



**Prosperous Communities
Committee**

23rd April 2024

Subject: West Lindsey Cultural Strategy

Report by:

Director of Planning, Regeneration &
Communities

Contact Officer:

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Purpose / Summary:

This report sets out the draft West Lindsey
Cultural Strategy for approval.

RECOMMENDATION(S):

1. Committee approves the West Lindsey Cultural Strategy.
2. An annual update on progress be presented to this committee.
3. The updated Terms of Reference for the Leisure, Culture, Economy, and Tourism member work group are approved.

IMPLICATIONS

Legal:

There are no direct legal implications within this report. The services of Tom Flemming Creative Consultancy were procured using the relevant contract procedure rules.

(N.B.) Where there are legal implications the report MUST be seen by the MO

Financial : FIN/8/25/MT/SSC

The Community Cultural Officer role (Band 9 subject to Job Evaluation) is fully funded from the 'Budget Pressure Contingency' already built into the MTFP.

	Total 2024/25	Total 2025/26	Total 2026/27	Total 2027/28	Total 2028/29	Grand Total
Community Cultural Officer Role	44,169	54,419	56,227	57,664	59,137	154,815

*Base on post being filled from 01/06/2024 on SCP of 9c

The Cultural Reserve position is shown below before funding is allocated to the Cultural Development Manager role (Band 12 Subject to JE, 22 hours per week, 2 year Fixed Term).

The cost of this additional role over the two year period is £78.9k.

	Total 2024/25	Total 2025/26	Total 2026/27	Grand Total
Cultural Development Manager Role	32,300	39,800	6,800	78,900

*Base on post being filled from 01/06/2024 on SCP of 12c

Cultural Reserve table

	ACTUAL 2021/22	ACTUAL 2022/23	FORECAST 2023/24	MTFP 2024/25
Opening Balance	(250,000)	(235,000)	(423,600)	(321,900)
Contribution				
MTFP 2022/23 - Top up		(100,000)		
MTFP 2022/23 - Top up		(80,200)		
Allocation of Year End Surplus 22/23		(100,000)		
Future of West Lindsey Markets (UKSPF) CPR 10.02.22 FIN/172/22 £100k				
UKSPF - expected spend is £50k p/a 23/24 24/25 - supporting our markets & retail			50,000	50,000
TAC Improvement Scheme: CPR 23.09.21 FIN/66/22 £62k				
Expression Of Interest (EOI) submissions to National Lottery Heritage Fund (NLHF)		800		
Consultant fees – Project Development relating to stage 2 of the TAC improvements capital scheme.		2,900		
Events & Marketing Co-ordinator (24 months) CPR 23.09.21 FIN/66/22 £85k				
Cultural Strategy Officer FT 2 years from 5 Jan 22 to 4 Jan 24 (further year to 4 Jan 25 funded	8,900	38,000	33,200	
National Portfolio Organisation (NPO) Status CPR 23.09.21 FIN/66/22 £25k				
Cultural Strategy consultation work.	6,100	10,100	13,500	
Mayflower MT 21.02.22 FIN/182/22 WLDC Voices-£13.3k				
WLDC Voices salary extension of Mayflower Officer Post to 31.03.23 £13.3k		10,700		
WLDC Voices - deliver flagship event (Arts Council bid unsuccessful)				
Mayflower MT 21.02.22 FIN/182/22 Flagship Event £30k				
Flagship Event Arts Council Bid Submitted-use of EMR if unsuccessful		20,500		
Other approved use of reserve				
Towns Manager - Band 8		8,600		
Mayflower 400 Officer MT 11.12.23 FIN/117/24 extend 01.01.24-31.03.25 (15mths)			5,000	21,000
Mayflower 400 Officer Possible Redundancy Costs				
CLOSING BALANCE	(235,000)	(423,600)	(321,900)	(250,900)

(N.B.) All committee reports MUST have a Fin Ref

Staffing :

Approval of this strategy and action plan will trigger the recruitment of a permanent, full time Community Cultural Officer role and a two year fixed term Cultural Development Manager role.

The job descriptions will be developed for each role and will be subject to the formal job evaluation process. Benchmarking of similar roles and capabilities is currently under way.

(N.B.) Where there are staffing implications the report MUST have a HR Ref

Equality and Diversity including Human Rights :

The delivery of cultural activities across West Lindsey will be designed wherever possible to ensure equality of access for all protected groups.

Data Protection Implications :

None arising from this report.

Climate Related Risks and Opportunities :

None directly arising from this report. The climate related risks and opportunities of individual cultural activities will be considered as and when they arise.

One of the Council's key strategic aims is for the district to become carbon net zero by 2050. Adoption of the Cultural Strategy presents an opportunity to support this aim through a programme of cultural activity which is designed to influence and educate in relation to climate change. This would support the Council's strategic objectives in relation to 'influencing others' as set out in the Environment, Sustainability and Climate Change Strategy.

Section 17 Crime and Disorder Considerations:

The availability and accessibility of quality cultural activities are known to have diversionary qualities. The strategy aims to deliver participatory cultural activities across the district, including in areas where crime and antisocial behaviour are present. The impact of cultural activities on crime, antisocial behaviour, and the feeling of pride in place and safety will be built into the development of the monitoring and evaluation framework.

Health Implications:

The Corporate Plan 2023-2027 includes a strategic objective under Health and Wellbeing to “increase opportunities for participating in sport, leisure and cultural activities across the district” and a key outcome of delivering a “co-ordinated cultural events and activity programme that increases participation and meets the needs of our people across the district.” Adopting and delivering the Cultural Strategy and Action Plan will contribute significantly to delivering these strategic priorities.

The Cultural Strategy develops a clear link and narrative between the availability of participatory grassroots cultural provision and improvements to health and well-being. The strategy seeks to pilot innovative health and well-being related interventions, and there is a clear relationship between the work of this strategy and the District Wide Health and Well-being Strategy. Officer leads for each theme will work together to ensure the best health related benefits can be delivered and reported upon.

Title and Location of any Background Papers used in the preparation of this report:

Development of a Cultural Strategy for West Lindsey (September 2021)
[IMPLICATIONS \(sharedlincs.net\)](https://www.sharedlincs.net)

Risk Assessment :

The Council aspires to improve the delivery of cultural services and opportunities across the district. This is articulated in the 2023 to 2027 Corporate Plan. The adoption of a quality, evidence led Cultural Strategy will mitigate the risks of non-delivery of this Corporate Plan priority.

Call in and Urgency:**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes**No****X****Key Decision:**

A matter which affects two or more wards, or has significant financial implications

Yes**No**

Executive Summary

In January 2020 the Corporate Peer Challenge highlighted that ‘there is much potential to align and increase the use of, and maximise income from, the districts existing and planned cultural assets, such as the Trinity Arts Centre and the planned multiplex cinema’. In recognition of this potential the Peer Challenge recommended that the Council consider the development of a Cultural Strategy in order to understand the work needed to maximise the benefits of culture and achieve a clear strategic position.

In September 2021 the Council adopted an action plan which would establish an approach and an initial set of resources to commence this journey towards improving culture and bring in expert support to develop a strategy.

Following a competitive tender exercise, Tom Flemming Creative Consultancy were appointed to lead this work and to bring their wealth of experience and expertise to the district.

The draft West Lindsey Cultural Strategy, which is the subject of this report is the product of significant consultation and engagement with community cultural providers, subject matter experts, partners, officers and elected members.

The strategy sets out an ambitious vision, setting culture at the centre of our communities, economic, wellbeing and distinctiveness. It proposes four priority themes for culture in West Lindsey. These are:

- Theme 1: Grassroots Culture
- Theme 2: Great Places
- Theme 3: Community Wellbeing
- Theme 4: Dynamic talent and practice

The strategy also includes a three-year action plan, which is designed to set nineteen specific priority actions in year one, with the aim of establishing the delivery of the strategy, followed by broader actions in years two and three which will be the subject of ongoing work.

A key pillar of the strategy requires the creation of new roles to drive forwards the work. It is proposed that funding made available through the Medium-Term Financial Plan is utilised to create a new permanent Community Cultural Officer, whose responsibility it will be to develop the ‘West Lindsey Way’ for community cultural support and ignite a range of community led cultural provision. The strategy also proposes the creation of a fixed term Cultural Development Manager. This post will lead the establishment of a Cultural Providers Network and spearhead the development of the Council’s application to secure National Portfolio Organisation Status. This fixed term role will be funded from Council reserves.

An annual update on progress against the delivery of the strategy will be reported to this committee, with the target for the first annual update being June 2025.

1 Introduction

- 1.1 In January 2020 the Corporate Peer Challenge highlighted that ‘there is much potential to align and increase the use of, and maximise income from, the districts existing and planned cultural assets, such as the Trinity Arts Centre and the planned multiplex cinema’. In recognition of this potential the Peer Challenge recommended that the Council consider the development of a Cultural Strategy in order to understand the work needed to maximise the benefits of culture and achieve a clear strategic position.
- 1.2 This paper sets out the work to date to deliver a strategy and proposes a draft strategy and action for adoption.

2 Background

- 2.1 Following the recommendations made in the Peer Challenge, work commenced to develop our approach to the delivery of a Cultural Strategy. Whilst this was delayed by covid, it is recognised that because of funding for cultural services being reduced over time, the council’s capacity for the development of a strategic vision for culture was limited.
- 2.2 In September 2021 Prosperous Communities Committee adopted an action plan which would eventually lead to the development of a cultural strategy. The action plan was the first step on our journey to improve the cultural offer in the district. The action plan recognised that in the interim period, if resources were made available, quick wins could be achieved in terms of maximising the benefit and value of a plethora of events that were already happening across the district. A ‘Cultural Reserve’ was established to fund this work.
- 2.3 A Cultural Events and Marketing Officer was appointed to lead this work and has had a significant impact. This early work also recognised that there were pockets of high quality, excellent practice being led by the council. Including work on the Mayflower 400 programme, which had secured Arts Council funding and the work on the National Lottery funded Townscape Heritage Programme.
- 2.4 In addition, whilst lacking in resources, the Trinity Arts Centre was and still is a jewel in the crown for West Lindsey.
- 2.5 Work to understand the existing cultural activity was undertaken and a Cultural Research Report for West Lindsey was published which identified activity taking place and 5 themes to focus future work.
- 2.6 The Council were also fortunate to receive support from the University of Lincoln which meant we were able to develop a quality, clear and concise brief which formed the basis of the tender for the provision of services for the delivery of a Cultural Strategy.

- 2.7 Following a competitive tender exercise Tom Flemming Creative Consultancy (TFCC) were appointed to deliver the work. TFCC are a leading international consultancy for culture and the creative economy. The team spent time in West Lindsey working with officers, members, and our cultural and community providers. Consultation exposed a growing awareness of and commitment to culture as a driver of impact. However, consultation also shed light on the fragility of the cultural sector, which currently receives very limited funding and struggle to build the capacity and reach seen elsewhere in Lincolnshire and beyond.

3 A Cultural Strategy for West Lindsey

- 3.1 Whilst the baseline work to develop the strategy recognises that as result of low levels of funding over a considerable period of time the district is suffering from a cultural deficit, it is clear that there is a sense of growing momentum, which is evidenced in:

- Events across the district bringing communities together through culture
- Desire to invest and the creation of the Cultural Reserve
- Growth of festivals bringing international performers to the district
- Emerging and expanding touring programme being delivered by Trinity Arts Centre
- Innovation in programming being delivered by community cultural organisations such as X-Church, Caistor Arts Centre, the Broadbent Theatre and Market Rasen Town Hall
- Ambitions for new cultural infrastructure including a multi-screen cinema and regeneration plans at RAF Scampton.

- 3.2 The strategy also recognises that West Lindsey has some incredible cultural assets to build on. This includes historic houses, churches and industrial heritage; aviation heritage; the iron age archaeology of the Lower Witham Valley; and industrial and natural heritage of the Trent Valley. It also includes an active volunteer community which, given the right enabling environment, can spring to life in exciting ways. The strategy incorporates key facilities and hubs for culture, such as schools, village halls, libraries, markets, and vital infrastructure such as Trinity Arts Centre and Caistor Arts and Heritage Centre. Importantly, the Strategy recognises the talent and resourcefulness of artists, creative enterprises and festival producers who see the opportunity to make West Lindsey their home.

- 3.3 The strategy has a central vision. The vision is:

In West Lindsey, culture is central to our communities, economy, wellbeing and distinctiveness.

It drives positive impact, with thriving sustainable cultural activities improving the lives of our communities and attracting investment and visitors.

Through collaboration with the cultural sector, supporting and investing in culture across the Council and with a wider partnership that has a shared ambition for West Lindsey.

With a district-wide approach that focuses on the distinctive needs and opportunities of different communities while forging shared activities.

By embracing change, supporting people to fulfil their potential, giving hope and enhancing quality of life, providing routes into employment in an inclusive economy, committed to tackling the climate emergency.

For everyone, with everyone.

- 3.4 This Cultural Strategy builds from this vision and the assets set out above and feeds from a renewed commitment to culture to provide structure and focus for the District Council, working in partnership, to catalyse an uplift in the role, capacity and impact of culture across West Lindsey. This includes an ambition to:
- Grow grass roots community cultural capacity; build the legacy of community champions and ensure long term sustainability.
 - Position culture at the heart of great places: re-imagined town centres, dynamic heritage through clear and well-defined cultural participation programmes.
 - Support culture as a foundation for the District's wellbeing, including health, confidence and quality of life.
 - Champion the talent of local communities, facilitating opportunities to create and make new culture, access skills and employment in the creative industries, and to present and tour new work across the arts.
- 3.5 The draft West Lindsey Cultural Strategy is included at Appendix 1 together with an accessible executive summary at Appendix 2.

4 Resources

- 4.1 In order to deliver the vision for culture in West Lindsey and the priority objectives set out in the strategy, it is essential that additional resources are aligned to this work.
- 4.2 To this effect the strategy recommends the creation of a permanent Community Cultural Officer. A full-time role, which, subject to job evaluation, would be recruited to a band 9.
- 4.3 The strategy also recommends the creation of a temporary strategic role, which will drive the creation of a Cultural Providers Network and hold the pen on the development of the Council's National Portfolio Organisation bid. This resource will be temporary for a period of two years, subject to review and will be part time, likely to be 22 hours per week. Subject to job evaluation it is proposed this post would be a band 12.

- 4.4 An important element of ongoing work to deliver this strategy will be to secure a sustainable funding stream for the existing temporary resources. This includes the Cultural Events and Marketing Officer and the Events Support Officer. These roles are currently funded through UK Shared Prosperity Funding and will end in March 2025 if alternative funding is not secured.
- 4.5 Additionally, the council have developed a well renowned events programme in recent years which has included the Illuminate, Revive / GO Festival, Heritage Events and monthly events to support the Farmers Market. These events have been grant funded from a mix of sources and in order to continue the delivery it will be important to secure longer term sustainable revenue.

5 Monitoring and evaluation

- 5.1 An annual update will be brought to Prosperous Communities Committee, with the first report proposed for June to allow time for recruitment post approval of the strategy.
- 5.2 The action plan proposes the development of a monitoring framework, which will be designed to report on the success of the strategy. This will be particularly key for the Theme 1: Grassroots Culture, as we work to understand which types of interventions best lead to the delivery of sustainable and participatory cultural activity.
- 5.3 The Leisure, Culture, Events and Tourism Member Working Group (LCET) were central to the development of this Cultural Strategy. LCET will play a key role in overseeing and monitoring the delivery of this strategy and action plan. Regular updates will be provided to each meeting, and they will be involved in the development of the monitoring framework.
- 5.4 During the development of this strategy, the Terms of Reference for LCET have been reviewed and refreshed by the group. An updated Terms of Reference is attached to this report at Appendix 3 for sign off by Prosperous Communities Committee as the parent committee for LCET.