

**Agenda for Arts and Culture East Devon Network**  
**Wednesday, 15th June, 2022, 2.00 pm**

**Members of Arts and Culture East Devon Network**

Councillors: K Burrough, KA Briggs, J Whibley (Chair),  
B De Saram, C Buchan, E Rylance, O Davey, A Moulding,  
N Hookway, L Cole, P Carrigan, J Whipps, V Johns and D Tate

**Community representatives:**

B Norris

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**Venue:** online via Zoom

**Contact:** Alethea Thompson;

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(or group number 01395 517546)

Tuesday, 7 June 2022

**Meeting of the Arts and Culture East Devon Network**

1 Public speaking

Information on [public speaking is available online](#)

2 Appointment of Vice Chair

3 Minutes of the previous meeting

4 A&C minutes 200122 (Pages 3 - 10)

5 Apologies

6 Declarations of interest

Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)

7 East Devon Culture Strategy 2022-2031 (Pages 11 - 36)

8 Steering the development of the Culture Strategy (Pages 37 - 38)

9 Resourcing the Culture Strategy (Page 39)

10 Arts and Culture East Devon update

Verbal update.

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Members of the public exercising their right to speak during Public Question Time will be recorded.

[Decision making and equalities](#)

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**EAST DEVON DISTRICT COUNCIL**

**Minutes of the meeting of Arts and Culture Forum held at Online via the Zoom app on 20 January 2022**

**Attendance list at end of document**

The meeting started at 10.00 am and ended at 12.10 pm

**1 Public speaking**

There were no members of the public wishing to speak.

**2 Appointment of Vice Chair**

The Chair informed those present that co-opted community representative, Sally Twiss, had stepped down from the Forum. On behalf of the Forum he thanked Sally for her time and valuable contribution to the Arts and Culture Forum.

**RECOMMENDED:** that the recommendation that Councillor Nick Hookway be appointed Vice Chair of the Arts and Culture Forum for the remainder of the civic year be passed for approval.

**3 Minutes of the previous meeting**

The minutes of the previous meeting held on 24 February 2021 were agreed.

**4 Declarations of interest**

7 & 9. Declarations of interest.

Councillor Andrew Moulding, Personal, President of Axminster Musical Theatre, president of Cloakham Lawn Sports Centre and trustee of Axminster Heritage.

Declarations of interest.

Councillor Bruce De Saram, Personal, Exmouth Town councillor.

Declarations of interest.

Councillor Joe Whibley, Personal, Exmouth Town councillor.

10. Declarations of interest.

Councillor Paul Millar, Personal, Director of Sideshore.

Declarations of interest.

Councillor Vicky Johns, Personal, Art Administrator for the South West Academy of Fine and Applied Arts.

Declarations of interest.

Penny Lewis, Personal, Budleigh Salterton town councillor.

**5 East Devon AONB culture update**

The Chair welcomed Emma Molony to the meeting to give an East Devon AONB culture update to the Board, which included a presentation on 'creative nature connections' –

engaging with nature through project and events. Routes was a partnership project with Double Elephant Print Workshop, working with Active Devon, University of Exeter and the Thelma Hulbert Gallery (THG).

The project involved public engagement with creative nature boxes at Harpford Woods, with a partnership between THG, East Devon Area of Outstanding Natural Beauty (AONB) and Clinton Devon Estates. The social media engagement with the creative nature boxes had been great. Schools were able to engage and workshops were held May – July 2022, involving 250 children from five local schools. The children took part in mapping, different ways of looking, collecting materials to print and mindful activities. The children also produced linear maps of Harpford Woods for the creative nature boxes.

A downloadable literary soundwalk was recorded along the East Devon Way entitled 'Pebbled heaths, mossy depths'. Public workshops were held during Heath Week, with family creative writing workshop and a printmaking drop-in workshop.

During October half term there were 4 sessions of 10 participants taking part in family printmaking sessions at Harpford Village Hall, using the soundwalk and the East Devon Way as inspiration.

A partnership project with Active Devon brought together nature connections and creative activity. The Connecting Actively to Nature programme ran over 8 weeks for 20 participants over 55, with the aim of increasing levels of activity outside and providing respite from caring responsibilities as part of a supportive artist-led group. The participants were given sketchbooks to maintain engagement throughout the programme and afterwards all said that they felt encouraged to continue with creative activities.

Activities for 2022 included:

- Production of an intergenerational community-designed creative map of Harpford Woods (Tipton/Newton Poppleford primary schools, Sidmouth College and Sid Vale Memory Café).
- Trial hybrid courses to encourage nature connections and creative activity (combination of online and in-person supported group sessions).
  - 'Walking the Seasons' mindfulness courses in partnership with Exeter University.
  - Nature focussed creative hybrid courses in partnership with THG.
- Developing strategic partnerships to cross sector creative engagement with Active Devon and Devon Wildlife Trust.

On behalf of the Forum the Chair thanked Emma for her interesting presentation. It was felt that there were opportunities to widen the project beyond the AONB and for collaboration across the district, or Devon as a whole. From a public health perspective there were many ways to engage with the physical and mental health agenda, with activities transferable across all ages. It was agreed that this project should be 'upscaled', with EDDC facilities being used to progress this.

## 6 **Culture Strategy workscope**

The Service Lead – Countryside and Leisure outlined his report, which provided a workscope for the planned ten year Culture Strategy that was approved by Cabinet in May 2021.

It provided a detailed scoping document for the future development and enhancement of the Council's ambitions for cultural development as articulated in the Council Plan. The Culture Strategy would seek to build on the existing work of the Council focussed mainly

around the Thelma Hulbert Gallery, as a cultural hub and the Arts & Culture Forum and the newly created Arts Culture East Devon (ACED) network through a more cohesive and strategic approach to arts and culture and also seeking to add capacity and resource into meeting these ambitions.

The Culture Strategy workscope would also seek to synergise with the planned Tourism Strategy work to enable an enhanced cultural programme, and to help support and link into the District's distinctive cultural tourism offer through better promotion, marketing and scaling up of the Council's work in this area that are linked directly to the social and economic recovery of the district through cultural tourism, green initiatives, educational opportunities and 'Made in Devon' retail.

The Culture Strategy workscope was an opportunity to place culture at the heart of the Council's recovery planning (both economically and socially).

The aim of the Culture Strategy was to:

- Build and secure place-based strategic partnerships and local community ownership around a shared 10 year vision for East Devon and the surrounding areas.
- Reflect the needs of people who live and work in the district.
- Provide a compelling and robust framework to attract future investment from public, private, community and social enterprise sectors, including national investment sources such as Department for Culture, Media and Sport; Ministry of Housing, Communities and Local Government, Arts Council England and the National Lottery.
- Guide a sustainable, inclusive development of the area that is fit to meet global challenges of climate and ecological breakdown and growing inequalities.

The Arts and Culture East Devon (ACED) Executive Group would act as the steering group for the cultural strategy development and was one of the primary consultative platforms. Consultants with extensive experience in cultural strategy, process, development and design were sought. The Service Lead reported that there had been a fantastic response; interviews would be held the following week it was hoped consultants would be appointed by 31 January 2022.

Those present agreed that it was a fantastic strategy and essential to finding funding from elsewhere, especially during the current financial challenges. There were other challenges involved with bringing diverse groups together across rural areas and understanding the priorities for towns. The strategy would help to create a map of activities across the district.

It was suggested that an additional aim of the cultural strategy should be to 'harness the talents and aspirations of the people that lived in the district' – to provide opportunities for people to be able to get involved and be part of a cultural collaboration/community.

**RECOMMENDED:** that the Arts and Culture Forum recommend to Cabinet that the scope of work for producing the Culture Strategy evidence base as detailed in the report, be approved.

## 7 **Thelma Hulbert Gallery programme 2022/23**

The Arts Development Manager explained that the Thelma Hulbert Gallery (THG) operated as a 'cultural hub', supporting communities in their health, environment and well-being through a programme of exhibitions, events and workshops, which inspired, challenged and excited. It worked to support innovation in rural cultural production

through partnership and collaboration. During her presentation the Arts Development Manager listed a number of partnerships and collaborations.

The Creative Cabin was developed in 2020-21 as a mobile creative space, which enabled the THG to take nature and culture on tour during the pandemic. It hosts an array of activities including workshops, exhibitions, talks, performances and film. A new activity was 'The Creative Cabin – Climate Conversations on Tour'.

During 2021 a Mike Perry Land/Sea exhibition was held at both THG and Ocean, Exmouth.

The Arts Development Manager outlined the 2022-23 forward programme for the Thelma Hulbert Gallery (THG) and how it linked with the Council Plan and its priorities. This included:

- The 'Towards a new model for rural cultural production' project, which would extend the THG's impact across East Devon, rooting creativity in community and place and establishing a sub-regional strategic role for culture. It would help to stabilise East Devon's arts ecology as a whole, linking culture and creativity into wider agendas such as climate emergency, inequality, rurality and post-pandemic recovery.
- Creative communities and the land – responding to diverse artistic perspectives, this would join with East Devon communities to explore inequality and environmental injustice, helping to realise a better future through individual and collective creative expression.
- Emerging Maker was the THG's investment in the research and development of emerging craft makers. 30 graduate makers would be given a public platform at THG and Ocean, with mentoring and exhibition making support.
- Creative Cabin: climate conversions and routes for roots – Clyst Valley Regional Park
- Audience development:
  - Re-engaging core audiences who had lapsed during the pandemic.
  - Increasing the diversity of the audiences.
  - Building the audience for contemporary art.

The THG was working in collaborative partnership with Leisure East Devon (LED) and had a second creative 'hub' at Ocean, Exmouth. This had a different character to THG and it was hoped that it would appeal to a different age group. At Ocean the aim was to engage a younger and more diverse audience, by offering an informal experience linked to social time and enjoyment of the beach and sea.

The Forum thanked the Arts Development Manager for her great presentation and congratulated her on all the fantastic work of the THG. They were delighted with the concept of the gallery being a cultural hub; taking the essence of the gallery into the community (outside of Honiton) and linking with other agencies, and encouraged the team to continue the journey. The Chair thanked the THG team for its adaptability and resilience and the Arts Development Manager commented on the support they had received in order to be so resilient, and in turn thanked the Council for being given drive, renewed energy and commitment. She also invited members to attend the ACED meeting on 7 February 2022.

## 8 **Arts and Culture East Devon members network update**

In February 2021, the THG launched Arts and Culture East Devon (ACED), a forum connecting the artistic communities of East Devon and providing a central platform to engage, network, promote and talk about arts and culture across the region.

The aims of the ACED were:

- Provide support for professional and artistic development, enabling partnership.
- Develop and promote local authority arts and culture-led economic growth initiatives.
- Support advocacy work for local arts and culture services and identify areas for collaboration.
- Share news, best practice, plans and ambitions - aiding communication between arts practitioners, arts organisations, non-arts organisations, local government and regional and national bodies.
- Embed the role of the arts in the cultural, social, educational, environmental and economic life of the district increase participation in cultural activity in the district, developing a healthy social and cultural ecology which engages and enriches communities

The ACED's Network and Participation Co-ordinator's role focus was:

- ACED's membership framework.
- Volunteer engagement at THG and Ocean.
- Create a community hub (Ocean).
- Co-ordinate training, development and innovation at ACED.

There were four champions and the Arts Development Manager gave a brief summary of them all:

- Decolonisation champion
- Art champion
- Education champion
- Theatre champion

Members of the Arts and Culture Forum were invited to attend the next meeting of the ACED on 7 February 2022 at the Thelma Hulbert Gallery.

## 9 **Net zero by 2040**

The Forum received a presentation from EDDC's Climate Change Officer about the Devon climate emergency and the Council's climate change action plan and strategy, and how art had a role to play in promoting this. Art could be powerful in that it was able to discuss big issues, it could be brave, it could be shocking and art could say the things that sometimes people can't.

The Climate Change Officer explained that 42% of carbon emissions came from buildings, 37% from transport, with remaining from a combination of waste, industrial processes and land use. The figures involved with climate change were huge. The carbon footprint across East Devon was 1,000,000 CO<sub>2</sub>e tonnes, with EDDC's carbon footprint being 29,000 CO<sub>2</sub>e tonnes.

It was anticipated that the final Devon Carbon Plan would be ready in January 2023, with the report out for public consultation in summer 2022.

The themes in the plan where the Council could make meaningful climate change interventions included:

- Energy supply and consumption.
- Permitting and encouraging low carbon development.
- Improving the carbon footprint of existing buildings (public and private sector).
- Protecting and enhancing the natural environment.
- Water supply and flood protection.
- Transport and travel.
- Purchasing and consumption.

- Community resilience.
- Education, communication and influencing behaviour.

EDDC also had its own climate change action plan and strategy and as a council were working really hard to reduce the carbon footprint. A 60% behaviour change was required. There was a huge amount that could be done in terms of public education and awareness raising, to help people engage with and understand some of the difficult issues and decisions that need to be made.

The Climate Change Officer was thanked for her excellent presentation and the Forum discussed how it could be used to engage with the climate change conversations. The THG was praised for the fantastic outreach work they were doing and providing the opportunity for engagement through the arts. It was noted that during the THG workshops at Sideshore, Exmouth, there had also been climate change stand enabling public engagement. The Arts Development Manager commented that she was heartened to hear the enthusiasm for climate change. There was already a dynamic engagement structure set up, including strong links with the AONB teams and environmental exhibitions.

## 10 **Blackdown Hills AONB - East Devon art and culture update**

Tim Youngs, Blackdown Hills Area of Outstanding Natural Beauty (AONB) Partnership Manager introduced himself and outlined how arts and culture was woven into the Blackdown Hills AONB, connecting culture into the outstanding natural environment in East Devon.

The Blackdown Hills AONB was spread across four districts and two counties, with EDDC being the largest district council. The Partnership comprised of a small team, with inclusion and diversity at the heart of everything it did. All AONBs had signed up to the Colchester Declaration which was set up in July 2019 to consider:

- Opportunities for AONBs
- Nature resource
- Current state of nature
- Future state of nature
- England nature recovery target

A visualisation of the Blackdown Hills AONB current landscape and then a woodland and hedge network was used as a tool to demonstrate what a future, resilient and nature rich Blackdown Hills AONB could be. The Partnership Manager reported that visualisations had been very helpful in engaging and connecting people.

2021 had been the 30<sup>th</sup> anniversary of the Blackdown Hills AONB and to celebrate this was a project '30 ways to experience the Blackdown Hills AONB'. This included a series of stories and activities relating to hillforts, examples of accessible woodlands to draw people out of towns, expansive views and expansive. There was also a monument management scheme. The Forum were advised to see the website for the full list.

The Creative Cabin had run roadshows around parts of the AONB and joint events had been undertaken to engage young people.

The Partnership Manager went on to outline the Robert Beven and the Camden Town artists project which would be brought to the THG in 2023 and gave an impressionist view of the landscape 100 years ago.

Over the next 12 months the Blackdown Hills AONB planned to:

- Work with the THG team on climate conversations and the Camden Town Exhibition.
- Embed 'Art in the Landscape' strategy into all the Blackdown Hills AONB work.
- Increase outreach work with parishes and support their aspirations for a wilder Devon.
- Engage artists and project makers in projects.
- Provide benefits for local tourism businesses.

The Blackdown Hills AONB Partnership Manager was thanked for an interesting and thought provoking presentation and the Forum agreed that there was plenty more scope to nurture and develop a relationship between the Blackdown Hills AONB and the THG, as well as the East Devon AONB, and they were looking forward to hearing about future collaborations.

### **Attendance List**

#### **EDDC Councillors present:**

J Whibley (Chair)  
B De Saram  
A Moulding  
N Hookway

#### **Community representatives:**

Brian Norris

#### **Town Representatives**

P Lewis, Budleigh Salterton Town Council  
C Buchan, Cranbrook Town Council  
J Loudoun, Sidmouth Town Council  
E Beech, Exmouth Town Council

#### **Officers in attendance:**

Ruth Gooding, Arts Development Manager/Curator THG  
Charles Plowden, Service Lead Countryside and Leisure  
Graham Whitlock, House Manager (Manor Pavilion Theatre)  
Fiona Page-Turner, Marketing and Fundraising Officer  
Alethea Thompson, Democratic Services Officer  
Catherine Causley, Climate Change Officer  
John Golding, Strategic Lead Housing, Health and Environment  
Emma Molony, Freelance Project Manager, East Devon AONB  
Tim Youngs, Partnership Manager, Blackdown Hills AONB

#### **Also Present**

P Arnott  
P Faithfull  
V Johns  
P Millar

#### **Apologies:**

E Pang, Ottery St Mary Town Council  
O Davey, East Devon District Council  
D Housom, Sidmouth Town Council

J Whipps, Exmouth Town Council

Chairman .....

Date: .....



Report to: Arts and Culture Forum

Date of Meeting 15<sup>th</sup> June 2022

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

## Culture Strategy for East Devon 2022-2031

### Report summary:

The report provides the final draft of a Culture Strategy and Action Plan for East Devon for the future development and enhancement of the Council's ambitions for cultural development. The Culture Strategy is a ten year statement of intent that seeks to build on the existing work of the Council focussed mainly around the THG, as a cultural hub and the Arts & Culture Forum through a more cohesive and strategic approach to arts and culture and also seeking to add capacity and resource into meeting these ambitions. The Strategy has clearly identified the need for additional resource to enable delivery on the many actions identified and the recommendation is the appointment of a Cultural Producer role. The Cultural Producer will sit within the THG team and be focussed on developing funding applications to the Arts Council and Cultural Development Fund as well as developing new cultural partnerships, projects and activities with East Devon's artist and cultural community.

The report also recognises how an enhanced cultural programme can help to support and link into the District's distinctive cultural tourism offer through better promotion and marketing of the Council's work on the emerging Tourism Strategy. This is linked directly to the social and economic recovery of the district. The Culture Strategy also through its five themes encompass *what* it wants to achieve and three themes related to *how* it will deliver making it an effective strategy. There are also a developed set of objectives and actions within the Strategy to enable implementation.

The Culture Strategy presents an opportunity to place culture at the heart of the Council's recovery planning (both economically and socially) and along with the planned Leisure and Tourism Strategies provide the strategic decision making framework for these areas in the Council Plan.

### Is the proposed decision in accordance with:

Budget Yes  No

Policy Framework Yes  No

### Recommendation:

That the Arts and Culture Forum:

- Note the significance of culture to the District and the importance of supporting recovery from the impact of the pandemic
- Endorses the Culture Strategy 2022-31 to reflect the new ambitions and opportunities to expand the arts and cultural offer of East Devon with a view to recommending to Cabinet that it supersedes the Culture Strategy 2017-21.
- Endorses the Culture Strategy's proposal to provide additional resources to support the delivery of the Strategy's Action Plan and that Cabinet recommend to Council the funding for a Cultural Producer role;

## Reason for recommendation:

To be able to deliver the corporate ambitions identified within the Council Plan to develop and enhance the arts and cultural offer as an essential part of the Council's recovery planning work post COVID19 that will enable a social and economic recovery in the district's communities. The Culture Strategy and Action Plan provides the strategic framework to support East Devon's arts and cultural sector and to help support the Council's ambitions for a scaling up of its cultural activities that support and synergise with the planned Tourism Strategy and Leisure Strategy. The Culture Strategy seeks to act on East Devon DC's climate change emergency response targets, recognises the value of the district's outstanding natural environment and supporting the district-wide cultural network (ACED) to engage with East Devon's creative arts sector.

Officers: Charlie Plowden, Service Lead – Countryside & Leisure; [cplowden@eastdevon.gov.uk](mailto:cplowden@eastdevon.gov.uk)

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Portfolio(s) (check which apply):

- Climate Action and Emergencies
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Culture, Tourism, Leisure and Sport
- Democracy and Transparency
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities

**Equalities impact** Low Impact

**Climate change** Medium Impact

**Risk:** Medium Risk; The report scopes out the strategic framework for scaling up the Council's stated ambitions within its Council Plan for its cultural work linking into tourism, communities, the environment and our events programme. The risk issues are centred around the current capacity of the Council's arts development team and budget being unable to deliver on these ambitions without further resourcing to enable delivery on the recommendations within the report.

**Links to background information .**

Link to [Council Plan:](#)

Priorities (check which apply)

- Outstanding Place and Environment
  - Outstanding Homes and Communities
  - Outstanding Economic Growth, Productivity, and Prosperity
  - Outstanding Council and Council Services
- 

## Report in full

### 1. The value of culture

1.1 In the Arts Council England report - 'The Value of Arts & Culture to People and Society' there are five key ways arts and culture can boost local economies:

- Attracting visitors;
- Creating jobs and developing skills;

- Attracting and retaining businesses;
- Revitalising places;
- Developing talent.

1.2 Those who had attended a cultural place or event in the previous 12 months were almost 60% more likely to report good health compared to those who had not, and theatre goers were almost 25% more likely to report good health. Research has shown that high frequency of engagement with arts and culture is generally associated with a higher level of subjective wellbeing as well as improve the cognitive abilities of children and young people. There is also strong evidence that participation in the arts can contribute to community cohesion, reduce social exclusion and isolation, and make communities feel safer and stronger

1.3 The arts and culture industry has grown by £390 million in a year and now contributes £10.8 billion a year to the UK economy. The sector contributes £2.8 billion a year to the Treasury via taxation, and generates a further £23 billion a year and 363,700 jobs.

1.4 Cultural Tourism also plays a crucial role in today's economy. In 2018 it represented 37% of the total tourism sector, with an annual growth of approximately 15%.

- With the COVID-19 pandemic, it is estimated that international tourism fell by around 80% in 2020.
- There is an opportunity to build a more resilient tourism economy, promoting digital transition and rethinking a more sustainable tourism system.
- East Devon has a high cultural, social and environmental potential.

1.5 The LGA refer to the 'pulling power' of arts and culture: visitors to a theatre, museum, or festival spend money on their ticket or entrance fee, meals in local restaurants, spending in local shops, or perhaps hotel bookings as part of their visit. The value of arts and culture to society has long been debated. We know that arts and culture play an important role in promoting social and economic goals through local regeneration, attracting tourists, developing talent and innovation, improving health and wellbeing, and contributing to the delivery of public services. These benefits are 'instrumental' because art and culture can be a means to achieve ends beyond the immediate intrinsic experience and value of the art itself.

## 2. Impact of the Pandemic

2.1 In its report - *LGA local.gov.uk: The impact of COVID-19 on culture, leisure tourism and sport* it has clearly evidenced the following relevant issues:

- the explosion of culture, sport and leisure consumption and participation during lockdown has demonstrated that these are among the services that really matter to residents. Their value is far greater than the entertainment they provide: they are essential to people's mental and physical health.
- Secondly, councils will have a crucial role to play in delivering economic recovery. Prior to the pandemic, the creative industries were the fastest growing part of the economy, along with tourism. These businesses are integral to our recovery and part of a complex ecosystem which includes the services funded and delivered by councils.
- Lastly as this research has shown, the impact of COVID-19 on culture, leisure, tourism and sport has been severe and this position is likely to remain challenging in the foreseeable future. Nevertheless, this sector has a vital role to play in the nation's recovery. Expenditure on culture and leisure organisations is not a sunk cost; it is an investment in the health and wellbeing of a place and its residents.

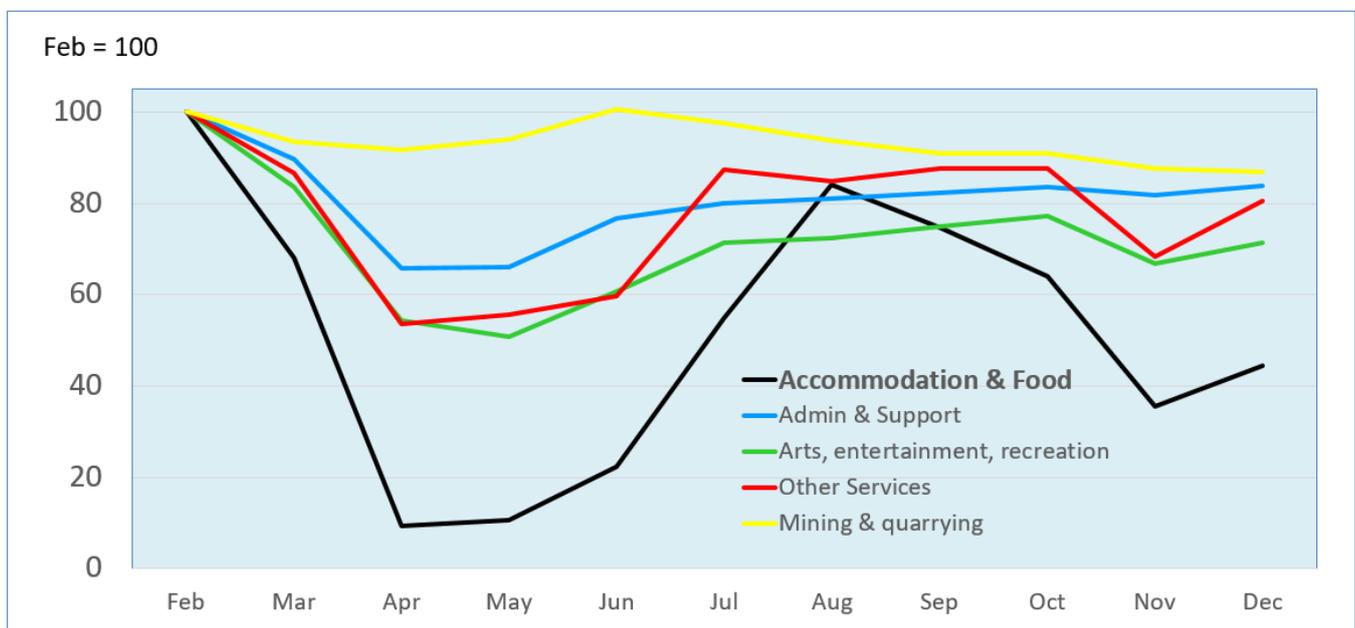
2.2 The Arts Council England (ACE) Strategy 2020-2030 'Let's Create' has set out an ambition to achieve by 2030, that England is a country in which "the creativity of each of us is valued and

given the chance to flourish, and where every one of us has access to a remarkable range of high quality cultural experiences". To be achieved through;

- **Creative People:** Everyone can develop and express creativity throughout their life.
- **Cultural Communities:** Villages, towns and cities thrive through a collaborative approach to culture.
- **A creative and cultural country:** England's cultural sector is innovative, collaborative and international.

2.3 It is through this ACE Strategy ambition and also the LGA's 'Creative Places: Supporting your local creative economy' 2020 document that this report will seek to establish how the Council can put in place various programmes, resources and partnerships to build on its existing commitments within the arts and cultural sectors and also establish a clear "roadmap" to how this can further support the development of East Devon's cultural visitor economy.

There is no doubt that the sector has been heavily impacted by the pandemic. The following graph shows the five most impacted sectors in the UK in terms of GVA during 2020.



### 3. What role can the Council play in supporting the cultural tourism sector?

3.1 Devon has one of the largest visitor economies in Britain, drawing in visitor spend of almost £2.5bn per year, primarily driven by the quality of the natural environment. The County attracted 24 million overnight stays from visitors from across the UK and the world in 2016, contributing £2.5bn to its economy and employing 12% of the County's workforce. There are twice as many tourism business in Devon than the national average

3.2 In 2015 East Devon attracted over 500,000 domestic and international trips. This resulted in over 2m night stays and spend of £117m. This was combined with nearly 4m day trips with associated spend of over £135m.

3.3 The tourism sector is clearly of significant economic importance to the District. It is relatively diverse and there are a number of leading private businesses providing everything from accommodation to attractions. The District Council's role in relation to supporting tourism has shifted over time from funding large scale marketing and promotion activity and supporting the operation of Tourist Information Centres to bringing forward physical regeneration projects, such as Seaton Jurassic and Queen's Drive space, designed to improve the offer of specific places.

3.4 The easing of restrictions has meant there is the opportunity to consider the Council's role going forward and how this can help to support recovery and add value to the cultural tourism sector.

Specific dimensions to this could include the following;

- Harnessing the potential to promote culture-led tourism – for example by leveraging the programmes of the Thelma Hulbert Gallery and the Manor Pavilion Theatre within the context of the cultural strategy and the Arts & Culture East Devon partnership
- Spreading the geographic focus across the District – for example by working with the AONB partnership and to bring forward initiatives such as the Clyst Valley Regional Park in conjunction with partners such as the National Trust
- Promoting green and eco-tourism – the ability to also support tourism through the provision of EV charging points in our car parks was highlighted recently. Also around 70% of all visitors to Devon are attracted by the quality of the environment which turn speaks to the stewardship role of the farming and forestry sectors as well as to our own role in providing natural attractions such as Seaton Wetlands
- Supporting private sector-led initiatives such as East Devon Excellence – this brings together a range of leading businesses in the District with the potential to support wider industries such as in relation to food and drink.
- Ensuring a thriving festival and events scene – including linking to our own events strategy
- Place making – including utilising the Council's own assets to further develop the offer of specific places. This could range from public realm improvements through to the development of improved facilities.
- Supporting investment - the government recently confirmed details of the UK Shared Prosperity Fund as well as the Levelling Up Fund.

#### **4. EDDC's cultural programme**

4.1 The majority of the creative arts and cultural work undertaken by the Council is through the Thelma Hulbert Gallery and its Out & About programme which delivers the most high profile projects and PR campaigns that brings a focus to the importance and value of arts and culture within our district. Other important cultural providers are The Manor Pavilion Theatre, Sidmouth which has a popular and successful programme of dance, musicals, drama, comedy and ballet performances throughout the year and is an award winning community theatre.

4.2 The EDDC Countryside and AONB teams also deliver programmes which connect culture with our outstanding environment and promote the value of our rich cultural heritage. LED through the Exmouth Pavilion also supports a popular programme of entertainment and finally more recently the work of the Events Officer has started to explore opportunities for enabling new events activities such as music festivals and outdoor theatre.

4.3 There is no clearly defined cultural or tourism service within the Council and it is through these services along with our Economic Development team which provide the majority of the advice, support and outputs that help to support our visitor economy and provide a diverse and exciting programme of creative arts and cultural activities

4.4 Following recent discussions within the Leadership Group, Portfolio Holders and Culture Champion and the recent Arts and Culture Forum there is a clear ambition to develop on the work of the THG and the Arts & Culture Forum to provide Cultural Leadership and a district wide role for arts development and also supporting our creative arts and cultural sector. This is articulated within the Council Plan.

#### **5. Arts and Culture East Devon (ACED) network**

5.1 Against the context of Covid19, THG took the initiative to develop a public network to support the cultural and creative sector in its recovery from the pandemic. All cultural services such as local arts, theatres, museums and galleries, festivals, music events, public art, those working with local social, wellbeing, inclusion and economic development agendas, and creative businesses are all invited to participate in a supportive network developing a creative economy and stabilising the cultural ecology of the district.



5.2 The benefits of such a platform are clearly evidenced in other local authorities such as Exeter, Torbay, Taunton & West Somerset, Cornwall etc. where the joining up cross all the creative arts sectors has brought exciting new initiatives, funding, long lasting social and economic benefits into communities and towns as well as inspiring the next generation of cultural providers.

#### ACED network aims:

- Embed the role of the arts in the cultural, social, educational, environmental and economic life of the district by providing a **supportive network**
- Support advocacy work for local arts and culture services and identify areas for **collaboration**
- Share news, **best practice**, plans and ambitions- aiding **communication** between arts practitioners, arts organisations, non-arts organisations, local government and regional and national bodies
- Develop and **promote** local authority arts and culture-led economic growth initiatives
- Support an increase in **engagement** in cultural activity in the District, developing a healthy social and cultural ecology which **enriches communities and visitors**

It is the intention of ACED to help deliver the cultural ambitions stated within the Culture Strategy and also the Council Plan and also meet the Arts Council England vision in their 'Let's Create' 2020-30 strategy which will help East Devon DC to align its cultural ambitions with the Government's cultural priorities and secure support and funding for future programmes

## **6. Resourcing the cultural ambitions**

6.1 It is this expanded cross district portfolio of programmes, activities and events that is now driving the cultural development within the Council. It is clear that the importance of the THG team has grown in the last 2 years, supporting the Council in wider strategic corporate priorities and also through adopted plans such as the Public Health Plan, Climate Change Strategy and Events

Strategy. The THG can be used as a “cultural engine”, coordinating with Council teams who engage with art and culture.

6.2 The need for additional resources has been identified within the Culture Strategy with the Action Plan’s identification of projects and activities. To enable the delivery of these the “ask” is to create a dedicated role to spearhead this – a Cultural Producer role. This post would be tasked with developing new cultural partnerships, develop funding bids and take responsibility for overseeing the monitoring and review of progress in delivering the Strategy.

6.3 The Cultural Producer’s role is outlined in Appendix 1 of the Culture Strategy and would be located within the THG team. Without a dedicated role to take forward the Strategy it will prove very challenging to deliver on the Action Plan and the ambitions stated within the Council Plan. The existing resources within the Council for delivering cultural activities have remained static for many years with the focus being on supporting the Manor Pavilion theatre, the THG, Villages in Action and the South West museums Partnership with the latter two receiving a modest grant to support their activities district-wide.

6.4 The Culture Strategy has identified five themes which outline a “roadmap” for cultural activities to help influence, support and scale up areas such as cultural tourism, promoting a collaborative events programme linking culture and the natural environment, providing targeted support for east devon’s “cultural” volunteers, supporting the next generation of creative artists with an apprenticeship scheme team and shaping our place-making schemes through cultural regeneration. These ambitions will require additional capacity to be brought into the Council to enable delivery.

## **7. A way forward for East Devon DC’s cultural ambitions**

7.1 Alongside a newly commissioned Cultural Strategy will be the Leisure Strategy and a Tourism Strategy for the district which will help to provide the strategic framework for the Council’s ambitions in these three important sectors both economically, socially and environmentally. The linkage of all three will help deliver the Council’s priorities for public health, climate change and supporting our communities as we recover from COVID19. There are potentially significant opportunities to develop the cultural tourism offer in East Devon that has a focus primarily on our rural hinterland area as our coastal areas have a well marketed and thriving visitor offer.

7.2 The developing role of ACED will also provide an important “voice” for the district’s grassroots cultural and creative arts sector that can help to create new opportunities to market, promote and support the sector as well as link into the cultural tourism offer. This network will require support and over the next 6 months it will be supported through the THG team leading to a longer term solution with a proposed new funding application to the Arts Council England to fully fund this role.

## **8. Summary**

8.1 The Culture Strategy has sought to reflect the creative arts and cultural ambitions within the Council Plan into a coherent and exciting programme of projects, activities and new platforms. The THG has and is showing that it can also be the Council’s lead for delivering this Council-wide arts and cultural development programme by integrating into other Council priorities. The creation of a Cultural Producer role will enable the delivery of the ten year Strategy working alongside East Devon’s cultural sector and drawing in funding from external sources to help underpin the programme of activities identified within the Action Plan.

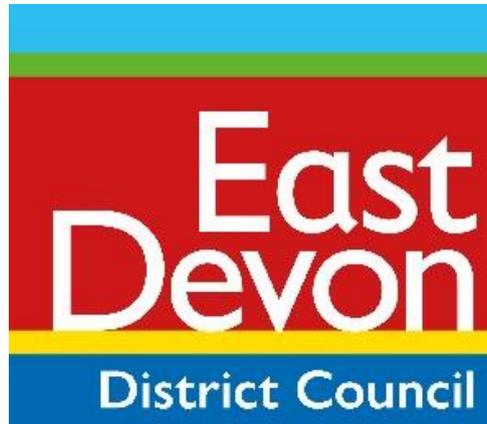
8.2 The challenge has now been presented in the ten year Culture Strategy and the opportunity to take the next steps is evidenced in the report to showcase the intrinsic value of culture to our district and also place culture at the heart of delivering and enabling many of the Council’s ambitions outlined in its Council Plan.

**Financial implications:**

The recommendation to the Forum is to support a request to Cabinet and Council for the approval of a new post of "Cultural Producer" this is estimated at a cost of up to £38k with on costs. This request is coming outside the annual budget process and therefore taken in isolation against other possible requests and the need to set balanced budgets, members will need to consider the priority of this request at this point in time. Other actions identified within the Culture Strategy at this stage have not been highlighted as a request for additional funding, as actions are worked through in more detail if additional resources are required then these will have to be considered by Cabinet and Council as a specific request to consider approval.

**Legal implications:**

The adoption of the Culture Strategy and budget requests are appropriately matters for Council to agree. Otherwise the report does not identify any legal implications requiring comment'



# **East Devon District Council A New Cultural Strategy**

**27 May 2022**





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## Foreword

*From the Leader / Portfolio holder, TBC*

### 1. Introduction

#### 1.1 Why we need a strategy

Across towns and villages, along the seaside and in the rolling hills of our countryside parishes, East Devon has a thriving cultural scene, with many opportunities for local residents and visitors to get creative.

This Cultural Strategy aims to strengthen and promote our excellent existing offer. It also recognises that our district has a highly polarised demographic profile – with notably high proportions of both older residents and very young children – and so needs to offer high quality opportunities, accessible to people of all ages, in all communities.

Some progress has already been made. The new post of Portfolio Holder for Culture, Sport, Leisure and Tourism provides political leadership for culture. And, during the pandemic, our team at Thelma Hulbert Gallery established a new network for artists and creative practitioners called Arts and Culture East Devon (ACED), helping local people stay in touch (albeit virtually at first), access funding opportunities and connect with others across the district.

These ACED meetings identified shared opportunities and challenges and the need for a joined up approach if we want to make culture an even greater part of East Devon life.

So, in January 2022, East Devon District Council (EDDC) began working with specialist consultants, FEI, to develop a Cultural Strategy and Action Plan which will help us achieve our goals.

*(I've kept this section very short, as most readers will want to get to the 'meat' of the strategy, but we could add in a summary of the SWOT here – or add it in at the end as an Appendix)*

#### 1.2 What we mean by culture

'Culture' is used in this document to mean all those areas of activity associated with the artforms and organisations in which Arts Council England invests: collections, digital and combined arts, dance, libraries, literature, museums, music, theatre, and the visual arts.

Culture can be made and shared by a huge range of organisations and individuals: creative practitioners and artists, entrepreneurs and volunteers, community groups and businesses, local authorities and friends' groups, and many more.



Culture can take place in purpose-built and unusual venues, in parks, high streets, village halls and natural landscapes. Culture is where creativity is shared with others.

### **1.3 How we developed the strategy**

To ensure our strategy is distinctive, ambitious, relevant and deliverable, a range of work was undertaken to provide the evidence base for the approach we are taking.

We reviewed local, regional and national policies and plans, such as Levelling Up, that could influence our Cultural Strategy and gathered information about capital projects that are under development in East Devon.

We mapped people, places, organisations and activities to find out what is already happening across East Devon and how it is currently funded. This included arts organisations, events, festivals, museums and classes – 235 were identified, with activity in all towns and parishes. We explored the local and regional market for culture and the potential for future growth of audiences and visitors.

And we consulted widely, through interviews, workshops and a public survey which had nearly 500 responses. This all took place between February-March 2022.

## **2. The Strategy**

### **2.1 Vision, mission and values**

Our vision is for East Devon to be a vibrant cultural ecosystem whose distinctive communities and outstanding natural environment are enhanced and enriched through creativity, curiosity and collaboration.

Our mission is to balance the unique identities, independence and quirks of each East Devon community with the need to work together on ambitious, shared initiatives that transcend any one organisation, artform or place. This will include partners from within and beyond our district.

Our values underpin the strategy. We will be:

- **Resilient**  
We will build resilience of the creative and cultural sector by connecting, supporting and securing investment in local artists and practitioners, and attracting new investment
- **Collaborative**  
Local community spirit drives much of our current cultural activity. This will be a strategy that empowers more local people to shape and get involved with culture at all stages of their lives, delivered with and for local people from all parts of the district
- **Diverse and inclusive**

We will draw on and reflect the diversity of contemporary society and celebrate the variety of activity that takes place in East Devon, ensuring an inclusive approach and equality of opportunity

- Connected with nature

East Devon has an abundance of opportunities to connect nature, culture wellbeing and people in mutually beneficial ways. We will use culture and creativity to enhance, inspire and engage people, to support our goal of carbon neutrality by 2040 and help mitigate against the threats of climate change on our communities.

## 2.2 Indicators of success

*To be scoped / included in final version, once objectives and actions agreed. They will be included in detail in the Delivery Plan, and summarised briefly here.*

## 2.3 Themes

We have identified five themes that encompass *what* we want to achieve and three themes related to *how* we will deliver an effective strategy. We have developed a set of objectives and actions to implement them.

See Appendix 2 for a detailed Action Plan.

### Theme 1

#### Strengthen and support the ‘people-that-do’

##### Objective

Support the unique, community-led cultural organisations whose efforts enhance the high quality of life and wellbeing in East Devon’s towns and villages.

##### Actions

- Invest in and strengthen our many thriving, often volunteer-run cultural venues and programmes
- Support and champion volunteering.

### Theme 2

#### Protect and enhance the natural environment

##### Objective

Establish East Devon as an innovator and regional beacon of culture-led environmental protection, enhancement and activism.

##### Actions

- Develop a year-round programme that celebrates and connects people with East Devon’s natural environment and inspires them to protect and enhance it – potentially in collaboration with South Somerset
- Improve the environmental practices of the district’s cultural festivals to establish them as leaders in sustainable event management.



### **Theme 3 Cultural tourism**

#### Objective

Establish new cultural products, partnerships and promotional activity, to mutually benefit and grow the creative and visitor economies.

#### Actions

- Test new collaborations and ideas, such as joint marketing and communications, through a cultural tourism partnership pilot
- Support and promote major events which bring significant visitor spend and profile to East Devon, such as Sidmouth Folk, Beautiful Days and events that take place beyond the peak summer season.

### **Theme 4 Creative enterprise and skills**

#### Objective

Build inspiring talent development pathways for the current and next generation of East Devon creatives.

#### Actions

- Develop opportunities for young people to learn and apply creative and cultural skills in East Devon
- Utilise empty or underused spaces for creative activities.

### **Theme 5 New places for culture**

#### Objective

Ensure all East Devon residents, especially children and young people, have the opportunity to experience high quality culture and creativity in their local areas

#### Actions

- Explore the concept of Exmouth Cultural Quarter as a way to link the town's activities and develop new or improved places and spaces for culture
- Integrate cultural spaces and opportunities into new housing developments.

### **Theme 6 Connectivity**

#### Objective

Support the sector to connect, work collectively, share best practice and lever investment through greater joint working.

#### Action

- Resource and promote Arts and Culture East Devon (ACED) as a network, connector and champion of the local creative and cultural sector, working with members to shape its ongoing development.



## **Theme 7 Cultural leadership**

### Objective

Be ambitious and drive change through bringing together a diverse range of partners to drive forward and advocate for the Cultural Strategy and secure inward investment.

### Action

- Provide leadership and stewardship to drive forward the strategy and bring partners on board.

## **Theme 8 Capture value**

### Objective

Ensure continuous learning and improvement by monitoring and evaluating the change that creativity and culture has on people and place.

### Action

- Develop a single evaluation process that captures the social and economic value of culture and allows organisations to advocate for the sector as a whole.

## **3. Next Steps**

The priority is to begin implementing the strategy by putting in place the partnerships and resources required to achieve our ambitions.

This includes bringing together partners from a range of disciplines, both within and beyond East Devon District Council, to set up a Cultural Compact or other similar strategic alliance. It also includes the appointment of a Cultural Producer (see Appendix 1) who will be a lynchpin for coordination, communications, fundraising and new initiatives. We will also work with the members of the nascent Arts and Culture East Devon (ACED) network to connect artists and practitioners with the potential work programmes (listed in Appendix 2) that deliver the strategy and which can attract funding – through, for example, bids to the [UK Shared Prosperity Fund](#) and the next round of Arts Council England's [Cultural Development Fund](#).

Our aim is to have the Cultural Producer in place within the next three months to support strategic funding applications such as these.



## Appendices

### Appendix 1: Cultural Producer – a new role

*Note for Steering Group / Arts & Culture Forum: This role is subject to funding and Council approval.*

A new role will be created for a Cultural Producer.

This role will take forward the Action Plan's ambitions and act as a conduit and enabler both between East Devon District Council's services (Growth, Development & Prosperity, Countryside and Leisure, Property Services, Marketing and Communication and Events) and also to seek out fundraising opportunities to help support the wider ambitions outlined in the Action Plan.

The Cultural Producer will provide a central hub for advocacy, communications and development of the strategy, including coordination of the Cultural Compact/partnership and the Arts and Culture East Devon (ACED) network.

The Cultural Producer will be situated within the Thelma Hulbert Gallery / ACED team who would support the post to meet deliverables by utilising existing networks, resources and shared expertise in cultural engagement, marketing and programming.

The ACED Network will be developed into a supportive, consultative resource, operating internally and externally, supporting fundraising, education and outreach, cultural tourism and partnership building.

It is clear that without identifying additional capacity and resource the ability to take forward many of the exciting project opportunities that are identified within the Culture Strategy and its Action Plan will be limited.



## Appendix 2: Action Plan

This section describes in more detail each Theme and Objective, listing potential work programmes that could be delivered to achieve each Action, plus brief details on the timescale and potential East Devon District Council (EDDC) lead.

### Definitions

- Short-term: Already underway or can be within 3-6 months, via existing resources or once the Cultural Producer is appointed
- Medium-term: To be undertaken within 3 years; requires additional planning, fundraising and resources, including partnership working
- Long-term: 3-10 year timescale for more complex work programmes

### Theme 1

#### Strengthen and support the ‘people-that-do’

Objective: Support the unique, community-led cultural organisations whose efforts enhance the high quality of life and wellbeing in East Devon’s towns and villages.

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
1.1 Invest in and strengthen our many thriving, often volunteer-run cultural venues and programmes across East Devon	1.1.1 Build post-Covid confidence and capacity for volunteers and community groups in our towns and parishes through training in governance, business planning, digital transformation and fundraising, as well as training in core creative skills, such as producing live events, interpretation, collections management	Short/Med	Growth, Development & Prosperity team, via UK Shared Prosperity Fund (SPF) bid Supported by Cultural Producer (recruitment permitting)
	1.1.2 Enhance the quality and appeal of collections, and the sustainability of local museums, through a programme of shared capital investment in display and interpretation	Med	Growth, Development & Prosperity team (UK SPF bid) Supported by Cultural Producer (recruitment permitting)
	1.1.3 Explore the potential of a new network that supports more community asset transfers and sharing of	Med	Place, Assets & Commercialisation team



	policy support and good practice for village halls and other cultural venues, to ensure their place at the heart of our communities		Supported by Cultural Producer (recruitment permitting)
1.2 Support and champion volunteering	1.2.1 Celebrate East Devon's volunteers through recognition and rewards	Short	Growth, Development & Prosperity team (UK SPF bid) Supported by Cultural Producer (recruitment permitting)
	1.2.2 Explore the potential for promoting and diversifying volunteering opportunities through a central portal, such as Volunteer Makers	Med	Growth, Development & Prosperity team (UK SPF bid) Supported by Cultural Producer (recruitment permitting)

**Theme 2**  
**Protect and enhance the natural environment**

Objective: Establish East Devon as an innovator and regional beacon of culture-led environmental protection, enhancement and activism.

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
2.1 Develop a year-round programme that celebrates and connects people with East Devon's natural environment and inspires them to protect and enhance it – potentially in	2.1.1 Link with a range of nature, tourism and cultural organisations, and the University of Exeter, to audit/understand the current offer and develop an ambitious year-round programme, connecting culture and nature across the district	Short/Med	EDDC Countryside team and Arts Development Manager to convene the group



collaboration with South Somerset	2.1.2 Work with local museums and South West Museums Development to engage in national conversations about the climate crisis and enable displays of natural science and biodiversity collections in East Devon's museums	Med	Arts Development and SW Museums Development Supported by Cultural Producer (recruitment permitting)
	2.1.3 Invest in initiatives which work closely with communities in creative, innovative ways to connect local people with nature and the challenges we face in preserving it. For example: Tidelines (Exmouth), Sidmouth Seafest, Thelma Hulbert Gallery's Creative Cabin (touring)	Short	Via ACED network Supported by Cultural Producer (recruitment permitting)
Improve the environmental practices of the district's cultural festivals to establish them as leaders in sustainable event management	2.2.1 Use Julie's Bicycle, a recognised tool for monitoring cultural impact, to support EDDC-funded and independent festivals to monitor and improve their environmental performance	Short/Med	Events Team to research/convene

### Theme 3 Cultural tourism

Objective: Establish new cultural products, partnerships and promotional activity to mutually benefit and grow the creative and visitor economies.

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
3.1 Test new collaborations and ideas, such as joint marketing and communications,	3.1.1 Develop a 'what's on' guide and shared assets for cultural tourism, using an existing portal such as East Devon Excellence as a host	Med	via Tourism Strategy implementation plans



through a cultural tourism partnership pilot			
	3.1.2 Support new 'product development' in the tourism sector to attract visitors beyond the peak season by working with cultural partners, to promote art classes, retreats, workshops, links with food, wellbeing and nature	Short	Via ACED network Supported by Cultural Producer (recruitment permitting)
	3.1.3 Invest in key cultural visitor attractions that have potential to bring year-round visitors: e.g. Thelma Hulbert Gallery, aligning calendars and sharing programmes/events with tourism partners	Short	via Tourism Strategy implementation plans Supported by Cultural Producer (recruitment permitting)
3.2 Support and promote major events which bring significant visitor spend and profile to East Devon, such as Sidmouth Folk and Beautiful Days, and events that take place beyond the peak summer season	3.2.1 Work with independent promoters, as well as the in-house events, to maximise impact from major events and festivals	Med	Events Team

**Theme 4**  
**Creative enterprise and skills**

Objective: Build inspiring talent development pathways for the current and next generation of ED creatives

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
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4.1 Develop opportunities for young people to learn and apply creative and cultural skills in East Devon	4.1.1 Explore the concept of a creative digital skills hub for films, TV and gaming – possibly linked to the Future Skills Centre run by Exeter College	Med/Long	Growth, Development & Prosperity team Supported by Cultural Producer (recruitment permitting)
	4.1.2 Join Devon Local Cultural Education Partnership (LCEP) and/or explore the value in setting up a more localised LCEP to strengthen links between the cultural sector and schools / education providers	Short	THG Engagement Officer Supported by Cultural Producer (recruitment permitting)
	4.1.3 Coordinate a programme of paid creative apprenticeships across a range of East Devon cultural organisations, to provide pathways to employment and increase capacity of the local cultural sector	Med/Long	Cultural Producer (recruitment permitting) and with support from e.g. ACED members
	4.1.4 Establish a regular Youth Forum for young creatives and activists to help shape and influence the cultural offer	Short	THG Engagement Officer Supported by Cultural Producer (recruitment permitting)
4.2 Utilise empty or underused spaces for creative activities	4.2.1 Run a pilot programme to enable artists and community groups to take meanwhile leases on empty shops, for use as studios, workshops and pop-up galleries	Short/Med	Growth, Development & Prosperity team / Arts Development Manager Supported by Cultural Producer (recruitment permitting)



	4.2.2 Invest in co-working, workshop and mixed use spaces to strengthen community infrastructure, especially in new developments, and take advantage of the shift away from commuting and towards local working	Med/Long	Local Plan team
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**Theme 5**  
**New places for culture**

Objective: Ensure all East Devon residents, especially children and young people, have the opportunity to experience high quality culture and creativity in their local areas

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
5.1 Explore the concept of Exmouth Cultural Quarter as a way to link the town's activities and develop new or improved places and spaces for culture	5.1.1 Link with the Exmouth place-making plans and masterplan to audit/understand current provision, local needs and opinions to shape a vision and delivery plan for culture in the town	Short	Exmouth/Place team
	5.1.2 Explore the role of the Exmouth Pavilion as a potential creative hub for young people	Med/Long	Exmouth/Place team
5.2 Integrate cultural spaces and opportunities into new housing developments	5.2.1 Work with local residents, Libraries Unlimited and other partners to ensure Cranbrook and other new housing developments have an appropriate, high quality cultural offer co-designed with local residents	Med	Local Plan team / Arts Development Manager / THG Engagement Manager Supported by Cultural



			Producer (recruitment permitting)
	5.2.2 Lever planning gain to embed new indoor and outdoor cultural spaces for culture in new developments	Med	Local Plan team Supported by Cultural Producer (recruitment permitting)

## Theme 6 Connectivity

Objective: Support the sector to connect, work collectively, share best practice and lever investment through greater joint working

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
6.1 Resource and promote Arts and Culture East Devon (ACED) as a network, connector and champion of the local creative and cultural sector, working with members to shape its ongoing development	6.1.1 Continue building the ACED network via regular meetings, newsletters, information-sharing and socials	Short/ Med	Cultural Producer (recruitment permitting)
	6.1.2 Convene a steering group to devise a business plan for ACED, reflecting on success to date and exploring how best to democratise its leadership and management, maximise effectiveness and build its role in supporting delivery of this Cultural Strategy	Short	Arts Development Manager Supported by Cultural Producer (recruitment permitting)
	6.1.3 Establish new/linked networks that feed into ACED, to provide specialised	Short/Med	Cultural Producer



	communities of practice across the variety of activity on offer		(recruitment permitting)
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**Theme 7**  
**Cultural leadership**

Objective: Be ambitious and drive change through bringing together a diverse range of partners to drive forward and advocate for the Cultural Strategy and secure inward investment

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
7.1 Provide leadership and stewardship to drive forward the strategy and bring partners on board	7.1.1 Establish a Cultural Compact or other partnership to lead this strategy, including collaborative projects and shared funding bids, such as the Cultural Development Fund	Short	Service Lead - Countryside & Leisure Supported by Cultural Producer (recruitment permitting)
	7.1.2 Integrate Cultural Strategy Objectives and Actions into wider Council plans, staff work schedules and resource planning to understand what resources are available and where gaps remain	Short/Med	All
	7.1.3 Invest in a Cultural Producer to provide a central hub for advocacy, communications and development of the strategy, including coordination of the Cultural Compact/partnership and the ACED network	Short/Med	Service Lead - Countryside & Leisure
	7.1.4 Assign a small budget to pay freelancers for their time in strategic leadership roles, such as the Cultural Compact	Short	Service Lead - Countryside & Leisure

**Theme 8**



**Capture value**

Objective: Ensure continuous learning and improvement by monitoring and evaluating the change that creativity and culture has on people and place.

Actions	Potential work programmes	Timescale	Suggested lead at EDDC
8.1 Develop a single evaluation process that captures the social, economic, environmental and health & wellbeing value of culture, enabling advocacy for the sector as a whole	8.1.1 Work with Arts Council England and other regional partners, such as Plymouth or Exeter to explore tools available for measuring impact across East Devon cultural organisations	Med	Via ACED network



### Appendix 3: Case Studies

*We will add in 4 or 5 short case studies for the final report, to give a snapshot of the range of cultural activity currently taking place in East Devon.*

### Appendix 4: Next steps in developing the strategy

*(Information for the Steering Group and Arts & Culture Forum. This section will, of course, not be included in the final strategy doc)*

An earlier draft strategy (v2.0) was reviewed by the Steering Group (25<sup>th</sup> May) and their comments are incorporated within this draft (v3.0) to be shared with East Devon District Council's Arts & Culture Forum (15<sup>th</sup> June) for their feedback too.

The FEI team will then produce a final version of the strategy document, accompanied by a detailed Delivery Plan, to include:

- Evaluation metrics
  - To indicate how we will measure impact. These will be listed briefly in the strategy itself (section 3.2 above – 'Indicators of success') but with further detail in the Delivery Plan.
  - Indicators will be both qualitative and quantitative and may include metrics which are already being measured or are available easily, such as visitor numbers to cultural venues
- Governance and management.
  - More detail on how a Cultural Compact or other leadership group might be scoped and implemented
- Resource and funding plan
  - Including: who will lead on each action; current resources available to drive an action forward; additional resources required; timetable/milestones; partners essential/desired.

## Steering Group Terms of Reference

### Context

Thank you for agreeing to be part of the Cultural Strategy Steering Group.

FEI were appointed by East Devon District Council and the Arts and Culture East Devon (ACED) network in January 2022 to develop:

- A shared 10-year vision for culture in East Devon
- A Cultural Strategy that sets out goals, principles and objectives that reflect local needs and ambitions
- A practical delivery plan, including: activities and outputs, milestones, a monitoring framework and outline plans for resourcing and funding.

The Cultural Strategy aims to:

- Build and secure place-based strategic partnerships and local community ownership around a shared 10-year vision for East Devon and the surrounding areas
- Reflect the needs of people who live and work in the district
- Provide a compelling and robust framework to attract future investment from public, private, community and social enterprise sectors, including national investment sources
- Guide a sustainable, inclusive development of the area that is fit to meet global challenges of climate and ecological breakdown and growing inequalities.

### Governance

The Cultural Strategy is being developed by East Devon District Council and its management and delivery will be the responsibility of the Council.

However, the process of developing the Strategy has been collaborative and inclusive, and the final Strategy will aim to galvanise residents, creatives, policy-makers, funders and other partners around a shared vision. The Strategy will act as an invitation to engage with shared goals for culture in East Devon that can only be achieved in partnership.

(This is the model being used for other EDDC strategies, such as Climate Change, which also require cross-organisational and cross-disciplinary engagement.)

### Role of the Steering Group

A Steering Group has been set up to:

- Provide a strategic overview of the Strategy development
- Bring a range of expertise, experiences and voices to the table
- Act as critical friends and sharpen thinking



- Sense check and feedback on proposals, from the emerging themes and vision to the practical delivery plans
- Ensure the plans resonate with local and sector agendas.

It is hoped that the Steering group, by being involved in the development and process, will go on to champion the Strategy and help engage other partners and stakeholders on its journey.

Members are kindly requested to read the reports and other documents provided prior to each meeting.

The Steering Group will be a forum for open discussion and will not have formal minutes or decision-making powers. Key points and actions will be captured at each meeting by the consultants (FEI) and the EDDC project team (Charlie Plowden and Ruth Gooding).

### **Membership**

The Group is Chaired by the Leader of East Devon District Council (EDDC), Cllr Paul Arnott, and members are drawn from within and outside the Council. The membership also includes two other Councillors: Cllr Nick Hookway, Portfolio Holder for Culture, Leisure, Sport & Tourism and Cllr Joe Whibley, Culture Champion.

The other representatives are drawn from the arts, museums, community engagement, Arts Council England, tourism, natural environment and economic development.

Freelancers on the Steering Group will be paid industry-standard fees of £25/hour for their time at meetings.

### **Meetings and Next Steps**

The Steering Group will meet twice:

- To feedback on the Evidence and Emerging Themes Report and to take part in a Visioning Workshop (April)
- To review the draft Cultural Strategy (May).

An agenda and papers will be circulated beforehand.

The draft Strategy, along with any feedback from the Steering Group, will then be reviewed by the EDDC Arts & Culture Forum and finalised by the end of June.

The aim is for the Arts & Culture Forum to recommend to Cabinet that the Strategy be adopted this summer.

## **Funding opportunities to help deliver the Culture Strategy**

The Culture Strategy has identified through its Action Plan a number of new activities with resourcing implications and as a consequence we will need to explore the following funding avenues as well as discussions with Arts Council England:

### **1. UK Shared Prosperity Fund**

EDDC has £1.8 million over 3 yrs; following investment priority:

- o **Communities and place :**
- Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and access to amenities, such as community infrastructure and local green space, and community-led projects.
- The communities and place investment priority covers a wide range of local interventions, including public realm projects, community-led initiatives, and cultural and heritage projects
- Project concept proposals have been submitted to help deliver the Culture Strategy's Theme 1: Strengthen & support the 'people that do' and Theme 5: New Places for Culture as well as exploring if the Cultural Producer role is eligible for funding support.

### **2. Cultural Development Fund**

- o The third round of the fund is set to open next month. It will support places to achieve the following outcomes:
- Unlock local economic growth and productivity (all applications must respond to this outcome)
- Become more attractive places in which to live, work, visit and invest
- Strengthen local leadership, partnerships and capability.
- It is expected that applications will be from a partnership for the area, led by a local authority, Local Enterprise Partnership, or other appropriate body that would lead a consortium of partners from both the public and private sector, and the voluntary sector where appropriate.
- There is a budget of £30.2 million for 2022/23. Grants of a minimum of £2 million and a maximum of £5 million are available.
- Applicants can apply for a maximum of £700,000 for supporting resource activity within their total budget.

### **3. EDDC budgets**

- o The Culture Strategy and its resource implications will form part of the Cabinet discussion when it is presented at its 13<sup>th</sup> July meeting.