

Exeter Cultural Action Plan: Review of Delivery

Collaboration, culture and creativity

Exeter Cultural Partnership represents the city's creative practitioners and cultural organisations including arts, education, health, heritage, food, libraries, museums, retail and sport. ECP's mission is to contribute to a vibrant, creative and culturally rich quality of life for residents and visitors to Exeter. ECP now has almost 400 members across the city and sub region.

Our mission as a partnership is to contribute to a city where a vibrant cultural life enriches the experience of everyone living in, working in and visiting Exeter. In 2013 ECP created a **Cultural Action Plan** for Exeter. With the support of Exeter City Council and Arts Council England, ECP undertook in-depth consultation with the city's cultural sector producing key findings that have informed the Plan.

The Plan is co-owned with Exeter City Council, ensuring that culture is embedded in the plans that will shape the city of the future. Named as one of the top five priorities in the ECC's five year strategic plan, culture is acknowledged as a major contributor to the city's prosperity and growth. Exeter's Cultural Action Plan published in 2013 summarised a programme of activity for a period of two – three years; during 2016 delivery was reviewed and the plan is now being refreshed. This paper summarises the delivery of the 2013 Plan and acts as an introduction for preparing the strategic themes for taking forwards beyond 2016/17. Those are to be determined by the ECP Steering Group during 2016.

Strategic Aim

'To develop Exeter as a culturally vibrant city'

Goals

- Goal 1** **To develop a vibrant cultural economy - Exeter as a cultural destination**
- Goal 2** **To develop cultural opportunities and experiences**
- Goal 3** **To enable wide and diverse engagement with the cultural sector**
- Goal 4** **To build a stronger, more confident cultural sector**

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Goal 1

To develop a vibrant cultural economy - Exeter as a cultural destination

This goal relates specifically to repositioning culture as a key driver of the economy in Exeter

Actions <u>as set out in Nov 2013</u>	Delivery	Notes
<p>Develop a long term Communications Plan and campaign. This will include:</p> <ul style="list-style-type: none"> • Explore options for a new cultural diary for the city, made available through using a variety of media • A social media strategy • The development of external networking events (developing relationships with business sector for example) • The development of internal networking events to enable different parts of the cultural sector to join up more effectively • Contributing to a rebrand of the city with culture at the core 	<p><i>Ongoing</i></p> <p><i>Deferred whilst other branding priorities being clarified (e.g. Heart of Devon/Visit Exeter, BID Brand)</i></p> <p><i>Delivery in progress</i></p> <p><i>Delivery in progress</i></p>	<p><i>ECPSG to encourage greater use of ECC diary; also advocate the Culture Diary (UK programme Feb 2016)</i></p> <p><i>ECP SG deferred Artory app option until later in 2016</i></p> <p><i>- Events are taking place: Open Space (Corn Exchange 2016)</i></p> <p><i>- Cultural Hustings (Bike Shed 2015 and 2016);</i></p> <p><i>- Creative Hub Socials (monthly at Phoenix)</i></p> <p><i>- Use of ning as virtual networking / communication space</i></p> <p><i>- Jan 2016 ECP informal gathering (Bike Shed)</i></p> <p><i>- CD and ECP SG members engaging with Exeter BID re-brand, meetings with One Voice media (e.g. to support</i></p>

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<ul style="list-style-type: none"> Developing a pool of case studies about cultural projects and their contribution to Exeter as a cultural destination 	<i>Partly delivered</i>	<i>their creative approach re profile raising film)</i> <i>- Delivered to some extent (e.g. Arts Council's case study of RAMM/Plymouth Major Partner Museum programme</i>
<p>Ensuring that cultural activity around key strategic events is planned, scheduled and co-ordinated (For example Rugby World Cup 2015, First World War Centenary 2014-18)</p>	<i>Delivered and ongoing</i>	<i>- RWC15 delivered, FWWC ongoing.</i> <i>- BBC Radio 1 Big Weekend & The Academy (May 2016)</i> <i>- AWE Art Week Exeter (May 2016) - planned and led by individual practitioners as well as organisations</i> <i>- Working with various organisations across the city, the City Council is working in partnership on the http://www.thesomme19240.co.uk/ project</i>
<p>Implementing an economic and social impact study of culture's contribution to the economy of the city</p>	~	~
<p>Appointing a Culture Director connected to funding from Arts Council England's Grant for the Arts scheme</p>	<i>Delivered</i>	<i>Appointed Dec 2015, following extensive recruitment process. The CD is employed by the University and seconded to ECC and hosted at RAMM on behalf of the ECP. An appropriate legal agreement is in place between ECC and UoE to enable this partnership role.</i>
<p>Building a relationship with Hoteliers Association and Chamber of Commerce Devon County Council, The Local Enterprise Partnership and Arts Council of England - Referencing their strategic plans and exploring opportunities to align priorities</p>	<i>Delivery in progress.</i>	<i>In progress: prioritising Exeter BID, LE; also Arts Council England especially during its 2016 review of options in considering strategic approach beyond 2018.</i>

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Participating in relevant Visit England promotional campaigns	~	<p>- Where possible, Exeter participated in the South West Tourism Growth Fund promoting the city overseas. https://www.visitbritain.org/northern-and-south-west-tourism-growth-funds</p> <p>- Exeter will work with other SW destinations to submit a bid to the up and coming Discover England fund to promote the SW overseas: https://www.visitbritain.org/discover-england-fund</p>
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Goal 2

To develop cultural opportunities and experiences

<u>Actions as set out in Nov 2013</u>		
Understand and map out forthcoming strategic events and opportunities within the city. Convene project groups for responding, planning and delivery; encourage cross cultural collaboration.	<i>Delivery in progress – re Contact Group, Marketing group</i>	
Develop and support more opportunities for cultural programmes connected to the well-being agenda such as ageing, dementia, homelessness and social exclusion	<i>Delivery in progress</i>	<i>Organisational engagement (e.g. RAMM's 5 Steps and Living Each Season Dementia programmes). More to be done</i>
Develop opportunities linked to the City Centre Strategy, green spaces and public realm agendas to animate and	<i>Delivery in progress: New Visitor Strategy being</i>	<i>Festivals and events animating spaces and public realm; also Ludwell Valley Park Masterplan</i>

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contribute to their delivery	<i>developed in 2016</i>	
Create better strategic dialogue between Exeter City Council and cultural providers to ensure that strategic programmes, projects and events in the city maximise opportunities for cultural activity.	<i>Delivery in progress</i>	<i>Culture Director has begun this</i>
Provide feedback on the process and transparency of the distribution of arts finance by Exeter City Council	<i>Delivered</i>	<i>Arts funding process updated: open process, criteria aligned to Cultural Action Plan goals</i>
Investigate alternative sources of funding for development, commissioning and promotion	<i>Delivery in progress</i>	<i>Ongoing work underway with different members and organisations in ECP. Part of the role of the new ECC Tourism Officer will be to source funding for the promotion and development of tourism within Exeter.</i>

Goal 3

To enable wide and diverse engagement with the cultural sector

<u>Actions as set out in Nov 2013</u>		
To develop a better and more qualified pool of volunteers interested in cultural events. This will help support larger scale events generated by small organisations with limited infrastructures. It will also provide a central place to access volunteers.	<i>Delivery in progress</i>	<i>Some organisational champions for this exist. Aim to share good practice and support future development.</i>
Develop a cultural volunteering toolkit	<i>Delivery in progress</i>	<i>Cathedral, Devon Libraries and RAMM collaborating</i>

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Liaise with Exeter Council for Voluntary Service	~	~
Collate and share box office data, city statistics and demographics to understand where cold spots are within the city and target work and priorities accordingly	<i>Some progress – to be clarified</i>	<i>Work with Audience Finder – to be discussed in future ECP SG.</i>
Develop a social impact study for culture to build the evidence base for more work that focuses on people that would not normally participate in cultural events		<i>This may be re-confirmed as a future action</i>
Create a better network for accessing schools' engagement through close work with Devon Art In Schools Initiative DAISI and RIO Real Ideas Organisation	<i>Delivery in progress</i>	<ul style="list-style-type: none"> - <i>Discussions underway with ACE and DAISI in Feb 2016 regarding cultural education offer in city. Non-school engagement equally important and has been raised with ACE.</i> - <i>Organisations' engagement with RIO (e.g. via MPM/NPO delivery)</i> - <i>RAMM commissioned scoping study by Julian Vayne to consider options for a cultural-joined up Arts Award 'Exeter offer'; report in draft (2016)</i>

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<p>Goal 4</p> <p>To build a stronger, more confident cultural sector</p>
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Actions as set out in Nov 2013		
Develop a structured programme for progression routes for young people and cultural workers within the city that includes internships, mentoring, apprenticeships, master classes and discussion forums. Key partners include University of Exeter (UoE) and Exeter College	<i>Delivery in progress</i>	<i>In progress early 2016:</i> - Gateway seminars being developed; more to do. - ECP Chair and CD met with UoE (March 2016); considering plans to improve opportunities for students
Development opportunities leading to sustainable jobs		- ECP engagement via Employability agenda for UoE and others including Exeter College to be explored
Identify Cultural Leaders for certain areas of work, such as health, sport, heritage etc. Rugby World Cup activity may provide an opportunity to pilot this activity	<i>Progress in different areas – to be clarified</i>	- Plans to establish a Strategic Sports Board; - Existing networks/fora exist for areas of activity (Exeter Visual Arts Forum, Performance In Exeter Strategy group, etc) - Suggestions from ECC to allocate new roles of champions amongst the Elected Members (separate role to Portfolio Lead)
Ensure that small scale organisations are supported in terms of space, skills, equipment. Look to widen ECP Steering Group to include more small scale organisations	<i>Some progress – to be clarified</i>	<i>Conversations underway with organisations like Active Devon, the Exeter Canoe Club etc.</i>
Endorse Devon Libraries Enterprising Libraries bid. This	~	- Devon Libraries bid was successful

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will enable support for creative industries, young entrepreneurs and unemployed.		- <i>Libraries Unlimited has gone live (2016)</i> - <i>Supporting cultural entrepreneurship via the UoE Business School PhD in this subject (currently underway by Meg Peterson)</i>
Develop the skills of cultural sector in fundraising. ECP to act as a hub for the ACE Fundraising Fellows programme	~	~
Build better connections with 3 Sector and invite Exeter Council for Voluntary Service to join ECP	~	~

During 2016, Exeter Cultural Partnership's Steering Group will consider which strands of activity should form the priorities for action beyond 2016/17. For example, from the 2013 Plan, the ambition for detailed economic and social impact studies have not been undertaken, though some individual organisations have gone part-way to understanding their contribution to the city's economy (e.g. RAMM's audience surveys October 2014). The high profile 2014 'Stronger Exeter' public survey, conducted by Exeter City Council shaped ECC's planning and budgets.

Some items mentioned in the 2013 Plan have progressed, been amended or become more important for the city's partners. For example the BID is now live and active; ECC is reviewing how it may better promote the city; the University of Exeter is reviewing its internal Arts & Culture Strategy (March/April 2016); Arts Council England has undertaken a national ComRes survey (March 2016) to seeking opinions on a significant reform of its funding programmes; and the DCMS has published the government white paper on culture (23 March 2016). Over the coming months these developments will help inform the shape of a refreshed Cultural Action Plan.

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Exeter Cultural Partnership