

***Lincolnshire Cultural Strategy
2010-2015***

Final Draft 9th February 2010

FINAL DRAFT

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Foreword

Lincolnshire's Culture matters.

It matters because it is about the way we live our lives and enjoy ourselves. It is why many people get up in the morning, walk the dog, read a book, listen to music, visit a museum or go to the cinema. It is about keeping physically and mentally active and for some, aspiring to great things such as Olympic medals.

It matters because it generates £1.2 billion to our economy and provides employment to the equivalent of over 25,000 full-time people as well as volunteering opportunities to many thousands more.

It was one of the main reasons why over 17 million tourists visited the county from all over the world in 2008.

“Cultural services can help tackle the problems of social cohesion, promote a wider social inclusion and assist with regeneration. They can also make a significant economic contribution through tourism and the creative industries.”

DCMS

This is Lincolnshire's first truly county-wide Cultural Strategy. It was developed during 2009 through consultation with all eight of Lincolnshire's local authorities, a large number of organisations with roles in cultural activity and the people of Lincolnshire. Our mission over the next five years is to celebrate, promote and develop the wide range of opportunities to participate in Lincolnshire's culture, which will help improve the County's economy, wellbeing and quality of life for its residents.

The activities set out in the Action Plan focus on Promotion, Provision and Participation. So whether you are a sportsman or woman, artist, practitioner, promoter, visitor or volunteer we hope that you can work with us to make Lincolnshire a great place to live in and visit. A place where everyone can find and enjoy the lifestyle that suits them best.

Councillor Nick Worth
Chairman of the Cultural
Strategy Review Board

Councillor Marion Brighton
Vice- Chairman of the Cultural
Strategy Review Board

Executive Summary

Introduction

This is the Cultural Strategy for Lincolnshire, developed by a range of stakeholders and supported by the County Council and all District Councils, as well as other local and regional organisations. It is a 'joined up' Cultural Strategy for the whole of Lincolnshire County, with common aims and objectives that all of the Lincolnshire Local Authorities (and other relevant bodies) within Lincolnshire can work towards.

The Strategy aims to champion Lincolnshire's culture regionally and nationally and to place Lincolnshire amongst the top English counties renowned for their approach to their county's culture. It offers a framework which describes how aims and priorities can be delivered by working in response to local need and towards shared goals. It promotes partnership working in the public, private and voluntary sectors, to demonstrate that culture is important to the county and regional economy. It promotes regular engagement with all of Lincolnshire's diverse communities and helps them to develop, thrive and contribute to an improved quality of life.

It is particularly important to stress that this Strategy seeks to realise and reinforce the overarching vision for the County, the Sustainable Community Strategy, toward which all organisations are working.

Lincolnshire's Culture and Its Potential

Lincolnshire is the most easterly county in the East Midlands and the fourth largest county in terms of land mass in England. It is a rural county which comprises seven districts: Boston; East Lindsey; Lincoln City; North Kesteven; South Holland; South Kesteven; and West Lindsey. Each district of Lincolnshire has its own unique cultural landscape and population characteristics which have implications for service provision.

The key contributor to the ongoing population growth is in-migration. In particular, more people are travelling from parts of Europe to Lincolnshire to find employment. Such workers bring with them their own unique traditions and cultures. By preparing for and providing opportunities to celebrate such traditions, migrants/guest workers and their families will integrate quickly into our communities, strengthening community cohesion. Whilst the average age of in-migrants is consistently lower than the average of residents, the number of older people coming to the coastal areas of the county and the out-migration of younger people remains a key issue for Lincolnshire.

Despite the county's fast rate of population growth, its density remains much lower than both the regional and national figures, which has implications for the delivery of services across such a large geographical area. This challenge is further heightened by the generally poor public transport infrastructure in large areas of the County which further limits physical access to services.

Key Lincolnshire Facts and Figures

Cultural Economy

- Creative industry clusters are found in Lincoln, Grantham, Boston and Spalding, but there is economic activity in more rural areas and the coastal district¹
- Tourist and culture industries combined contribute approximately £1.2 billion of the total value added for Lincolnshire and employ approximately 25,000 full-time employees, about 10 per cent of the total workforce²
- The creative industries sector has high levels of Gross Value Added (GVA)³, rising to £37,000 per employee in the Visual arts. This is higher than the Lincolnshire mean GVA per employee figure⁴
- Lincolnshire's programme of festivals is a significant contributor to the local economy of county. Their direct, indirect and induced contribution taken together generates economic benefits amounting to almost £1.5 million⁵.
- In 2008 all tourists (including staying visitor trips, both overseas and domestic and day visitors), visiting Lincolnshire spent a total of £958.05 million, which represents just over a 19 per cent increase from 2003⁶.
- The income generated through tourism can make an important contribution to a county's economy. In 2008 Lincolnshire welcomed 17.072 million visitors (including day time and overnight domestic and international visitors), who spent a total of £958.05 million⁷.

Cultural Participation

- Data from Sport England/DCMS in June 2009 shows Lincolnshire (21.4%) performing approximately equally with the English average (21.5%) in terms of the percentage of people reporting participation in 3x30mins per week moderate intensity sport (National Indicator 8)

¹ Burns Owen Partnership (2006) *Lincolnshire and the Creative Industries*

² Taken from latest estimates from the Annual Business Enquiry (on Nomis official labour market statistics website)

³ GVA measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom.

⁴ Burns Owen Partnership (2006) *Lincolnshire and the Creative Industries*

⁵ Adroit Economics Ltd (2008), LCSi: Celebrating Success, 05-08 Impact Study Lincolnshire Creative Solutions Initiative

⁶ Global Tourism Solutions UK Ltd (2008) *STEAM (Scarborough Tourism Economic Activity Monitor) Study*

⁷ Global Tourism Solutions UK Ltd (2008) *STEAM (Scarborough Tourism Economic Activity Monitor) Study*

- In terms of use of public libraries and visits to museums/galleries in the last 12 months, data from DCMS in June 09 shows Lincolnshire performing below the English and regional averages (National Indicators 9 and 10).
- Lincolnshire is above the regional average but below the English average for 'Engagement in the Arts' (National Indicator 11) – in June 2009, 44.2% of people in Lincolnshire reported engagement in the arts, compared with the English average of 45.5% and the regional average of 43.6%.
- The rate for sports volunteering has fallen by 0.1% to 5.6%. However, this is still above the regional (5.3%) and national (4.9%) averages⁸.
- Levels of activity in a club setting have risen by 0.4% to 23.3%. This is below the regional (24.1%) and national (24.7%) averages.
- The amount of people taking part in competitive sport has fallen by 0.4% to 15.9%. However, this is still above the regional (15.1%) and national (14.6%) averages.
- In the first month of the free swimming scheme, 2,385 children aged 16 and under, and 353 adults aged 60 and over participated in casual swimming sessions at Yarborough Leisure Centre and The Priory – City of Lincoln Academy.

The county boasts a diversity of natural landscapes, from the beautiful hill country of the Wolds and the waterscapes of the Fens, to the extensive eastern coastline, home to the world renowned Gibraltar Point. Lincolnshire's appeal is not isolated to its natural beauty, but encompasses a rich menu of cultural events, activities and places of historical interest to visit and enjoy. Residents and visitors alike can pick from an impressive range of heritage sites, from the 11th Century Lincoln Castle to the Elizabethan mansion of Burghley House at Stamford. The rich and varied nature of Lincolnshire's cultural offer make it an attractive destination for both domestic and international tourists. Events such as Lincolnshire show, Waddington Air Show and Lincoln Christmas market are important attractors.

Lincolnshire's desire to be an active partner in major world events is incredibly strong, for example, the Cultural Olympiad, Commonwealth Games and World Cup. These provide opportunities to build on national and international activities, such as the recent Black/North SEAS project in East Lindsey. The 2012 Steering Group was established in Lincolnshire in March 2006 in order to maximise the potential benefits of the Cultural Olympiad to the county.

⁸ This and the following bullets are taken from the Lincolnshire Sports Profile – County Overview October 2009

The two-year free swimming scheme, for example, is funded by a central government grant of £63,731 per year, along with funding from NHS Lincolnshire. The initiative is part of the government's commitment to the 2012 Olympic and Paralympic Games. The 2012 steering group aims:

*"To ensure benefit to Lincolnshire from the hosting of the London 2012 Olympic & Paralympic Games, through the advancement of the London Games and the Olympic & Paralympic brands pre and post 2012."*⁹

The Action Plan for this activity is being refreshed at present and will cover themes including: young people; volunteering; events; economic development; culture; elite performance sport; pre games training camps; and legacy.

Lincolnshire has a traditional culture based on a long heritage of song, dance, music, local history, local festivals and sport. There are 292 outdoor tennis courts, 325 adult football pitches and 113 cricket pitches across the county, with over 1,900 sports clubs registered on the Sporting Lincs database¹⁰.

In 2008, a joint strategic partnership between Lincolnshire Primary Care Trust and Lincolnshire County Council set up the Health and Wellbeing Fund. One of the programme's aims is to enhance the quality of life and capacity to contribute to local regeneration of local people, including their health and cultural and sports opportunities. A number of the Health and Wellbeing Fund projects involve engagement in cultural activities to support physical and mental health improvements, for which Lincolnshire Sports Partnership is a key project delivery partner.

Lincoln Cathedral and the county's churches are also of significant heritage and cultural interest and play a key role in the cultural life of the communities they serve. Many churches are keen to open their doors outside service times and to welcome local people and visitors to discover, enjoy and appreciate their buildings. Lincoln Cathedral alone is supported by 400 volunteers, and there are 650 parish churches and extensive parish records held across the County. Recent inward migration means that there is now a rich diversity in religious belief and custom within Lincolnshire's communities.

The scale and rural nature of the county can affect people's ability to access cultural services and as such is an ongoing challenge for service providers in the county. In rural counties, the arts in particular have proved to have great impact on connecting communities and tackling rural isolation issues. Lincolnshire was one of the key founders of rural and community touring schemes, taking performing arts out of the city and market towns into village halls, churches and pubs through the development of a network of local village promoters¹¹.

⁹Lincolnshire County Council Arts Strategy – Draft Version One (June 2009)

¹⁰ <http://www.sporting-lincs.com/>

¹¹Lincolnshire County Council Arts Strategy – Draft version One (June 2009)

Strong cultural provision will also play an important role in the development of new communities in the new growth areas, in terms of creating attractive and interesting places to live and work and in promoting community cohesion and a sense of identity. There are over 60 museums in the county, placing Lincolnshire on the map in terms of an unrivalled cultural asset, with a network of heritage organisations distributed throughout the county enabling people to learn about their heritage and participate in cultural activities. In a rural county, these sites are rooted in their communities. Lincolnshire has been dedicated to the delivery of the Renaissance in the Regions Programme and has a small number of Designated Collections.

Local celebrations add vibrancy to the culture of Lincolnshire, such as the Flower Parade in Spalding, the annual Wolds Words Literature Festival and the Lincolnshire Christmas Food and Drink Fair. A range of sporting and physical activities are on offer both on land or in the water and every week residents participate in a variety of interesting activities and clubs in local libraries and village halls around the county, from reading groups to dance workshops.

A public consultation carried out to inform the current Strategy found that people feel that more should be done to improve the quality and number of facilities and activities related to culture in Lincolnshire. Consultees also highlighted the need to improve the promotion of cultural activities¹².

It is, however, important to stress that many of the heritage organisations in Lincolnshire are very small and are run solely by volunteers. Without them, in large parts of the county there would be no, or very little, cultural provision. In order to ensure that there is a universal cultural provision and equality of access to culture across the county it is vital that support is given to these organisations.

In areas where organisations simply do not have the capacity, but where collections, heritage or buildings exist, partnership should be the key so that cultural opportunities can be delivered with and through existing heritage facilities. It is estimated that 95% of sporting activity could not take place without the support of volunteers and as part of the 2012 Legacy Plan, volunteering features as a key delivery element. It is not just that cultural organisations provide opportunities for people to participate through volunteering or that volunteers extend the amount and range of cultural provision: it is that without them there would be large areas of the county with limited or no cultural provision. Indeed, Lincolnshire is slightly above the English average for National Indicator 6 *'People who have given unpaid help at least once a month over the last 12 months'*¹³.

¹² Lincolnshire County Council Cultural Strategy Review Survey (2009)

¹³ Source: DCLG September 09

Mission Statement

Our mission over the next five years is to celebrate, promote and develop the wide range of opportunities to participate in Lincolnshire's culture, which will help improve the County's economy, wellbeing and quality of life for its residents.

Lincolnshire's culture will make a positive contribution to the economic and social well being of residents, its growing population and visitors. By maximising existing cultural assets and taking advantage of new opportunities, including the Cultural Olympiad and 2012 Olympics, we will ensure a wide choice of rich and varied cultural provision in Lincolnshire, promoting involvement, inclusion and quality of life.

Aims and Objectives

Aim 1: To promote the wide ranging benefits of Lincolnshire's culture

- 1.1 Maximise promotion of Lincolnshire's cultural offer to residents and visitors
- 1.2 Promote active lifestyles through engagement with positive cultural activities for people of all ages
- 1.3 Work in partnership to promote inclusion, mental, emotional and physical well being through greater engagement with cultural provision
- 1.4 Develop a coordinated communication plan, to include advocacy and championship of cultural provision
- 1.5 Collect research and evidence of the economic and social impact of cultural provision, harnessing existing measures and developing new approaches
- 1.6 Demonstrate and develop the contribution of the cultural and creative industries to the local and regional economy.

Aim 2: To increase cultural provision in Lincolnshire, preserving and developing its unique cultural identity

- 2.1 Increase the number of opportunities to volunteer through cultural provision.
- 2.2 Develop the quality and diversity of volunteering experiences through strong leadership and appropriate management
- 2.3 Maximise the range, quality and quantity of cultural content and facilities, celebrating Lincolnshire's cultural diversity
- 2.4 Preserve traditional opportunities whilst developing contemporary cultural practice
- 2.5 Ensure that the development of cultural provision is informed by the views of local people

Aim 3: To enable and encourage people to participate in Lincolnshire's culture

- 3.1 Provide equality of opportunity to participate and enjoy cultural activity, improving access and developing community provision
- 3.2 Develop audiences to increase and broaden participation and attendance
- 3.3 To enable people to learn and develop their skills through cultural provision
- 3.4 Build knowledge of communities, identity and sense of place through cultural provision as Lincolnshire's population continues to grow

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Introduction

This is the Cultural Strategy for Lincolnshire, developed by a range of stakeholders and supported by the County Council and all District Councils, as well as other local and regional organisations. It is a 'joined up' Cultural Strategy for the whole of Lincolnshire County, with common aims and objectives that all of the Lincolnshire Local Authorities (and other relevant bodies) within Lincolnshire can work towards.

It is hoped that the longer term Vision for culture in Lincolnshire will be achieved by 2020. This Strategy covers a five-year period from 2010 to 2015. In order to ensure their continuing relevance, the action plans will be reviewed on an annual basis.

Process of Development

In March 2009, it was considered timely to review the development of a strategy for culture across the whole of Lincolnshire. The process has been managed through a Project Team and Project Board, which included elected members. The Lincolnshire Senior Cultural Officers Group has also been pivotal in driving forward its development.

Based on a commitment to work together to deliver good quality, accessible services to the people who live in and visit Lincolnshire, the County and District Councils dedicated their time towards finding out what people want, or do not want in terms of culture, from a consultation exercise.

545 people responded to the public consultation exercise about cultural provision in Lincolnshire; 312 surveys were completed online (through Lincolnshire County Council's website), the remaining 233 were paper questionnaires (placed in libraries, heritage sites, museums and centres for culture).

The results raised these key points:

- People who completed this survey suggested that the activities they considered to be 'cultural' were those that were traditionally thought of as that, and the majority had undertaken them.
- More should be done to improve the facilities and activities related to culture, and the quantity of these. It was felt that local authorities' role should be to facilitate through better promotion, finance, encouragement, coordination and information; rather than undertake the activities themselves.

- There was very little disparity in the results when split by gender and age. The only significant differences were found between whether the age groups considered 'socialising in a pub, bar or restaurant' or 'volunteering on a regular basis' to be a 'cultural activity'. Generally, the older generations thought of these less as 'cultural activities'.
- A significant difference was found in the response to whether people agreed that Lincolnshire's local authorities should 'Improve the range of activity'. People living in Lincoln and South Holland were either more happy with what was on offer or felt this was not as much of an issue as those living in the other areas who were consulted.

A second stage of consultation was undertaken on the first draft of the Strategy, distributed to over 300 individuals and groups, which generated 23 further responses about its content.

The consultation with public and stakeholders has enabled priorities to be identified to increase opportunities to directly and indirectly participate in cultural activity, taking into consideration the new economic climate likely to be faced over the next 5 years.

Purpose of the Cultural Strategy

The Strategy aims to champion Lincolnshire's culture regionally and nationally and to place Lincolnshire amongst the top English counties renowned for their approach to their county's culture.

It offers a framework which describes how aims and priorities can be delivered by working in response to local need and towards shared goals. It promotes partnership working in the public, private and voluntary sectors, to demonstrate that culture is important to the county and regional economy. It promotes regular engagement with all of Lincolnshire's diverse communities and helps them to develop, thrive and contribute to an improved quality of life.

The Strategy includes activities as follows:

- Arts development, facilities, festivals and events;
- Inclusive and sustainable practice;
- Learning through cultural activity;
- Libraries, museums and heritage (including built and natural environments);
- Opportunities for well being through cultural activity;
- Parks and open spaces;
- Promotion of cultural tourism;
- Sports development, facilities and events;
- Stories, songs, customs and dialect; and
- Thriving economies through cultural activity.

The Cultural Strategy for Lincolnshire is for everyone interested in the culture of Lincolnshire, that culture can be everything we do. It is a collaborative document developed following consultation with stakeholders and members of the public. Through the delivery of this strategy local people and visitors will be able to see how culture is being developed for their benefit.

The Strategy is being led by Lincolnshire County Council and the seven District Councils and has been endorsed by a range of key partners in the county, who will play a fundamental role in realising the aims of the Strategy and are welcomed to assist in its delivery.

It is particularly important to stress that this Strategy seeks to realise and reinforce the overarching vision for the County, the Sustainable Community Strategy, toward which all organisations are working.

Acknowledgements

We would like to thank everyone who has been involved in the strategy consultation and development process. This includes key partners and members of the public who have given up their time to assist us in producing this document. Your thoughts and ideas have been very important in ensuring that the Strategy captures and reflects the needs of the people who live in and visit Lincolnshire.

The Lincolnshire Cultural Strategy provides us with a plan to take forward but it requires the support and commitment of our partners to ensure that its aims are achieved. Together we can celebrate, develop and promote Lincolnshire's culture to all who live in and visit the county, making it a rich, vibrant and prosperous place.

Lincolnshire's Culture and its Potential

Lincolnshire is the most easterly county in the East Midlands and the fourth largest county in terms of land mass in England. It is a rural county which comprises seven districts: Boston; East Lindsey; Lincoln City; North Kesteven; South Holland; South Kesteven; and West Lindsey.

Population estimates released in 2008 by the Office for National Statistics (ONS) show that the County population is now 692,800 people. This is an increase of 7 per cent on the 2001 Census figures, which is higher than the national and East Midlands region increases (4 per cent and 5 per cent respectively)¹⁴. The county contains a number of growth point areas, most notably North Kesteven district and the town of Sleaford, which are in the top five fastest growing districts towns and districts in the UK respectively. The 2008 Office for National Statistics population projections for Lincolnshire demonstrate that the county's population will continue to grow and will reach 900,000 people between 2020-2031, with people aged over 65 making up a larger proportion of the population over time. This growth is promoted by housing targets to accommodate these new people and changes in Household sizes. The planning system will to a large extent dictate where these new homes will be built and therefore influence how and where cultural activities are in demand.

The key contributor to the ongoing population growth is inward migration, and much of this growth comes from within the East Midlands and the rest of England, although more people are travelling from other parts of Europe to Lincolnshire to find employment. Such workers bring with them their own unique traditions and cultures. By preparing for and providing opportunities to celebrate such traditions, migrants/guest workers and their families will integrate quickly into our communities, strengthening community cohesion. Whilst the average age of in-migrants is consistently lower than the average of residents, the number of older people coming to the coastal areas of the county and the out-migration of younger people remains a key issue for Lincolnshire.

The long term migration patterns of older people moving to the coastal areas has resulted in a clear east/west divide in the county in terms of areas where those aged 65+ tend to reside. This has implications for culture in Lincolnshire, which this Strategy will look to address, primarily through increased choice of cultural activities and venues used in local communities.

Despite the county's fast rate of population growth, its density remains much lower than both the regional and national figures, which has implications for the delivery of services across such a large geographical area. This challenge is further heightened by the generally poor public transport infrastructure in large areas of the County which further limits physical access to services.

¹⁴Lincolnshire Research Observatory (January 2009) *Lincolnshire – Global change, local issues*

Indeed, the Place Survey undertaken in 2008 show satisfaction with leisure facility services being below the regional and national averages¹⁵.

In addition, many rural areas and towns in the County also do not have the higher broadband connection speeds available in urban areas. Whilst download speeds in the East Midlands are not amongst the slowest in the UK (3.28 mbps)¹⁶, without fast broadband people's ability to access information and services available online is affected, as are rural businesses as business deals increasingly move online.

The Lincolnshire economy has increased in value year on year since 1997 and is currently estimated to be worth £9 billion. However, it still lags behind the region and most of the UK. One reason for Lincolnshire's low position in the national economic league table is the decline of its traditional agricultural and manufacturing industries, which also tend to be lower value added and lower skilled. Fourteen per cent of the county's population lives in wards that are amongst the 20 per cent most deprived in the country. The low skills/low wage economy of these wards limits the extent to which some people are able to afford access to cultural opportunities. In 2004, the Lincolnshire Creative Solutions Initiative, through funding provided by the European Regional Development Fund, invested £900,000 in the development of Creative Industries in Lincolnshire, providing structured development opportunities for new and existing businesses to grow organically. The programme offered financial and technical support to business to enable them to identify market opportunities and enable growth both economically and creatively. The *Lincolnshire and the Creative Industries Final Report* (March 2008) points out that the current infrastructure of cultural organisations needs additional investment, as well as stronger strategic organisation to be able effectively to attract and sustain creative businesses.

A recent survey looking at standards of living across the counties of England placed Lincolnshire 29th out of 122 in terms of performance across indicators including the labour market, housing, the environment, crime, education and health¹⁷. Crime rates in the county are low but health inequalities persist across the county. People in the east are more likely to be diagnosed with diabetes or have an unhealthy weight. Lincoln residents are more likely to smoke or drink heavily, whilst Boston has a lower life expectancy for males.

Each district of Lincolnshire has its own unique cultural landscape and population characteristics which have implications for service provision now and in the future, as the populations grow and new homes are built, as detailed below.

¹⁵ Lincolnshire Research Observatory Place Survey 2008 analysis

¹⁶ Broadband connection is quickest in London with a download speed of 4.5 megabits per second. Northern Ireland's average speed of 2.3Mbps is the slowest in the UK. Data taken from thinkbroadband.com

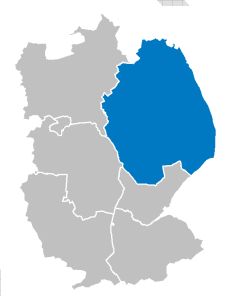
¹⁷ Halifax Quality of Life Survey for Counties (January 2009) 2007 in *Lincolnshire - Global changes, local issues*, Lincolnshire Research Observatory

Boston



Boston is situated on the south-east coast of Lincolnshire and has a population of 55,750 people (2001 Census). It is a growing area, with more people moving into Boston from outside, especially economic migrants from the European Union. More than 65 different languages are spoken within the district. Boston also experiences high levels of obesity and as such much effort has been focused on increasing residents' participation in physical activity. One of the Council's main priorities is to ensure Boston is a place for everyone – a place that values diversity – as well as ensuring its residents are healthy and active.

East Lindsey



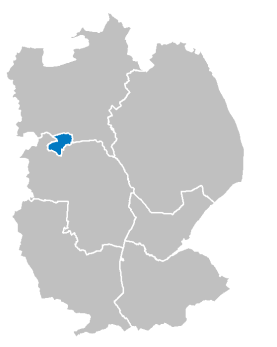
East Lindsey is the most easterly District in Lincolnshire and contains the only coastline in the East Midlands, with 3 Blue Flag Award winning beaches and several Sites of Special Scientific Interest (SSSIs). With the Wolds Area of Outstanding Natural Beauty (AONB) inland, and the fenland landscape in the south of the District, the landscape provides an impressive backdrop for a wide range of cultural activity.

That said, the District contains some of the most rural and sparsely populated wards in England and has an aging population with 50.5 per cent of its population aged 45 yrs or above, compared to a national average of 39.6 per cent. A high proportion of people from the older age group (65+) live in the coastal areas and health outcomes are significantly worse in this area.

The Council's Corporate Strategy (2007-2012) priorities are to: improve economic prosperity, nurture our distinctive and vibrant communities, and reduce inequality to improve quality of life. This includes a clear emphasis on improving health outcomes, increasing skill levels and attracting a broader range of tourists.

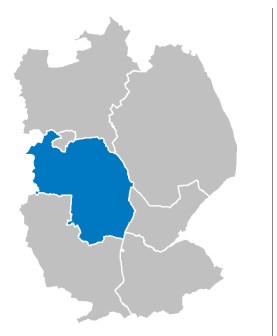
Taken together, the landscape, demographics and Council ambition are driving culture-led regeneration. With investment in leisure facilities and development of high quality sports, arts and events with a regional, national and international focus, we are improving social and economic outcomes, as well as increasing participation in the arts.

City of Lincoln



Lincoln is an urban place in the predominantly rural county and has population of 85,595 people (2001 Census), of which a high proportion are aged between 15 and 24 influenced in part by the growth of the University. Whilst net migration into the county is a major driver of population growth, the City of Lincoln has had the lowest proportion of net migration in the county¹⁸. The City, however, is a driver for new development in the adjacent districts of North Kesteven and West Lindsey, with significant new developments having taken place in recent years, or being underway or planned in close proximity to the City. The City is a significant regional centre, with a high number of people who commute to work, shop or visit the city. The Council's priorities are to promote community cohesion especially in certain deprived areas of the City, whilst ensuring equality of access to all that the City has to offer through investing in and improving the range of cultural venues and opportunities.

North Kesteven

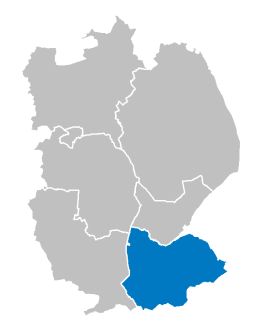


North Kesteven is a large, diverse, rural district. With a population of 94,024 people (2001 Census), it is the fastest growing district in Lincolnshire, with the second highest rate of in-migration in the county. In line with other districts in Lincolnshire North Kesteven is expected to see a decrease in the percentage of younger people (0-14) and middle age group (15-64) living in the area, the increase being in the higher (65+) age range (a projected rise of 2.2 per cent). The district is also set to experience significant housing growth, with about

¹⁸ City of Lincoln experienced net migration of just 3 per cent between 1996 and 2006.

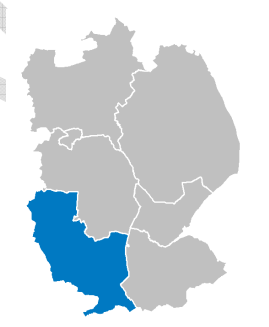
750 new dwellings to be built across the district each year to 2026. The vision for the district is to create and enhance 100 flourishing communities that are fair, thriving and inclusive, allowing equal and full access to opportunities and services.

South Holland



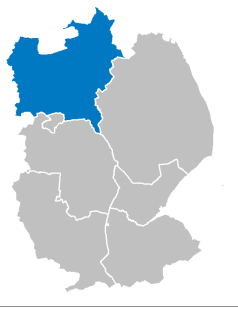
South Holland is a rural and sparsely populated district in the south of the county, in a unique landscape known as the Fens. It has a population of 76,522 people (2001 Census), of whom a quarter are of pensionable age. South Holland's population is also predicted to increase by 15 per cent up to 2016; this is higher than the predicted increase in population for Lincolnshire (13 per cent) and England (7.8 per cent). The make-up of the population is also changing with the arrival of EU migrant workers from Portugal, Poland and Russia. The Council's priorities include the creation of accessible opportunities for people to actively participate in culture, developing the cultural infrastructure to meet the needs of its population to support community cohesion.

South Kesteven



South Kesteven is one of the largest and widespread districts in the UK, with its population of 124,792 people (2001 Census) spread across more than one hundred communities. It is one of the top five fastest growing rural districts in England, with population growth of just under one per cent per year. However, it also has the third lowest in-migration rate in the county. The Council's priorities are to create an attractive and sustainable environment to ensure a good quality of life, to improve the skills and capacity of South Kesteven to meet local needs, and to develop the district's economy by supporting the growth of local businesses.

West Lindsey



West Lindsey, situated in the north of the county, is the most sparsely populated district within Lincolnshire and the East Midlands region. With a population of 79,515 people (2001 Census), two thirds of its residents live outside of the three main market towns in rural locations. The district is also expected to experience a reduction in the percentage of younger people (0-14) and middle age group (16-64), with the increase being in the higher age range (65+). The sparsity of the district's population, and its changing profile does create challenges in terms of ensuring cultural provision for all. The Council's priorities are to develop the district's cultural provision through the Gainsborough Growth programme, as well as developing local cultural activity and providing more community group support.

Key Lincolnshire Facts and Figures

Cultural Economy

- Creative industry clusters are found in Lincoln, Grantham, Boston and Spalding, but there is economic activity in more rural areas and the coastal district¹⁹
- Tourist and culture industries combined contribute approximately £1.2 billion of the total value added for Lincolnshire and employ approximately 25,000 full-time employees, about 10 per cent of the total workforce²⁰
- The creative industries sector has high levels of Gross Value Added (GVA)²¹, rising to £37,000 per employee in the Visual arts. This is higher than the Lincolnshire mean GVA per employee figure²²
- Lincolnshire's programme of festivals is a significant contributor to the local economy of county. Their direct, indirect and induced contribution taken together generates economic benefits amounting to almost £1.5 million²³.
- In 2008 all tourists (including staying visitor trips, both overseas and domestic and day visitors), visiting Lincolnshire spent a total of £958.05 million, which represents just over a 19 per cent increase from 2003²⁴.
- The income generated through tourism can make an important contribution to a county's economy. In 2008 Lincolnshire welcomed 17.072 million visitors (including day time and overnight domestic and international visitors), who spent a total of £958.05 million²⁵.

Cultural Participation

- Data from Sport England/DCMS in December 2009 shows Lincolnshire (23.0%) performing approximately equally with the English average (23.2%) in terms of the percentage of people reporting participation in 3x30mins per week moderate intensity sport and active recreation (National Indicator 8)

¹⁹ Burns Owen Partnership (2006) *Lincolnshire and the Creative Industries*

²⁰ Taken from latest estimates from the Annual Business Enquiry (on Nomis official labour market statistics website)

²¹ GVA measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom.

²² Burns Owen Partnership (2006) *Lincolnshire and the Creative Industries*

²³ Adroit Economics Ltd (2008), LCSi: Celebrating Success, 05-08 Impact Study Lincolnshire Creative Solutions Initiative

²⁴ Global Tourism Solutions UK Ltd (2008) *STEAM (Scarborough Tourism Economic Activity Monitor) Study*

²⁵ Global Tourism Solutions UK Ltd (2008) *STEAM (Scarborough Tourism Economic Activity Monitor) Study*

- In terms of use of public libraries in the last 12 months, data from DCMS in December 2009 showed that Lincolnshire at 40.6% was performing below the regional (44.5%) and English (48.5%) averages.²⁶ (National Indicator 9)
- This was also true of visits to museums/galleries in the last 12 months, with Lincolnshire (45.0%) performing below the regional (47.5%) and English (48.5%) averages (National Indicator 10).
- Lincolnshire is above the regional average (42.6%) but below the English average (45.2%) for 'Engagement in the Arts' (National Indicator 11) – in December 2009, 42.8% of people in Lincolnshire reported engagement in the arts.
- The rate for sports volunteering has fallen by 0.1% to 5.6% by October 2009. However, this was still above the regional (5.3%) and national (4.9%) averages²⁷.
- Levels of activity in a club setting had risen by 0.4% to 23.3%. This was below the regional (24.1%) and national (24.7%) averages.
- The amount of people taking part in competitive sport fall by 0.4% to 15.9%. However, this is still above the regional (15.1%) and national (14.6%) averages.
- In the first month of the free swimming scheme in 2009, 2,385 children aged 16 and under, and 353 adults aged 60 and over participated in casual swimming sessions at Yarborough Leisure Centre and The Priory – City of Lincoln Academy.

Access to cultural activities has a key role to play in enhancing the quality of life for residents and visitors in Lincolnshire. The range of natural and cultural resources in Lincolnshire have strong potential to impact positively on the economic and social life of the county.

The county boasts a diversity of natural landscapes, from the beautiful hill country of the Wolds and the waterscapes of the Fens, to the extensive eastern coastline, home to the world renowned Gibraltar Point. Lincolnshire's appeal is not isolated to its natural beauty, but encompasses a rich menu of cultural events, activities and places of historical interest to visit and enjoy. Residents and visitors alike can pick from an impressive range of heritage sites, from the 11th Century Lincoln Castle to the Elizabethan mansion of Burghley House at Stamford. The rich and varied nature of Lincolnshire's cultural offer make it an attractive destination for both domestic and

²⁶ Department for Culture, Media and Sport, December 2009. Also

²⁷ This and the following bullets are taken from the Lincolnshire Sports Profile – County Overview October 2009

international tourists. Events such as Lincolnshire show, Waddington Air Show and Lincoln Christmas market are important attractors.

Lincolnshire's desire to be an active partner in major world events is incredibly strong, for example, the Cultural Olympiad, Commonwealth Games and World Cup. These provide opportunities to build on national and international activities, such as the 2009 Black/North SEAS project in East Lindsey. The 2012 Steering Group was established in Lincolnshire in March 2006 in order to maximise the potential benefits of the Cultural Olympiad to the county. The two-year free swimming scheme, for example, is funded by a central government grant of £63, 731 per year, along with funding from NHS Lincolnshire. The initiative is part of the government's commitment to the 2012 Olympic and Paralympic Games. The 2012 steering group aims:

*"To ensure benefit to Lincolnshire from the hosting of the London 2012 Olympic & Paralympic Games, through the advancement of the London Games and the Olympic & Paralympic brands pre and post 2012."*²⁸

The Action Plan for this activity is being refreshed at present and will cover themes including: young people; volunteering; events; economic development; culture; elite performance sport; pre games training camps; and legacy.

Lincolnshire has a traditional culture based on a long heritage of song, dance, music, local history, local festivals and sport. There are 292 outdoor tennis courts, 325 adult football pitches and 113 cricket pitches across the county, with over 1,900 sports clubs registered on the Sporting Lincs database²⁹. The County Sports Facilities Framework also contains a full assessment of the future facility needs of the County taking into account the above demographics and other variables.

In 2008, a joint strategic partnership between Lincolnshire Primary Care Trust and Lincolnshire County Council set up the Health and Wellbeing Fund. One of the programme's aims is to enhance the quality of life and capacity to contribute to local regeneration of local people, including their health and cultural and sports opportunities. A number of the Health and Wellbeing Fund projects involve engagement in cultural activities to support physical and mental health improvements, for which Lincolnshire Sports Partnership is a key project delivery partner. Below is a summary of the key activities and programmes being carried locally within districts that the Lincolnshire Sports Partnership believes has contributed towards increased adult participation.

²⁸ Lincolnshire County Council Arts Strategy – Draft Version One (June 2009)

²⁹ <http://www.sporting-lincs.com/>

Activity or programme	What it involves
Extend	Extend is a Lincolnshire based programme of exercise and movement to music for the over 60s. The project is the extension of a gentle physical activity programme for older people, previously known as 'Vitality.'
Healthy Walks Programme	Development of local district walk booklets and maps, guided walk programmes and the establishment of new walking groups.
Free Swimming	Free swimming sessions for the under 16s and over 60s.
Club development	Establishment of new clubs, tailored training courses for sports coaches and volunteers
Exercise Referral	Prescription of exercise to treat illness, disability or disease rather than medicines, leading to lifestyle change and continued physical activity
Over 45s Activators	Recruitment of 4 dedicated Over 45s Activators to deliver and develop a programme of activities targeting adults over the age of 45 (activities such as Rounders and Dance)
New Age Kurling and New Age Bowls	Establishment of new clubs to deliver these two inclusive sports. The two sports are accessible to people with learning, physical and sensory impairments and can be played by a wide range of the community at the same time
Subtle facility refurbishments	Improvements to some facilities, such as changing rooms, which in turn has led to increased usage
Active People and Market Segmentation data development	Use of Active People results and segment profiling (Market Segmentation), helping to target delivery to where the demand is present
Fit Kids	Fit Kids is about targeting overweight children and encouraging them to take part in sport and physical activity in order to reduce their weight and change their lifestyle. Its main focus is to encourage overweight children aged 8-11 to gain and maintain a healthy weight

Lincoln Cathedral and the county's churches are also of significant heritage and cultural interest and play a key role in the cultural life of the communities they serve. Many churches are keen to open their doors outside service times and to welcome local people and visitors to discover, enjoy and appreciate their buildings. Lincoln Cathedral alone is supported by 400 volunteers, and there are 650 parish churches and extensive parish records held across the County. Recent inward migration means that there is now a rich diversity in religious belief and custom within Lincolnshire's communities.

The scale and rural nature of the county can affect people's ability to access cultural services and as such is an ongoing challenge for service providers in the county.

In rural counties, the arts in particular have proved to have great impact on connecting communities and tackling rural isolation issues. Lincolnshire was one of the key founders of rural and community touring schemes, taking performing arts out of the city and market towns into village halls, churches and pubs through the development of a network of local village promoters³⁰. CACI Ltd has developed a postcode analysis model of Arts Council's 13 arts consumer segments³¹. The model is based on the probabilities of people living in different English postcodes to belong to the 13 segments. It asks: given what we know about the demographic and lifestyle characteristics of the people living in that postcode, what segment are they likely to belong to? In Lincolnshire, the percentage of residents in the 'Dinner and a show' segment and 'Family and community focused' segment are greater than the English average.

Strong cultural provision will also play an important role in the development of new communities in the new growth areas, in terms of creating attractive and interesting places to live and work and in promoting community cohesion and a sense of identity. There are over 60 museums in the county, placing Lincolnshire on the map in terms of an unrivalled cultural asset, with a network of heritage organisations distributed throughout the county enabling people to learn about their heritage and participate in cultural activities. In a rural county, these sites are rooted in their communities. Lincolnshire has been dedicated to the delivery of the Renaissance in the Regions Programme and has a number of Designated collections.

Local celebrations add vibrancy to the culture of Lincolnshire, such as the Flower Parade in Spalding, the annual Wold Word Literature Festival and the Lincolnshire Christmas Food and Drink Fair. A range of sporting and physical activities are on offer both on land or in the water and every week residents participate in a variety of interesting activities and clubs in local libraries and village halls around the county, from reading groups to dance workshops.

A public consultation carried out to inform the current Strategy found that people feel that more should be done to improve the quality and number of facilities and activities related to culture in Lincolnshire. Consultees also highlighted the need to improve the promotion of cultural activities³².

It is, however, important to stress that many of the heritage organisations in Lincolnshire are very small and are run solely by volunteers. Without them, in large parts of the county there would be no, or very little, cultural provision. In order to ensure that there is a universal cultural provision and equality of

³⁰Lincolnshire County Council Arts Strategy – Draft version One (June 2009)

³¹http://www.artscouncil.org.uk/media/uploads/downloads/Segments_and_area.xls

³²Lincolnshire County Council Cultural Strategy Review Survey (2009)

access to culture across the county is it vital that support is given to these organisations.

In areas where organisations simply do not have the capacity, but where collections, heritage or buildings exist, partnership should be the key so that cultural opportunities can be delivered with and through existing heritage facilities. It is estimated that 95% of sporting activity could not take place without the support of volunteers and as part of the 2012 Legacy Plan, volunteering features as a key delivery element. It is not just that cultural organisations provide opportunities for people to participate through volunteering or that volunteers extend the amount and range of cultural provision: it is that without them there would be large areas of the county with limited or no cultural provision. Indeed, at 23.5% Lincolnshire is slightly above the regional (23.0%) and (23.2%) English averages for National Indicator 6 *'People who have given unpaid help at least once a month over the last 12 months'*³³.

³³ Source: DCLG September 09

Lincolnshire Strategic Context

A brief overview of the strategic context of Lincolnshire is provided here, into which the Cultural Strategy fits. Further detail regarding the national, regional and local context can also be found in Appendices 1, 2 and 3.

A key theme of all the strategies is the expected growth in population over the coming years. The level of growth is highlighted in the **Regional Spatial Strategy (RSS)** which sets targets for the delivery of new homes. (Central Lincolnshire – City of Lincoln, North Kesteven and West Lindsey) alone are expected to deliver 40,000 new homes between 2001 and 2021. The designation of three **Growth Points** (Greater Lincoln, Grantham and Gainsborough) demonstrate the local authorities commitment to delivery growth at a high level, even in excess of the requirements set by the RSS. The RSS also sets the policy framework for promoting cultural development, protection of the historic, natural and built environment, protection and enhancement of Biodiversity and economic development. (**Local Development Strategies** provide this approach at a more local level – see below)

The **Sustainable Community Strategy for Lincolnshire** sets out the overall strategic direction and long term vision for the economic, social and environmental well-being of Lincolnshire.

Vision for Lincolnshire

*“..a Big County, with Big Skies that has a Big Future because Lincolnshire is the place where **everyone can find and enjoy the lifestyle that suits them best**”.*

Themes

- *Vibrant communities where people enjoy life;*
- *Opportunities for good health;*
- *One of the healthiest and most sustainable economies in Europe;*
- *Good connections between people, services communities and places;*
- *Rich diverse environments, heritage and cultures that residents and visitors enjoy; and*
- *Supported by organisations working together for Lincolnshire.*

The Cultural Strategy will support the realisation of all of the Sustainable Community Strategy themes, but especially “*Vibrant communities*”, “*Opportunities for good health*” and “*Rich diverse environments*”. For example, active participation in cultural activities can promote physical, emotional and mental well-being, the opportunity to share a common space

with people from different backgrounds, helping to build trust and a sense of community.

The Sustainable Community Strategy defines the **Local Area Agreement (LAA) for Lincolnshire**. This is a three year plan for the delivery of key priorities for Lincolnshire, therefore the activity delivered through the Cultural Strategy will support delivery of priorities therein.

At a more local level each Council is preparing a **Local Development Framework (LDF)** which should ensure that new development is co-ordinated with the provision of infrastructure, whether that is schools, sewers or soccer pitches. (A joint LDF is being prepared for Central Lincolnshire) A key element of the LDF will be an Infrastructure Delivery Plan, which will demonstrate how and when infrastructure will be delivered and the relationship to particular development. A result of this could potentially be the phasing of development to coincide with planned infrastructure investment. The IDP will also be used as a tool for negotiating Developer Contributions in association with particular planning applications, either through the current legal agreement (Section 106) system or through the introduction of the **Community Infrastructure Levy**.

Local Development Frameworks may also include particular proposals with specific implications for the Cultural Strategy. These may include specific large scale developments, such as the proposed Urban Extensions of Lincoln and Gainsborough, which will have specific requirements for new cultural provision (some may be bigger than current market towns, and will generate their own demands and opportunities). The Wash Green Infrastructure Strategy and the designation of the Witham Valley Country Park also present particular opportunities that could be the focus of the Cultural Strategy

Other key strategies to which the Cultural Strategy will contribute are the **Children's and Young People's Plan**, the **Lincolnshire Economic Strategy**, **Tourism Strategy** and the **Third Sector Strategy**. These documents set out priorities and actions for delivery of positive outcomes beyond the cultural sector, however, the aims and objectives of the Cultural Strategy are such that activity can make a significant contribution towards the achievement of these broader agendas.

With regard to specific components of cultural activity, a specific strategy for sport '**Loving Sport, Living Life: A Strategy for Lincolnshire to 2012 and Beyond**' has been developed by the Lincolnshire Sports Partnership and it sets out a vision for sport in the county until 2020:

"By 2020 we will create a successful County that leads a healthy, sporting lifestyle".

In order to meet this vision the strategy sets out four key aims to be delivered:

- *Improve awareness of sport in the County;*
- *Increase demand for sport across Lincolnshire;*
- *Develop people in and through sport across Lincolnshire; and*
- *Increase opportunities and provision of sport in the County.*

In addition, a **County Arts Strategy** is currently being developed in parallel to the Lincolnshire Cultural Strategy to outline the immediate and long term needs and priorities for the Arts in Lincolnshire. As a result of a consultation process, the following vision for the Arts in Lincolnshire has emerged:

‘To develop an arts culture that is driven by the people of Lincolnshire for the people of Lincolnshire where communities can explore and develop their own artistic identity and make a valuable contribute to the changing landscape of a changing county.’

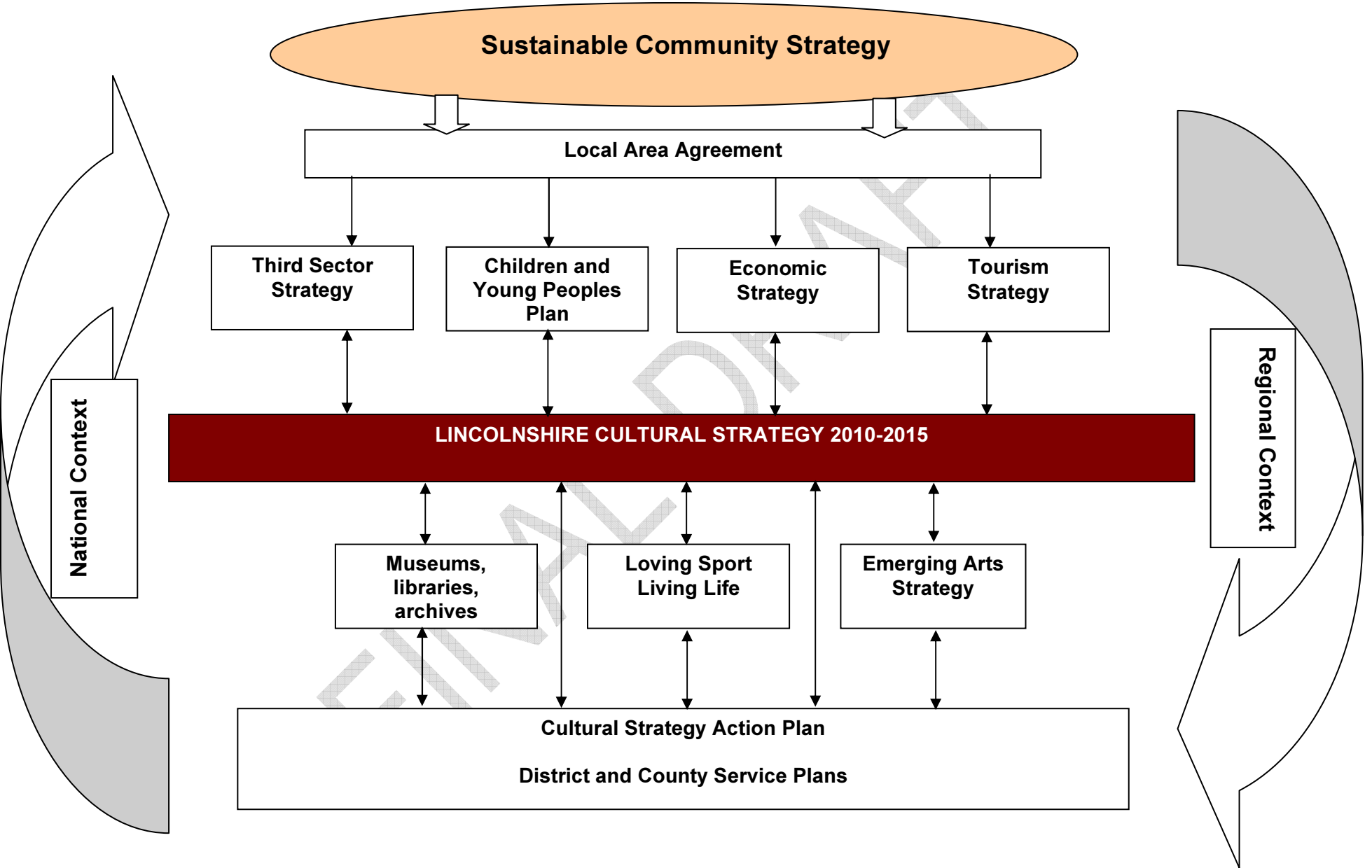
‘Create an inspirational, locally powered, well connected arts infrastructure of regional, national and international standing that reflects the unique diversity of environment and community across Lincolnshire as an outstanding model of good practice for the arts in rural and coastal areas’

There are also a number of plans and policies for museums, libraries and archives in the County which, although not formalised as strategies, have synergy with the Cultural Strategy.

The Cultural Strategy aims to be an umbrella document for the whole of Lincolnshire’s culture in all its forms and it is not a replacement for these specific strategies. It adds value by providing a mechanism through which the contribution of all cultural provision can be acknowledged. The specific strategies for sport and the arts enable priorities for these important elements to be expanded.

Diagram 1 overpage maps the strategic context for the Cultural Strategy for Lincolnshire.

Diagram 1: Lincolnshire Strategic Context



Mission Statement

Our mission over the next five years is to celebrate, promote and develop the wide range of opportunities to participate in Lincolnshire's culture, which will help improve the County's economy, wellbeing and quality of life for its residents.

Lincolnshire's culture will make a positive contribution to the economic and social well being of residents and visitors. By maximising existing cultural assets and taking advantage of new opportunities, including the Cultural Olympiad and 2012 Olympics, we will ensure a wide choice of rich and varied cultural provision in Lincolnshire, promoting involvement, inclusion and quality of life.

Endorsements

Names of organisations who have signed up/committed to this

Aims and Objectives

Aim 1: To promote the wide ranging benefits of Lincolnshire's culture

- 1.1 Maximise promotion of Lincolnshire's cultural offer to residents and visitors
- 1.2 Promote active lifestyles through engagement with positive cultural activities for people of all ages
- 1.3 Work in partnership to promote inclusion, mental, emotional and physical well being through greater engagement with cultural provision
- 1.4 Develop a coordinated communication plan, to include advocacy and championship of cultural provision
- 1.5 Collect research and evidence of the economic and social impact of cultural provision, harnessing existing measures and developing new approaches
- 1.6 Demonstrate and develop the contribution of the cultural and creative industries to the local and regional economy.

Aim 2: To increase cultural provision in Lincolnshire, preserving and developing its unique cultural identity

- 2.1 Increase the number of opportunities to volunteer through cultural provision.
- 2.2 Develop the quality and diversity of volunteering experiences through strong leadership and appropriate management
- 2.3 Maximise the range, quality and quantity of cultural content and facilities, celebrating Lincolnshire's cultural diversity
- 2.4 Preserve traditional opportunities whilst developing contemporary cultural practice
- 2.5 Ensure that the development of cultural provision is informed by the views of local people

Aim 3: To enable and encourage people to participate in Lincolnshire's culture

- 3.1 Provide equality of opportunity to participate and enjoy cultural activity, improving access and developing community provision
- 3.2 Develop audiences to increase and broaden participation and attendance
- 3.3 To enable people to learn and develop their skills through cultural provision
- 3.4 Build knowledge of communities, identity and sense of place through cultural provision as Lincolnshire's population grows

Action Plan

This table sets out the strategic actions under the three aims and each objective.

Aim 1: To promote the wide ranging benefits of Lincolnshire's culture				
Objective	Action	Partners	Timescale	Outcome
1.1 Maximise promotion of Lincolnshire's cultural offer to residents and visitors.	<p>1.1.1 Research how visitors and residents receive information about Lincolnshire and, if appropriate, identify more suitable ways of communicating this information.</p> <p>1.1.2 Work with Visit Lincolnshire (formerly Lincolnshire Tourism) to identify key marketing priorities for cultural tourism initiatives.</p> <p>1.1.3 Deliver joint marketing campaigns building on 'This is Art' campaign.</p> <p>1.1.4 Working jointly to add value on projects for example, Lincoln Book Festival, SO Festival in Skegness and the Lincolnshire Aviation Heritage Project.</p> <p>1.1.5 Analyse and share audience information to retain existing and develop new audiences.</p>	<p>County & District Councils, LSP</p> <p>Visit Lincolnshire</p> <p>Arts Council</p>	2010	<p>Improved Service provision and better take up of services by visitors and residents.</p> <p>Increased Economic activity as result of a more positive image of Lincolnshire.</p> <p>Improved contribution to LAA performance on NI11.</p>
1.2 Promote active lifestyles through engagement with positive cultural activities for people of all ages.	<p>1.2.1 Develop links with health partners, particularly in relation to preventative activity. For example, Free Swimming for under 16's & over 60's.</p> <p>1.2.2 Develop and deliver County Physical Activity Strategy and Activity Database. For example, Vitality Programme delivering exercise to the over 60's.</p> <p>1.2.3 Deliver the Wolds Walking Festival, Golf breaks and the Rural Escapes campaign.</p> <p>1.2.4 Deliver the City Culture Project.</p>	<p>Primary Care Trust (PCT), LSP and District Councils</p> <p>LSP, County and District Councils.</p> <p>Visit Lincolnshire</p> <p>Lincoln City Council, Visit Lincolnshire and Lincoln BIG (Lincoln Business Improvement Group)</p>	2010	<p>Improvement in the health and well-being of local residents.</p> <p>Improved contribution to LAA performance on NI's 8, 11, 57, 110, 137.</p>

Aim 1: To promote the wide ranging benefits of Lincolnshire's culture				
Objective	Action	Partners	Timescale	Outcome
1.3 Work in partnership to promote inclusion, mental, emotional and physical well-being through greater engagement with cultural provision.	<p>1.3.1 Develop/ sustain positive relations with partners in PCT's, Adult Social Care, Healthy Living Centres.</p> <p>1.3.2 Promote the effects of:</p> <ul style="list-style-type: none"> - Free Swimming initiative. - Work of the County Equity Officer on the inclusion agenda - Heritage At Risk project <p>1.3.3 Encourage businesses to cater for people with special needs.</p> <p>1.3.4 Delivery of the Step Ahead Campaign / Quality Agenda</p>	<p>PCT, LSP, County and District Councils</p> <p>Heritage Lincolnshire</p> <p>Visit Lincolnshire, cultural and creative businesses</p>	<p>2010</p> <p>2010-2013</p>	<p>Improvement in the health and well-being of local residents.</p> <p>Improved contribution to LAA performance on NI's 8, 57, 110, 137.</p>
1.4 Develop a coordinated communication plan, to include advocacy and championship of cultural provision.	<p>1.4.1 Establish a working group to develop a joint communication plan.</p> <p>1.4.2 Promotion of the Cultural Strategies aims objectives and action plan.</p> <p>1.4.3 Consider the use of promotional material e.g. A4 brochures delivered to every household.</p> <p>1.4.4 Build on the use of the 'This is Art' brand</p> <p>1.4.5 Delivery of the Heritage at Risk Project</p> <p>1.4.6 Delivery of the Rural Community Touring Scheme.</p> <p>1.4.7 Visit Lincolnshire engagement with businesses in the culture and creative sector.</p>	<p>County and District Councils, LSP</p> <p>Visit Lincolnshire</p> <p>Heritage Lincolnshire</p> <p>Nottinghamshire County Council</p> <p>Visit Lincolnshire, Private Businesses</p>	<p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p> <p>2010</p>	<p>Improved service provision and better take up of services by local community and visitors</p> <p>Increase visitor numbers</p> <p>Improved contribution to LAA performance on NI11.</p>

Aim 1: To promote the wide ranging benefits of Lincolnshire's culture				
Objective	Action	Partners	Timescale	Outcome
1.5 Collect research and evidence of the economic and social impact of cultural provision, harnessing existing measures and developing new approaches.	<p>1.5.1 Bring together economic development and cultural officers to increase knowledge of role of culture in regeneration and share information.</p> <p>1.5.2 Use of Observatory (http://emculturalobservatory.co.uk/) and Lincolnshire Research Observatory (LRO) (http://www.research-lincs.org.uk/) data to establish a baseline, identify gaps Visit Lincolnshire work with LRO.</p> <p>1.5.3 Use of Business Barometer Survey and STEAM economic value and volume survey, Active People Survey and the Community Grants Survey to inform future developments.</p> <p>1.5.4 Use of data from Culture and Adult Education's quarterly survey.</p> <p>1.5.5 Jointly commission new research to fill gaps in knowledge</p>	<p>County and District Councils, LSP</p> <p>Lincolnshire Research Observatory</p> <p>Visit Lincolnshire, LSP, Heritage Lincolnshire</p>	2011	<p>Improved service provision and better take up of services by local community and visitors</p> <p>Increase visitor usage and satisfaction.</p> <p>Improved contribution to LAA performance on NI5.</p>
1.6 Demonstrate and develop the contribution of the cultural and creative industries to the local and regional economy.	<p>1.6.1 Bring together data collected to support NI6 to determine quantitative value of volunteer hours.</p> <p>1.6.2 Heritage at Risk data collection</p> <p>1.6.3 Use the data gathered in 1.5 above to demonstrate the impact Culture has on Lincolnshire's life and economy.</p>	<p>County and District Councils</p> <p>Heritage Lincolnshire</p> <p>Visit Lincolnshire</p>	2011	<p>Increased economic activity in the cultural and creative sectors.</p> <p>Improved contribution to LAA performance on NI161,162.</p>

Aim 2: To increase cultural provision in Lincolnshire, preserving and developing its unique cultural identity

Objective	Action	Partners	Timescale	Outcome
2.1 Increase the number of opportunities to volunteer through cultural provision.	<p>2.1.1 Develop a marketing campaign to highlight the opportunities available to volunteer within the cultural sector and to challenge stereotypes.</p> <p>2.1.2 Ensure consistency of volunteer provision.</p> <p>2.1.3 Delivery of the 'Sportsforce' Project and use of the Volunteer Database (Vbase)</p> <p>2.1.4 Delivery of the Heritage at Risk project.</p> <p>2.1.5 Visit Lincolnshire provides opportunities for 'Friends' and 'Champions', e.g., Olympic Champions, Book Festival, Ancestral Tourism, Aviation Heritage</p>	<p>County and District Councils</p> <p>LSP & District Councils, University of Lincoln</p> <p>Heritage Lincolnshire & District Councils</p> <p>Visit Lincolnshire</p>	2011	<p>Raise awareness and participation in volunteering through cultural provision.</p> <p>Improved contribution to LAA performance on NI6.</p>
2.2 Develop the quality and diversity of volunteering experiences through strong leadership and appropriate management.	<p>2.2.1 Work in partnership to ensure good quality coordination and management of volunteering opportunities.</p> <p>2.2.2 Volunteer development through training, leadership, investment and encouragement from different sectors of the community, maximising their input at times of tight budgets, e.g., Countywide training opportunities for volunteers.</p> <p>2.2.3 Delivery of the Renaissance East Midlands Workforce Development programme which is open to all staff and volunteers in the museum and heritage sector</p> <p>2.2.4 Work with volunteer hubs to ensure that all volunteering opportunities are advertised on Vbase.</p>	<p>County and District Councils</p> <p>LSP</p> <p>Renaissance East Midlands</p> <p>Voluntary Sector Hubs</p>	2011	Improved contribution to LAA performance on NI6.

Aim 2: To increase cultural provision in Lincolnshire, preserving and developing its unique cultural identity

Objective	Action	Partners	Timescale	Outcome
	2.2.5 Delivery of the Aviation Heritage Project including volunteer training.	Visit Lincolnshire, Members of the Lincolnshire Aviation Partnership		
	2.2.6 Development of Ancestral and Literary Tourism project.	Visit Lincolnshire		
2.3 Maximise the range, quality and quantity of cultural content and facilities, celebrating Lincolnshire's cultural diversity.	2.3.1 Develop planning arrangements to enable District and County Councils maximise joint programming opportunities.	County and District Councils	2010	Quality and diversity of cultural product and service match core aspirations (vibrant, rich, inclusive and accessible).
	2.3.2 Maximise use of existing facilities.	Private sector leisure providers		
	2.3.3 Engagement of the private sector.	Historic Lincoln Partnership Lincoln BIG		
	2.3.4 Work with independent and 'private' providers (e.g., Lincolnshire Diocese, Lincolnshire Heritage Forum) to ensure that all aspects of cultural provision are developed.			
	2.3.5 Investigate potential for online 'Cultural Calendar', encompassing cultural activities across all of Lincolnshire.	Visit Lincolnshire	2010	
	2.3.6 Refresh the Cultural Olympiad Programme.	LSP		
	2.3.7 Establish the 2012 Co-ordinator post.	Nottinghamshire County Council Arts Council	2010	
	2.3.8 Continue the delivery of the Rural Community Touring Programme.			
	2.3.9 Utilise Sport England support for Sports facilities planning to establish District Council needs and aspirations and feed into the Local Development Framework.	County and District Councils, Sport England, LSP, Genesis Consultants.		
	2.3.10 Re-establish the Sports Facilities forum.		2010	

Aim 2: To increase cultural provision in Lincolnshire, preserving and developing its unique cultural identity

Objective	Action	Partners	Timescale	Outcome
2.4 Preserve traditional opportunities whilst developing contemporary cultural practice.	2.4.1 Work with cultural providers to support and increase access to traditional and contemporary cultural activities, e.g., Boston Mayfair, Lincoln Christmas Market, Heckington Show, Farmers Markets, Stamford Festival, Riverside Festival, Wolds Words, Lincoln Book Festival and the new SO Festival in Skegness,	County and District Councils, LSP, Visit Lincolnshire, Heritage Lincolnshire	2010	Increase in participation.
	2.4.2 Build on the 'This is Art' badge to develop cross promotional opportunities at traditional Lincolnshire events.	Arts Council		Greater diversity of opportunities available to residents.
	2.4.3 Work to raise standards of cultural provision by supporting innovation and increasing creativity.			Improved contribution to national Indicators 8 to 11.
	2.4.4 Provide opportunities for residents and visitors to experience new and emerging cultural activities (e.g., new-age kurling, kite surfing, Par Kour).	LSP and District Councils.		Raised standards of provision, higher quality product.
	2.4.5 Work to maximise benefit from Cultural Olympiad and Olympics 2012.			
	2.4.5 Increasing the opportunity for all cultural providers to engage and participate in national and regional initiatives for the benefit of their local audiences.	All partners		
	2.4.6 Maintain and develop International connections.	All partners		

Aim 2: To increase cultural provision in Lincolnshire, preserving and developing its unique cultural identity

Objective	Action	Partners	Timescale	Outcome
2.5 Ensure that the development of cultural provision is informed by the views of local people.	2.5.1 Engage appropriate representation of local people through Cultural Panels. Continue to develop engagement with Cultural Panels.	County and District Councils.	2010	Improved consultation makes local people feel empowered and have an increase sense of ownership.
	2.5.2 Use Here by Right principle to develop more effective consultation with children / young people. Share best practice on engaging with hard to reach groups, e.g., development of the NKDC Playbus, Community Lincs engagement with children.			Improved service provision and better take up of services by local community.
	2.5.3 Jointly develop questions which enable proxy data to be collected on National Indicators.			Improved contribution to National Indicator 3.
	2.5.4 Delivery of the LEAP Programme - Lincolnshire Elite Athlete Programme	LSP		
	2.5.5 Use of Social Media such as Facebook and Twitter for online feedback.	Visit Lincolnshire		
	2.5.6 Aviation Partnership Programme.	Visit Lincolnshire		

Aim 3: To enable and encourage people to participate in Lincolnshire's culture

Objective	Action	Partners	Timescale	Outcome
3.1 Provide equality of opportunities to participate and enjoy cultural activity, improving access and developing community provision.	<p>3.1.1 Monitor quality of and access to cultural facilities and venues across the county, e.g., delivery of the Community Grants programme supports community building projects, e.g. for DDA compliance.</p> <p>3.1.2 Review and develop rural provision in partnership with community bases (e.g. schools, community centres).</p> <p>3.1.3 Maximise use of existing cultural facilities e.g., libraries through considering content and opening hours.</p> <p>3.1.4 Investigate development of County wide 'Culture Card' e.g., to replace Key Card, Leisure Card, heritage Pass and library card.</p> <p>3.1.5 Promotion and encouragement of links back to Quality Improvement Programme – VAQAS, Green Agenda, National Accessibility Standards.</p>	<p>County & district Councils, LSP, Visit Lincolnshire, Parish Councils</p> <p>County Council</p> <p>All partners</p> <p>Visit Lincolnshire</p>	2010	<p>Increase access to resources and facilities for local participation.</p> <p>Greater diversity of opportunities available to residents.</p> <p>Improved contribution to National Indicators 8 to 11.</p>
3.2 Develop audiences to increase and broaden participation and attendance	<p>3.2.1 Review audience data across providers with a view to cross promoting Cultural activities, e.g., Lincolnshire 1 venues.</p> <p>3.2.2 Co-ordinate efforts to engage new audiences and increase attendance of under-represented groups.</p> <p>3.2.3 Work with National Governing Body (NGB) Start programmes to increase participation in sports.</p> <p>3.2.4 Share information from Visit Lincolnshire around qualitative and quantitative data to assist with audience retention and development.</p>	<p>County and District Councils, LSP</p> <p>Community Sport & Physical Activity Networks</p> <p>Visit Lincolnshire</p>	2010	<p>Increase in participation especially by priority groups.</p> <p>Improved contribution to National Indicators 8 to 11.</p>

Aim 3: To enable and encourage people to participate in Lincolnshire's culture

Objective	Action	Partners	Timescale	Outcome
3.3 To enable people to learn and develop their skills through cultural provision	<p>3.3.1 Undertake a review of current programmes to identify gaps and opportunities for learning.</p> <p>3.3.2 Provide opportunities for members of cultural sector to have access to appropriate education to allow them to continue to provide high quality services and facilities.</p> <p>3.3.4 Work with cultural providers to ensure cultural learning opportunities are maximised.</p> <p>3.3.5 Continue to work with community based training organisations to develop skills through cultural provision.</p> <p>3.3.6 Delivery of the Renaissance East Midlands Workforce Development programme, e.g. the Achieve NVQ Centre.</p> <p>3.3.7 Continued delivery of the Coach Volunteer programme.</p> <p>3.3.8 Delivery of the Ancestral Tourism and Aviation Heritage Projects.</p>	<p>County and District Councils.</p> <p>LSP, Heritage Lincolnshire</p> <p>Renaissance East Midlands</p> <p>LSP</p> <p>Visit Lincolnshire</p>	2010	<p>More residents accessing learning opportunities in the cultural field.</p> <p>Improved contribution to adult learning.</p> <p>Improved contribution to National Indicators 57 and 110.</p>
3.4 Build knowledge of communities, identity and sense of place through cultural provision as Lincolnshire's population continues to grow	<p>3.4.1 Determine a programme of joint activity to work with communities and diversity and distinctiveness.</p> <p>3.4.2 Delivery of Heritage Open Days</p> <p>3.4.3 Delivery of Countywide online database of Sports Clubs to provide a single point of reference.</p> <p>3.4.4 Develop the use of Social Media, such as Facebook and Twitter for online feedback.</p>	<p>Heritage Lincolnshire, County and District Councils</p> <p>LSP</p> <p>Visit Lincolnshire</p>	2010	<p>Cultural provision more responsive to Lincolnshire's population</p> <p>Improved contribution to National Indicators 8 to 11.</p>

Demonstrating Success

Commitment to Continuous Improvement

The County and District Councils have committed to the application of the Culture and Sport Improvement Toolkit (CSIT) process, part of the DCMS *A Passion for Excellence Self Improvement Strategy*, designed by Improvement & Development Agency (IDeA).

Participation in the Culture Improvement Partnership East Midlands (CIPEM) will also ensure that good practice is shared throughout the region.

There are a number of accredited facility and service standards which will be worked towards as appropriate, including Museum Accreditation, Green Flag, Visitor Attraction Quality Assurance Scheme, Public Library Service Standards, Quest Quality Scheme for Sport and Leisure and the National Benchmarking Service.

The national Active People and Taking Part surveys will provide data in relation to Lincolnshire's performance with regard to the National Indicator set, particularly National Indicators 8 to 11. The Public Library User Survey (PLUS) will also provide data for National Indicator 9, supplementing local statistics. The national Place Survey will also provide data in relation to a number of National Indicators, including 3, 5, 6 and 140.

It is most appropriate that measures of success link to the Sustainable Community Strategy, with LSCOG as the responsible body accountable to the Sustainable Community Strategy Board.

Example Indicators

The new indicator set for Local Area Agreements was introduced in 2007 and consists of 198 indicators. Local Authorities and Local Strategic Partnerships will be monitored on their performance against each of these performance indicators through the Comprehensive Area Assessment.

Outcome – Stronger Communities

National Indicator 3 – Civic participation in the local area

National Indicator 5 – Overall/general satisfaction with local area

National Indicator 6 – Participation in regular volunteering

National Indicator 7 – Environment for a thriving third sector

National Indicator 8 – Adult participation in sport

National Indicator 9 – Use of public libraries

National Indicator 10 – Visits to museums or galleries

National Indicator 11 – Engagement in the arts

Outcome – Children and Young People

National Indicator 57 – Children and young people's participation in high-quality PE and sport

National Indicator 110 – Young people's participation in positive activities

Outcome – Adult Health and Well-being

National Indicator 119 – Self-reported measure of people's overall health and well-being

National Indicator 140 – Fair treatment by local services

Outcome – Local Economy

National Indicator 161 – Learners achieving a Level 1 qualification in literacy

National Indicator 162 – Learners achieving an Entry Level 3 qualification in numeracy

Outcome – Environmental Sustainability

National Indicator 188 – Adapting to climate change

Key Contacts

Barrie Higham, Boston Borough Council
James Brindle, East Lindsey District Council
Mark Humphreys, East Lindsey District Council
Semantha Neal, East Lindsey District Council
Karen Bradford, North Kesteven District Council
Mike Lock, North Kesteven District Council
Mary Hollingsworth, West Lindsey District Council
David Popple, South Kesteven District Council
Sue Bolter, South Holland District Council
Rob Bradley, City of Lincoln Council
Mark Odell, City of Lincoln Council
Steve Bird, City of Lincoln Council
Mark Homer, Lincolnshire County Council
John Pateman, Lincolnshire County Council
Jonathan Platt, Lincolnshire County Council
Steve de Wint, Lincolnshire Sports Partnership
Penny Baker, Visit Lincolnshire (formerly Lincolnshire Tourism)
David Start, Heritage Lincolnshire

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Appendix 1: National Strategic Context

For the Department of Culture, Media and Sport (DCMS) *“cultural services play a crucial role in tackling social exclusion, contributing to regeneration, to promoting safer communities, encouraging healthier lifestyles, providing opportunities for voluntary and community activity and stimulating lifelong learning”*³⁴

Through the Department of Culture, Media and Sport, the Government has shown its commitment to increasing participation in cultural activities. Examples of national programmes and initiatives to do this include: ‘Find Your Talent’, a scheme which gives young people in England more opportunities to experience arts and culture; free admission to Britain’s sponsored museums and galleries; and free swimming for senior citizens and young people. *Taking Part: The National Survey of Culture, Leisure and Sport*³⁵ conducted in 2008/09 found that 65.9% of adults (aged 16 and over) in England had participated in two or more different cultural or sport activities during the past 12 months (between April 2008 to April 2009). By 2011 the Department of Culture, Media and Sport is expected to promote increased participation levels by at least 2 per cent³⁶.

Interestingly, the 2007/08 Taking Part Survey also found that there is a significant link between participation in cultural activity and people being satisfied with the area in which they live. The same survey in 2006 revealed that people who participate in cultural activities are 20 per cent more likely to have large social networks and are around 60 per cent more likely to believe that their neighbours can be trusted³⁷ compared to those who did not participate.

The agenda for culture is also supported by other Government departments. For example, the Department of Communities and Local Government (DCLG) recognises the important contribution made by culture in promoting community cohesion.

*“Our strategy needs to consider new policy measures and approaches to promote common values and civic heritage... fund arts and sports activities which support national cohesion and cut across groups.... Promote leisure and culture activities that bridge divisions rather than reinforce them.... Focus on shared community projects – [e.g.] cultural work”*³⁸.

³⁴ DCMS (1999) *Guidance on Local Cultural Strategies*

³⁵ The “Taking Part” survey was commissioned by DCMS to collect data about participation and non participation in culture, leisure and sport

³⁶ DCMS (August 2009) *Final baseline results from the 2008/09 Taking Part Survey*

³⁷ DCLG (2007) *Policy Review: Cohesion Paper*

³⁸ DCLG (2007) *Policy Review: Cohesion Paper*

In economic terms, the cultural and creative industries³⁹ make a major contribution. According to the Department of Culture, Media and Sport's 2008 report, *Creative Britain: New Talents for the New Economy*, two million people are employed in creative jobs and the sector contributes £60 billion a year to the British economy. The report also states that over the past decade, the creative sector has grown at twice the rate of the economy as a whole and is well placed for continued growth as demand for creative content – particularly in English – grows. As such, these industries represent a major opportunity for local authorities looking to bring jobs and prosperity to their regions⁴⁰.

*"The creative industries must move from the margins to the mainstream of economic and policy thinking as we look to create the jobs of the future"*⁴¹.

The economic impact of tourism in Britain is also clear, with the Department of Culture, Media and Sport reporting in its *Tourism Strategy for 2012 and Beyond* (September 2007), that the industry generates over £85 billion a year for the British economy and is one of Britain's biggest employers, directly responsible for 1.4 million jobs. This strategy sets out the Government's intention to harness the opportunities and benefits presented by the London 2012 Olympic and Paralympic Games, to develop and promote Britain's tourism offer both at home and overseas.

In the Department of Culture, Media and Sport strategy *Lifting People Lifting Places* (May 2009) it is argued that tourism has the potential to help the UK economy through the recession. The culture and media sectors are a significant driver in the visitor economy with culture helping to position the UK as a brand and as an attractive place to visit⁴².

In terms of learning, the Government places emphasis on creativity and culture in schools and the curriculum, as well as the contribution of culture to informal adult learning.

*"The Government attaches great importance to creativity in the curriculum as a means of supporting children and young people's personal development and achievement (...) and it applies across all subjects. Creativity in science and maths is just as important as in English and art. We recognise that creativity is one of the 'soft' skills which employers and Higher Education providers value"*⁴³.

³⁹ DCMS (February 2008) *Creative Britain: New Talents for the New Economy*

⁴⁰ Local Government Association (March 2008) *A Passion for Excellence: An improvement strategy for culture and sport*

⁴¹ DCMS (February 2008) *Creative Britain: New Talents for the New Economy*

⁴² DCMS (May 2009) *Lifting People Lifting Places*

⁴³ The Government's response to the Department for Children, Schools and Families Select Committee report into Creative Partnerships and the Curriculum (28 January 2008)

The important contribution that culture, in the form of informal adult learning⁴⁴ activities, make to both individual lives and to the well-being of the nation, is highlighted by the Department for Innovation, Universities and Skills (DIUS) in the White Paper (March 2009) *The Learning Revolution*. It states that:

(Informal Learning) contributes to the health and well-being of communities by building the confidence and resilience of the individuals involved. The social relationships that develop as a result of this informal learning can provide networks of support and solidarity. For the low-skilled and under-confident, informal learning can be an important stepping stone to further learning and a more skilled future.

The health benefits of physical activity and active participation in cultural pursuits are well documented. For example, the 2009 British Social Attitudes survey⁴⁵ shows that frequent physical exercise and sociable activities are significantly linked to good health and happiness, as well as to social participation and social networks.

Within the Department of Health strategy (February 2009) *Be Active, Be Healthy: A Plan for Getting the Nation Moving*, the Chief Medical Officer argues:

Regular physical activity of moderate intensity, such as brisk walking, can bring about major health benefits as well as significant cost savings for the NHS. Increasing levels of physical activity would contribute to achieving reductions in coronary heart disease and obesity, hypertension, depression and anxiety. Even relatively small increases in physical activity are associated with some protection against chronic disease and improved quality of life.

Game Plan (Sport England) sets the challenge of moving from 30% of the population being regularly active in 1998 (5 times a week, 30 minutes, moderate intensity) to 70% in 2020. As a consequence of this broad target Sport England has adopted a target that by 2020 70% of the adult population will be taking part in sport (for at least 30 minutes) for a minimum of three times per week. In 2003, only 24.4% of the adult population currently achieves this target. Assuming there is no increase in sports participation by 2020:

- Consumers' expenditure on sport in 2020 in England would be £20,996 million, or 2.4% of total consumers' expenditure. The comparable figures for 2001 are £12,687 million and 2.3%.
- Value-added to the English economy in 2020 by sport-related economic activity would be £19,345 million, or 1.7% of Gross Value Added (at basic prices). The comparable figures for 2001 are £12,100 million and 1.6%.

⁴⁴Informal adult learning encompasses a variety of activities, for example a dance class at a church hall, a book group at a local library, cookery skills learnt in a community centre or a guided visit to a nature reserve.

⁴⁵British Social Attitudes 25th Report (January 2009)

- Employment in sport in England would be 522,658 in 2020, compared to 393,712 in 2001. Employment in sport would account for 2.2% of total English employment in 2020 compared to 1.7% of total employment in 2001.

Assuming that the Sport England sports participation targets for 2020 are met:

- Consumers' expenditure on sport in 2020 in England would then be £46,319 million, or 5.4% of total consumers' expenditure, over double the percentage for the earlier 2020 scenario.
- Value-added to the English economy in 2020 by sport-related economic activity would be £42,282 million, or 3.8% of Gross Value Added (at basic prices), again more than double the previous scenario.
- Employment in sport in England would be 1.1 million in 2020, or 4.6% of total English employment in 2020. This is equivalent to current employment in the UK construction industry or about three times current employment in the UK publishing industry⁴⁶.

London 2012 Olympic and Paralympic Games and Cultural Olympiad⁴⁷

With the advent of the London 2012 Olympic and Paralympic Games, sport and participation in physical activity are at the forefront of many people's minds, from policy makers to members of the public. The Cultural Olympiad is a four year long festival of high quality, accessible and innovative cultural activity between 2008 and 2012, in the run up to the London 2012 Olympic and Paralympic Games. It has a number of key aims:

- *Promote participation in culture from communities across the UK;*
- *Leave a lasting contribution to cultural life;*
- *Showcase excellence in the performing arts, creative industries and sport;*
- *Introduce young people to the wide variety of artistic provision from the UK and rest of the world;*
- *Heighten economic regeneration and encourage tourism in the UK through the work of the creative industries;*
- *Incorporate the Olympic values of 'excellence, respect and friendship' and the Paralympic vision to 'empower, achieve, inspire'.*

London 2012 Olympic Games and Paralympic Games could generate an estimated £2.1 billion in additional tourism benefits (2006 prices) for the UK over the period 2007-17⁴⁸.

⁴⁶ The impact of achieving Sport England's target for making England an active nation by 2020

⁴⁷ London 2012 Website: <http://www.london2012.com/get-involved/cultural-olympiad/about-the-cultural-olympiad.php>

Key National Facts and Figures

Cultural Participation⁴⁹

- Females had significantly higher rates of participation than males;
- Those from White backgrounds had significantly higher rates of participation than those from Black or minority ethnic backgrounds;
- Adults from upper socio-economic groups had significantly higher rates of participation than those from lower socio-economic groups;
- Adults aged 25-64 had significantly higher rates of participation than those aged 16-24 and those 65 and over.

Economic Contribution

- Total creative employment increased from 1.6 million in 1997 to 2 million in 2007. This represents an average growth rate of two per cent a year, compared to one per cent for the whole of the economy over this period⁵⁰.
- In 2008 more than seven per cent of UK companies were in creative industries⁵¹
- Creative industries account for nearly one in 20 UK exports⁵²
- £85 billion is spent annually on UK tourism including £17 billion by 33 million overseas visitors and £44 billion on day trips by UK residents⁵³.
- Sport-related economic activity increased from £3,358 million in 1985 to £10,373 million in 2000 and £15,471 million in 2005 (based on current prices). This represents a real increase of 124% over the period 1985 to 2005 (based on constant prices)⁵⁴.
- Sport-related employment in England is estimated at 434,000 in 2005 accounting for 1.8% of all employment in England. It has increased from 304,000 in 1985 to 434,000 in 2005, a 43% increase.

⁴⁸ Source: Oxford Economics tourism impact study on the 2012 Games (September 2007), in the DCMS (2007) *Winning: Tourism Strategy for 2012 and Beyond*

⁴⁹ DCMS (August 2009) *PSA21: Indicator 6 – Final baseline results from the 2008/09 Taking Part survey*

⁵⁰ DCMS (January 2009) *Creative Industries Economic Estimates Statistical Bulletin*

⁵¹ IDeA website - www.idea.gov.uk/idk/core/page.do?pagelId=11138810

⁵² IDeA website - www.idea.gov.uk/idk/core/page.do?pagelId=11138810

⁵³ DCMS (2007) *Winning: Tourism Strategy for 2012 and Beyond*

⁵⁴ This and the following bullet comes from: The economic importance of sport in England, 1985-2005 Summary report December 2007 Sport Industry Research Centre Sheffield Hallam University

Appendix 2: Regional Strategic Context

The Government Office for the East Midlands (GOEM) promotes the importance of culture in addressing issues such as social inclusion, health and crime, by working with a range of regional and local partners to identify where links can be made with other government programmes at a local level⁵⁵.

One significant way in which this promotion takes place is through its support of the regional Cultural Improvement Partnership for the East Midlands (CIPEM). The CIPEM aims to increase the impact and value of cultural services to the communities of the East Midlands by facilitating continuous improvement, effective delivery and shared service provision⁵⁶. The CIPEM also makes the case for culture and sport to be mainstreamed into the activities of local authorities. The partnership comprises representatives of the Key Regional Cultural Agencies and local government and is also supported by the East Midlands Cultural Observatory. This is a research resource that informs and advances cultural development. It seeks to improve cultural sector research practice in the region by initiating collaboration, informing methodologies and developing consistent approaches.

London 2012 Olympic and Paralympic Games and Cultural Olympiad⁵⁷

An East Midlands Management Board for the 2012 Games has been established to offer strategic direction for the region's activities. The East Midlands Development Agency has developed a region wide strategy for maximising the benefits of the Games, *The East Midlands Strategy for the 2012 Games*. One of the strategy's key priority areas is culture, within which there are three areas of focus for the East Midlands:

- *Celebrating our aspirations, our cultural diversity and our creative industries through the delivery of the East Midlands' contribution to the UK Cultural Olympiad, autumn 2008 – autumn 2012;*
- *Supporting communities to develop and deliver their own cultural activities and to enhance their skills as participants and volunteers; and*
- *Promoting the region's rich cultural heritage for the benefit of the region and for attracting increased visitors.*

The Cultural Olympiad is being delivered in each of the eight English Regions outside London by regional 'Creative Programmers'. One of their responsibilities is to encourage and enable organisations to get involved with the Games, and create opportunities for members of the public to take part.

⁵⁵ GOEM website - www.goem.gov.uk/goem/culture/?a=42496

⁵⁶ CIPEM website - www.cipem.org.uk

⁵⁷ London 2012 Website: <http://www.london2012.com/get-involved/cultural-olympiad/about-the-cultural-olympiad.php>

The East Midlands Creative Programmer is working closely with the Regional Coordinator within the East Midlands Development Agency to develop an assortment of events to mark the East Midlands' contribution to the Cultural Olympiad⁵⁸.

Key Regional Facts and Figures

- 62,500 people were employed in creative industries throughout the East Midlands in 2005, an increase of 8.1 per cent from 2001⁵⁹
- In 2005, there were 13,400 creative businesses in the East Midlands (8 per cent of all businesses), which is a 19 per cent increase since 2001⁶⁰
- In the region's rural districts, creative industries employment grew by 20 per cent between 2001 and 2005 compared to 8 per cent employment growth in the whole East Midland's economy⁶¹
- Total tourist numbers in the East Midlands in 2008 were 141.46 million⁶²
- Total spend by visitors in 2008 was £5.987 billion
- Number of tourists staying overnight in 2008 was 15.97 million
- Sport, not including professional clubs accounts for 46,775 jobs (approximately 2.4% of the overall number) in the East Midlands (England 2.6%)⁶³.
- Sport, not including professional clubs accounts for 2.28% of the East Midlands regional economy, contributing around £1,421million to the total gross value added (GVA) compared with sport's contribution of 2.42% to England's GVA.
- Including the 17 professional sports clubs, the five main motor sports circuits and the five main horse racing tracks, there are 27 professional clubs and venues in the region. The professional clubs and venues, account for 2,238 jobs in the East Midlands and generate approximately £85.95million income in wages and salaries for those employed and £133.43million in Gross Value Added (GVA).
- Employment in sport in the East Midlands was c. 40,700 in 2005, or 1.9% of total regional employment in that year, representing an increase of 7% for the period 2003-2005. The majority of these jobs are supported by the commercial non-sport and commercial sport sectors, together accounting for almost 31,000 jobs or around 76% of the total sport-related employment in the region⁶⁴.

⁵⁸ EMDA website - <http://2012.emda.org.uk/key-activity-areas/culture/>

⁵⁹ East Midlands Cultural Observatory

⁶⁰ East Midlands Cultural Observatory

⁶¹ BOP Consulting (January 2008) Creative Industries in the Rural East Midlands Regional Study Report

⁶² All headline data for tourism in the East Midlands is taken from the 2008 STEAM (Scarborough Tourism Economic Activity Monitor) study

⁶³ This and the following two bullets come from *The Economic Impact of Sport in the East Midlands* Knight, Kavanagh and Page and York Consulting, 2005

⁶⁴ *The economic importance of sport in the East Midlands, 2000-2005 Summary report* December 2007 Sport Industry Research Centre, Sheffield Hallam University

Appendix 3: Lincolnshire Strategic Context

The **Local Area Agreement** is structured around ten priorities, towards all of which culture makes a significant contribution:

- *Promoting social cohesion;*
- *Improving health;*
- *Reducing alcohol harm and improving community safety;*
- *Children and young people - raising attainment;*
- *Improving the quality of life of vulnerable people;*
- *Creating better communities through growth and improved housing provision;*
- *Improving skills and conditions for the economy;*
- *Getting connected;*
- *Adapting to climate change; and*
- *Improving services, providing value for money.*

The **Children and Young People's Plan** sets out the vision for meeting the needs of children and young people in Lincolnshire:

"Working together, we will ensure that every child and young person, in every part of the county, has the best possible start in life and is able to achieve their potential. We will provide support to those who need it and ensure that all children and young people are able to achieve the five key outcomes:

- *Being Healthy;*
- *Stay Safe;*
- *Enjoy and Achieve;*
- *Make a Positive Contribution; and*
- *Achieve Economic Well-being".*

The **Economic Strategy** for Lincolnshire sets out six themes as follows:

- Economic Wellbeing
- Growth
- Sustainability
- Enterprise & Innovation
- Diversity
- Sustainable communities

Lincolnshire's **Tourism Strategy** has six priorities as follows:

- Priority 1: A Professional and Motivated Tourism Workforce
- Priority 2: A Quality Tourism Product
- Priority 3: New Product Development
- Priority 4: Focused Destination Marketing
- Priority 5: Effective Visitor Information Services
- Priority 6: Tailored Tourism Business Support

Lincolnshire's **Third Sector Strategy** commits towards delivering the following actions and achieving the following outcomes.

- Increase resilience and viability
- Ensure better communication
- Enable effective engagement
- Review funding
- Improve commissioning, procurement and contract management
- Support social inclusion and tackling inequality

Coastal Lives – Cultural Lives: A Lincolnshire Coast Cultural Development Plan 2010 – 2013 (September 2009) was produced by Cultural Solutions in partnership with Lincolnshire County Council's Economic Development team, Arts Council England and its partners and stakeholders. The document presents research and analysis which may inform delivery on the Lincolnshire Coast in the coming years. It has as its vision:

"Active participation and engagement in a vibrant quality art, cultural and heritage offer on the Lincolnshire coast".

Appendix 4: 2012 Charter for Lincolnshire

On behalf of I pledge to support joint action throughout Lincolnshire, in order to gain maximum benefit from the London 2012 Olympic and Paralympic Games, with a view to encouraging and increasing PARTICIPATION in a range of sporting, cultural & community activities. The pledge will ensure that Lincolnshire gets maximum value from the Games and associated media coverage at a time when local resources are under threat.

Specifically will:

- To support the aims, objectives & high level initiatives of the Lincolnshire 2012 Action Plan, contributing to its further development, its successful deployment and the legacy of increased PARTICIPATION in a range of cultural activities.
- Encourage existing cultural activities and events (sports, arts, heritage, tourism & environmental) to make full use of the promotional opportunities provided by London 2012, by linking with the key themes and ideas of London 2012.
- Encourage Heads of Service and Managers to look at ways of *developing or framing* services to encourage more external investment to flow into the county from 2012 and Olympic related media exposure.
- Support local schools/youth groups/educational programmes to use London 2012 to raise the aspirations and international awareness of local young people.
- Support Lincolnshire businesses to use the 2012 Games and the 'Compete for' website to improve their chances of winning tender opportunities from the event itself and public service contracts in general
- Focus resources on key schemes that *support both organisational corporate priorities and that* benefit from the 2012 message such as pre-games training camps, visits by elite athletes and coaches, 2012 volunteering programmes, the Regional Showcase 2011, Get Set Education programme, Lincolnshire Elite Athlete Programme and launch events in 2012.
- Contribute positively to changing activities and existing practice to realise key legacy aims of the Games, including:
 - recognition of the East Coast as the place to celebrate and come together
 - adoption of sport and physical activity as a key component for a successful and healthy lifestyle
 - preparation for celebrating the Glasgow 2014 Commonwealth Games.
 - development greater participation in a range of community activities

Signed:

Dated:

Appendix 5: Glossary of Terms

Creative Industries - creative industries typically include industries that focus on creating and exploiting intellectual property products such as music, books, film and games; or providing business-to-business creative services including advertising, public relations and direct marketing. The Department for Culture, Media and Sport defines creative industries as: “those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.”

Department for Culture, Media and Sport (DCMS) - is a department of government with responsibility for culture and sport in England, and some aspects of the media throughout the whole UK, for example broadcasting. It also has responsibility for the creative industries (jointly with Department for Business, Enterprise and Regulatory Reform) and tourism in England.

Key Performance Indicator - relates to the Sport England Active People Survey, which measures six Key Performance Indicators on participation, volunteering, club membership, tuition, satisfaction with local provision and competition.

Lincolnshire Research Observatory (LRO) - the LRO was established in 1999 in partnership with Lincolnshire County Council, Lincolnshire Primary Care Trusts and Lincolnshire Police. The LRO aims to share and add value to data on social and economic issues affecting the County by providing a range of research materials to key partners.

Local Area Agreements (LAAs) - LAAs set out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. LAAs simplify some central funding, help join up public services more effectively and allow greater flexibility for local solutions to local circumstances.

National Indicator - the Performance Framework for Local Authorities and Local Authority Partnerships contains 198 National Indicators. This national indicator set was developed as part of the Comprehensive Spending Review 2007 and reflect the Government's national priorities. Performance against each of the 198 indicators will be reported for every single tier and County council Local Strategic Partnership and this Strategy will look to directly impact directly on the National Indicators that sport can influence.

Public Service Agreement 21: Indicator 6 – PSA 21 “Build more cohesive empowered and active communities”, was agreed as part of the 2008-11 spending period and is led by Communities and Local Government. The PSA is made up of six indicators, and DCMS leads on Indicator 6. The aim of Indicator 6 is to increase the percentage of adults (aged 16 and over) who participate in culture or sport. Participation is defined as taking part in two or more different cultural or sport sectors at the required frequency of participation.

“Taking Part” Survey – the “Taking Part” survey was commissioned by DCMS and its partner public bodies to collect data about engagement and non-engagement in culture, leisure and sport. This information helps DCMS better understand those who do, and do not, engage with its sectors. “Taking part” is a continuous national survey, achieving an annual sample size of around 29,000 people.

Ward - electoral wards/divisions are the key building block of UK administrative geography, being the spatial units used to elect local government councillors in metropolitan and non-metropolitan districts, unitary authorities and the London boroughs in England; unitary authorities in Wales; council areas in Scotland; and district council areas in Northern Ireland.

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Appendix 6: Consultation Process

Date	Action
April 2009	Over 200 community groups asked to participate in focus groups on Fundamental Heritage Review and Cultural Strategy Review.
10 th April 2009	Approval of Project Initiation Document (PID), Project Plan and the commencement of external consultation
11 th May 2009	Focus Group Lincoln
13 th May 2009	Focus Group Boston
14 th May 2009	Lincolnshire Senior Cultural Officers Group (LSCOG) – review of feedback to date, agreement of PID and format of Cultural Strategy Review (CSR) Board, and Project Team
29 th June 2009	Public consultation opens via Lincolnshire County Council website and surveys at 60 heritage and library sites across Lincolnshire
14 th July 2009	Boston with Holland Cultural Panel – update on the development of the Cultural Strategy
14 th July 2009	Lincoln Cultural Panel – update on the development of the Cultural Strategy
16 th July 2009	LSCOG – presentation regarding the Culture and Sport Improvement Toolkit exercise
21 st July 2009	West Lindsey Cultural Panel – update on the development of the Cultural Strategy
22 nd July 2009	Kesteven Cultural Panel – update on the development of the Cultural Strategy
24 th July 2009	CSR Board meeting – introductions, agreement of Terms of Reference and PID, noted progress on public consultation
31 st August 2009	Public consultation survey closes – 545 responses
4 th September 2009	CSR Project Team meeting – update on public consultation results, discussion of ideas for the first draft of the Cultural Strategy
15 th September 2009	East Lindsey Cultural Panel – update on public consultation results
17 th September 2009	LSCOG meeting – presentation of public consultation results, discussion of outline of cultural strategy themes and framework
2 nd October 2009	CSR Project Team receives public consultation results, outline of cultural strategy themes and framework
28 th October 2009	CSR Project Team receives first draft of Cultural Strategy prepared by ERS – some reordering and wording of missions, aims and objectives
9 th November 2009	CSR Project Board approves Draft Cultural Strategy for Phase 2 consultation , with some revisions and removal of the draft Action Plan
12 th November 2009	LSCOG meeting
16 th November 2009	Kesteven Cultural Panel

Date	Action
18 th November 2009	Phase 2 consultation opens – communication with: <ul style="list-style-type: none"> - 8 District Council Portfolio Holders - 25 recent Lincolnshire County Council capital grant recipients - 12 recent Lincolnshire County Council revenue grant recipients - 150 consultees who gave their email addresses on the Phase 1 survey - 78 stakeholders - 57 archives depositors
19 th November 2009	East Lindsey Cultural Panel – suggested changes to the wording of mission and aims
19 th November 2009	West Lindsey Cultural Panel
23 rd November 2009	Boston with Holland Cultural Panel
25 th November 2009	Lincoln Cultural Panel
8 th December 2009	Deadline for Phase 2 responses – 22 in total
9 th December 2009	CSR Project Team reviews consultation feedback, suggested revisions to the draft Cultural Strategy
9 th December 2009	Improvement and Development Agency (IDeA) Peer Review of the process used to develop a new Cultural Strategy for Lincolnshire
18 th December 2009	CSR Project Board consider – consultation responses, feedback from IDeA Peer Review and revised draft strategy.