



## Audience Development & Marketing Plan

### Background

First Light Festival is produced by First Light Festival C.I.C., a new social enterprise formed by FlipSide (Genevieve Christie), Hemingway Design (Wayne Hemingway MBE) and Clare Matterson CBE, who all have extensive experience in delivering high quality arts and science events and festival work. We benefit from a strong steering committee with representation from local community leaders, educational providers and cultural organisations. We have developed close partnerships with East Suffolk Council, Suffolk County Council and Lowestoft Town Council and the festival is a key part of the East Suffolk Business Plan for Lowestoft and the Lowestoft Cultural Strategy.

First Light Festival took place for the first time on midsummer's weekend 22nd/23rd June 2019 on Lowestoft's South Beach, Kensington Gardens and Promenades. The festival was conceived as part of the vision for the cultural regeneration for South Beach and also for wider cultural regeneration for the town as a whole, building a new positive narrative for Lowestoft that celebrates its position as England's most easterly point. The unique non-stop 24 hour programme, with free access and over 160 free events attracted more than 30,000 people.

Our programming is broad, accessible and of very high quality, mixing world class artistes with highly regarded local talent. Partnerships with cultural organisations, science partners, Museum and Library services and education providers as well as community groups contribute to programming and outreach activities.

We know that there is a huge appetite for First Light Festival as social media, online feedback and our responses from over 1100 online surveys and 342 paper surveys compiled with The Audience Agency, was overwhelmingly positive:

**9.2 /10** said "This event has left me feeling more **positive** about Lowestoft"

**9.7 /10** said "This event is **good** for the profile of Lowestoft"

**9.6 /10** said "I would **recommend** First Light Festival to a friend"

**9.9 /10** said "I think First Light Festival **should happen again** in Lowestoft"

The top three words used to describe the audience experience were: **Inclusive, Fun and Amazing**

**First Light** is rooted in Lowestoft but outward looking, works to access hard-to-reach audiences; encourages creativity and shines a light on local talent, is environmentally aware and aims to minimise its environmental impact through both programming and production approach. **First Light is for everyone.**

## Objectives and Targets 2020 and 2021

1. **Grow engagement with Lowestoft's most deprived audiences**
2. **Play a key role in regeneration – with world class programming to expand our Cultural Tourism offer**
3. **Embed a sustainable financial model that maintains maximum access for audiences**

### Target 1: Grow engagement with Lowestoft's most deprived audiences

There are pockets of deep and persistent disadvantage in and around Lowestoft that experience higher than national levels of poor health outcomes, unemployment, in-work poverty and the highest rates of incapacity in Suffolk. The socio-economic profile of Lowestoft is likely to point towards less cultural participation than the national average. Active Lives survey data indicates that 44.5% of the population in Waveney (former district – now East Suffolk) have engaged in 3 or more cultural activities in a year, which is below the national average of 52.2% (arts activity). If Lowestoft was counted outside of Local Authority data (East Suffolk is the largest district in the UK and brings together 13 towns and market towns) it is likely that it would be considered an area where cultural participation is in the bottom 33%.

**72%** of audiences at First Light Festival in 2019 were from Lowestoft. The Audience Agency Audience Spectrum profiling shows First Light's significant reach into the low and medium culturally engaged groups:

Up Our Street – low engagers (modest in their habits and in their means) was **13%** higher than the East of England profile

Heydays – low engagers (high poor health, assisted living, enjoys crafts) was **8%**, double the East of England profile

Home and Heritage – medium engagers (conservative, not highly engaged) was over represented at **5%** higher compared to the East of England profile

Trips and Treats – medium engagers (days out, families) was over represented by **3%** compared to East of England profile

Audiences were relatively evenly allocated between wards, but with the highest % from Kirkley & Pakefield and Harbour wards. First Light Festival takes place in Kirkley, the most deprived LSOA in Lowestoft (and East Suffolk), ranked 25th out of 32,844, which puts it within the 10% most deprived wards in England. Harbour Ward is ranked 65<sup>th</sup> in the 2019 IMD and has recently become a Heritage Action Zone to protect its dilapidation and at-risk building stock.

7.9% of Kirkley residents report bad or very bad health, compared with 4.7% for Suffolk and at First Light Festival 2019 **16%** of audiences surveyed identified as deaf, disabled or having a long term health condition.

First Light's values of inclusivity and accessibility mean that it is very important that Lowestoft residents feel that First Light is for them and that it inspires and empowers them and participating in the festival both in the run-up and at the festival is key to this.

**Methodology: Provide year-round and festival participation opportunities through lead-in and mass participation projects that are fully integrated with the festival activities**

In 2019 34% of audiences surveyed participated in an activity at the festival. We want to grow this by at least 20% and increase our reach to low engaging ‘Up Our Street’ ‘Heydays’ and ‘Facebook Families’ audiences who represent a high percentage of Lowestoft demographic.

Local partnerships are particularly effective in engaging with our local audiences and we will work with them to bridge the gap between audiences attending and fully participating. A large scale programme of lead-in projects will wrap around the festival and link to key parts of the festival programme:

**Re-imagining the Seaside Carnival:**

The aim of this lead-in project is to create, share and showcase the skills of the town, growing ownership of First Light Festival through town-wide creative collaboration. The project is inter-generational and will target the wards of Kirkley, Harbour and Normanston and marginalised communities such as Surviving United, (survivors of sexual, domestic and psychological abuse) and the homeless – through Access Communities housing projects. We will target and link with the many local craft groups (Heydays) to forge connections within the community and with local businesses, facilitated by our arts practitioners – to create an original clean, green carnival parade that is co-curated by participants to bring sparkle and fun to the opening of the festival. The project will grow over the two years increasing output, partners and numbers of participants.

<b>Activities</b>	<b>Target Audience</b>	<b>Partners</b>
<p>Year 1 Mar – Dec 2020</p> <p>2 Ideas workshops 5 Making workshops 2 Music workshops 2 Group rehearsals Festival Parade Feedback workshops 2 Ideas Workshops</p>	<p>15 Suffolk Homeless Single Persons and Families Housing project services users</p> <p>30 Kirkley residents 15 Surviving United</p> <p>10 Brave Art Disabled and learning disability participants</p> <p>600 Children &amp; young people from Kirkley and wider town schools</p> <p>100 Local ‘making’ Groups participants</p>	<p>Access Community Trust,  Kirkley People’s Forum</p> <p>Suffolk Artlink NUA</p> <p>Lowestoft LCEP Suffolk Music Hub</p> <p>Gunton Create &amp; Craft, Lowestoft Arts Group, Men’s Shed &amp; British Legion, Lowestoft Library</p>
<p>Year 2 Jan 2021 – July 2021</p> <p>4 Ideas workshops 10 Making workshops 2 Music workshops 2 Group rehearsals Festival Parade Feedback workshops</p>	<p>30 Suffolk Homeless Single Persons and Families Housing project services users</p> <p>60 Kirkley residents 15 Surviving United</p> <p>10 Brave Art Disabled and learning disability participants</p> <p>1000 Children &amp; young people from 16 Lowestoft schools 100 Local Music Group members</p> <p>200 Local ‘making’ Groups members</p>	<p>Access Community Trust, Community Action Suffolk, One Life Suffolk</p> <p>Kirkley People’s Forum</p> <p>Suffolk Artlink NUA</p> <p>Lowestoft LCEP Suffolk Music Hub, Waveney Symphonia</p> <p>Gunton Create &amp; Craft, Lowestoft Arts Group, Men’s Shed &amp; British Legion, Lowestoft Library</p>

### Mass Participation Dance:

A mass participation dance project in partnership with Dance East will grow year-round creative participation offering young people, community groups, those with disabilities, over 50s, local businesses and public sector workers opportunity to be part of a mass beach dance that will mark sunset and create a moment of collective joy for Lowestoft. For 2020 the project will be "I Believe in a Thing Called Love" based around the famous song "I Believe in a Thing Called Love" by Lowestoft band The Darkness. Devised by Dance East, dancers The Hiccups will teach the dance, which will be filmed and then distributed via a downloadable link so that schools, groups and individuals can learn it collectively and in home settings with dance practitioners running a series of demonstrations at assemblies and community sessions and popping up in the high street to encourage people to join in, together with managed rehearsals before the festival dance - where The Darkness will perform the song. Plans for 2021 include developing a mass participation dance around a new musical commission for Lowestoft - potentially with Hannah Conway and Karen Gillingham who have both worked with large scale projects including the Dare to Dream project that was performed in the Royal Albert Hall in March 2019.

<b>Activities</b>	<b>Target Audience</b>	<b>Partners</b>
Year 1 Mar – Dec 2020 "I Believe in a Thing Called Love" 4 School Assemblies 3 Community workshops 1 Shopping Centre Pop ups Final rehearsals Festival Mass Dance Feedback workshops 2021 planning workshops	2500 children  300 Schools Dance project participants  50 Dance Groups members  150 Community Groups members  60 Over 50s  40 Disabled / learning disability participants  200 Business Community  300 Public Sector	Lowestoft LCEP, Dance East East Coast College/6 <sup>th</sup> Form College  Norfolk Suffolk Schools Games  Cantors  Kirkley People's Forum, Access Community Trust, Town Pastors,  Lowestoft Library/Marina Theatre, Rotary Club, British Legion, Age UK  Seagull Theatre FABBA Suffolk Artlink  Lowestoft Vision, Kirkley Business Assoc, Cefas  James Paget Hospital, One Life Suffolk, Kirkley Mill Surgery
Year 2 Nov 2020 – June 2021 "Big Beach Boogie" 8 School Assemblies 5 Community Workshops 2 Shopping Centre Pop ups Final rehearsals Festival Mass Dance Feedback workshops	4000 children  300 Schools Dance project participants  100 Dance Groups members  300 Community Groups members  120 Over 50s  40 Disabled / learning disability participants  400 Business Community  600 Public Sector	Lowestoft LCEP, Dance East, East Coast College  Norfolk Suffolk Schools Games  Cantors, June Glennie  Kirkley People's Forum, Access Community Trust, Town Pastors Lowestoft Library, Marina Theatre Rotary Club, British Legion, Age UK  Seagull Theatre FABBA Suffolk Artlink  Lowestoft Vision, Cefas, Kirkley Business Assoc, Chamber of Commerce  James Paget Hospital, One Life Suffolk, Kirkley Mill Surgery

At First Light 2019 there was a strong family audience at 58% and perception of a significant teen audience, particularly for the main stage and DJ music. However a low number of teens responded to the audience surveys (6%). Our partnerships with the Lowestoft LCEP, Further Education colleges and creative partners with expertise in working with teenagers will target this audience to increase creative involvement, skills enrichment and ownership of particular parts of the festival.

Less than a quarter of young people who live in Lowestoft progress into higher education. In the high deprivation ward of Kirkley only 15.4% of residents have achieved level 4 qualifications and above compared to 23.9% in Waveney as a whole. In 2019, 6 of Lowestoft's 16 schools are classed as inadequate or needing improvement.

The following graph shows where educational attainment across early, primary and secondary education is significantly low and the Lowestoft wards with high percentages of people who have no qualifications at all.

Wards in Local Authority Area	% of Pupils with a Good Development at Early Years Foundation (age 5)	% of Pupils achieving the expected standards in reading, writing and maths (key stage 2)	% of Pupils achieving at least a grade C in English and maths (key stage 4)	% of people achieving no qualifications
Lothingland	56.3	72.7	84.6	21.2
Gunton and Corton	89.3	61.5	71.9	25.8
St Margarets	67.7	48	53.7	36.3
Oulton	80.9	54.1	62.8	25.9
Oulton Broad	83.3	74.3	51.4	32.9
Normanston	69.6	47.7	52.2	33.8
Harbour	67.4	35.4	48.5	32.2
Kirkley	70.9	56.4	58.6	31.2
Whitton	63.7	49.3	48.2	37.9
Pakefield	74.6	66	57.9	35.4
Carlton	68.3	58	65.9	25.1
Carlton Colville	71.5	52.8	59.4	22.7
Kessingland	64.2	47.1	43.5	33.7
AVERAGE (Waveney)	71.4	55.1	60.2	28.7
AVERAGE (Lowestoft)	72.6	54.2	56.2	31.1

Studies have shown that Educational Attainment has a direct correlation with deprivation levels; the more deprived an area is, the more likely it is to have lower levels of educational attainment.

Wards in Local Authority Area	LSOA	Deprivation Index	Ranking of x 32,844 2015	%most/least deprived
Carlton and Whitton	006A	IMD	28,489	within 20% least deprived
		Income	27,563	within 20% least deprived
		Education	18,900	within 50% least deprived
		Health	22,841	within 40% least deprived
Kirkley and Pakefield	007D	IMD	25	within 10% most deprived
		Income	169	within 10% most deprived
		Education	923	within 10% most deprived
		Health	161	within 10% most deprived

The table above shows how overall deprivation relates to Income deprivation, Education deprivation and Health deprivation. Kirkley and Pakefield 007D is in the bottom 1,000 out of 32,844 for every Index

**Methodology: Target wards with lower attainment - Harbour, Whitton, Kirkley and Kessingland.**

**Spinback DJ Music and Music Skills Project:**

With the Lowestoft LCEP, Community Action Suffolk and Access Community Trust youth projects and with the Seagull Theatre, this project will target thirty 13-19 year olds for a creative programme of music workshops, talks and open deck sessions that build to participation in First Light Festival and offer a legacy beyond it. In partnership with Access to Music and Creative Nation's Alice Whitney, it programmes skilled practitioners and music technologists plus guest instrumentalists and DJs for an interactive schedule of activities that focus on song writing skills, DJ music skills and music technology. The project will establish a new festival stage for young people from the project to showcase their talents - growing the performance offer over the two years of the project. The 2020 festival will include a focus on female DJs with the aim of boosting engagement from girls and young women in DJ music skills and technology.

Activities	Target Audience	Partners
Year 1 Mar – Dec 2020	20 Teens from Harbour, Whitton, Kirkley and Kessingland wards	LCEP, East Point & Denes East Suffolk College/6 <sup>th</sup> Form, Suffolk Music Hub
1 Songwriting workshop	3 Minding the Gap (NEET) service users	Community Action Suffolk
1 Intro DJ workshop		
1 Music Tech session	3 Colville House Youth Club members	Access Community Trust
2 DJ Girl Workshops	4 Seagull Young Performers	Seagull Theatre
Festival Prep session		
Festival Performances		
1 Feedback session		
1 Xmas Performance		
Year 2 Jan 2021 – July 2021	20 Teens from Harbour, Whitton, Kirkley and Kessingland wards	LCEP, East Point & Denes East Suffolk College/6 <sup>th</sup> Form, Suffolk Music Hub
2 DJ Girl Workshops	3 Minding the Gap (NEET) service users	Community Action Suffolk
1 Songwriting workshops		
1 DJ workshops	3 Colville House Youth Club members	Access Community Trust
1 Music Tech sessions	4 Seagull Young Performers	Seagull Theatre
2 Festival Prep Session		
Festival Performances		
1 Feedback session		

The partnership with Access to Music will highlight higher education music opportunities for young people in the region and the access that is available. In 2021 we will also partner with renowned DJ Gilles Peterson's Brownswood organisation and their Future Bubblers to increase music network connections for young people and for inclusion as a partner in the DJ sessions and Youth Stage at the festival.

**On the Record Young Reporters:**

Targets 16 – 19 year olds for festival reporting and communications, with writing skills workshops from National Centre for Writing, sessions from PR, broadcast and journalism experts and the opportunity to cover the festival as its young reporters. The project aligns to the A level curriculum Original Writing strand and will work with 16 Lowestoft Sixth Form College Year 12 and 13 English and Film students to open up media blogging, vlogging and broadcast interview techniques. Students will engage with the festival's communications team, Archant Communications and Beach Radio, with opportunities growing in Year 2 for Instagram Take Overs and radio reporting.

<b>Activities</b>	<b>Target Audience</b>	<b>Partners</b>
Year 1 Mar – Dec 2020  Intro Session 1Comms/PR workshop 1Print journalism 1Vlogging/Broadcast 2Pre-festival reporting Festival reporting 1Feedback session 1Social Media Session 1 Writing Skills wkshp	4 year 13 and 10 year 12 English students and 2 year 12 Film students	Lowestoft 6 <sup>th</sup> Form College, Yellobelly Archant Beach Radio Hemingway Design FlipSide National Centre for Writing
Year 2 Jan 2021 – July 2021  1Intro/Reca[ Session 1Comms/PR workshop 1Print Journalism 1 Writing Skills wkshp 1Promo Session 1 Takeover Day 2 Pre-festival reporting Festival reporting 1Feedback Session	4 year 13 and 10 year 12 English students and 2 year 12 Film Students	Lowestoft 6 <sup>th</sup> Form College Yellobelly Archant Beach Radio BBC Radio Suffolk National Centre for Writing

**First Light Youth Voice:**

In 2020 we will establish a youth council to make sure the voice of Lowestoft's young people is part of our programming, project development and volunteering plans. We will develop this with the LCEP, Lowestoft Sixth College and East Coast College and Lowestoft Rising with inclusion in our Steering Group monthly meetings. With our young stakeholders we will develop a feedback mechanism for evaluation

## **Volunteering:**

For the 2019 festival, we recruited a brilliant team of 100 volunteers who helped us deliver the festival. Over the course of 24 hours, they undertook a staggering 261 4-hour-long shifts– that’s over 1000 hours of work!

Reasons people have given for volunteering included:

“.... a sense of achievement in being part of something different and amazing in Lowestoft. Meeting new people from outside of Lowestoft to let them know how brilliant Lowestoft can be.”

“To learn more skills, meet new people, career opportunities”

“To be part of something exciting that will make a huge positive impact on the area.”

For 2020/2021 we will grow this incredible resource of volunteers to get as many local people as possible involved in the festival in a range of ways, from helping with leafeting, to stewarding events, artist liaison, box office, information and wayfinding. We will create a programme of training and briefings on the background of the festival, tasks they will undertake and how to respond in the case of an incident. Key partners for this will be Access Community Trust, Kirkley People’s Forum, church groups including from St Peter & St John and Pakefield Church and the Community Enablers.

## **Accessibility:**

30.7 % of households in Kirkley include a person with a disability or illness. This was underlined by the high percentage of First Light Festival audiences (16%) who identified as being deaf, disabled or having a long term health condition. We will work with charity ‘Attitude is Everything’ to increase accessibility both for participation in lead-in projects and at the festival, including across the difficult beach site and at events, creating more viewing areas, sourcing more beach wheelchairs and expanding signing.

## **[Target 2: Play a key role in regeneration – with world class programming to expand our Cultural Tourism offer](#)**

Culture is understood as key to changing people’s views of Lowestoft. Barriers to audiences coming to the town and perceptions of the cultural offer are historic and linked to a negative perception of the town, but this is gradually changing. Following First Light 2019 28% of those surveyed said they had not visited Lowestoft before and 96% of those from outside Lowestoft said they would visit again. 98.6% respondents to our online survey strongly agreed that the event was good for the profile of Lowestoft and 89.5% strongly felt that the event left them feeling more positive about Lowestoft. We want to build on this positivity and year on year grow cultural tourist audiences.

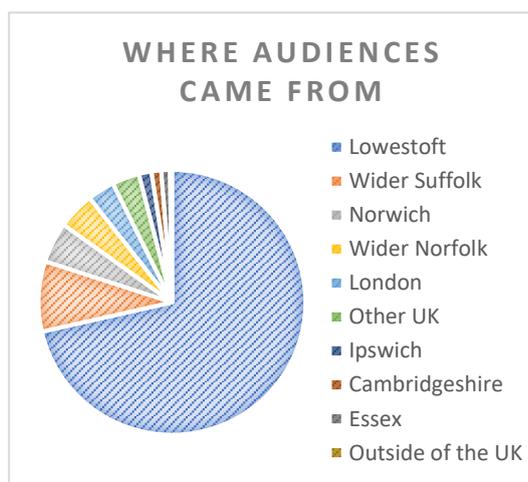
Tourism is an important sector in Lowestoft, with 7% of jobs in the town attributed to it. It is an essential sector for the businesses adjacent to the festival site in Kirkley, Harbour and Pakefield, and with competition from other parts of the region it is important that Lowestoft retains and continues to grow its share of the tourism market. Like many coastal towns, high long term unemployment is a continuing challenge with the percentage of the working age population claiming unemployment benefit (Jobseekers allowance) remaining at least 3% higher than the county, regional and national averages. Lowestoft also struggles to attract professionals including doctors and teachers. Having a diverse cultural offer will create an appealing place that attracts creative industries and encourages people to travel and relocate here.

The festival 2019 made a positive impact on the local economy with every single hotel and B&B room booked on the night of the festival and hardly any availability on the Thursday and Friday before, with an average spend of £20 spend per head on the festival site and extra benefits including increased parking revenue of 183% (although many people walked and took the train). Specifically, an investment of £90,000 of business rates retained by East Suffolk Council was converted into 900k of direct spend at the festival. This is in addition to wider financial benefit to local hotels, restaurants and bars – which is thought to be considerable, but not possible to measure.

**Methodology: Devise diverse, pioneering and inspiring festival programming of national and local significance; shape a PR and marketing strategy to increase audience reach and amplify the narrative around the festival’s unique location and model; align our priorities to the East Suffolk Business Plan, Lowestoft South Beach Vision and the Lowestoft Cultural Strategy.**

The aims of the South beach Vision are for Lowestoft to “...position itself as a young, modern destination built around activity, events and overnight stays. Many of the public spaces are underutilised and could be more inviting for organised events and relaxed family activities... and bring new interesting dimensions to the coastline. In order to become a reality, these ideas need to be delivered through a collaborative approach involving the Council, local businesses and organisations and the arts community”.

30,000 people attended First Light Festival 2019 with a strong local audience with the next most represented audiences from wider Suffolk, Norwich, wider Norfolk and London:



We will target this regional audience to grow the visitor experience for the 275,000 people who live within a 45 minute drive of Lowestoft town centre, much of which covers the rural hinterland around Lowestoft which is to a large degree under-served by cultural provision. In this surrounding area there is a higher level of ‘Dormitory Dependables’ and ‘Trips and Treats’ audiences with a preference towards mainstream arts and popular culture – their top motivation is to be entertained.

The Audience Agency profiling also shows that Experience Seekers represented 6% of surveyed audiences, just 1% below the East of England Profile. This segment represents a mix of couples and singles with disposable incomes are culturally aware and in search of new things to do. Experience Seekers are particularly ethically and environmentally minded and will seek out organisations and activities which match their principles. Willing to take risks, be spontaneous and lead, they are looking to be well informed and are able to consider a range of options - Norwich and Cambridge have relatively high numbers of Experience Seekers. The

fact that in 2019, 75% of audiences surveyed attended an event or talk and 29% watched sunrise at the festival – backs up the growth potential of this audience.

We will target these audiences with imaginative and innovative programming that maintains a good balance and range in terms of performance and activity of local/national significance with a mix of mainstream and locally well-known acts to create headlines and a sense of confidence for audiences, interwoven with prestige acts, unique events and up and coming performers for those looking for something different.

Our programme will also emphasise our unique easterly location, with key moments focussed around the movement of the sun and the sea – this is our USP. The 24-hour festival nature of the event and camping on a beach will appeal to audiences looking for a unique experience and we will gradually extend the camping but ensure that the ‘wild’ and boutique nature of it is retained.

### **Programming in 2020 and 2021 will:**

- Programme a diverse mix of multi-arts content that reflect our audiences eg. The Darkness – local heroes
- Increase activity and focus around sunrise to attract bigger Experience Seeker audiences
- Develop live music programme to include a wider range of genres especially to enrich the night/early hours audience experience including a new acoustic stage in Kensington Gardens
- Work with High Tide Theatre to create a new theatre zone for a strand to showcasing new writers and with Marina Theatre and their new resident company
- Develop a diverse artiste base
- Work with Access to Music to establish a Youth Music Stage
- Work with Cefas and Natural History Museum to expand the science offer and curate arts/science programming with an interactive Nature Live programme
- Work with Dance East to for mass dance and festival participatory dance offer
- Commission visual art including beach sculpture(s) and digital
- Develop our well-being and sport offer, appealing to Experience Seekers
- Exploit the participatory value of the big open air film screen
- Evolve the festival footprint to include Pakefield Church for atmospheric interior venue space

### **Draft Programme: Appendix 1**

### **Marketing Plan – Amplify Audience Reach and Convey the Story of First Light Festival**

Hemingway Design have created a distinctive brand for First Light Festival and led on website design and social media strategy. First Light currently has a social media reach of 257,785 and 2,313 people subscribed to our mailing list.

The top five locations of the audiences visiting the First Light Festival website from a Google ad were Norwich, London, Ipswich, Great Yarmouth and Lowestoft, with Colchester, Peterborough, Cambridge, Manchester, Birmingham and Nottingham in the top 20.

Yellobelly oversee press and PR for the festival. In 2019 we had approximately 60 pieces of regional and national print and online coverage (not taking into account the syndication of articles within the Archant media group) with an approximate reach of 1.4 million for print and 4.9 million for online. Across all the platforms, from the first interview with Cerys Matthews on Radio 6 Music at the beginning of the year, to the BBC One Show’s coverage broadcast after the event, all the media coverage captured the excitement and uniqueness of the festival.

In 2020 and 2021 we aim to:

- Launch in March of each year in the press and online, with acts and activities announced between then and the festival in June
- Create printed programmes detailing festival highlights, timetable, site map and visitor information to be distributed to local businesses, libraries, transport hubs, tourist offices and cultural organisations at least 2 months ahead of the festival to cater for local audiences with low internet use
- Offer clear and accessible information on our website and in all literature, with enough information highlighting for example options such as individual events, food offer, parking and accommodation to enable audiences to make up their minds and plan a bespoke event
- Distribute banners and road signs in Lowestoft and the surrounding area, including main roads into the town to include key information – name, location, date to raise awareness of the event and the brand.
- Embed media partnership with Archant and BBC Radio Suffolk for regional coverage
- Achieve national press coverage in a wide range of newspapers
- Work with community groups and organisations such as Lowestoft Rising, Community Enablers, Access Community Trust, Lowestoft Vision to promote in their online and print communications.
- Increase online listings with for example, Suffolk Coast DMO, Suffolk Coast, Visit Suffolk and Visit East of England
- Cross market with cultural partners
- Increase social media engagement with audiences including Experience Seekers via social media, particularly Instagram and Twitter
- Run social media campaign to increase sign ups to e-newsletter communications through digital media - the most efficient route for the time and attention of urban audiences
- Run personalised e-newsletters to reach existing and engaged audiences
- Run competitions for ticketed events
- Work with partners and stakeholders for cross promotions, i.e. Greater Anglia created a Solus email in 2019 which was viewed by all online train ticket buyers in the run up to the festival
- Develop our relationship with Greater Anglia to ensure a reliable and frequent service for people travelling to Lowestoft for the festival, as they did for the air shows in Lowestoft and Great Yarmouth.
- Initiate festival packages with local hotels
- Signpost visitor's accommodation and restaurant offers via First Light website.

### **Environmental:**

Festivals can present a major environmental problem with single use plastic and vast amounts of rubbish generated over very short time periods. As a young organisation First Light Festival has the opportunity to start as we mean to go on and prioritise an environmentally aware ethos. Our beach location connects us with many urgent issues that face the coastline and the planet and our partnerships with Cefas and the Natural History Museum will weave issues such as climate change and sea pollution into our programming enabling us to use the arts to raise awareness and promote engagement. We will develop audience engagement in our partnerships with Rubbish Walks and Plastic Action for mass involvement in caring for First Light's environment and to minimise the festival impact. We will have a no single use plastic policy and work with our vendors, makers and exhibitors to align to this and will use our programme of installations to work with artists whose work highlights these issues.

#### Target 4: Embed a sustainable financial model that maintains maximum access for audiences

First Light Festival is a not for profit Community Interest Company set up to produce First Light Festival and linked projects for Lowestoft to directly impact regeneration. Our aim is to make the C.I.C. a sustainable social enterprise that involves the town in its governance and creates employment opportunities. 86% of audiences surveyed said that the free access and free events was a very important/important factor in them engaging with First Light. Maintaining access for audiences who face economic disadvantage is a key priority.

Funding for the 2019 festival was made up of public funding and moderate earned income and sponsorship. With such high audience numbers and media exposure in its first year, First Light has secured substantial, increased public funding from the local authority and has set ambitious targets to increase Earned Income and Grants/Sponsorship income streams:

<b>First Light Festival Project Income</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>PUBLIC FUNDING</b>			
Arts Council	99,999	118,000	80,000
East Suffolk Council	89,470	200,000	200,000
Suffolk County Council	16,700	16,700	16,700
Lowestoft Town Council	10,800	5,000	5,000
<b>SUB TOTAL</b>	<b>216,969</b>	<b>339,700</b>	<b>301,700</b>
<b>GRANTS, SPONSORSHIP, TRUSTS &amp; FUNDS</b>			
	46,859	60,000	79,000
<b>EARNED INCOME</b>	<b>24,549</b>	<b>34,700</b>	<b>38,705</b>
<b>TOTAL INCOME EXCLUDING SUPPORT IN KIND</b>	<b>288,377</b>	<b>434,400</b>	<b>419,405</b>
<b>SUPPORT IN KIND</b>	<b>59,758</b>	<b>107,127</b>	<b>118,787</b>
<b>TOTAL INCOME INCLUDING SUPPORT IN KIND</b>	<b>348,135</b>	<b>541,527</b>	<b>538,192</b>

**Methodology: Develop a mixed ecology of income streams with grants and sponsorship across arts, science and well-being plus earned income.**

**Sponsorship** - First Light is establishing a new festival consortium with HemingwayDesign, Festival of Thrift, National Festival of Making, Urban Village Fete and Classic Car Boot Sale. The consortium's shared values of accessible festivals with place-making regeneration at their core is an innovative offer to sponsors. This new approach works with an experienced fundraiser who will represent First Light Festival to 300 global and local brands and build internal capabilities about how to develop sponsorship packs and negotiate deals. First Light will also work with East Suffolk Council Economic Regeneration department to take advantage of Lowestoft securing status as one of only three Business in the Community towns and work with key stakeholders Anglia Water and Kier to attract support.

**Grant approach:** We will use the breadth of our multi-arts programme which combines the arts with science, well-being and sporting activity, to target a wide range of grants in all these areas, including public engagement science and health grants with our partners Cefas and Natural History Museum, active life/sports grants with Suffolk County Council and Sport England and cultural place making funds with ESC. We are working with Suffolk Community Foundation to secure support from their new Lowestoft based fund.

**Earned Income:** To ensure First Light Festival is inclusive and accessible to everyone, something that is particularly identified by local audiences, our priority is to keep access to the Festival and most events free with a standardised price of £10 for film and DJ music events. Food and drinks concessions and camping, will be kept at a reasonable price reflective of the wider local offer, with a new commission fee adding to growth and realistic increase of vendor and camping pitch numbers.

Ticketed elements will target 'Experience Seeker' and wider regional audiences looking for unique, immersive cultural experiences, although big name acts will also appeal to a wider audience.

### **On-going Sustainability:**

First Light Festival C.I.C. is working with East Suffolk Council Economic Regeneration department to establish an office/hub base for the C.I.C. in East Point Pavilion. Initially this will be within the existing building but following re-development it will be in the re-imagined pavilion with an office and meeting room incorporated into a mixed use building that will be an exciting new destination on the seafront. This opportunity will grow exposure for First Light and offer the potential for a management role that will underpin the C.I.C.

First Light's commitment to diversity will ensure that we will look to recruit as many local people to be part of the organisation through a variety of roles in production, administration and technical opportunities to strongly impact the creative skills ecology in the town.

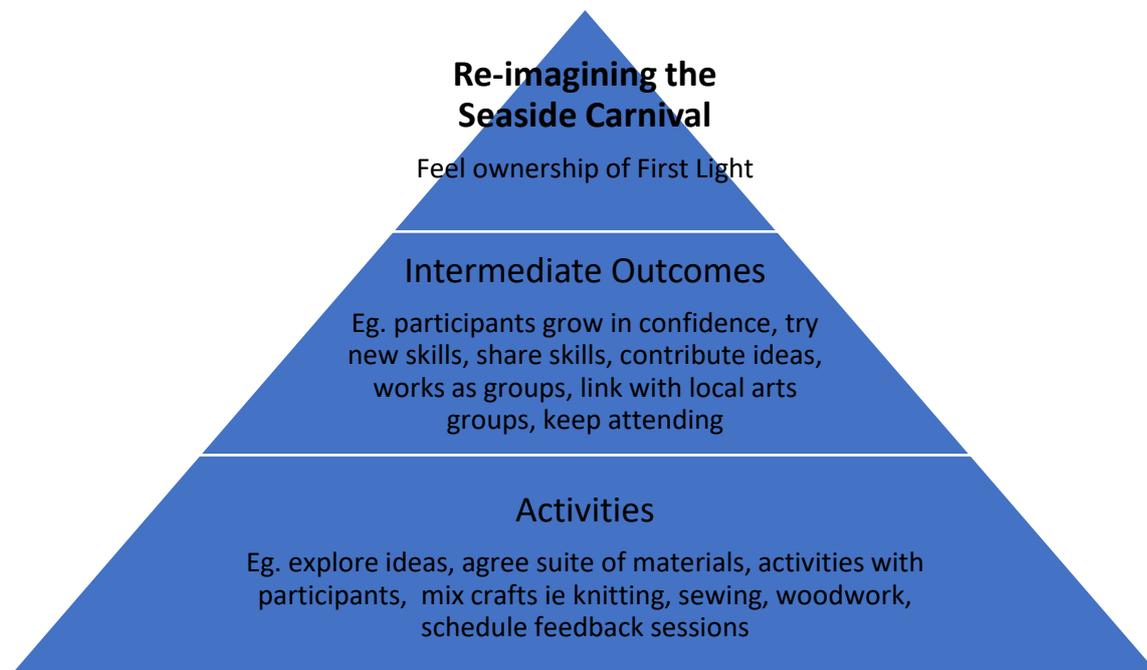
**Budget and cash-flow are attached separately.**

## Evaluation - to provide a rich picture of the impact of the festival and lead-in projects

It is essential that we capture the learning and outcomes of our work around our key goals of growing engagement with diverse audiences, driving regeneration and creating a sustainable financial model. We will work with our partners on all of these areas to capture information in appropriate ways and share it fully.

In 2019 we worked with The Audience Agency on an audience survey which was carried out face to face at the festival and completed with the assistance of the Lowestoft Community Enablers. We also carried out an online survey which was completed by more than 1000 people. The aim of this baseline evaluation was to ascertain the profile of audiences and feedback from those audiences in terms of their enjoyment, appreciation and understanding of the festival. First Light also captured and monitored feedback on social media.

The 2020/2021 project timeline offers the opportunity to use a 'change' evaluation methodology to understand the impact the project is making in creating positive change, including the Re-imagining the Seaside Carnival, Mass Dance, Spinback youth music and On the Record literacy lead-in projects. We will work closely with our Steering Group on this at each of our monthly meetings. They comprise Suffolk Constabulary, Lowestoft Rising, Cefas, East Suffolk College, Norwich University of the Arts, Marina Theatre and Seagull Theatre, and together we will create a realistic framework that we can all work with and for them to evaluate participants from their groups who are taking part in the project. We will use this method to agree the overall change the project is trying to achieve and the goals of the different projects. We will identify and test the assumptions and evidence we are using, monitor the intermediate outcomes, benefits and learning that are experienced during the project, the activities we use and how we deliver them; the resources that we employ and the outputs that are achieved as well as who enables the project both within our organisation and from outside – responding and adapting throughout the project.



Example of lead-in project evaluation planning

In 2020/20201 the project will work with the Audience Agency on a qualitative evaluation alongside an audience survey to understand the range of engagement at the festival and

capture the impact of those involved in a more participatory way, designing informal yet structured questions around the social impact of taking part. This will include cross-over groups such as local volunteering and interest groups whose members will benefit from being involved; artists and professionals who will be performing, exhibiting and working at the festival at a variety of levels. We will expand the number of surveys completed through using tablets rather than paper surveys with a higher number of fieldworkers on site. In 2021 the evaluation approach will consider and measure the role the festival has in encouraging social and economic impacts.

We will collate Google analytics results and data from social media to analyse the impact of media campaigns.

We will collect sales data from traders on site and work with East Suffolk Council's regeneration team to assess our economic impact.

We will use all data gathered to create evaluation reports using Arts Council and East Suffolk Council's individual frameworks.

## **Report Methodology**

We have used The Audience Agency Mosaic Model segmentation in this plan and data from the IMD, East Suffolk Council Regeneration Department and the Lowestoft Community Partnership

## **SWOT Analysis**

### **Strengths**

- Clear and unique concept and brand
- Scenic beach location
- Inclusive artistic programme
- Experienced and professional delivery team
- Strong connections with local, regional and national cultural and heritage organisations
- Strong connections with community groups and charity sector
- Membership of Local Cultural Education Partnership
- Supportive and committed funders, councils and steering group
- Engaged online audience with broad reach

### **Weaknesses**

- Significant infrastructure and staffing costs across a challenging site
- Small team
- Transport links and parking
- Unpredictable British weather

### **Opportunities**

- Develop and increase artistic offer at the Festival
- Increase culture participation with a programme of lead-in projects that are fully integrated with festival activities
- Increase number of visitors from both Lowestoft, region and nationally
- Increase sources of income from the sponsorship, grants, earned income
- Develop and create new partnerships with local, regional and national cultural and heritage organisations
- More media content offers as a result of the “reach” of 2019 success
- Working better with public transport providers / cycling groups
- Work with the council / groups to become more environmentally sustainable
- Create new jobs as the festival grows.

### **Threats**

- National context of economic instability and political instability impacting funding from private and public sector
- Ambition and delivery not met with sufficient funding, particularly from private sector sponsors
- De-valuing of the arts in core education and knock-on financial implications for schools engagement.
- Poor weather
- The success of 2019 bringing crowd control issues
- Difficulty in sustaining level of publicity after such a strong start
- Public transport
- Environmental sustainability

## Appendix 1. Draft Programme 2020/2021

Stages	Partner	2020 Programme	Partner	2021 Programme
Sunlight	Dance East  Jonathan Morton  Snape Maltings	The Darkness Beach Dance Jayda G - DJ Wara - Latin Kosmos – Polish Andy Shepphard Roderick Williams First Light Ensemble Group A First Light Chorus	Dance East Hannah Conway  Group A	Jesse Quinn (Keane) Beach Boogie Sam Lee – Folk Lynda Dawson - Soul First Light Ensemble Group A First Light Chorus Floating Points DJ
Moon Dance	Dance East Tom Hobden  Noise of Art  Folk East	Range of dance workshops inc Electric Wrist Ceilidh Moon Dance Silent Disco Late night Folk/Jazz	Dance East  Noise of Art  Folk East	Range of dance workshops International Dance performance TBC Moon Dance Silent Disco  Late Night Folk/Jazz
Science	NHM Cefas Suffolk Museums Norwich Astro	How We care for our Planet Nature Live	NHM Cefas Suffolk Museums Norwich Astro	Planetary Emergency
Talks	Suffolk Library FlipSide NWC Noirwich/UEA	Adam Rutherford Helen Mason Helen Macdonald Kate Rew Peter Wylie Rebecca Goss Sophie Hannah Val McDermid	Suffolk Library Norwich Astro NHM NWC FlipSide  Noirwich/UEA	David Lloyd Jim Al Khalili Mira Calix Robert Macfarlane Mandy Barker Michele Paver M.R. James theme
Theatre	High Tide Marina Theatre Suffolk Libraries	New Drama Play in an Hour Slam Poetry Caitlin Moran	High Tide Marina Theatre Ink Festival Seagull Theatre Suffolk Libraries	New Drama Play in an Hour New Radio Plays Cabaret/Singing Luke Wright Sarah Pascoe
Sunrise	Serious  Sarah Cannell	Andy Shepphard “Surrounded by Sea” Duo Lantern Making	Serious Sarah Cannell	Brian Eno/Tom Rogerson Kathryn Tickell Horn Making
Children’s	Suffolk Libraries Catherine Larner	Alexander Gordon Smith Emma Chichester Clarke Anthony Horowitz	Catherine Larner  Suffolk Libraries	Benjamin Zephaniah James Nicol

Stages	Partner	2020 Programme	Partner	2021 Programme
Beach Bar	Hemingway Design Noise of Art	Local and national DJs Spinback participants perform	Hemingway Design Brownswood Noise of Art	Local and national DJs Spinback participants perform
Youth Music	Access to Music Creative Nation Brownswood	Spinback participants and Access to Music alumni perform Salvador	Access to Music Creative Nation Brownswood	Spinback participants and Access to Music alumni perform  and Spinback run the stage
Well-being	Tribal Spirit One-life Suffolk	Yoga and therapies	Tribal Spirit One-life Suffolk	Yoga and therapies
Beach Cinema	Cambridge Film Trust Gareth Evans	Murnau's 'Sunrise' The Big Blue Esther Williams (extracts) EAFA: Docks/fishing/	Cambridge Film Trust Gareth Evans	A Year Along the Abandoned Road
Sports	Suffolk County Council/Sport England Lowestoft Roadrunners	'Ping' Parlour Active Beach Games  Speed of Light 5K by the shore	Dunk's Bikes  Suffolk County Council/Sport England Lowestoft Roadrunners	Chase the Sun cycle Active Beach Games Speed of Light 5K By the shore
Art in the Huts Installations	East Anglia Art Fund	8 Beach Huts 'Planetary Emergency' – Beach huts on the beach	East Anglia Art Fund	8 Huts Beach Hut Takeover
Boating Stage	Milestones Jazz	Jonny Gee Steve Mynott	Milestones Jazz	Luiz Morais Art Themen
Aquarium Club	David Scott	Jayda G	David Scott	Floating Points
Workshops	Norwich University of the Arts East Suffolk College Suffolk Artlink  National Centre for Writing	Range of workshops by students with Around the table Lowestoft Folk Brave Art New prog launch Writing Workshops	Norwich University of the Arts East Suffolk College Suffolk Artlink  National Centre for Writing	Range of workshops by students New inclusive project showcased Writing Workshops

Film Tent	Suffolk Shorts	Programme of short films on 'Planetary Emergency'	Suffolk Shorts	Programme of short films and new & First Light Best Doc Award
Installations	Butley Studios Sainsbury Centre Rob Harries Tobias Ford Clare Johnson Gainsborough House Museum Original Projects	Sculpture  Inflatables Fire Rubbish Camera Obscura  Give me Shelter	Butley Studios Sainsbury Centre Rob Harries Tobias Ford Clare Johnson Gainsborough House Museum	Sculpture  Inflatables Fire Rubbish Camera Obscura
Opening Parade	Suffolk Music Hub  Community Craft Groups Suffolk Police	Re-Imagining Seaside Carnival – Mobility Guerilla knitting  Bicycles	Suffolk Music Hub Community Craft Groups	Re-Imagining Seaside Carnival Theme TBC
Pakefield Church	Pete Cleary	Digital Sculpture Sunday morning service -	Laura Cannell	Voice/music installation