

ACTION PLAN

The subsequent tables set out a number of actions that have been developed alongside local stakeholders. These actions should be taken to begin realising the projects outlined in this plan. These can be best summarised in 10 overarching points:

- 1.** Form an Ilfracombe Town Team for Culture and identify a Culture Lead to drive and support a cohesive and collaborative cultural offer for Ilfracombe [Action 1-6]
- 2.** Celebrate the rich cultural offer of Ilfracombe via strategic comms planning, creative marketing and collaborative cross promotion [Action 7-11]
- 3.** Enhance the built environment and public realm, utilising cultural interventions, community collaboration and policy [Action 12-16]
- 4.** Animate the High Street and Promenade using vacant spaces to commission creative displays, pop-up cultural events and community meanwhile use [Action 17-23]
- 5.** Enhance Ilfracombe's cultural identity through the delivery of new cultural events and public art whilst actively supporting the town's current creative offer [Action 24-26]
- 6.** Support the diversification of the evening and night time economy by commissioning cultural programming that aims to extend the season, improve perception and increase safety [Action 27-29]
- 7.** Support young people in Ilfracombe to access cultural activity and education, developing opportunities to progress in the creative industries [Action 30-33]
- 8.** Embed shared decision making into cultural programming in Ilfracombe [Action 34]
- 9.** Attract external funding, centralise resources and collect and apply learning to maximise the impact of culture in Ilfracombe [Action 35- 41]

1. FORM AN ILFRACOMBE TOWN TEAM FOR CULTURE AND IDENTIFY A CULTURE LEAD TO DRIVE AND SUPPORT A COHESIVE AND COLLABORATIVE CULTURAL OFFER FOR ILFRACOMBE

Number	Action	Zone	Timescale	Cost	Benefit
1	Adopt the Ilfracombe Cultural Plan	All	Immediate	£	XXX
2	Form an Ilfracombe Town Team for Culture action group, bringing together a wide range of stakeholders including cultural, creative industries, education, community, 18 hour economy and environmental partners	All	Immediate	£	XXX
3	Proactively ensure that the Ilfracombe Town Team for Culture represents diverse voices, committing to youth representation within the action group	All	Immediate	£	XX
4	Identify a Culture Lead with the capacity and expertise to drive and facilitate a collaborative and active Town Team for Culture	All	Immediate	££	XXX
5	Ensure that the Ilfracombe Town Team for Culture is represented on the Ilfracombe Regeneration Board, the North Devon Council Group and the Northern Devon Cultural Partnership	All	Medium	£	XX
6	Commit to ambitious and exemplary environmental practices as Ilfracombe Town Team for Culture which reflect and celebrate the unique natural landscape of the town	All	Medium	£	XX

2. CELEBRATE THE RICH CULTURAL OFFER OF ILFRACOMBE VIA STRATEGIC COMMS PLANNING, CREATIVE MARKETING AND COLLABORATIVE CROSS PROMOTION

Number	Action	Zone	Timescale	Cost	Benefit
7	Utilising the successful Visit Ilfracombe platform, ensure all cultural activity in the town is clearly listed on the website and updated regularly	All	Immediate	£	X
8	Utilise the Ilfracombe Town Team for Culture to create a network of cross promotion between town stakeholders, amplifying the rich cultural offer of Ilfracombe	All	Immediate	£	X
9	Create a strategic comms plan that aims to develop a cultural brand for Ilfracombe, utilising existing events and festivals as well as new cultural activity to promote Ilfracombe's cultural offer and identity	All	Medium	££	XXX
10	Develop cultural, heritage and environmental trails in and around Ilfracombe that connect the town in residents and visitors minds, whilst celebrating what is unique to Ilfracombe. Where possible, integrate technology such as augmented reality	All	Medium	££	XX
11	Work across Northern Devon with regional partners to devise and implement a multi-faceted marketing strategy to promote the cultural offer of Northern Devon and Ilfracombe within it. Utilise the cultural brand, connected communication and online platforms as tools to showcase and celebrate what the region has to offer	All	Long term	££	XX

3. ENHANCE THE BUILT ENVIRONMENT AND PUBLIC REALM, UTILISING CULTURAL INTERVENTIONS, COMMUNITY COLLABORATION AND POLICY

Number	Action	Zone	Timescale	Cost	Benefit
12	Identify buildings which are most in need and utilise the Town Centre Enhancement Scheme to financially support businesses to upgrade their shop fronts	The Historic Spine	Immediate	£	XXX
13	Work collaboratively across Local Authority departments to identify vacant and vandalised properties which require attention. Utilising the Empty Homes Programme, environmental health (Section 215 Notice) and heritage powers, encourage and enforce landowners to upkeep properties in need	On Our Doorstep	Immediate	£	XXX
14	Use cultural and community events such as litter picking and paint the town days to bring local residents together to improve the public realm of Ilfracombe	All	Medium	£	XXX
15	Improve wayfinding throughout the town by installing creative signage and public art that amplifies and celebrates the unique history and environment of Ilfracombe	All	Medium	££	XX
16	Celebrate the wild, rugged nature of Ilfracombe in its urban residential areas through the commissioning of community-led green interventions such as pocket parks, skip gardens and green bus stops	On Our Doorstep	Medium	££	XX

4. ANIMATE THE HIGH STREET AND PROMENADE USING VACANT SPACES TO COMMISSION CREATIVE DISPLAYS, POP-UP CULTURAL EVENTS AND COMMUNITY MEANWHILE USE

Number	Action	Zone	Timescale	Cost	Benefit
17	Reference the Northern Devon Cultural Strategy, '6.3.2 Using Vacant Spaces to Fuel Culture' and learn and share best practice regarding meanwhile use from neighbouring towns such as Barnstaple	The Historic Spine and The Promenade	Immediate	£	X
18	Kickstart interest and confidence in delivering meanwhile projects by using publicly owned stock in Ilfracombe Town Centre to deliver an exemplar project	The Historic Spine and The Promenade	Immediate	££	XX
19	Create a master database of all vacant units and landlords on the High Street and Promenade	The Historic Spine and The Promenade	Immediate	£	X
20	Contact landlords and confirm vacant units that can be used for meanwhile cultural activity. Identify the most effective means of animation i.e. window displays, pop-up events and/or longer term meanwhile use	The Historic Spine and The Promenade	Immediate	£	X
21	Matchmake partnerships between landlords with vacant units and creative practitioners and community groups who are in need of space	The Historic Spine and The Promenade	Medium	£	XX
22	Support creative practitioners and community groups to realise cultural meanwhile use projects by signposting to funding opportunities and 'how to guides' such as 'Hunt and Darton Toolkit', as well as providing basis templates and guides such as event management plans and RAMS	The Historic Spine and The Promenade	Medium	£	XX
23	Proactively ensure that young people are part of animating the High Street, creating space within the commissioning, production and delivery of meanwhile projects	The Historic Spine and The Promenade	Medium	£	x

5. ENHANCE ILFRACOMBE'S CULTURAL IDENTITY THROUGH THE DELIVERY OF NEW CULTURAL EVENTS AND PUBLIC ART WHILST ACTIVELY SUPPORTING THE TOWN'S CURRENT CREATIVE OFFER

Number	Action	Zone	Timescale	Cost	Benefit
24	As the Ilfracombe Town Team for Culture, review the 'Key Projects' highlighted within the Ilfracombe Cultural Plan and prioritise delivery based on impact, budget, likelihood of funding, timeline and delivery partners	All	Medium	£	X
25	Seek external funding and develop collaborative working in order to deliver prioritised key projects for Ilfracombe	All	Medium	£	XX
26	In 2012 'Verity' was granted to Ilfracombe on loan for 20 years. Build relationships with Damien Hirst and negotiate an extended loan of 'Verity' for the town	Maritime Gem	Long Term	£	XXX

6. ENHANCE ILFRACOMBE'S CULTURAL IDENTITY THROUGH THE DELIVERY OF NEW CULTURAL EVENTS AND PUBLIC ART WHILST ACTIVELY SUPPORTING THE TOWN'S CURRENT CREATIVE OFFER

Number	Action	Zone	Timescale	Cost	Benefit
27	Building on existing evening event successes such as 'Lighting of the Lights', commission new cultural activity in the evening and night, extending existing programming to support the 18 hour economy wherever possible	The Historic Spine, The Promenade and Maritime Gem	Medium	££	XX
28	Commission an Evening and Night-time Strategy for Ilfracombe Town Centre	The Historic Spine, The Promenade and Maritime Gem	Medium	££	XX
29	Aspire to undertake the Purple Flag accreditation scheme	The Historic Spine, The Promenade and Maritime Gem	Long Term	££	XXX

7. SUPPORT YOUNG PEOPLE IN ILFRACOMBE TO ACCESS CULTURAL ACTIVITY AND EDUCATION, DEVELOPING OPPORTUNITIES TO PROGRESS IN THE CREATIVE INDUSTRIES

Number	Action	Zone	Timescale	Cost	Benefit
30	Increase local aspiration levels in young people by identifying culturally successful people from Ilfracombe (who stayed and left) and creating a programme of aspirational marketing, events and mentoring	All	Medium	££	XX
31	Support the Landmark Theatres, Creative Development Foundation and other organisations focusing on delivering programmes which provide opportunities for young people to enter the creative industries	All	Medium	££	XX
32	Bring together young people, education establishments and cultural sector partners to identify key skills and develop programmes that support young people's development into the creative industries	All	Medium	££	XX
33	Ensure all local young people have access to cultural and sporting facilities in Ilfracombe through the provision of subsidies where finance is a barrier	All	Medium	££	XXX

8. EMBED SHARED DECISION MAKING INTO CULTURAL PROGRAMMING IN ILFRACOMBE

Number	Action	Zone	Timescale	Cost	Benefit
34	Reference the Northern Devon Cultural Strategy, '6.4.1b Created by and with Communities' and embed shared decision making and cultural democracy into existing and new cultural programming to build ownership and expertise with the local community	All	Immediate	£	XXX

9. ATTRACT EXTERNAL FUNDING, CENTRALISE RESOURCES AND COLLECT AND APPLY LEARNING TO MAXIMISE THE IMPACT OF CULTURE IN ILFRACOMBE

Number	Action	Zone	Timescale	Cost	Benefit
35	Work alongside funders such as Arts Council England to provide free training to creative practitioners and cultural organisations in making funding applications	All	Immediate	£	XX
36	Signpost creative practitioners and cultural organisations to local, regional, national and international grant funding opportunities to support and develop their work	All	Immediate	£	XX
37	As Ilfracombe Town Team for Culture identify a large, strategic fund (such as ACE's Place Partnership) and use the Ilfracombe Cultural Plan to support a bid for external funding	All	Immediate	£	XXX
38	As Ilfracombe Town Team for Culture centralise physical resources to build capacity by performing a group audit of equipment and identify what can be shared or purchased collaboratively	All	Immediate	£	XX
39	Make cultural programming easier and more accessible by providing free administrative resources such as event management plan and RAMS templates	All	Immediate	£	X
40	Compile all existing evaluations of past cultural activity in Ilfracombe and identify key lessons to date. Use this information to improve provision and help attract external funding	All	Immediate	£	X
41	As Ilfracombe Town Team for Culture, agree a baseline standard for evaluating cultural projects. This should include photos, testimonials, number of attendees and key lessons learnt. All evaluation resources should be centralised in a bid to share best practice and provide collateral to market Ilfracombe as a unique cultural destination	All	Medium	£	XXX