REPORT TO EXECUTIVE
Date of Meeting: **Tuesday 9 July 2019**
Report of: **Arts & Events Lead**
Title: **Exeter's Arts and Cultural Strategy 2019-2024**

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive Function

1.   What is the report about?

1.1   The Arts and Cultural Strategy for Exeter sets out a clear direction for progress between now and 2024.

1.2   It was commissioned by Exeter Culture in partnership with Exeter City Council and builds on the council's work in supporting the organisation as the driver of the creative industries in the city.

1.3   The strategy aligns with both Exeter City Council's Corporate Plan and Exeter's Emerging Vision for 2040.

1.4   The strategy follows a significant period of research and consultation across the city and its region including the cultural sector and businesses as well as other sectors such as environment and wellbeing. It has sought to understand the city's cultural distinctiveness, its strengths and challenges, and what its residents care about.

1.5   The vision of The Arts and Cultural Strategy is that; **"***Exeter will be known nationally and internationally as a city of culture. It will innovate and lead in the areas of the environment, wellbeing, cultural literacy, creative making and heritage to build a living city where everyone lives well.***"**

1.6   The strategy sets out five key themes:

1.6.1   **A City of Culture for the Environment.** A city that pioneers environmental responsibility and innovation through arts and culture. A city that builds awareness and changes people's behaviour through the work of artists in collaboration with scientists, technologists, planners and the city's communities.

1.6.2   **A City of Cultural Wellbeing**. A city where arts and culture are a revitalising force which deliver a positive impact on health, cohesion, neighbourhoods and environment. A city where people's health and wellbeing are influenced by arts and culture, helping to build healthier lives, reducing isolation and shaping participatory communities where culture and creativity become part of the everyday.

1.6.3   **A City of Cultural Literacy and Learning.** A city where culture can help people to grow in confidence, build self-esteem and feel a valued part of the society. A city where culture provides pathways to participation across the civic and social life; enhances the take-up of education and skills; and contributes to job creation. A city where enhanced cultural literacy – i.e. an active appreciation of and appetite for cultural activity – is more fulfilling as a place to live in, work or visit.

1.6.4   A City of Heritage Innovation. A city of many histories, layered by the distinctive interventions of its ancestors, each re-imagining the city and shaping new senses of identity and place. A city where cultural organisations and their audiences and partners play an active role in engaging with the past and nurturing possibilities for the future. A city of heritage innovation, building new partnerships that help to conserve and re-purpose its heritage and which open up new histories through the active production of new types of cultural activity from a changing population.

1.6.5   A City of Creative Making. A city that is a critical hub for creative practice in South West England, with a growing strength in independent cultural production. A city that enables creativity to flourish – from the growth of hubs and platforms for creative making to interdisciplinary work with arts and science. A city where the festivals and events sector is diverse and growing, with multiple artist-led activities and an increasingly collaborative ecosystem that connects the local to the national and international. A city that champions its independent producers, artists and organisations to grow in stature and confidence, leading a process of values-driven, responsible, culture-led development.

2.   Recommendations:

2.1   That members acknowledge The Arts and Cultural Strategy and support the work of Exeter Culture, the cultural sector and key stakeholders in delivering it.

3.   Reasons for the recommendation:

3.1   The strategy sets out a path to:

- **Build Capacity** with a commitment to supporting new and emerging cultural organisations as vital to the city's ongoing cultural and creative renewal.

- **Enhance governance** via Exeter Culture to advocate for culture as a key part of the city's plans for investment and sustainable and inclusive growth.

- **Develop and engage new audiences**

- **Build relationships with businesses** by establishing a Business Alliance for Culture, this group could potentially invest in culture in the city and decide where they would like to invest as a partnership.

- **Invigorate partnerships** to consolidate and innovate. Purposeful partnerships are key to build a coherent and ambitious approach to culture beyond the city's limits – working at the level of Greater Exeter, Devon and the Heart of the South West LEP.

- **Connect with international networks** and partnerships to create opportunities for artists and organisations.

- **Communicate better** about the cultural offer and Exeter's identity locally and internationally.

- **Attract Funding**

4.   What are the equality and diversity impacts of this decision?

A completed EQIA is attached at Appendix B.

5.   What are the resource implications including non-financial resources:

5.1   Officer time will continue to be spent assisting Exeter Culture from existing resource.

6.   Section 151 Officer Comments:

6.1   There are no financial implications for Council to consider in this report.

7.   What are the legal aspects?

This report does not raise any relevant legal issues.

8.   Monitoring Officer Comments:

This report is informative and seeks acknowledgement and support from members. Accordingly it raises no issues for the Monitoring Officer.

9.   Report details:

9.1   Please see Appendix A for a copy of the Executive summary of the Cultural Strategy.

10.   How does the decision contribute to the Council's Corporate Plan?

10.1   As outlined above, arts and culture can be a mechanism to work alongside partners and communities to continue to make Exeter a happy and healthy place to live for everyone.

10.2   The vision of the Cultural Strategy is to pioneer new ways of working to innovate and lead in tackling climate change, promoting active and healthy lifestyles and building great neighbourhoods in Exeter.

11.   What risks are there and how can they be reduced?

11.1   Exeter City Council has worked with leading Exeter partners to create and support Exeter Culture. This cultural strategy sets the direction for the city's cultural ambition for the next five years. Failing to support it would have significant consequences for both the confidence in Exeter Culture and associated partners.

12.   What is the impact of the decision on health and wellbeing; safeguarding children, young people and adults with care and support needs, economy, safety and the environment?

12.1   Exeter Culture offers a coalition of civic, cultural, social, business and education partners.

12.2   All partners are jointly committed to putting culture at the heart of the city to;
- Tackle social and environmental challenges
- Generate inclusive and sustainable economic activity
- Connect to local activities to international opportunities and
- Improve wellbeing for everybody.

12.3   The strategy highlights the importance of culture as a catalyst for economic diversification and growth, for talent attraction and retention, for inward investment and tourism, for health and wellbeing; for environmental awareness and sustainability, and for innovation and competitiveness.

Jon-Paul Hedge, Director

Appendix A

Exeter's *Arts and Cultural Strategy 2019 - 2024*

Contents

1. Executive Summary

This is a new five year Cultural Strategy for Exeter. It has been commissioned by Exeter Culture in partnership with Exeter City Council. This strategy will be adopted by Exeter City Council as the new strategy for culture and their funding priorities will be aligned to the key themes outlined in this document.

The strategy has been developed by Tom Fleming Creative Consultancy. They are a leading international consultancy for the creative economy who offer strategy and policy leadership across the creative, cultural and arts sectors. Tom has developed strategies across the UK and to a number of international cities.

Exeter is at a pivotal and critical time in terms of cultural development. Many cities at a national level have recognised the role culture can play in place shaping. Cities such as Hull, Liverpool and Bristol have used culture as a regenerative force that has significantly changed the face and perceptions of these cities. Exeter is a place that has many of the raw ingredients to develop a thriving and vibrant culture offer, but it is not currently playing to its strengths, maximising collaborative opportunities and setting its ambitions high enough. It has a good level of organisations receiving core funding from Arts Council England. The City also boasts a City Council prioritising culture, an impressive independent arts scene, strength in heritage assets, a Russell Group University with a new Arts and Culture Strategy and an award winning college of Further Education. These two institutions provide a mix of further and higher education students as consumers and creators of culture. If these partners can come together around a shared cultural agenda, Exeter can achieve major developments for culture for its residents, businesses and visitors alike.

The strategy has included a significant period of consultation with the cultural sector, businesses, and other sectors such as environment and wellbeing. One clear and consistent steer from consultees is that we must be distinctive and unique to Exeter, maximising our unique assets. From this, the city has developed these themes with Tom Fleming. Exeter as:

- **A. City of Culture and the Environment**
- **B. City of Culture and Wellbeing**
- **C. City of Cultural Literacy & Learning**
- **D. City of Heritage Innovation**
- **E. City of Creative Making**

There were also some recommended cross-cutting priorities that the city needs to focus on to be successful in the delivery of its strategy. These include improvements around partnerships, internationalisation, communications, evaluation, and the relationship with business.

The strategy contains some specific actions for each themed area. These will be reviewed and evaluated annually. It is essential that this document is a 'living strategy' that can flex and adapt as the city of Exeter changes accordingly. The content of this strategy has come from the cultural sector and key stakeholders and as such the delivery of the key actions are the responsibility of this collective group.

2. *Vision*

Exeter will be known nationally and internationally as a city of culture. It will innovate and lead in the areas of the environment, wellbeing, cultural literacy, creative making and heritage to build a living city where everyone lives well.

Exeter is a city of incredible qualities. It is a city of cultural ambition, innovation and openness. Its heritage, open and innovative cultural sector, education institutions, businesses, sports, natural environment and increasingly diverse communities, generate a unique sense of place and possibility. These assets generate a unique sense of purpose: to the major challenges we face as a society and to the compelling opportunities Exeter has as a city that wants to make a difference, to lead, to collaborate, to innovate and to drive change.

Exeter is the right size to pioneer new ways of working and this is the right time to be a pioneer. Moreover, the city is demonstrating the appetite for change:

-   With a growing ecosystem of independent creative, technology and science organisations, firms and artists: working with a mission to do great work and be impactful for a better city and society.

-   With renewed appetite for purposeful partnership – from the University and Exeter College to individual artists, there is a keenness to cross boundaries (of practice, sector and institution) and effect change through collaboration. Exeter is working toward becoming a 'cultural compact' where culture is the oil and the glue for a better city.

-   With major policy drivers opening the way for culture as a holistic embrace with progressive and sustainable city-making – such as a new Corporate Plan to 2021, Wellbeing Exeter, Exeter Lives Better, a new Arts and Culture Strategy for the University of Exeter, a bid to be a UNESCO City of Literature, a national pilot with Sport England to uplift participation, and the work of Exeter City Futures.

Elements of the partnership landscape need more spirit, dynamism and resources to drive transformation. Within the city's (tight) boundaries, Exeter can struggle with an identity born out of its smallness as a challenge rather than a strength. The cultural renaissance of Plymouth, and the role of Bristol as a de facto cultural capital and creative cluster for the region, have dented confidence in Exeter rather than galvanised a sense of opportunity.

However, Exeter can make its size count: as a leading smaller city capable of taking risks, piloting and demonstrating impact. It can make more of its growing independent cultural sector and celebrate the way it connects the city to global communities of practice. It can make more of its incredible health, wellbeing, science and technology organisations and businesses. And it can make more of the talent and knowledge base of its University, College and major employers, from the NHS to the Met Office. The University of Exeter's recent Arts & Culture Strategy calls for more and better purposeful partnerships within the University and across the city. This Place-based Arts & Cultural Strategy for Exeter recognises the need for stronger partnerships, and the alignment of civic and institutional interests for common good: a city re-imagined through culture.

3. Context

Research and consultation for this Strategy has reached out and connected with a range of voices from across the city and its region. It has sought to understand the city's cultural distinctiveness, its strengths and challenges, and what its citizens care about. It has uncovered a city of incredible heritage with a rich and engaging contemporary culture. Exeter is a city of cultural values where people don't just see culture as leisure or purely for pleasure; they see culture as something that both defines us and provides us with the tools for a better society.

By working together with passion and purpose, we can achieve for Exeter where other cities fail - to be a city of cultural urgency to tackle **three systemic global and local issues:**

- **Climate change:** we need direct action to attend to the ongoing environmental catastrophe, with the arts and culture able to offer an alternative future vital to remodelling the city as a leader in environmentally sustainable urbanism.

- **Lifestyle change:** we need a cultural sector that provides alternative pathways for our communities. Culture can be the transformative agent for a more distinctive, engaging and productive city centre. It can inspire us to invest our time and emotions in our local community. It can help reduce isolation, improve confidence and enhance our health and wellbeing.

- **Narrative change:** we need to become more open, tolerant and welcoming. Culture in Exeter can help us connect more locally and extend our reach and influence nationally and internationally. We can celebrate our distinctive heritage and embrace a future based on the city as an open process, a system of multiple voices that enables us to drive innovation and change, and play a leadership role as a progressive, radical alternative city of culture.

Culture

Culture is who people are, what people do and what people want to be. It is for every day and for the special occasion. It is at home, on the streets and across every neighbourhood. It has been a catalyst for economic diversification and growth; for talent attraction and retention; for inward investment and tourism; for health and wellbeing; for environmental awareness and sustainability; and for innovation and competitiveness.

Culture is:
- Our lives, identities and communities
- Heritage
- Museums, galleries, theatre, libraries, music venues, craft, dance, festivals and events
- The practice and production of artists and creative practitioners
- The Creative Industries
- Our shared future

4. Overarching Themes

There are **five overarching themes** that will enable Exeter to deliver on its vision.

These are:

A. ***A City of Culture for the Environment.*** A city that pioneers environmental responsibility and innovation through arts and culture. A city that builds awareness and changes people's behaviour through the work of artists in collaboration with scientists, technologists, planners and the city's communities.

B. ***A City of Cultural Wellbeing.*** A city where arts and culture are a revitalising force which deliver a positive impact on health, cohesion, neighbourhoods and environment. A city where people's health and wellbeing are influenced by arts and culture, helping to build healthier lives, reducing isolation and shaping participatory communities where culture and creativity become part of the everyday.

C. ***A City of Cultural Literacy and Learning.*** A city where culture can help people to grow in confidence, build self-esteem and feel a valued part of the society. A city where culture provides pathways to participation across the civic and social life; enhances the take-up of education and skills; and contributes to job creation. A city where enhanced cultural literacy – i.e. an active appreciation of and appetite for cultural activity – is more fulfilling as a place to live in, work or visit.

D. ***A City of Heritage Innovation.*** A city of many histories, layered by the distinctive interventions of its ancestors, each re-imagining the city and shaping new senses of identity and place. A city where cultural organisations and their audiences and partners play an active role in engaging with the past and nurturing possibilities for the future. A city of heritage innovation, building new partnerships that help to conserve and re-purpose its heritage and which open up new histories through the active production of new types of cultural activity from a changing population.

E. ***A City of Creative Making***. A city that is a critical hub for creative practice in South West England, with a growing strength in independent cultural production. A city that enables creativity to flourish – from the growth of hubs and platforms for creative making to interdisciplinary work with arts and science. A city where the festivals and events sector is diverse and growing, with multiple artist-led activities and an increasingly collaborative ecosystem that connects the local to the national and international. A city that champions its independent producers, artists and organisations to grow in stature and confidence, leading a process of values-driven, responsible, culture-led development.

A.   City of Culture for the Environment

The vision

A city that pioneers environmental responsibility and innovation through arts and culture. A city that builds awareness and changes people's behaviour through the work of artists in collaboration with scientists, technologists, planners and the city's communities.

The challenges and opportunities

Environmental sustainability, and averting the catastrophe of non-reversible climate change, is a crucial issue of our time. It requires all of us to radically change the way we both understand the world and how we act and interact. This is a matter of cultural identity and practice. If we develop a cultural identity founded on environmental responsibility and awareness-raising, this will have a direct effect on the quality of our local environment and contribute to a global movement of environmental consciousness and action. If we develop cultural practice that helps us to develop deeper relationships and interactions with our environment, then our city will be more liveable. Exeter can play a leadership role in culture for the environment, building from its rich mix of expertise, resources and passion. The University of Exeter has joined the City Council in declaring a climate emergency and is committed to building its research base to present the evidence and potential solutions to influence governments, businesses and communities, particularly on carbon management. In September 2019, the University will launch a new Masters in Global Sustainability Solutions to support a new generation to lead the necessary transformation.

The Solutions

- Artists can provide the creative, interdisciplinary spaces to create new patterns and stories to live by, and redesign and renew our communities and ecosystems.

- Artists and cultural organisations through their work can help illustrate the key issues and questions connected to the environment

- Artists and cultural organisations can help make the vital connection between social care, health and wellbeing and ecological justice, which are inseparable.

Actions

- Exeter's cultural sector joins the Climate Emergency campaign.

- The creation of a city/region-wide Arts & Culture for the Environment events programme to build interdisciplinary approaches to environmental challenges.

- A Sustainable Cultural Environmental Enquiry: a new conurbation-wide trial and review process to test our environmental sustainability, remodel our approach and build a set of pathfinder activities that set out new ways of doing and seeing through arts and culture.

- A lifelong learning environmental responsibility and action work stream to encourage personal development and environmental 'literacy' through supportive community processes and ongoing dialogue.

B.   City of Cultural Wellbeing

The vision

A city where arts and culture is a revitalising force that delivers a positive impact on health, cohesion, neighbourhoods and environment. A city where people's health and wellbeing are influenced by arts and culture, helping to build healthier lives, reducing isolation and shaping participatory communities where culture and creativity become part of the everyday.

The Challenges and Opportunities

Priorities for the City Council and its partners include balancing housing-led growth with environmental sustainability, health and wellbeing while supporting a dynamic city centre with high-quality neighbourhoods; and stronger international collaborations and influence with a passion for the local.

Consultations for this Strategy suggest that arts and culture are already making a big difference to the wellbeing of Exeter's citizens and to the quality and distinctiveness of place. The city has relatively strong civic participation with good audiences for culture. There is some excellent practice, from the engagement work of key organisations to the work of the football and rugby clubs as catalysts across the city's neighbourhoods. However, too many people feel disconnected from the cultural life of the city; loneliness and depression are major issues in contemporary society; and the role and value of arts and culture as a preventative tool relating to a range of health issues are under-explored.

The Solutions

Arts and culture can provide a vital arc of engagement and inspiration to open up possibilities for people to live more active, participatory lives. There are **two core areas** where arts and culture can make a profound difference to the liveability of the city:

- **Health and Wellbeing:** Wellbeing Exeter and the Sport England national pathfinder provide a major opportunity for this to be a leading city for social and cultural prescribing. Exeter has some leading experts in wellbeing and health research, including the University's Wellcome Centre for Cultures and Environments of Health.

- **Cultural Planning for Growth:** Exeter is growing – in terms of housing development and population. Cranbrook is fast developing and the city is pivoting towards being a conurbation with all the attendant challenges. Arts and culture can play a role in planning for distinctive neighbourhoods, in engaging new and existing communities, and in re-framing the narrative toward environmental sustainability.

Actions

- Extend Wellbeing Exeter to a cultural prescribing model.
- Establish an arts, culture, health and wellbeing advisory programme to drive partnership and fund-raise for new shared development and programming.
- Establish ways to build arts and cultural participation activities into the Sport England pathfinder: a shared approach to building a more participatory and active population
- Develop a new Exeter Outdoor Arts Commission: a major bi-annual programme of events, participatory interventions in public space, and active culture projects (e.g. urban to rural cultural itineraries; disability arts programming)
- Coordinate programming and commissioning to maximise the impact of RAMM's Year of Health and Wellbeing

C. City of Heritage Innovation

The Vision
A city of many histories, layered by the distinctive interventions of its ancestors, each re-imagining the city and shaping new senses of identity and place. A city where cultural organisations and their audiences and partners play an active role in engaging with the past and nurturing possibilities for the future. A city of heritage innovation, building new partnerships that help to conserve and re-purpose its heritage, opening up fresh histories through the active production of new types of cultural activity from a changing population.

The Challenges and Opportunities
Exeter is a city of many histories, where the physical and cultural geography of the city coalesce. There is a willingness to engage with the past while nurturing possibilities for the future. There is a major opportunity to innovate through our strength in heritage, which would catalyse the visitor economy and make Exeter a national pioneer in this area.

Exeter (and Greater Exeter) is a city of heritage innovation:
- The city is home to valuable and significant collections, including at RAMM, the University and the Exeter Cathedral
- There is an engaging blend of heritage buildings, visitor attractions and sites, such as Powderham Castle, Killerton House, Poltimore House, Tuckers Hall and the Castle.
- Active projects are innovating in this area such VISTA AR at the Cathedral and the Digital Humanities work across various digital based heritage projects

The Solutions
Heritage can be re-framed as a vital part of the city's cultural future. There are three priorities and a set of potential actions here:
- **Activate:** Further develop the Exeter Heritage Partnership to drive collaborations and enable more ambitious projects. There are opportunities to strengthen peer exchange within the heritage sector and across the wider arts, culture and education sectors, such as by 'buddying' larger organisations to the voluntary sector.

- **Animate:** Map the tangible and intangible heritage assets of the city to include contemporary cultural activities such as studio and workspace. Consider the city's post-war architecture as a heritage asset to be re-imagined and revitalised.

- **Amplify:** Scope opportunities for festival development and larger multi-stakeholder projects, and commission a set of heritage itineraries that connect with both residents and visitors. Scope further opportunities to digitise the heritage of the city – via virtual reality and augmented reality – to inspire new types of cultural engagement and literacy through the convergence of the city's heritage, technology and creative assets.

Actions
- Create a shared Heritage Action Plan through the Exeter Heritage Partnership
- Undertake a heritage mapping exercise to help amplify the offer of Greater Exeter
- Scope opportunities for the development of an Exeter Heritage Festival and creation of innovative/digital heritage itineraries for visitors and residents

D. City of Creative Making

The Vision

A city that is a critical hub for creative practice in South West England, with a growing strength in independent cultural production, artists and organisations. A city that enables creativity to flourish, from the growth of hubs and platforms for creative making to interdisciplinary work with arts and science. A city where the festivals and events sector is diverse and growing, with multiple artist-led activities and an increasingly collaborative ecosystem that connects the local to the national and international.

Challenges and opportunities

Exeter is becoming a critical hub for creative practice, with a growing strength in independent cultural production. There has been a long tradition of interdisciplinary working through the local arts organisation, which convene collaborative practice from across the city and beyond. There is now a steady growth in new Creative Hubs that host creative practitioners. For its size, Exeter has a good level of National Portfolio Organisations supported for core funding by Arts Council England (ACE) and does relatively well for small project funds from ACE. Indeed, some of these organisations are seen as examples of best practice in their specific sector, such as our city museum RAMM, Libraries Unlimited and Theatre Alibi.

Yet overall, the Exeter creative and cultural ecosystem lacks coordination, is fragile, and does not yet drive cultural innovation and production as happens in other cities. It has also lacked the visibility and voice of other cities, with networks still emergent and a perception at least that success (such as international acclaim) is not celebrated locally. There are systemic reasons for this: an inability to exploit opportunities for large multi-stakeholder programmes; the challenge of retaining talent; and the still emergent audiences and markets for independent cultural production, with a lack of critical mass and visibility also a factor.

With Exeter being an internationally connected city (through its airport and strong University connections), there is an opportunity to open up and exploit international opportunities for creative practitioners and organisations to stimulate innovation and collaboration.

The Solutions

- The opportunity to champion, develop and grow the independent creative production capacity of the city is also increasingly clear to strategic partners, inspired by the growth of the creative economies of other cities
- Development of more creative clustering, such as South Street, Fore Street and Paris St and imaginative use of workspace and activity space. With a dedicated push to grow the festival sector, the city centre can be a model for diversification, creative resilience and inclusive growth. The proposed new performance venue on the bus station site can, with the right blend of uses be a catalyst for scaling up and improving the quality and innovation of cultural production.
- Exploit opportunities for international project development through existing networks
- The re-birth of the Exeter School of Art model in Exeter College can help open up new pathways to cultural production for the city's talent base.
- A proposed city-wide Culture Capital Master Plan to ensure investment in infrastructure helps leverage the emergent creative production sector and drive new types of practice for which Exeter can be known.

Actions

- A creative enterprise zone for South Street / Fore Street, as a dedicated and incentivised push to co-locate long-term cultural production.
- Exploit opportunities for city wide programme of work

- Consider theming activity, projects and festivals in a co-ordinated model – a potential "Year of . . . ." approach connected to the strategy themes
- Work with the Heart of the South West LEP to promote intra-regional, inter-regional and cross-sector collaboration for culture
- Development of International Exchange programme for Culture
- A new creative impact hub for Exeter – converging R&D and artistic practice from the University, Exeter College and the city.
- Creative networking and knowledge exchange activities – a network of networks for Exeter with regular coordinated events
- A festival development plan and trial festival network

E. A City of Cultural Literacy & Learning

The Vision
A city where culture can help people to grow in confidence, build self-esteem and feel a valued part of society. A city where culture provides pathways to participation across the civic and social life, enhances the take-up of education and skills, and contributes to job creation. A city where enhanced cultural literacy – i.e. an active appreciation of and appetite for cultural activity – makes it a more fulfilling place to live in, work or visit.

The Challenges and Opportunities
Exeter is developing a new, potentially transformational partnership, focusing on literature and literacy as a core component of the city's cultural life, identity and future direction. Exeter Culture is working with the stakeholders University of Exeter (in particular the Wellcome Centre for Cultures and Environments of Health, and the Innovation, Impact and Business Directorate), Exeter City Council, Libraries Unlimited, Literature Works, Exeter Cathedral, and the Exeter Canal & Quay Trust to support the creative, social and economic potential of literature development for the city and the Greater Exeter area. These stakeholders are members of the City of Literature Steering Group, which is preparing an ambitious bid for Exeter to be a UNESCO City of Literature.

These are matters of distinction, which will contribute to Exeter's role as a much-valued UNESCO Creative City of Literature. But to deliver on this title requires the city to go much further than celebrate its assets. Exeter needs to use its literature pedigree to open up a new, expansive cultural literacy for all its citizens.

One example is the different levels of cultural participation and, arguably, entitlement between different wards of the city. Another is the extent to which the cultural narratives of the city are expressive of the cultural reality. In turn, this raises questions regarding the extent to which the different communities of Exeter are able to read or re-write the cultural narrative. Do they feel ownership? Do they have agency in the cultural life of the city?

Cultural participation for young people outside of formal settings (e.g. in partnership with Exeter College), imaginative urban planning, and volunteering can be a ways of broadening participation. Hull (as City of Culture in 2017) achieved staggering levels of participation, which were driven through their volunteer programme. Exeter can learn from this as a conduit towards positive participation.

Actions
- Apply as a city for UNESCO City of Literature status and develop a programme connected to wellbeing and cultural literacy
- Establish a **Cultural Literacy Toolkit for the city.** This can be developed through an imaginative and practical process of coordinated planning by the arts, culture, education and health and wellbeing sectors
- In **Bristol**, the city's Cultural Curriculum provides a tailored programme that connects cultural learning to active participation with the city's cultural landscape. In turn, this helps to build local audiences and cultural literacy for and with the city. The Devon Arts in Schools Initiative, Ted Wragg Trust and Devon Cultural Education partnership can play a leading role on building cultural curricula in Exeter.
- Develop a model for volunteering for major events based on the successful Hull 2017 model

5.   *Cross cutting Priorities*

Our vision is for Exeter to be known nationally and internationally as a city of culture. It will innovate and lead in the areas of creative making, the environment, wellbeing, heritage and cultural literacy to build a living city where everyone lives well. The five Themes and potential Actions presented in this Strategy point to a city which is more ambitious, hungry, radical and responsible.

To achieve our vision, the five Themes are not enough. We also need passionate partnership, shared ownership, new ways of working and many types of leadership. We also need to upgrade our governance, partnership and delivery models. This includes:

- **Building capacity** – physical (via the Cultural Capital Masterplan for the city) and organisational, with a commitment to supporting new or emergent cultural organisations as vital to the city's ongoing cultural and creative renewal.

- **Enhancing governance** – there is a need for stronger senior-level participation in the city's cultural conversation (e.g. on the Exeter Culture Steering Group) and for high-level outward-facing advocacy for culture as a key part of the city's plans for investment and sustainable and inclusive growth. This can also play an influential role at a regional level – e.g. Exeter to help establish the building blocks for a Heart of the South West Cultural Plan for the LEP.

- **Audience development and engagement** – considering who the audience for specific programmes and projects is crucial. Exeter can learn from innovative models of engagement and development from developed cultural cities. Consideration and action needs to give to non-traditional audiences and effective strategies of how to engage them. The significant student population should also be a factor when planning for engagement.

- **Relationship with business** – there has been some connection to business and culture in the city but this has not been one of strategic partnership. From consultation, it is clear that businesses are interested in culture and want to be more engaged. From a funding perspective, one of the suggestions has been to establish a **Business Alliance for Culture** that comprises businesses across the city. This group could potentially invest in culture in the city and decide where they would like to invest as a partnership.

- **Invigorating partnership** – in Exeter, existing partnerships require both consolidation and innovation. The University of Exeter, in its new Arts & Culture Strategy, talks of the need for 'purposeful partnerships' within the University and at a civic and sectoral level. Exeter has seven NPOs and a broader portfolio of organisations regularly funded by the City Council. Exeter Culture can play a catalysing role here, giving thrust to a new era of partnership working that goes beyond the boundaries of sector or institution to pioneer cultural transformation. It can also help to build a coherent and ambitious approach to culture beyond the city's limits – working at the level of Greater Exeter, Devon and the Heart of the South West LEP.

- **Internationalisation post-Brexit** – Exeter is an international city. Its population and thus its culture are increasingly formed through relationships that traverse the boundaries of the nation state. It is also a city that values and champions its internationalism – through its ambitious partnerships (such as the University of Exeter's new ERASMUS programme) and growing number of international networks across the city. To become an international

cultural city, Exeter needs to better exploit its international networks and partnerships to create tangible opportunities for artists and organisations. This will in turn stimulate large creative projects that benefit residents, visitors and artists alike.

- **Communication** – Exeter should be better known and this requires it to be better networked, both internally and externally. The city lacks the density and intensity of cultural networks seen in other places. It also lacks clear touch and access points, whether this be to find out what is going on or what the cultural strengths of the city might be. There is a need for an imaginative restructure and repurposing of the ways the city communicates its cultural offer and identity from the local to the international.

- **Evaluation** – a good strategy is one that can be adapted, assessed for progress, and benchmarked with other cities. This requires a theory of change evaluation framework to be set up as part of the launch process for this Strategy with a research partner identified.

Such cross-cutting agendas point towards a **Culture Compact model** for Exeter. This positions the city as a beacon for purposeful partnerships where arts and culture are central to place-making and vital to wellbeing and environmental sustainability. Exeter is not currently a 'Key City', which limits the potential to operate as a pilot for the Cultural Compact Model set out in the recent Cultural Cities Enquiry[1]. However, if the city is to play a leadership role for culture in the South West and if the city is to shape agendas nationally, membership of the Key Cities Group is advised.

As we approach the third decade of the 21st century, Exeter will need to balance its economic development with social inclusion and environmental responsibility. It will need its artists and cultural organisations like never before – to offer alternative futures, to bring communities together, and to help problem-solve and innovate in a time of profound risk and opportunity. This Place-based Arts and Cultural Strategy for Exeter signals a way forward and requests that partners move fast, take risks and recognise that without culture, we do not have a city.

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[1] https://www.corecities.com/cultural-cities-enquiry

Equality Impact Assessment

Title of work being assessed: Exeter's Cultural Strategy 2019-2024

Introduction

Exeter's Cultural Strategy has been commissioned by Exeter Culture in partnership with Exeter City Council. The strategy has been developed by Tom Fleming Creative Consultancy. They are a leading international consultancy for the creative economy who offer strategy and policy leadership across the creative, cultural and arts sector.

After extensive consultation, the strategy outlines five key themes and some specific actions for each themed area (please see the Cultural Strategy attached).

Lead officer: Sophie Allen

Service Manager: Jon-Paul Hedge

Stakeholders: All

For each of the areas below, an assessment has been made on whether the policy has a **positive, negative or neutral impact**, and brief details of why this decision was made and notes of any mitigation are included. Where the impact is negative, a **high, medium or low assessment** is given. The assessment rates the impact of the policy based on the current situation (i.e. disregarding any actions planned to be carried out in future).

High impact – a significant potential impact, risk of exposure, history of complaints, no mitigating measures in place etc.

Medium impact –some potential impact exists, some mitigating measures are in place, poor evidence

Low impact – almost no relevancy to the process, e.g. an area that is very much legislation led and where the Council has very little discretion

Protected characteristic/ area of interest	Neutral	Positive	Negative
Race and ethnicity (including Gypsies and Travellers; migrant workers asylum seekers etc.)	**Low**	**Medium** Some events, projects and activities organised and supported are focused on celebrating different cultures and characteristics, such as Respect Festival and Exeter Pride. The five organisations that are currently funded by Arts Council England and Exeter City Council are expected to work with or on at least one new diversity-related group, project or organisation per year.	**Low**
Disability (as defined by the Equality Act - a person has a disability if they have a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities)	**Low**	**High** Theatre makers in Exeter deliver wellbeing assets to diverse communities city and countywide.	**Low**
Sex/Gender	**Low**	**Medium**	**Low**
Gender reassignment	**Low**	**Low**	**Low**
Religion and belief	**Low** Exeter Culture and the strategy is funded for the benefit of all.	**Medium**	**Low**
Sexual orientation (including heterosexual, lesbian, gay, bisexual)	**Low** Exeter Culture and	**Medium**	**Low**

	the strategy is funded for the benefit of all.		
Age (children and young people aged 0 – 24, adults aged 25 – 50, younger older people aged 51 – 75/80; older people 81+. The age categories are for illustration only as overriding consideration should be given to needs).	**Low**	**Medium** Some events and activities are geared towards attracting families and young people into the city.	**Low**
Community relations	Exeter Culture works with a range of Exeter partners and stakeholders as this is key to the successful delivery of projects and services in Exeter.	The six National Portfolio Organisations in Exeter are key advocates for social justice and inclusion.	
Human Rights	**Low**	**Low**	**Low**
Actions identified as a result of the impact assessment			
Action	Lead	By when	
Ensure that the work delivered by partners and organisations in the city has considered audience development	Sophie Allen	Ongoing	

	Equality Impact Assessment Report Questions checklist

1.	Describe the piece of work you are assessing and the reason it is being carried out. Are you:
	   ○ Making a strategic budget proposal
	   ○ Developing a new policy, strategy or project
	   ○ Reviewing and revising a policy, strategy or project
	   ○ Reviewing a function or a service
	   ○ Restructuring a service.
	Include any options appraisal and if you have a preferred option explain why.
	
	This report outlines the five year Cultural Strategy for Exeter (2019-2024), commissioned by Exeter Culture, and sets out a clear direction and ambition for the city, which will be led and delivered by Exeter Culture and partners. The strategy outlines the potential for Exeter to grow, diversify, innovate and be a pioneer through culture.

2.	What are the timescales for completing the work? What committee deadlines do you have to meet? **Tuesday 9th July 2019 – report is passed by Executive** **Wednesday 10th July 2019 – Launch of the Cultural Strategy**
3.	What are the aims and objectives of the work? How do these link to wider council or strategic objectives. **The vision of the Cultural Strategy is to pioneer new ways of working to innovate and lead in tackling climate change, promoting active and healthy lifestyles and building great neighbourhoods** ***"Exeter will be known nationally and internationally as a city of culture. It will innovate and lead in the area of the environment, wellbeing, cultural literacy, creative making and heritage to build a living city where everyone lives well."*** **Culture has been recognised as a mechanism to work alongside partners and communities to continue to make Exeter a happy and healthy place to live for everyone.** **For full details please refer to the report attached.**
4.	Who will be the main beneficiaries of the piece of work and in what way? All people in Exeter? Council staff? A specific stakeholder group? A combination of these?

	All - Culture has the potential to advance equality and promote social integration. It can bring residents together, strengthen communities and the bonds between them, increase peoples' health, well-being and sense of belonging and celebrate the city's diversity.
5.	What data do you have on how different groups would be affected by the work? **Exeter Culture commissioned Tom Fleming Creative Consultancy to develop the strategy. It has included a significant period of consultation with the cultural sector, businesses and other sectors such as environment and wellbeing. Please refer to the attached for a full list of consultees.**
6.	What research studies or reports have been carried out in other areas of the country or nationally that provide information about the likely impact of your work on equality groups? **Arts Council England's (ACE) new (draft) ten-year strategy sets out a set of five outcomes actions. These are useful as they describe some of the key ways that culture benefits places and people and the changing nature of the culture and creativity. ACE says that the next decade will see a wider range of culture and individual creativity championed, more support for partnerships focused on improving health and wellbeing (including social care providers).** **ACE also indicates there will be a more strategic approach to place-based partnerships requiring publicly funded organisations to deliver shared outcomes, better advice and information for the public on what is available locally and more funding for places with historically less provision.** **There will be more support for independent creative practitioners, for diverse cultural practice, for arts and cultural education, and a bigger role for National Portfolio Organisations in supporting creative talent outside their organisations.** **There will be more emphasis on risk taking and research and development, with cultural organisations encouraged to learn from entrepreneurs and the creative industries, to work with technology companies and to explore new partnership and funding models.** **The Heart of the South West Local Enterprise Partnership recognises that with some targeted support and investment, the creative economy for the region can deliver significant growth.**
7.	What consultation has taken place or is planned with customers (individuals and groups) from equality groups? **Please refer to Point 5 above.**
8.	What does the consultation indicate about any differential positive or negative impact(s) of this piece of work?

	The positive impact of the actions outlined in the strategy will depend critically on how each are targeted and located, designed and implemented, and the degree of consultation and involvement of diverse local or relevant communities. The strategy recognises the need to consult with a diverse range of audiences.
9.	If there are gaps in your previous or planned consultation and research are there any experts/relevant groups that can be contacted to get further views or evidence on the issues? If so please explain who they are and how you will obtain their views. **Further consultation will be required to take place for each of the key themed areas.**
10.	If you have indicated there is a negative impact on any group, is that impact Legal; Intended; of high or low impact? **None identified**
11.	If you identified any negative impact that is of low significance, can you minimise or remove it? If so how? **Ensure that the projects, activities and events are accessible to all, regardless of ability.**
12.	Could you improve the strategy/policy/project's positive impact and if so how? **The role of Exeter Culture and the key partners will be integral to ensure that the strategy has a positive impact.**
13.	How do you intend to continue monitoring the impact of this strategy/policy/project? **The purpose of the strategy is to become a living document that can adapt. Exeter Culture and key partners will be monitoring and evaluating the progress of the actions in the report regularly.**
14.	If there are gaps in your evidence base, do you need to carry out any further research about the likely impact of your work on equality groups? **NA**
	There might be a time delay here as you will need to get the results of your consultation before you can continue working your way through the questions.
15.	As a result of this assessment and available evidence collected, including consultation, what if any changes do you need to make to the

	strategy/policy/project? **NA**
16.	Will the changes planned ensure that the negative impact is: Legal; Intended; of low impact? **NA**
17.	What monitoring/evaluation/review process have you set up to check the successful implementation of the strategy/policy/project? **NA**
18.	How will this monitoring/evaluation further assess the impact on the equality groups/ensure the strategy/policy/project is non-discriminatory? **NA**
19.	Please provide an action plan showing any recommendations that have arisen from the assessment and how you plan to take them forward. Are your actions SMART (specific, measurable, achievable, relevant and time-based). **NA**
20.	When will you next review this work and the impact assessment? **The key themes and actions that have been outlined in the report will be reviewed and evaluated annually. It is essential that the strategy is a living document that can flex and adapt as the city of Exeter changes.**