

# Cultural Strategy for West Lindsey (Action Plan)



The priorities of this Cultural Strategy will be catalysed by much-needed new capacity and expertise, with the introduction of a new Cultural Development Manager, much stronger programming and exchange activities with the wider County (including a partnership to support programming and skills development with Magna Vitae of East Lindsey), and a programme of capacity-building and partnership with the District's small and fragile cultural and community organisations.

Activities will also be supported through a new partnership and governance model – a Cultural Providers Network, which can develop into a Culture Board/Partnership for the District, ultimately providing shared cultural leadership with the District Council.

The development process described below includes priority actions for Year 1 and Years 2-3. This process must be underpinned by renewed engagement with Arts Council England, National Lottery Heritage Fund, University of Lincoln and partners across the County. There is an opportunity to build shared approaches with providers in different parts of Lincolnshire, including those in East Lindsey where there has been such a significant recent uplift in capacity and investment, and with the University of Lincoln, especially with regard to a re-modelled Trinity as a dynamic cultural production and impact hub.

By Year 3, the ambition is for West Lindsey to be viewed as 'investment ready' by Arts Council England in terms of establishing a National Portfolio Organisation in the District. Based in Trinity and working to drive sector development across the District, this will present the step-change opportunity which West Lindsey needs and by this point will deserve.

The following tables provide headline actions for Years 1-3. They will inevitably change and be re-ordered as the process of sector development gathers momentum. It is also hoped that, with a new Culture Development Manager and a Council committed to positioning culture to the heart of strategic development, new opportunities will come forward in exciting ways to deliver on the Vision of this Strategy.

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

This takes hard work, commitment, innovation and new approaches which require colleagues to view culture as the golden thread that connects key strategic priorities.

It is anticipated that this Action Plan becomes a terms of reference for a new Cultural Development Programme for West Lindsey. Once signed-off by the Council, it will benefit from a Theory of Change evaluation mechanism coordinated by a learning partner – e.g., the University of Lincoln or an independent organisation.

This partner can facilitate dialogue between partners to review what is working and what requires reform. It can also provide public-facing data and evidence on impact, which will help support an innovative, open and inclusive approach overall, as well as provide evidence for funding bids.

In addition, it is recommended that partners in West Lindsey, potentially in partnership with neighbouring local authorities, co-design a Culture and Impact event and platform – e.g., as a conference and 'go to case study' in Year 2 or 3. This will enable a process of review and help position West Lindsey as a place which not only supports local culture to thrive but shares knowledge of what works and what doesn't work with a wider audience.

Priority Actions	Lead Partners	Potential Funding Sources	Timescales	Lead	Notes
<b>Theme: Overarching Development of this Cultural Strategy</b>					
<p><b>1. Create permanent Community Cultural Officer role:</b>                      This role will work across the Cultural Services Team and the Communities Team to lead a step change in the engagement of grassroots community cultural providers. In developing our 'West Lindsey Way' for culture the role will support both the sustainability of the network and the sustainability of the provision.</p>	WLDC	Band 9 role included within the MTFP.	Recruitment to be completed by September 2024.	Commercial Manager with support from Communities Team Manager.	Priority.
<p><b>2. Establish fixed term Cultural Development Manager:</b>                      To provide strategic capacity to deliver this Cultural Strategy and support a range of Council priorities (working to connect culture to leisure and tourism, health and wellbeing and sustainable environment), coordinating development activities, advocating for culture across incoming funds, undertaking direct fund-raising, leading longer-term priorities (e.g., for Trinity) and building a collective mission which is viable and investable. Plus, building partnership with key agencies and institutions e.g., Arts Council England, University of Lincoln etc.</p>	WLDC	Cultural Reserve.	Recruitment to be completed by September 2024.	Commercial Manager with support from the Economic Development Team Leader.	Priority.
<p><b>3. Set up a new Cultural Providers' Network:</b>                      As first step for a new Culture Board / Partnership. This can include key cultural players such as and Old Hall, Heritage Centre and/or Old Nick, X church, Trinity, Broadbent, Market Rasen Festival (village) Hall, Caistor Arts &amp; Heritage Centre, Churches Festival, Lincolnshire Libraries, and Lincolnshire Heritage. Position Transported (or another pioneer in place-based and inclusive cultural development) as advisers to the Network – to support long-term, sustainable and community-facing development.</p>	WLDC	WLDC plus in kind from participants. Support from University of Lincoln and Lincolnshire County Council.		Priority.	Priority.

<p><b>4. A Marketing and Communications Plan for Culture:</b> To design a shared platform and marketing programme for culture. To include both Council and non-Council platforms and channels and to include physical provision such as signage, way-finding and 'place-dressing'. Strive to make the marketing / events communications role permanent</p>	<p>WLDC, LCC, Destination Lincs.</p>	<p>WLDC plus in-kind support from participants in culture programming. Long term funding solution required - to be included within NPO proposals.</p>	<p>Ongoing - funded to March 2025.</p>	<p>Events and Marketing Officer with support from Communications Team Manager and cross service resources.</p>	<p>Priority.</p>
<p><b>5. Trinity - Culture Centre 2030 National Portfolio Organisation Status:</b> Building on the National Lottery Heritage Fund feedback on bid recommending approaching Arts Council England, Re-think and re-model as a cross-art-form hub that combines cultural practice / production; cultural education; social and cultural prescribing; and presentation. A home to generate new culture, support talent development, encourage collaboration, and trial socially impactful work. A place for artists, makers, educators and socially engaged practitioners. This will be a phased approach, underpinned by co-investment from the University, ACE, Trusts and Foundations. Trinity will be a key cultural innovation space for the region.</p>	<p>WLDC, ACE, University of Lincoln.</p>	<p>Cultural Development Manager to lead on longer term priorities and building relationships with strategic partners and funders. Temporary strategic cultural capacity works in collaboration with Trinity's manager to reimagine programme offer, supported by communities' team in particular around social prescribing elements.</p>	<p>Dependent upon NPO timescales but work to be ready during 2025.</p>	<p>Cultural Development Manager with Commercial Services Manager and support from cross service resources.</p>	<p>Priority.</p>
<p><b>6. Development of a Sports and Leisure Strategy:</b> To complement and align with this Cultural Strategy.</p>	<p>WLDC</p>	<p>Officer capacity and WLDC funds</p>	<p>To be developed during 2024 /2025</p>	<p>Communities Team Manager.</p>	<p>Close alignment, shared ambitions, monitoring &amp; evaluation in keeping.</p>

Theme: Grassroots Culture					
<p><b>7. Establish the ‘West Lindsey Way’ ethos for community cultural development:</b> Initially by creating set of collaboration principles and engaging with known community providers and groups to refine the ethos of our approach.</p>	WLDC	Officer capacity.	December 2024.	Community Cultural Officer.	LCET to have key role in shaping the West Lindsey Way ethos. Will need to consider most appropriate tools, dependent upon provider feedback, could include social media, newsletters, events etc.
<p><b>8. Gap analysis and mapping:</b> To consider ‘not spots’ of accessible provision, community venues that could be maximised and priorities for development.</p>					
<p><b>9. Create foundations for community cultural networks:</b> Connecting with cultural board but keeping a grass roots focus to add value to grassroots providers and provision.</p>					
<p><b>10. Establish monitoring and evaluation toolkit and metrics in partnership with our community providers:</b></p>					
Theme: Great Places					
<p><b>11. Review town centre renewal plans:</b> To ensure culture is a priority across each intervention area.</p>	WLDC	<p>WLDC - Cultural Development Officer in collaboration with Towns Manager.</p> <p>SPF E16 supporting markets, Gainsborough THI and Levelling UP</p> <p>Cultural Strategy reserve earmarked for markets strategy.</p> <p>National Heritage Lottery Fund and Historic England.</p> <p>British Waterways.</p>	December 2024.	Cultural Development Officer with Towns Manager and Senior Economic Growth Officer.	<p>Strategic lead for partnership development and delivery.</p> <p>Prioritising culture across town centre renewal places.</p> <p>Developing cultural trails.</p>
<p><b>12. Develop a priority list of cultural trails:</b> To connect heritage and environmental assets with a strong cultural dimension (e.g., public art).</p>					

<p><b>13. Nurture place-based cultural hubs (lead hub Trinity):</b> which connect heritage to contemporary cultural practice; and support network and exchange activity for these hubs. Each will have specialism with programme of shared audience development and capacity-building activities. Micro hubs to offer social prescribing activities - connect in with existing West Lindsey social prescribing link workers. Provide a resource for tailored feasibility planning and capacity-building for a sample of cultural hubs / organisations with potential to develop and grow - to include the Broadcasting Engineering Conservation Group at Hemswell Cliff - to scope opportunities to develop a functioning museum, visitor attraction and learning hub; Market Rasen Festival Hall - to scope its sustainable use and explore how it can be a cultural hub for events development which links to activities which animate the Market Square and across the District; and Caistor Arts and Heritage Centre, to scope its role as a hub for cultural learning, exchange and practice. (Pilot)</p>					<p>Piloting place based cultural hubs across the district.</p> <p>Specialist markets with cultural programming</p> <p>Env. Responsibility and innovation in arts and culture.</p>
<p><b>14. Trial cultural programming and specialist Markets:</b> To boost the existing market retail offer in Gainsborough, Caistor and Market Rasen; promote county and region-wide. This is to position produce markets as cultural events - with a diversity of products, live music, performing arts and more. (Pilot)</p>					
<p><b>15. Environmental responsibility and innovation in arts and culture:</b> Capacity-building pilot to build environmental awareness and introduce new models of environmental action and innovation for the District – grow to a full programme in Years 2-3. (Pilot)</p>					

**Theme: Community Wellbeing**

**16. Wellbeing capacity building for the cultural and community sector:**  
 Programme of training and support for voluntary led cultural organisations in areas such as governance, fundraising, audience development, engagement, volunteering, building safety. Training and support can be linked to corporate priorities around wellbeing, environment etc. This should connect with community groups that can are/can develop creative and cultural approaches with users e.g., arts and mental health.

**17. Nature, environment and wellbeing programme:**  
 Through itineraries, volunteering, events and cultural tourism projects (link to the Wolds, Lincoln and Trent Valley). There is an opportunity to build stronger cultural offer in Walking Festival/Outdoor festival.

WLDC,  
 Destination  
 Lincs,  
 Historic  
 England.

SPF - E11 Investment in capacity building and infrastructure support for local civil society and community groups. The training programme and grants programme should be funded through the existing SPF funds and supporting increasing cultural applications for WL Match Funding - currently very low levels of applications from any arts/cultural activity.

ACE and National Lottery Heritage Fund and Historic England.

Community team could lead delivery of capacity building - must involve cultural sector voluntary groups. Cultural sector specific elements such as audience development and arts for wellbeing may be more of challenge.

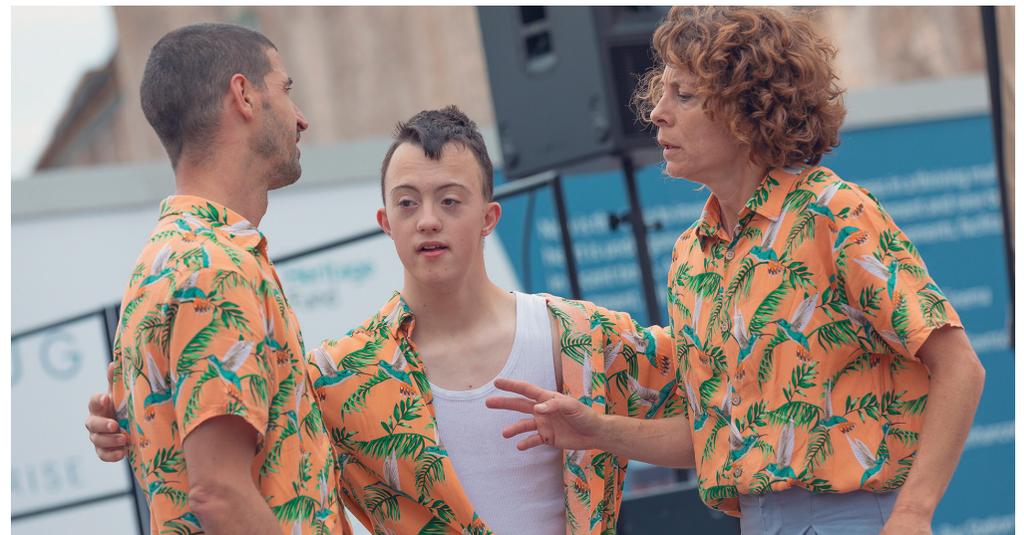
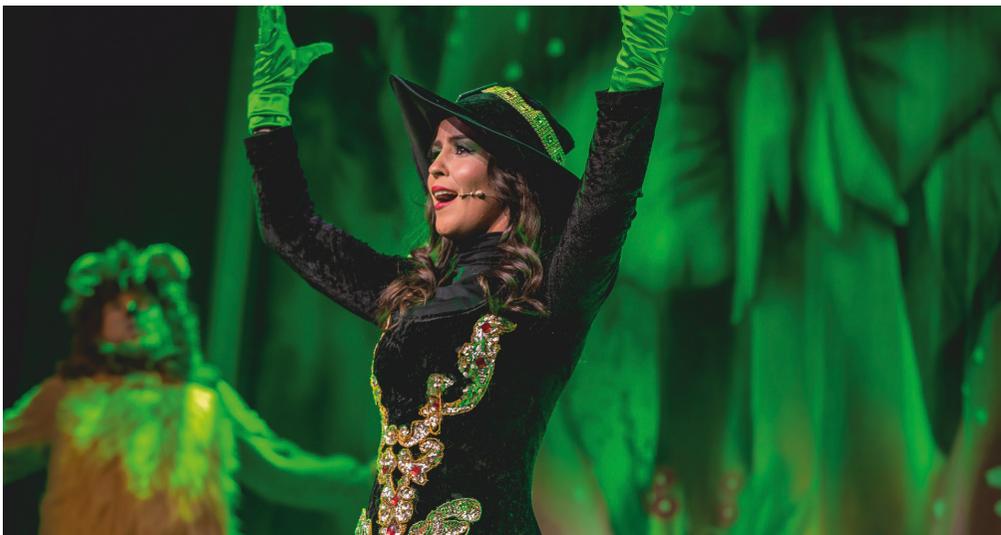
Capacity building linked to festivals and events plus wider training through connection with community team.

Nature, cultural tourism volunteering may not be a priority for post. Could be delivered through tourism team.

Leading capacity building programme with other service teams.

Lead nature, environment wellbeing programmes with other teams and partners.

Theme: Talent and Practice					
<p><b>18. Pilot and then develop district-wide touring, with work experience/skills programme, and harness the wider Lincs offer (e.g., SO Festival and Transported):</b> Also connects the district nationally and internationally.</p>	<p>WLDC, Magna Vitae.</p>	<p>WLDC, followed by ACE project funding; with potential for National Heritage Lottery Fund.</p>	<p>Started in Gainsborough - challenge to widen to whole district and build in skills programme.</p>	<p>As shared resource with MV, good potential the develop district wide touring linked with wider Lincs opp.</p>	<p>This would be a priority to develop district wide touring with regional partners and have built in skills development/</p>
<p><b>19. Capacity-building and organisational development for the cultural/community sector via a phased approach to build skill-sets and boost connections:</b> Underpin this with a Cultural Development Toolkit and grant programme to encourage good practice and build awareness of sustainable models. A stream of grant funding for community organisations should be linked to the capacity building programme over time to enable participation in year-round programming of festivals and events across the district. Connect with Action 9 above.</p>		<p>SPF – E11 Investment in capacity building and infrastructure support for local civil society and community groups.</p>		<p>Capacity building through work with communities team.</p>	<p>capactiy building for individuals and organisa-tions.</p>



Priority Actions	Lead Partners	Potential Funding Sources	Timescales	Lead	Notes
<b>Theme: Grassroots Culture</b>					
<b>20. Complete annual monitoring of impact and produce updated report to Prosperous Communities Committee.</b>	WLDC	Officer Capacity.	June 2025.	Community Cultural Officer.	
<b>21. Secure funding for the delivery of community cultural development activity – post UKSPF.</b>			From April 2025.	Community Cultural Officer with Cultural Development Officer.	This work will need to be developed throughout 2024/2025. At present the opportunities are unknown.
<b>Theme: Great Places</b>					
<b>22. A West Lindsey Culture Season (e.g., winter – building from Illuminate):</b> Where all partners pull together to coordinate activities and build a community of shared purpose and practice. This will include approaches to community engagement, programming, communication, touring and incoming work, and capacity-building. Utilise as a partnership and promotional intervention to build awareness of and confidence in West Lindsey as a place of culture. (Pilot)	WLDC, ACE.	WLDC with ACE project funding; potential for National Heritage Lottery Fund.	Some growth of programming through marketing of existing and a small number of additional events.	WL Culture could be a priority.	Delivery of all through elements.
<b>23. Grow the cultural sector through events and festivals:</b> Building from Illuminate, Mayflower 400 & Churches Festival: establish a year-round programme with shared coordination, promotion, capacity-building and a programme of community engagement and cultural organisation participation.	Historic England.				

<p><b>24. Urban and rural ‘cultural acupuncture’:</b> Develop hotspots of cultural innovation in public space, retail units etc., and to establish itineraries for cultural tourism and heritage renewal e.g., pop up museum Market Rasen.</p>					
<p><b>Theme: Community Wellbeing</b></p>					
<p><b>25. Position the district as a cultural and social prescribing pathfinder (the first in rural England):</b> With activities programmed through the micro-hubs and via touring and exchange activities. Connect with social prescribing link workers currently working across WL.</p>	<p>WLDC, NHS.</p>	<p>WLDC - Co-ordination with communities / public health teams. Scope for co-investment from Government, ACE, NHS.</p>	<p>Financial Year 2025/26.</p>	<p>Community Cultural Officer.</p>	<p>May need further capacity for research and development work. Ongoing monitoring of funding opportunities required.</p>
<p><b>Theme: Talent and Practice</b></p>					
<p><b>26. Creative education and skills:</b> Position culture to the heart of education through curriculum-facing cultural provision – building on emergent practice in the cultural and heritage sectors, especially festivals and events. Secure skills delivery partners on topics such as creative enterprise, digital media and arts management. This is to give young people access to excellent cultural learning. Plus initiate a focus on creative and digital skills – linked to cultural programming and infrastructure (e.g., connect with BFI regional activities), with a focus on employability and enterprise.</p>	<p>WLDC, Music Service, Mighty Creatives, Library Service, Sample of schools/ academies.</p> <p>Bringing together plethora of community and arts</p>	<p>WLDC, individual school budgets, project funding (e.g., ACE, BFI, Trusts and Foundations).</p>	<p>Financial Year 2025/26.</p>	<p>Community Cultural Officer with other resources in support depending on capacity and availability.</p>	<p>Partnership with schools to embedded in the work on festivals, programming, nature based programming, hub model and Trinity 2030.</p>

**27. District-wide Youth Theatre Programme:**  
Leverage existing activity in drama/music/performing arts – towards a district-wide youth theatre programme. Link to festivals and events programming. Develop in partnership with incoming organisations to boost the quality of provision.

organisations to develop a stronger offer.

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