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13 February 2022

To All Members of the Executive Board,  
Internal and External Circulation and  
Press

Dear Councillor,

**Re: Executive Board Agenda - Wednesday, 15th February, 2023**

Further to the compilation of the above Executive Board Agenda, please find enclosed the following report which was detailed to follow on your Agenda:

Agenda Item 5. National Portfolio Organisation: (Pages 1 - 16)

To consider the preparation required for National Portfolio Organisation funding from Arts Council England.

Please accept my apologies for any inconvenience caused.

Yours sincerely,

A handwritten signature in black ink, consisting of a stylized, cursive 'A' followed by a period.

Democratic Services Manager

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<b>REPORT TO:</b>	East Lindsey Executive Board
<b>DATE:</b>	15 February 2023
<b>SUBJECT:</b>	National Portfolio Organisation
<b>PURPOSE:</b>	To consider the preparation required for National Portfolio Organisation funding from Arts Council England.
<b>KEY DECISION:</b>	YES
<b>PORTFOLIO HOLDERS:</b>	Councillor Graham Marsh; Councillor Steve Kirk; Councillor Adam Grist
<b>REPORT AUTHOR:</b>	Lydia Rusling, Assistant Director for Economic Growth
<b>WARD(S) AFFECTED:</b>	ALL
<b>EXEMPT REPORT?</b>	NO

#### SUMMARY

Arts Council England (ACE) has confirmed investment for the South and East Lincolnshire Councils Partnership (SELCP) from the 2023-2026 Investment Programme for National Portfolio Organisation (NPO). Funding per annum of £651,993 (total of £1,955,799 for a three year programme) will commence from April 2023 and will continue through to March 2026.

The Activity Plan for the first year – from April 2023 – has been submitted to ACE for approval. If successful, East Lindsey District Council as the accountable body for the ACE funding, will be awarded £651,993 to deliver an art and cultural programme in line with the Activity Plan. The Plan includes the development of three Creative Hubs to help deliver the activity (Boston Guildhall, Ayscoughfee Hall and The Colonnade at Sutton on Sea) and the establishment of a Culture Board to oversee the programme. The Culture Board will support collaboration and exchange programmes to establish the area as a hub for regional cultural development, with an exemplar approach to the inclusion of heritage within arts and culture.

#### RECOMMENDATIONS

1. Recommends to Council the inclusion of £651,993 revenue grant funding per annum into the Council's Budget for 2023/24 and Medium-Term Financial Plan for 2024/25 and 2025/26.
2. Approves (subject to Council approving the budget) that the Council acts as the accountable body for the National Portfolio Organisation funding award, accepts the grant and delegates authority to agree the grant terms and conditions to the Assistant Director Economic Growth.
3. Approves the future use of Sutton on Sea Colonnade as a Cultural Hub and any necessary in-kind contributions to support the delivery of the funded programme.
4. Approves that Magna Vitae, the Council's delivery partner for Culture, be commissioned to manage delivery of the funded programme.
5. Agrees to delegate to the Assistant Director Economic Growth in consultation with the relevant Portfolio Holders to establish a Culture Board and agree its Terms of Reference.
6. Notes the Activity Plan (attached at Appendix B) and delegates authority to the Assistant Director Economic Growth in consultation with the relevant Portfolio Holders to modify and approve future plans.

#### **REASONS FOR RECOMMENDATIONS**

To meet Arts Council England requirements to access annual funding allocations through the National Portfolio Organisation funding, and to establish a Culture Board.

#### **OTHER OPTIONS CONSIDERED**

The application to Arts Council England was a competitive process and the funding award is based on the commitment to deliver the Activity Plan. Funding would not be awarded, or could be withdrawn if the Council did not support the proposals.

### **1. BACKGROUND**

1.1 Arts Council England (ACE) has confirmed investment for the South and East Lincolnshire Councils Partnership (SELCP) area from the 2023-2026 Investment Programme for National Portfolio Organisation. Funding per annum of £651,993 (total of £1,955,799) will commence from April 2023 and continue to March 2026.

1.2 The funding will be awarded to East Lindsey District Council as the accountable body for activity across the SELCP area.

1.3 In 2021, East Lindsey District Council and Boston Borough Council received ACE funding to develop a Cultural Strategy. Both Councils have agreed a Cultural Framework with two place based action plans, along with a commitment to extending the strategy to reflect the new geography of the South and East Lincolnshire Councils Partnership and incorporating South Holland District Council. The principles of the strategy – Cultural Framework for Renewal – were reflected in the application for NPO status.

1.4 Following notification of NPO Investment in November, documents providing details of the activity plan and financial profile for the period April 2023 – March 2024 were submitted to Arts Council England (ACE) for approval. If approved, the funding will commence in April 2023. The funding application and subsequent Activity Plan form the basis of the monitoring and evaluation required by ACE. Please note the Activity Plan at Appendix B.

## 2. REPORT

2.1 National Portfolio Organisations play a central role in helping ACE deliver their strategy, Let's Create. The 'Let's Create' Strategy has three Outcomes: Creative People, Cultural Communities and A Creative and Cultural Country. Their Investment Principles are Ambition and Quality, Dynamism, Environmental Responsibility, and Inclusivity and Relevance.

2.2 The SELCP Application included an Activity Plan and Investment Principles, the expected basis for monitoring and evaluation.

2.3 The Application proposed an artistic and cultural programme to bring to life the rich tapestry of events and episodes from history, to resonate through the development and growth of our towns, connecting to our communities and building pride in our place and engaging new visitors.

2.4 East Lindsey District Council will be the accountable body for the programme of activity across the South and East Lincolnshire geography. In East Lindsey, the NPO funding will complement the capital investment through both the Town Deals and Levelling Up funding to build pride in place and strengthen the visitor offer.

2.5 Feedback from ACE (attached letter, Appendix A) identified **areas of work expected** to be preserved within the updated Activity Plan, including:

- Programmes of work with schools and young people;
- Digitisation of collections;
- Working across heritage and museum sites to enable stronger cultural programming including a focus on heritage within arts;
- Engagement with the new Cultural Strategy;
- Embedding approaches to supporting the involvement of children and young people.

2.6 As per the application, ACE expect the **development of three Creative Hubs** to help deliver the activity and the establishment of a **Culture Board** to oversee the programme. East Lindsey District Council will be the lead authority and accountable body for the Partnership's NPO investment, with a focus on three hubs – Boston Guildhall (Boston Borough Council), Asycoughfee Hall (South Holland District Council and the Colonnade at Sutton on Sea (East Lindsey District Council).

2.7 Working collaboratively across the Communities and Growth Directorates, officers will ensure connectivity between the Culture Board and the South and East Lincolnshire Councils Partnership's Healthy Living Board. Quarterly Healthy Living Board meetings will consider updates on NPO activity and the development of the Culture Board.

2.8 An updated Activity Plan has informed the resourcing requirements and the development of Cultural Hubs in consultation with relevant officers with responsibility for Asycoughfee Hall, Boston Guildhall and the Colonnade at Sutton on Sea. The NPO for the SELCP will be led by the

Growth Directorate whilst working collaboratively with the Communities Directorate to ensure the Council asset – The Colonnade at Sutton on Sea – provides a cultural hub of activity and connecting to the Town Deal funded Culture House in Skegness and the projects in Alford and Spilsby supported with Levelling Up funding. Artistic and cultural activity, building the stories of the District’s heritage, engagement with schools, colleges, community and art and cultural organisations will centre on the Colonnade – bringing it to life as a cultural hub and building partnerships with the Culture House and the area’s heritage assets.

2.9 We reference commissioning other ACE funded organisations and care will be taken to ensure there is no duplication of ACE funding. We are proposing effective management arrangements with Magna Vitae, East Lindsey District Council’s Cultural and Leisure Partner. Magna Vitae has led a well-established NPO – So Festival – and has an excellent reputation with ACE. Their support, guidance and collegiate working will enable the effective mobilisation of the Culture Board, delivery of the activity plan, whilst adding value for resourcing and commissioning. Working in partnership with Magna Vitae we will actively engage with all NPOs across Lincolnshire:

<b>Name</b>		<b>23/24 funding</b>
Blackfriars Arts Centre Ltd (Boston)	NPO	£ 130,000
Box Clever Theatre Company (Touring)	NPO	£ 80,000
East Lindsey District Council	NPO	£ 651,933
Lincolnshire County Council	NPO	£ 205,910
Magna Vitae	NPO	£ 320,796
North Kesteven District Council	NPO	£ 204,861
The University of Lincoln	NPO	£ 250,000
Zest Theatre, Lincoln	NPO	£ 180,000

### **3. CONCLUSION**

- 3.1 Being a National Portfolio Organisation is vital to the success and development of the cultural sector. Organisations are required to put the public at the heart of their work and be committed to working collaboratively with each other and with other individuals and organisations within communities.
- 3.2 The NPO status and associated funding will support the Council’s Cultural objectives as set out in the adopted Cultural Framework for Renewal.
- 3.3 East Lindsey will be central to the development of a successful NPO. By working in partnership with Magna Vitae, the funding will support pride of place and strengthen the visitor offer across the District, including Towns Fund and Levelling Up initiatives on the Coast and in the Wolds Market Towns.

### **EXPECTED BENEFITS TO THE PARTNERSHIP**

The ambition of the Framework and associated NPO status supports a wider cultural and place based approach to regeneration, in line with the Government’s Levelling Up White Paper and links culture with community engagement to support our Partnership objectives.

### **IMPLICATIONS SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP**

The Cultural Framework sets out a number of specific commitments:

- A commitment to increasing audience participation levels across all types of cultural activity – from the very low levels of participation which have promoted Arts Council England to position Boston and East Lindsey as priority places for investment in cultural development.
- A commitment to excellence and innovation in cultural infrastructure, partnership and programming.
- Commitment to the four investment principles set out by Arts Council England – Ambition and Quality; Dynamism; Environmental Responsibility; Inclusivity and Relevance.
- The establishment of a Cultural Compact to enable the delivery of a programme of activities as a new National Portfolio Organisation.
- Commitment to the Priority Actions identified in the Cultural Framework for East Lindsey.
- A **Culture and Place-making Board** is established to oversee the delivery plan set out the wider remit to deliver the actions of the Shared Cultural Framework and ensure culture sits to the heart of socio-economic renewal.

These commitments are reflected in the NPO application and associated funding.

### **CORPORATE PRIORITIES**

*The Cultural Framework for Renewal reflects the Corporate Priorities identified in East Lindsey's Corporate Strategy 2020-2030, supporting the strategic aims of facilitating initiatives to enable the viability and vitality of town centres, maximising healthy and active lives, and creating an environment for businesses to survive and grow.*

### **STAFFING**

*An updated Activity Plan has informed the resourcing requirements including management arrangements with Magna Vitae and the development of Cultural Hubs in consultation with relevant officers with responsibility for the Colonnade at Sutton on Sea, Boston Guildhall and Asycoughfee Hall and Gardens.*

### **CONSTITUTIONAL AND LEGAL IMPLICATIONS**

*None arising from the report.*

### **DATA PROTECTION**

*None arising from the report.*

### **FINANCIAL**

*Commitment of in-kind support, including the Colonnade at Sutton on Sea as a cultural hub, oversight of the programme and management arrangements, and support to the Culture Board.*

### **RISK MANAGEMENT**

*None arising from the report.*

### **STAKEHOLDER / CONSULTATION / TIMESCALES**

*External consultation was undertaken as part of the formation of the Cultural Framework.*

### **REPUTATION**

*None arising from the report.*

## **CONTRACTS**

*Management arrangements with Magna Vitae will form part of the existing agreement with East Lindsey District Council as a key strategic partner. Magna Vitae is a not-for-profit charitable trust and is fully responsible for the strategic and operational management of culture, the arts, physical activity and sport in the East Lindsey area.*

## **CRIME AND DISORDER**

*None arising from the report.*

## **EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING**

*None arising from the report.*

## **HEALTH AND WELL BEING**

*The Cultural Framework references The Health and Wellbeing Strategy for Lincolnshire (2018). In many of the areas it prioritises, arts and culture are already making a difference, with the potential to do much more in the future.*

*We are committed to aligning the Framework and the Action Plans with the recently established Healthy Living Board, which is tasked with delivering a leisure and culture offer for the sub-region.*

*Quarterly Healthy Living Board meetings will consider updates on NPO activity and the development of the Culture Board.*

## **CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS**

*The Cultural Framework aligns with Arts Council's four investment principles, which incorporates Environmental Responsibility.*

*The Framework references connecting culture to the natural environment through projects and infrastructure, and positioning this Framework as a vital tool for sustainable and responsible cultural development.*

*We are committed to aligning the Framework with the Partnership's Climate Change Strategy and the newly established Climate Action Network.*

## **LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER**

<b>MISSIONS</b>	
<b>This paper contributes to the follow Missions outlined in the Government's Levelling Up White paper.</b>	
<b>Skills</b>	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
<b>Health</b>	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.



<b>Wellbeing</b>	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
<b>Pride in Place</b>	By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

## ACRONYMS

- ACE: Arts Council England
- NPO: National Portfolio Organisation

<b>APPENDICES</b>	
Appendices are listed below and attached to the back of the report: -	
<i>APPENDIX A</i>	<i>Arts Council England Feedback on NPO</i>
<i>APPENDIX B</i>	<i>Activity Plan</i>

<b>BACKGROUND PAPERS</b>
<i>No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.</i>

<b>CHRONOLOGICAL HISTORY OF THIS REPORT</b>	
<b>Name of body</b>	<b>Date</b>
Executive Board Briefing	25 January 2023

<b>REPORT APPROVAL</b>	
Report author:	Lydia Rusling, Assistant Director Economic Growth
Signed off by:	Michelle Sacks, Deputy Chief Executive
Approved for publication:	Councillor Graham Marsh

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## Appendix A

22 November: Feedback meeting with Arts Council England.

29 November: Letter received from Arts Council England.

**Feedback letter from ACE:**

Applicant name: East Lindsey District Council

Project number: NPIP-00556915-MID-0000005491

Programme: 2023-26 Investment Programme

Congratulations on your successful application and, as discussed, I will be your Relationship Manager for this investment period.

I have provided some feedback based on the assessment and outlined the decision-making process below. You should take this feedback into account when completing your updated Activity and Investment Principles Plans.

Your application demonstrated that a strong contribution to the Outcomes is likely and your organisation is based in East Lindsey, which is a Priority Place.

We also noted the following key strengths during the assessment;

Outcomes

The delivery plan is clear and ambitious and there are a number of notable strengths for each outcome. For Creative People this includes a clear commitment to developing opportunities for CYP and the development of Creative Hubs (supported by Town Deal funding) to catalyse activities in partnership with schools and colleges, cultural and community organisations to champion local creative talent; Creative Communities is also aligned to 'Levelling Up and using Towns funding to develop new cultural amenities such as The Colonnade (Sutton on Sea) and better use of natural heritage throughout the year to provide more experiences for people; And Creative Country will support the development of locally-based talent and building a cultural workforce (to collaborate regionally, nationally and internationally).

Investment Principles

There are notable ambitions and actions under each Investment Principle. Inclusivity has a 3 year aim to address the challenges of talent loss and bridge building for the area's diverse populations and we note partnerships with Lincoln College and Lincoln University for this. Dynamism includes support for board & workforce development and will equip staff with the skills to support a proposed substantial increase in artist & community involvement; Ambition & Quality offers good realistic 3 year ambitions aligned to local strategic plans to mobilise new ways of working, including utilising digital technology, rural touring, and the re-animation of heritage for contemporary cultural practice; And Environmental ambitions are very specific in terms of local challenges and we note the statement that 'connecting culture to the natural environment through projects and infrastructure is critical'

Risk - The programme represents a minor risk for Governance and Management and a minor risk for Financial Viability.

We note the following areas for development;

- The NPO budget is presented in general terms and this needs to be developed in line with the agreed investment and activity as noted below.
- We also noted that there was reference to commissioning other ACE funded organisations and care should be taken to ensure there is no duplication of ACE funding.

## Appendix A

### Activity

We have made a reduced offer and the areas of work we expect to see preserved within the updated Activity Plan are activities 1, 3, 8 and 9 which, in summary, includes;

Programmes of work with schools and young people; Digitisation of collections; Working across heritage and museum sites to enable stronger cultural programming including a focus on heritage within arts; Engagement with the new Cultural Strategy; And embedding approaches to supporting the involvement of Children and Young People.

As per the application, we also expect to the development of three Creative Hubs to help deliver the activity (Boston Guildhall, Ayscoughfee Hall and The Colonnade at Sutton on Sea) and the establishment of a Culture Board to oversee the programme.

### Funding agreement negotiation

I also wanted to provide you with a brief reminder of the process and key dates for funding agreement negotiation. You can find further information in the funding agreement negotiation letter attached to your conditional offer on Grantium.

By 20 January 2023 you must submit the following documents for the period April 2023 – March 2024, based on the activity applied for and taking account of the feedback provided above:

- a completed Activity Plan template
- a completed Investment Principles Plan template
- a completed financial template

You must use the mandatory templates provided, which can be found on the website here. Updated templates must be attached to the 'Submit updated plans for funding agreement negotiation' screen of the conditional offer notification on Grantium and submitted no later than 20 January 2023. If you fail to supply the requested information on time, we cannot guarantee we will be able to issue you a funding agreement in line with our published timescales.

If we feel that plans submitted in January require further development or revision, we will provide you with directive feedback and you may be asked to resubmit plans in April 2023 as a condition of first payment.

**John Cairns, Relationship Manager, Creative Media**

**Arts Council England**

Appendix B

NPO Activity Plan Outcomes Year One

Activity number	Primary Outcome	Elements met	Activity	Outputs	Proposed targets and success measures	Location/ days committed
1	Creative People	A, B, C, D, E, G, H	Re-imagine culture: Programme of immersive commissions to re-ignite heritage assets. Driven by engagement with schools and in community settings, to generate cultural renewal and enabling local people to create fresh narratives of belonging.	<p>Q1: Develop relationships with partners to look at resourcing and commissioning activity. Use partnership connections to upskill SELCP (South East Lincolnshire Council Partnership) officers.</p> <p>Q2-4: Recruit the first four artists in Year One, each delivering four interactive workshops per commission in villages /schools / town centres with delivery taking place in Q3 and Q4. These commissions will reflect the stories captured from local communities and celebrate the heritage of the Cultural Hubs (Guildhall, Ayscoughfee, Colonnade), and other key areas of historical interest alongside those not so well known in the SELCP area.</p> <p>Q2-4 Work with partners to devise programme for commissioned artists / createch partners, to lead STEAM programme through the Cultural Hubs with partners such as Boston College, Lincoln University</p>	<ul style="list-style-type: none"> <li>- Four artists commissioned across the SELCP area, each delivering four community workshops/events linked to their commission. Expected attendees to these workshops/events between 50-100.</li> <li>- Four SELCP officers upskilled in the management, monitoring, delivery and evaluation of cultural activity.</li> <li>- Two learning providers engaged in STEAM programme development.</li> </ul>	Boston 16 EL 16 SH 16

				converging artistic, digital and engineering skills, ready for launch in Year Two.		
3	Cultural Communities	I, J, K, L	<p>Re-connect culture: 21st Century Digital Assets Collecting Programme capturing today's stories around cultural diversity, migration and inclusion, with people from lower socio-economic backgrounds and minority groups to foster new narratives.</p> <p>This element is the backbone of the NPO bid and will provide structure and content for the artistic commissions.</p>	<p>Q2: Utilise partnerships to develop a programme to support this element. Map organisations (part of the Cultural Audit) who would benefit from upskilling their team/volunteers in photography, video and digital skills in collaboration with our Cultural Hub sites, Gentleman's Society, Joseph Banks Society and Louth Museum and community organisations reflecting our diversity. Run a survey to assess what digital skills and training is required for local museums, archives community organisations to support in developing and hosting of digital collections and responding to survey results with a training and events package for groups.</p> <p>Q2: -Develop a quarterly evaluation in partnership with Empowering Healthy Communities colleagues within the SELCP to monitor social wellbeing.</p> <p>Q2-4: Explore links with Magna Vitae's Audio Tales project, East Midlands Oral History Society and</p>	<ul style="list-style-type: none"> <li>- One launch event at each Cultural Hub site to engage the local communities, with an expected minimum attendance of 50 at each site.</li> <li>- Six hard to reach groups engaged with and supported i.e. interpretation and additional workshop sessions.</li> <li>- Digital upskill programme developed to support community needs based on survey results.</li> <li>- 300 volunteers upskilled in digital skills</li> <li>- Develop a How to Guide as a project legacy to support future digital capture activity.</li> <li>- Cultural Board to decide how best to share digital collections, in line with best practise and collaborating with Partners with a view to bringing enhanced local archive collections in the longer term with new digital content and skills in house. Increased online digital interaction with collections.</li> <li>- Develop new relationships and content that will enhance national and international knowledge of our place and our stories.</li> </ul>	Boston 16 EL 16 SH 16

				<p>Lincolnshire County Council's Lincs to the Past initiative.</p> <p>Q2-4: Develop a new partnership with the British Museum and Smithsonian (with Boston USA a key element of our international heritage) working with International Bomber Command Centre Digital Archive.</p> <p>Engage with The National Archives to establish best practice in digital storytelling and create a guide for groups and organisations.</p>		
8	Creative People	A, B, D, E, G, H	<p>Uplift culture. Introduce stronger cultural programming through working with partners to develop touring and visitor experiences to enhance and increase the reach of activities into all communities</p>	<p>Year One will see programme scoping and trialling in partnership with partners such as Transported and Magna Vitae, across SELCP. Working with these partners we will agree a collaborative data collection and modelling approach.</p> <p>Q2-3: 3 cultural organisations (out of 10 across the three-year programme) will collaborate to co-design and deliver a connected cultural programme across the three districts, representing all communities and backgrounds and outreach in educational settings. This programme will be delivered through the Cultural Hubs, other</p>	<ul style="list-style-type: none"> <li>- Programme scoping delivered in a collaborative approach with partner and localised groups.</li> <li>- Cultural Hub sites to create localised working groups</li> <li>- Three organisations commissioned and for programme delivery</li> <li>- Enhanced partnerships, year-round programme developed to increase participation by all sectors of SE Lincolnshire communities, giving focus to hard to reach, minority and youth participation.</li> <li>- Monitoring and evaluation process to be agreed via the Cultural Board and Partners, the Impact and Insight Toolkit will be adopted and developed along with bespoke forms</li> </ul>	<p>Boston 16 EL 16 SH 16</p>

			<p>and a create a stronger cultural package for all.</p>	<p>sites of historical interest, schools and smaller settings pop up sessions where culture and arts are not usually recognised. We will look to funds such as UKSPF to allow development and growth of locally led activity, to nurture local talent and bring new volunteer and paid for work opportunities.</p> <p>This element will involve a targeted approach to build participation from children and young people: boosting volunteering, supporting talent development and showcasing opportunities to work in the cultural sector.</p> <p>We will engage with Destination Lincolnshire to ensure robust and high-quality place marketing is used to promote opportunities to engage with culture in the sub region.</p>	<p>of measurement to support an agile and flexible approach to data monitoring.</p> <ul style="list-style-type: none"> <li>- 300 new volunteers engaged</li> <li>- A minimum of three paid for work opportunities</li> <li>- 15 groups or projects signposted to additional funding opportunities.</li> </ul>	
9	A Creative and Cultural Country	M,N, O, Q, R	<p>Activate culture: Collaboration and exchange programmes across the Midlands to establish the area as an</p>	<p>Q3-4 The Culture Board will develop MoUs with a minimum of three key cultural and heritage organisations, as well as partners in education, health and environment, to set out an ambitious co-development programme.</p>	<ul style="list-style-type: none"> <li>- Mission Statement written on how we wish to establish the area as an exemplar Hub for regional cultural development including heritage within the arts.</li> <li>- Develop MoUs with three key organisations to set out a co-development programme.</li> </ul>	<p>Boston 6 EL 6 SH 6</p>



			exemplar hub for regional cultural development, with the inclusion of heritage within arts and culture.	Q3-4 Using the Cultural Audit we will work with educational settings, including schools, colleges, and universities, to host learning experiences in our places and contribute to the construction and delivery of modules and curriculum in line with government and ACE guidance	<ul style="list-style-type: none"> <li>- Develop a programme of learning experiences, and mentoring opportunities with the aspiration of interweaving heritage and cultural organisations.</li> </ul>	
10	Creative Communities	I, J, K, L	Leadership culture: Establish a culture board to collectively work in partnership to compliment and support wider programmes (local, national and international)	<p>Q1: Establish an SELCP in-house team framework to support NPO delivery.</p> <p>Q1: Establish how Partners will be commissioned for programme delivery in line with SELCP governance.</p> <p>Q1-2: Establish a 16 member Cultural Board. This includes the development of associated governance and ensuring the board is reflective of communities and includes representation from young people. The Cultural Board will then be split into task groups to support each of the four key strands of the Cultural Framework.</p> <p>Q1-2: Cultural Hub sites to each create a localised working group</p>	<ul style="list-style-type: none"> <li>- SELCP officers with updated Job Descriptions and direction to reflect NPO delivery.</li> <li>- Governance paperwork in place for commissioning partner organisations.</li> <li>- A 16 member Culture Board established with relevant leadership and governance in place that inspires positive change, inclusiveness and resilient communities.</li> <li>- Cultural Hub sites established with localised working groups.</li> <li>- Training sessions delivered to upskill the Culture Board and working groups.</li> <li>- Develop a Cultural Audit</li> </ul>	

Appendix B

				<p>made up of active citizens and stakeholder organisations to assist with programme development and to ensure a grassroots approach. These groups will feed into the Cultural Board.</p> <p>Q1-2: -Develop a Cultural Audit consisting of local artists, sites, groups, schools and education providers alongside strategic partners</p>		
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