

## 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<br/>           SW Screen<br/>           Key arts &amp; media agencies<br/>           Exeter Arts Council<br/>           Devon CC<br/>           Private sector</p> | <p>Renewed corporate commitment<br/>           Higher profile for culture and the arts and media<br/>           Improved integration between departments<br/>           New opportunities for arts sector<br/>           2-3 Flagship projects<br/>           Raised profile for culture in the City<br/>           New partnerships<br/>           New Development funding<br/>           Private sector sponsorship<br/>           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<br/>Phoenix AC<br/>Devon CC<br/>Range of other external funders<br/>Private sector developers<br/>Arts agencies &amp; venues<br/>University of Exeter<br/>Voluntary sector<br/>Exeter Visual Arts<br/>Corporate sponsors<br/>Northcott Theatre<br/>SW Screen<br/>SWERDA<br/>CSW<br/>Cultural Olympiad<br/>HLF</p> | <p>Greater cultural profile for City<br/>Improved cultural offer<br/>Improved cultural facilities<br/>New external investment<br/>Stronger arts and media venues &amp; organisations<br/>More integrated approach to arts and media development<br/>Secure future for the Northcott<br/>Increased profile of visual arts<br/>Expanded and more accessible programme of public art<br/>Major impact on image of Exeter as cultural destination and vibrant city<br/>More sustainable independent arts organisations<br/>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<br/> Wren Trust<br/> Dance in Devon<br/> Devon CC<br/> ACE<br/> Screen SW<br/> Library service<br/> Voluntary sector<br/> EAC<br/> EHA<br/> Health sector<br/> Other public sector agencies e.g.<br/> Youth Offending Team<br/> Key charitable agencies</p> | <p>More integrated approach to arts in the community<br/> Improved social inclusion<br/> Arts playing a role in social agendas, e.g. community safety, health, environment, community cohesion<br/> Better linkages between communities and arts sector<br/> New sector partnerships (e.g. youth, voluntary sector, health, police &amp; probation)<br/> 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<br/>DAISI<br/>Wren Trust<br/>BSO<br/>Other arts agencies<br/>Schools &amp; colleges<br/>Devon CC<br/>University of Exeter<br/>Youth Service<br/>Connexions<br/>Screen SW</p> | <p>New partnership with education providers<br/>New and more integrated opportunities young people<br/>Enhanced opportunities and provision<br/>Widening of access to the arts<br/>New funding sources<br/>Enhanced profile for youth e Arts<br/>More young people involved with the arts and media<br/>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>  | Range of public and voluntary sector agencies<br>Private sector<br>Key arts organisations in the City<br>ACE<br>SW Screen<br>Cultural Olympiad                      | More strategic approach<br>More officer time for partnership development<br>Additional resources secured<br>Stronger partnership working<br>Funding from Cultural Olympiad<br>Improved partnership with private sector                       | <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> | SW Screen<br>ACE<br>EAC<br>Arts organisations<br>Private sector<br>SWERDA<br>Range of other charitable & voluntary agencies<br>Cultural Olympiad<br>Arts & Business | Increased investment in arts and cultural provision<br>New funding<br>Enhanced arts and media provision<br>Greater sustainability of arts infrastructure<br>New partnership with private sector<br>Grant aid focused on strategic priorities | <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

|           |  |
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| 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                        |