

EXETER CITY COUNCIL
SCRUTINY COMMITTEE – ECONOMY
8 NOVEMBER 2012

THE DEVELOPMENT OF A CULTURAL STRATEGY FOR EXETER 2013 - 2018

1.0 PURPOSE OF REPORT

- 1.1 This sets out for Member comments a draft framework for a Cultural Strategy of Exeter 2013 – 2018 produced by Exeter City Council in partnership with Exeter Cultural Partnership. The report seeks support for the proposed strategic goals and ways forward to achieve the strategy by end of May 2013.

2.0 BACKGROUND

- 2.1 Exeter City Council in partnership with the Exeter Cultural Partnership proposes to create a Cultural Strategy for Exeter. This document sets out the first step towards developing the strategy
- 2.2 This framework intends to provide some initial ideas for and a firm basis on which the City Council and Exeter Cultural Partnership can build a deliverable strategy by March 2013. The strategy will aim to cover the next five years to 2018. Following a review of the existing Arts and Media Strategy, an in depth consultation with Exeter Cultural Partnership and research on cultural strategies considered to have been successful in other UK cities, There is now a proposed draft framework for the Cultural Strategy that identifies 5 goals as set out in item 4.
- 2.3 Exeter Cultural Partnership is over 2 years old. The steering group for the partnership, which has been responsible for working on the draft framework for the strategy, currently has representation from libraries, museums, heritage, sport, higher education, creative industries, the arts and retail sectors. The partnership is also recognized by Exeter Vision Partnership as providing the lead for collaboration on cultural activity in the city.
- 2.4 The development of the partnership originated from People, Places & Spaces – A Cultural Infrastructure Strategy for the South West commissioned in conjunction with the RDA in 2008 in which Exeter was defined as a Planning Area for Culture. The strategy recognized the importance of culture on the region's economy and encouraged the various strands of the cultural sector to come together to create a cohesive voice for the promotion and development of culture.
- 2.5 Exeter's current Arts and Media Strategy 2008 – 2012 is coming to an end. The strategy focused solely upon the Arts and Media sector and did not take into consideration the impact of the city's wider cultural sector.
- 2.6 The core aim behind the Arts and Media strategy was to set out strategic objectives against the city's mission statement as set out in the Exeter Vision: "To enhance Exeter as a regional capital and to work in partnership to improve the quality of life for all people living in, working in and visiting the city. "

2.7 The Arts and Media Strategy recognised the importance of arts and media and the creative industries in creating a successful economy in the city, set out to address the need to support production by artists and arts organisations and to encourage wider participation in the arts and media. The strategy identified eight key objectives to develop the sector and take on board the city's aspirations as a regional capital, as follows:

- the city council should adopt a corporate policy approach to arts and media development which places arts and media at the heart of the city's ambitions and matches the city's level of aspiration
- to develop and strengthen the arts and media infrastructure and support and encourage innovation and creative production in the City
- to develop further the City's portfolio of Arts and Media Festivals and explore opportunities to create a festival of regional/national significance
- to support creative industries growth and development
- 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
- to work in partnership with relevant agencies and partners to provide more opportunities for people from diverse backgrounds, and in particular young people, to engage in arts education and learning programmes.
- to work strategically in developing new partnerships and funding for the arts
- to work with the arts and media sector and other partners to develop new models of sustainability and generate new income and funding streams

2.8 The City Council currently invests some £5,129,700 into funding and supporting cultural activity in the city. This funding includes support for the Arts, Leisure, Parks and Open Spaces, Rivers and Canals, Tourism and RAMM. It is estimated that this investment levers £4,680,107 (£1,376,928 of income generation by Council services and £3,303,179 of additional income generation by Council funded arts organizations) of economic benefit into the city. For a full breakdown please see *Appendix 1 – Breakdown of Council support for Cultural Activity*.

3.0 THE DEFINITION OF CULTURE AND THE CULTURAL SECTOR

3.1 Culture includes the physical infrastructure of museums, arts venues, creative industries, centres for sport, libraries, heritage sites, rivers and canals, parks and open spaces, retail and tourism. It also includes the various activities that are associated with these groups, other organisations and individuals that develop social, personal relationships through participation in culture that enriches and improves the quality of peoples' lives.

3.2 The City's cultural sector is wide ranging and diverse. It is made up of public, private and voluntary sector organisations and businesses, individual artists and small creative industries. There is a large commitment of voluntary activity, major support from the local authorities and significant contribution

from other public sector bodies and agencies such as the Arts Council and Heritage Lottery and Sports Council. The new strategy looks to broaden the focus of delivery and include a range of sectors that represent Culture on the Exeter Cultural Partnership.

4.0 THE NEED FOR A CULTURAL STRATEGY

4.1 The cultural sector has a huge impact on:

- the City's economy
- the quality of life for residents and visitors
- developing a positive image of Exeter as a place to live, work and invest
- a sense of enjoyment, inspiration and individual fulfillment
- local regeneration and encouragement of community led initiatives
- contribution towards life long learning

4.2 An example of the cultural impact of one of the city's key sporting organisations, Exeter City Football Club, serves to highlight the identified benefits in 4.1. The club, which is owned by its supporters through the Exeter City Football Club Supporters Trust has some 4000 active members. ECFCT not only runs a strong community programme which reached over 31,000 children and young people last year and contributed to their lifelong learning, but also based on the multiplier effect (assessed at x 2+ for leisure activities) on the gross turnover, the football club can be said to contribute some £8m per annum to the overall local economy. This of course does not include additional spend by attenders at matches. Taking an average of 4000 people per match (total attendance in 2011/12 was 124,410) if each person spent only £2 per visit in the wider community, City business benefit is increased by approximately £200,000 per year (based on 25 matches).

4.3 The City's cultural sector is showing remarkable resilience in spite of the economic downturn. It has managed to adapt and survive, with the result that new partnerships have been formed which maximise resources and minimise risk.

4.4 This resilience is further borne out in the recent update of the employment figures for the cultural sector in Exeter drawn from Nomis (29 September 2012) which show that figures for 2011 have only fallen slightly from 3,200 in 2010 to 3,145. These figures are made up of arts, entertainment, recreation and other services in the cultural sector..

4.5 Recent events such as the Torch Relay, Exeter Respect Festival and the Ignite Festival have provided a clear example that by working in partnership, the City can produce cultural events for large audiences that would not necessarily attend cultural activity. These together with the opening of RAMM and its successful award as Museum of the Year underline the ability of culture to develop a positive image of the city, and their contribution both to the city's economy but also the quality of life of its residents and visitors.

4.6 This core resilience is recognized by core funders such as Arts Council England, the Heritage Lottery who continue to support city arts and heritage

organisations through National Portfolio funding and project funding. The city's future development plans, including John Lewis, the redevelopment of the Bus Station, and the Central Library, all indicate a thriving city. It is vital that the vision for culture at the heart of the city is seen as an important strand, that it is picked up and runs through the city's other strategies assisting these strategies to meet their objectives:

- The Place Marketing Strategy
- City Centre Strategy
- The Tourism Strategy
- Parks and Open Spaces Strategy

4.7 The strategy will aim to map the city's cultural sector to help determine the scale and range of activities and their importance. It will establish a clear set of goals and an action plan that will improve, develop and deliver on the strategy's vision of ***Culture at the heart of the City***.

5.0 WHO IS THE AUDIENCE FOR THE STRATEGY?

5.1 The audience for this strategy is varied. It includes Exeter City Councillors, other relevant public sector organizations such as regional authorities, the Arts and Sports Councils and Heritage bodies, private and voluntary cultural sector organizations and individuals, city residents and visitors.

5.2 The key audience for culture is the public, the city's residents, workers and visitors. The strategy will need to have this at the forefront of its delivery. However, the strategy needs to be able to communicate and define the strategic goals on different levels and to highlight different needs. Therefore the style of communication will vary, dependent on the group.

5.3 People's perception of culture is often defined by their experience and those who feel part of a minority or a disadvantaged group can find it difficult to express their views or gain recognition for their culture and place in society. It is important to acknowledge the contribution of, include and promote the interests of minority and disadvantaged groups for a Cultural Strategy to be successful and more creative.

6.0 DRAFT STRATEGIC GOALS

6.1 After initial consultation with Exeter Cultural Partnership the following draft strategic goals have been identified that will contribute to Exeter as a regional capital and towards improving the quality of life of its residents and visitors:

- developing a vibrant cultural economy - Exeter as a cultural destination
- developing cultural opportunities and experiences
- enabling wide and diverse participation
- capacity building and sustainability for the cultural sector
- communication and audience development

6.2 A key component of the creation of the cultural strategy will be a consultation phase with the various sectors of culture (libraries, sport, arts, retail, heritage, parks/open spaces and museums) and the wider public, including

disadvantaged or minority groups, to determine a clear set of aims and measurable objectives for each strategic goal that will contribute towards an action plan for each goal over the life of the strategy.

7.0 WAY FORWARD

- 7.1 The proposed timeline for the realization of the Cultural Strategy is attached in *Appendix 2 – Proposed Timeline for Exeter Cultural Strategy*
- 7.2 The City Council will contribute to the cost of a consultant to work with Exeter Cultural Partnership to manage the consultation process across the sectors that will seek to identify achievable aims and objectives/opportunities for each sector under each strategic goal over the next five years. This consultation will form the substance of the draft strategy that will be brought to the Scrutiny Committee – Economy in March 2013.
- 7.3 As a separate but linked area of work, Exeter Cultural Partnership will work with the Audience Agency, a national audience development agency, to understand and research into developing new audiences for culture in the city. This work will be the subject of an application by Exeter Cultural Partnership to Arts Council England's Grants for the Arts scheme.

8.0 FINANCIAL IMPLICATION

- 8.1 The funding of up to £3000 for the consultant will be found from the Arts and Events budget 2012/13.
- 8.2 The above funding will act as match funding and leverage for the Exeter Cultural Partnership's application to Grants for the Arts to facilitate the consultation process.

9.0 RECOMMENDATION THAT

- 9.1 Members note the report and comment on the proposed approach to the delivery of a new Cultural Strategy for Exeter 2013 -18.

Richard Ball
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Local Government (Access to Information) Act 1972 (as amended)

Background papers used in compiling this report:

Exeter Arts & Media Strategy 2008 – 2012

Business Register and Employment Survey 2010 & 2011, Office for National Statistics, Crown Copyright Reserved

APPENDIX 1 – A BREAKDOWN OF CITY COUNCIL SUPPORT TO CULTURE

1. Tourism, Arts & Leisure based on 2011/12 full year figures
2. RAMM attendance and income figures from the re-opening in 2011 – Sept 2012
3. Parks and Open Spaces is a traded service, the figures below exclude a recharge figure of £208,100 , giving an overall net budget figure of £1,828,770 in 2011/12
4. Parks and River & Canals have given only an indication of numbers of events/hires which they are able to monitor, not attendances which they are unable to do

	£ Annual Budget : (Salaries, premises, transport, support services)	£ Annual Budget Project/Activity Spend/services	£ Income leverage	Attendance
RAMM	1, 877, 240	196, 000	463, 765 (a)	265, 181
Tourism	493, 730	131, 540	184, 210 (b)	272, 581 (c)
Arts & Events	112, 950	307, 210 (d)	3, 312, 572 (e)	249, 314 (f)
Leisure (g)	344, 880	146, 620	335,140	56, 710 (h)
SUB TOTAL	2, 828, 800	781, 370	4, 295, 687	843, 786

	£ Annual Budget other costs (as above)	£ Annual budget supplies/services	£ Income/ Leverage	No. bookings/events
Parks & Open Spaces	1, 882, 150	339, 870	185, 150 (i)	1,358 (j)
River and Canals	418, 750	119, 900	199, 270 (k)	43 (l)
SUB TOTAL	2, 300, 900	459, 770	384, 420	1, 401

TOTAL	5, 129, 700	1, 241,140	4, 680, 107 (m)	
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Notes:

- (a) income figure include Renaissance funding £264,000; Arts Fund £100,000; £99,765 various sponsorship amounts ranging from £1000 - £8000
- (b) income figure includes grant from Exeter Canal & Quay Trust to run Quay Visitor Centre; tickets and sales from facilities
- (c) figure compiled from Tourism run facilities including Red Coat tours, EVIT, Quay House Visitor Centre, Underground Passages and Heart of Devon website. These figures contribute to total number of day/overnight visitors to Exeter 2011/12: 1,981,000
- (d) made up of Arts/Events £65,000, festival support £26, 350 and Arts Grants £215,860

- (e) made up by income, other revenue and project grants (Arts/Events: 33,673; Festivals: £74,720; funded arts organisations: £3,303,179
- (f) attendance figures made up by funded organisations: 174,722; attendance at Arts Events /Festivals: 74,592
- (g) figures based on Leisure contract with Parkwood Leisure
- (h) figures from 5 leisure centres
- (i) income figure includes income from pitch hire in winter season September - May £33766, Bowling and croquet green income of £16,000; event hire £4650 in 2012
- (j) Figure include pitch hire winter season based on 35 bookings/week x 36: 1260 with some bookings having up to five teams at each session; 98 event bookings in 2012
- (k) figure includes small amount for hire/bookings and mooring fees
- (l) figure is the number of river bookings
- (m) figure compiled of £1,376,928 Council services income generation and £3,303,928 Council funded arts organisations income generation.

APPENDIX 2: Proposed Timeline for delivery of Exeter Cultural Strategy

November 2012	Scrutiny Economy Committee– for approval of draft framework, timeline and process
October 2012	Draw up consultancy brief - appoint consultant. Agree sector leads with Exeter Cultural Partnership
November 2012 – January 2013	Stage 2 – meetings with cultural sectors led by consultant to: <ul style="list-style-type: none"> • come up with objectives/opportunities for each sector under each strategic goal • some achievable and/or aspirational aims in next five years
January – February 2013	Draft Strategy written with support of lead sector representatives to Exeter Cultural Partnership for comment
March/April 2013	Draft Strategy to Scrutiny Committee Economy for approval
April/May 2013	Wider consultation; any amendments; Equality Impact Assessment
May/June 2013	Final Committee adoption of Cultural Strategy and publication