

TOURISM AND VISITOR ECONOMY SCRUTINY

DATE	25/01/2024
REPORT OF	Carolina Borgstrom, Director of Economy, Environment and Infrastructure
SUBJECT	Creativity Strategy – Action Plan 2024
STATUS	Open

CONTRIBUTION TO OUR AIM

The Creativity Strategy and the supporting 2024 Action Plan will contribute to all the Council's Outcomes over the next 5 years. Specific focus on creativity will contribute to wider economic, health and social benefits, supporting business growth, nurturing skills, enhancing community interaction, and delivering better quality lives. Creativity will form a core part of transforming our town centres into vibrant, dynamic destinations for visitors, and where residents and businesses are proud of where they live and work, promoting pride in place and a sense of belonging.

EXECUTIVE SUMMARY

The Creativity Strategy, which outlines our aim to use creativity to share our stories in order to celebrate our past and help shape our future, was approved by Cabinet in March 2022, followed by the first action plan for 2023. This report highlights delivery against this Action Plan and introduces the updated Action Plan for 2024. This has been shaped working closely with the Creativity Board and builds upon the work in 2023, with renewed focus on natural heritage, digital engagement and participation of children and young people.

MATTERS FOR CONSIDERATION

The 2024 Action Plan has been submitted at this stage for panel members to consider the activities within the Action Plan in the context of the Creativity Strategy. The panel are also asked to consider whether they wish to continue to receive annual updates regarding progress against the Creativity Strategy and Action Plan.

1. BACKGROUND AND ISSUES

- 1.1 North East Lincolnshire Council (NELC) commissioned, following an open tender process, Beam, a cultural development organisation, to work with the community and the Council to shape a new vision for creativity across the borough. This was approved by Cabinet in March 2022 and aims to celebrate the stories that make Grimsby, Immingham, Cleethorpes and the Wolds distinctive and special. This will be achieved by using creative ways to tell these stories and ensuring that arts, crafts, culture and heritage play an important role in the lives of everyone in Grimsby, Immingham and Cleethorpes.
- 1.2 By celebrating the stories that are important to the people and places of the area, this strategy aims to:
 - Bring creativity into the lives of everyone who lives in, works in, or visits the

area

- Build on previous cultural and heritage frameworks to make them relevant for today
- Maximise the impact and legacy of current funding and secure more funding in the future
- Increase the life opportunities of people, particularly younger people
- Develop the local economy
- Strengthen the creative sector and provide clear leadership
- Celebrate and protect the heritage of the area - the buildings, places and the stories
- Strengthen local pride and change perceptions of the area
- Increase understanding of what creativity means and what it can achieve
- Increase creative activity in a coordinated way to benefit all
- Use creativity to celebrate the people, places and achievements of Grimsby, Immingham, Cleethorpes, and the Wolds
- Provide a clear action plan of how the aims of the strategy can be achieved.

1.3 In order to help deliver the Strategy and develop an Action Plan a Creativity Board has been recruited following an open recruitment process. Twelve volunteers were recruited to the board reflecting a wealth of talent from NEL and Greater Lincolnshire. The Creativity Board meeting is also attended by representatives of Arts Council England and National Lottery Heritage Fund, to support delivery of initiatives as part of North East Lincolnshire's (NEL) status as a Priority Place and Heritage Place respectively. In addition, the board is attended by representatives from Lincs Inspire Limited and the NEL Music Hub as key local delivery organisations.

1.4 10 priorities were highlighted in 2023 Action Plan were:

Creativity for all

- a. Audience Development
- b. Creativity and Young People

Creative Economy

- c. Film and TV locations
- d. Creative branding
- e. Funding Co-Ordination
- f. Creative High Street

Creative Working

- g. Public art approach
- h. Council as an enabler
- i. Creativity board
- j. Partnership projects

1.5 It was not intended that this as an exhaustive list of activities to be delivered but rather, a set of guiding principles which will drive collaboration and project development.

1.6 Delivery of the 2023 Action Plan is included within Appendix 1 and some of the

many positive impacts to highlight were:

- NEL continues to be a Priority Place for Arts Council England and has become a Heritage Place for Heritage Fund.
 - 13 grassroots artists and creatives funded through project grants.
 - Paint the Town Proud has expanded into Cleethorpes.
 - Major projects supported by the Great Grimsby Heritage Action Zone which concluded on 30th September 2023. This included Horizon Onside Youth Zone, Alfred Enderby Smoke House, seeing 27 vacant heritage buildings being repaired or reused.
 - Heritage Open Days attracted over 2,000 visitors to the Kasbah.
 - Arts Council England investment into National Portfolio Organisations (NPO):
 - The Culture House secured NPO status to deliver place making through outdoor arts events with touring and varied indoor programme.
 - The Grimsby Fishing Heritage Centre have recruited an education officer and community curator to deliver the NPO as a new member of the Humber Museums Partnership
 - Grimsby Creates concluded:
 - The creative programme attracted over 65,000 people to creative events including Reflections, Festival of the Sea, Grimsby Creates Noise, Our Future Starts Here, #MyFishGY, Walk this Way and Edible Grimsby
 - Over 150 creatives have been supported with free business support.
 - 86% of businesses supported by the Grimsby Creates said the programme was making the area a better place to run creative businesses.
 - Development Fund grants have helped 13 individuals currently pursuing training, workshops and mentoring as part of developing their creative practice.
 - Natural England announced new Lincolnshire Coronation Coast National Nature Reserve.
 - Creative schools programme commenced with 5 emerging artists paired with 5 schools or community settings.
 - 260 pupils have learnt about creative careers at careers fairs in schools.
 - There was a 9.3% increase in new attendees at Grimsby Creates events.
 - On event days footfall in Grimsby town centre increased by 13.7%.
 - ABP have launched the Kasbah Film Qtr to promote filming opportunities building on the success of Netflix's Bodies and Three Day Millionaire.
- 1.7 The 2024 Action Plan (see Appendix 2) builds on the work in 2023 and refines the objectives based on progress to date and reflects the emerging challenges and opportunities. The 10 Priorities in the 2024 Action Plan are:

Creativity for all

- a) Audience involvement and participation (local voice)
- b) Creativity and Young People

Creative Economy

- c) Film and TV

- d) Telling the Story
- e) Climate for Investment
- f) Creative Streets
- g) Maximising Potential – Capacity building and talent development

Creative Working

- h) A sustainable focus on landscape and connection to nature
- i) Laying the foundations for digital innovation
- j) Place Shaping

1.8 As anticipated, there are not wholesale changes to the Action Plan for 2024, with new priorities regarding natural heritage and digital knowledge reflecting opportunities highlighted in local strategies and national policies from Heritage Fund, Arts Council England, Natural England and other agencies. As can be seen above, a strong focus on engagement and participation of children and young people continues together with a continued focus on collaboration, partnership working and attracting investment to deliver projects.

2. RISKS AND OPPORTUNITIES

2.1 The Action Plan for 2024 builds upon the strong progress made to deliver the Creativity Strategy and 2023 Action Plan. The 2024 Action Plan outlines the framework for delivery this year and highlights numerous opportunities to build upon the successful progress highlighted above. From a strategic perspective, NEL's status as a Heritage Place (Heritage Fund) and a Priority Place (Arts Council England) provides the opportunity for work closely with these funders and others to increase investment. There has been significant growth in creative activities in NEL since the Creativity Strategy was developed, however this is from a historic low base and the heritage and culture ecosystems are fragile due to their relatively small size and capacity challenges due to lack of experience and previous opportunities. The activities supported through the Creative North East Lincolnshire programme aim to build capacity and knowledge through training, development grants, networking and other supportive activities.

2.2 Creativity has the opportunity to help deliver many of the Council's objectives. The 2024 Action Plan highlights two of the most significant, working with children and young people and telling the stories relating to the environment, green energy and sustainability.

3. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

3.1 The 2024 Action Plan supports in communicating an inclusive and clear message to residents and visitors that creativity is for all, where opportunities for working creatively is a positive and should lead to healthier and more fulfilling lives.

3.2 A strong and understandable Creativity Strategy and 2024 Action Plan provides a clear rationale for developing culture and heritage activity in NEL. Most

importantly, it provides a framework for how creativity plays an important role in many aspects of the Council's work.

- 3.3 The Creativity Strategy Action Plan supports the local delivery of Arts Council England's Lets Create Strategy and the National Lottery Heritage Fund's Heritage 2033 strategy, which puts NEL in a strong position to prioritise activities and access additional funding.

4. FINANCIAL CONSIDERATIONS

The Creativity Strategy and Action Plan will be used to create an evidence base and local strategy for funding opportunities including Arts Council England, National Lottery Heritage Fund and Historic Council. The Council and partners have already been successful in attracting significant external funding to support deliver the strategy. In the last year, NEL creatives have been successful in over 50 bids for funding worth more than £2.5m including Place Partnership, Heritage Fund grants, Arts Council England project grants and Developing Your Creative Practice plus crowd funding and sponsorship which will help the delivery of the 2024 Action Plan.

5. CHILDREN AND YOUNG PEOPLE IMPLICATIONS

The Creativity Strategy and Action Plan highlights the importance of creativity for all with a particular focus on children and young people. Many of the activities which follow will have direct benefit to children and young people by enhancing creativity in a range of settings. This is likely to include ensuring that festivals and events engage with children and young people, supporting schools to obtain Artsmark certification and ensuring that young people are encouraged to become creative leaders.

6. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

Two of the stories that the strategy focuses on are green spaces, ecology, biodiversity, sustainable energy and environmental responsibility. These recognise the importance of environmental assets as heritage assets across the Borough and that there are synergies between the green and creative agendas in promoting a sustainable and low carbon future for North East Lincolnshire. The Action Plan for 2024 increases the prominence of natural heritage and sustainability.

7. MONITORING COMMENTS

In the opinion of the author, this report does not contain recommended changes to policy or resources (people, finance or physical assets). As a result, no monitoring comments have been sought from the Council's Monitoring Officer (Chief Legal Officer), Section 151 Officer (Director of Finance) or Strategic Workforce Lead.

8. BACKGROUND PAPERS

The Creativity Strategy was approved by Cabinet on 16 March 2022. [Decision-Notice-16th-March-2022.pdf \(nelincs.gov.uk\)](#)

The approved Creativity Strategy can be found here. [4.-Creativity-Strategy.pdf \(nelincs.gov.uk\)](#)

The Creativity Strategy Action Plan was discussed at the Tourism and Visitor Economy Scrutiny panel on 29 September 2022 [10.-Creative-Strategy.pdf \(nelincs.gov.uk\)](#)

Details regarding Heritage Starter fund were discussed at the Tourism and Visitor Economy Scrutiny panel on 24 March 2022 [Tourism and Visitor Economy Scrutiny Panel | Democracy \(nelincs.gov.uk\)](#)

North East Lincolnshire's role as a Priority Place for Arts Council England was discussed at the Tourism and Visitor Economy Scrutiny panel on 27 July 2023 [Tourism and Visitor Economy Scrutiny Panel | Democracy \(nelincs.gov.uk\)](#)

North East Lincolnshire's status as a Heritage Place for Heritage Fund was discussed at the Tourism and Visitor Economy Scrutiny panel on 23 November 2023 [Tourism and Visitor Economy Scrutiny Panel | Democracy \(nelincs.gov.uk\)](#)

9. CONTACT OFFICER(S)

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Appendix 1

Action Plan 2023 review

Appendix 2

Action Plan 2024

REF	PROJECT AREA	DESCRIPTION OF AIM	THEME	STRATEGIC AIM	ACTIVITIES DELIVERED (UPDATED DECEMBER 2023)
1	UNDERSTANDING AUDIENCES	Carry out further research into current and potential audiences to further understand their priorities and future opportunities. Develop approaches for organisations to work together to better coordinate and promote creative activities.	CREATIVITY FOR ALL	A. INCREASE THE AMOUNT AND VISIBILITY OF CREATIVITY	<ul style="list-style-type: none"> * Audience Development Plan and Toolkit Developed in partnership with Tootsweet Marketing and shared with local practitioners for support (to be launched in Spring 2024). * Utilised surveys from audiences following events such as Festival of the Sea to inform decision-making for future events. *Workshop with Unlimited to enhance understanding of accessibility for all audiences. *Place Partnership meetings with key delivery partners to share audience trends/data. *Digital inclusion meetings in place.
2	CREATIVITY AND YOUNG PEOPLE	Work with IVE, Music Hub and others to provide more opportunities for young people to experience creativity whether as participants or audiences, with a particular focus on opportunities for a dedicated physical base. Use this as a starting point to identify and support emerging talent, offering mentorship, work experience and career development support.	CREATIVITY FOR ALL	C. INVOLVE AND SUPPORT YOUNG PEOPLE	<ul style="list-style-type: none"> * Arts Council England and National Lottery Heritage Fund bids emphasise involvement of children and young people throughout as participants and audiences. Small support grants to require clearly defined involvement of children and young people. * Creative Schools Pilot Project connects artists and creatives to schools and organisations that work with children and young people. * Work with Children's Services to establish communication routes into families, care leavers and children in care to increase/improve access to creativity in young people's lives. *Discussion with Career Pathways Officer to understand the requirements of work experience & placements for creative and heritage organisations. *Continuation of Imaginarium run by Our Big Picture and introduction of Imagine for 7-11 year olds. *Abbey Walk car park stinwell project completed with Grimsby graffiti artist Lyns Powles, working with disadvantaged young people to create new inspiring artwork for their town. * Commenced attendance at careers fairs highlighting creative and heritage careers to young people leading to celebration of local creatives during Discover Creative Careers week in November 2023
3	FILM AND TV LOCATIONS	Build on the forthcoming release of the film Three Day Millionaire to raise awareness of the area as a film and TV location. Encourage the Council to develop dedicated online resources to support location enquiries.	CREATIVE ECONOMY	G. CELEBRATE GRIMSBY, IMMINGHAM, CLEETHORPES AND THE WOLDS' ROLE IN THE WORLD	<ul style="list-style-type: none"> * Three Day Millionaire. * Michael Portillo Great British Railway Journeys. * Susan Calman's Summer by the Sea in Cleethorpes. * Netflix Bodies * Link to ABP's communications manager for location opportunities on Grimsby docks. * Create North East Lincolnshire brand launched to bring together creative opportunities and showcase the local area.
4	TELLING THE STORY	Work with Grimsby Creates as part of their creative branding exercise, to both shape its development and maximise its impact. This includes the stories to be told, ensuring business involvement, a hall of fame and ensuring the branding is adopted and recognised across the area.	CREATIVE ECONOMY	G. CELEBRATE GRIMSBY, IMMINGHAM, CLEETHORPES AND THE WOLDS' ROLE IN THE WORLD	<ul style="list-style-type: none"> * MyFish Gy consolidated many stories told through Grimsby Creates via projections. * Festival of the Sea developed many themes associated with our proximity to the coast. * Creative Match Fund support provides match funding for projects that tell at least one of the stories related to the creativity strategy, for example GrimFalfest and our Viking origin heritage. *Create NEL brand launch to maximise impact of creative activity and showcasing the potential in the area. *18 Heritage Starter Fund projects completed telling the stories of our built, natural, industrial and social heritage
5	FUNDING COORDINATION	Develop approaches, agreements and working arrangements that ensure there is a coordination of what funding bids are being developed. This includes making others aware of funding opportunities, developing partnership bids together, responding to strategic opportunities, supporting each other and looking at the timing of applications.	CREATIVE ECONOMY	H. SECURE FUNDING	<ul style="list-style-type: none"> * Funding support sessions with Arts Council England on both National Lottery Project Grants and Developing Your Creative Practice. Over £2.5m has been secured in 2023 (up to 31/12/23). * Crowdfunder campaign has provided matched contribution of £17,805 to 10 projects. * Encouragement of project grant applications via the distribution of Creative Match Funding of 10% or up to £5,000. Over £650k with 11 successful applications (79% success rate) has been realised. * Distribution of small grants to support creative development. Previously Grimsby Creates has supported 31 recipients with over £60,000 funding. Recently, a relaunch of the development fund led to 11 successful applications with development to be completed in Q1 2024. *Creative Ambition Pilot Fund has supported 13 individuals and organisations with over £60,000 to research and scope ideas for development. *Commissions in delivery (details not yet known) - 4 small project grants and 6 large project grants . *Attended Funding & Information Fair October 2023. *CreateNEL website with funding opportunities listed. *Monthly drop-in sessions held by CreateNEL team, funding a key priority and offer to read through draft applications as well as provide advice on funding types. So far 25 people have popped along which has resulted in 8 successful applications and many connections introduced.
6	CREATIVE HIGH STREET	The Creativity Board should work closely with the Council to maximise the opportunities for creativity as part of the future of Freshney Place, now in the Council's ownership. This could include the use of vacant units, events and activities or integrating art into the building.	CREATIVE ECONOMY	I SUPPORT CREATIVE BUSINESSES AND INDIVIDUALS	<ul style="list-style-type: none"> * Friends, Foes and Good Companions trail utilising spaces throughout Grimsby, including town centre and Freeman Street, in tandem with exhibition in the Muriel Barker Gallery at FHC. * Support for artist Sarah Palmer to exhibit her material on 'Art, Anxiety and Me' at the Muriel Barker Gallery at FHC. * Our Big Picture artistic commissions from Grimsby Creates using empty shop unit for creative activity. *Grimbarians work in House of Fraser store. *Riverhead Square hoardings for promotion of events. *Use of Freshney Place for inclement weather creative activity. * Using St James' Square for annual Pancake Race. *Use of Heritage Square and Projekt Renewable for outdoor events (previously under utilised).
7	PUBLIC ART APPROACH	Build on the approach, success and impact of the improvements to the public realm of St James' Square and the involvement of artists. Develop a public art plan for the area and ensure all opportunities - whether led by the Council or others - for developments in the area have a strong public art and creativity element to them.	CREATIVE WORKING	J. EMBED CREATIVITY WIDELY	<ul style="list-style-type: none"> * Public Art Approach developed with Beam and local sector engagement. To be concluded and launched in Spring 2024. * Held sessions on the Public Art Approach with the local creative community and Heritage Network. * Delivery of Paint the Town Proud expanded into Cleethorpes *Discussions ongoing with a range of organisations and creatives regarding an public art opportunities building on the success of Paint the Town Proud.

8	PUBLIC SECTOR AS AN ENABLER	Work closely with the Council to encourage them to identify the barriers facing, and opportunities there are for, creative individuals and organisations in the area. This includes things such as licensing for events, road closure notices or coordination that if addressed could make it easier for others to stage events and activities.	CREATIVE WORKING	N. SUPPORT NORTH EAST LINCOLNSHIRE COUNCIL TO BE AN ENABLER	<ul style="list-style-type: none"> * NELC session focusing on ESAG and Licensing (run in April and November). *Facilitated conversations & brokered relationships between internal colleagues and event organisers. *Survey to find out needs of creative and heritage sectors. *Development of workshop programme for creative sector in conjunction with funders to respond to survey findings & what we know.
9	CREATIVITY BOARD	Look at the training and support board members need to develop their skills and confidence to fulfil their role on the Creativity Board.	CREATIVE WORKING	P. WORK IN THE SPIRIT OF COLLABORATION	<ul style="list-style-type: none"> * Creativity Board offered the opportunity to be part of creative programming meetings with partners. * Delivery of all programmes subject to evaluation * All training opportunities promoted to Creativity Board and more widely through Create NEL *CreateNEL values and KPIs are reported on quarterly to the Creativity Board and CreateNEL are held account to delivering against the values and KPIs * Skills audit and board make up to be reviewed in early 2024
10	PARTNERSHIP PROJECTS	Develop general principles of how individuals and organisations can work together and collaborate. Encourage everyone to sign up to this with the members of the Creativity Board taking the lead.	CREATIVE WORKING	P. WORK IN THE SPIRIT OF COLLABORATION	<ul style="list-style-type: none"> * Grimsby Creates Creative Programme projects have enabled collaborations to flourish and develop into further projects under Create North East Lincolnshire, involving both local and national creatives and creative organisations. *Partnership Agreement in place with all delivery partners.

REF	PROJECT AREA	SHORT TERM AIM	LONGER TERM AMBITION	THEME	STRATEGIC AIM
1	AUDIENCE INVOLVEMENT AND PARTICIPATION (LOCAL VOICE)	Share and encourage use of the Audience Development Toolkit	Support organisations to broaden and deepen audiences, reducing barriers to engagement through co-production, representation, participation and working with communities as equal collaborators. Broaden the diversity of workforces, volunteers and participants.	CREATIVITY FOR ALL	A. INCREASE THE AMOUNT AND VISIBILITY OF CREATIVITY B. FOCUS ON EQUITY, DIVERSITY & INCLUSION D. BRING GENERATIONS TOGETHER
2	CREATIVITY AND YOUNG PEOPLE	Continue to work with partners including schools, community organisations, the new Music Hub and others to provide more opportunities for young people to experience creativity whether as participants or audiences. Build upon the Creative Schools Pilot programme to build a network of schools who have knowledge and access to a range of creative provision helping to deliver a range of outcomes that enrich children's lives. Work with schools and training providers to highlight careers in the creative industries. Identify and connect with new partners e.g. Horizon - Onside Youth Zone and NSPCC to raise awareness of creativity.	Ensure that children's voices are at the heart of decision-making. Engage with NELC Children Services to highlight the role of creativity and heritage to deliver positive outcomes for children.	CREATIVITY FOR ALL	C. INVOLVE AND SUPPORT YOUNG PEOPLE F. DEVELOP THE NEXT GENERATION OF CREATIVE PEOPLE
3	FILM AND TV	Build on the launch of ABP's Kasbah Film quarter to showcase the area as film and TV location working in partnership to consider all aspects of the supply chain centred on the Port of Grimsby. Use film to promote our place by documenting activity and utilising existing avenues for showcasing our creativity and heritage eg through the Heritage Channel and Create North East Lincolnshire.	Encourage the Council to develop dedicated online resources to support location enquiries.	CREATIVE ECONOMY	G. CELEBRATE GRIMSBY, IMMINGHAM, CLEETHORPES AND THE WOLDS' ROLE IN THE WORLD
4	TELLING THE STORY	Work with Create North East Lincolnshire to promote NEL as a creative place with a rich history. Highlighting the intentionally significant assets of NEL including our maritime, industrial, social/community and natural heritage. Broaden the conversation about heritage to create opportunities for everyone to share their own stories, which come together to tell interwoven shared experiences.	Highlighting the role of creative people who have lived and worked locally and afar to advocate creative and heritage careers and how creativity enhances lives which in turn leads to increased investment.	CREATIVE ECONOMY	E. CELEBRATE THE HERITAGE OF THE AREA. G. CELEBRATE GRIMSBY, IMMINGHAM, CLEETHORPES AND THE WOLDS' ROLE IN THE WORLD
5	CLIMATE FOR INVESTMENT	Supporting the submission of ambitious applications to funders such as Arts Council England, Historic England and Heritage Fund to increase investment in NEL. Through grants and commissions develop a ladder of opportunities to support projects at all scales and have the resources to grow in a supportive environment. This will range from first time applicants, to National Portfolio Organisations (NPOs) and large projects. Develop pipeline projects from NELC and others to respond to opportunities e.g. Heritage Place, Levelling Up funds, Creative People and Places, Museums Development Fund and opportunities delivered for devolution. Broaden diversity of investment to improve opportunities for everyone, particularly for under-represented, those with protected characteristics and from disadvantaged socio-economic groups. Support organisations to diversify income streams, enhance commercial acumen and strengthen governance.	Broaden diversity of investment to improve opportunities for everyone, particularly for under-represented, those with protected characteristics and from disadvantaged socio-economic groups. Support organisations to diversify income streams, enhance commercial acumen and strengthen governance.	CREATIVE ECONOMY	H. SECURE FUNDING I. SUPPORT CREATIVE BUSINESSES AND INDIVIDUALS
6	CREATIVE STREETS	Work with 2025 Group and other initiatives to develop opportunities for the creative and heritage sector to engage in wider positive activity across the borough. Experiences from other areas and places will be considered in the development of activity locally and connections beyond the borough will be encouraged.	Maximise the opportunities for creativity in town centres and the Port of Grimsby aligned to major projects and opportunities. This includes when new spaces are completed but also activation, public art and meanwhile activities whilst projects are ongoing. This could include the use of vacant units, events and activities or integrating art into the buildings and streetscape.	CREATIVE ECONOMY	I. SUPPORT CREATIVE BUSINESSES AND INDIVIDUALS O. LEARN FROM OTHERS
7	PLACE SHAPING	Work across the public sector to advocate for creativity, championing our creative community and their expertise. Develop meaningful connections across sectors to collaborate and positively impact on the creative economy for the benefit of everyone in NEL.	Bring community, creativity and heritage together for wider social, economic and environmental benefits. Through working in partnership, develop approaches with new collaborators for the business, voluntary and community sectors to develop projects that are appropriate and ambitious.	CREATIVE WORKING	N. SUPPORT NORTH EAST LINCOLNSHIRE COUNCIL TO BE AN ENABLER P. WORK IN THE SPIRIT OF COLLABORATION
8	MAXIMISING POTENTIAL - CAPACITY BUILDING AND TALENT DEVELOPMENT	Create opportunities and support development and growth in creative careers and business. Develop strong sector leaders to drive cultural led placemaking, through training and development opportunities which meet individuals needs Encourage the development of new partnerships Develop skills and capacity of creative and heritage practitioners.	Following unprecedented investment in culture and heritage, we will help organisations become more resilient (financially & commercially).	CREATIVE ECONOMY	I. SUPPORT CREATIVE BUSINESSES AND INDIVIDUALS M. RAISE THE BAR O. LEARN FROM OTHERS
9	A SUSTAINABLE FOCUS ON LANDSCAPE AND CONNECTION TO NATURE	Increased understanding of and connection to nature and climate change.	Encourage appropriate delivery of projects in parks, open spaces and other natural assets to highlight the worldclass natural heritage on our doorstep. Reduce negative environmental impacts of our work and creative & heritage projects (physical and digital).	CREATIVE WORKING	E. CELEBRATE THE HERITAGE OF THE AREA L. ADDRESS OUR ENVIRONMENTAL RESPONSIBILITY
10	LAYING THE FOUNDATIONS FOR DIGITAL UNDERSTANDING	Promote working with digital and using new technology in creative and heritage activity.	Use digital to raise awareness of heritage. Recognise the impact of digital activity for raising potential whilst ensuring access for all is maintained.	CREATIVE WORKING	K. TAKE ADVANTAGE OF DIGITAL TECHNOLOGY