
SWERDA	South West Regional Development Agency
CSW	Culture South West (due to be abolished)
SW Screen	South West Screen