

Economy and Growth Committee

Date of Meeting:	14 March 2023
Report Title:	Cultural Framework 2023-2028
Report of:	Jayne Traverse
Report Reference No:	EG/26/22-23
Ward(s) Affected:	All

1. Purpose of Report

- 1.1. The Cheshire East Council Cultural Framework sets out the priorities and mechanisms for commissioning of cultural activity across the Council and with external partners.
- 1.2. This report seeks approval for Cheshire East Council Cultural Framework to operate from 2023 to 2028, following on from the successful delivery of the Cultural Framework 2012 -2022.
- 1.3. The Cultural Framework contributes to all the Council's Corporate Priorities in particular Fair and Green. The framework sets out an approach to growing and supporting the cultural economy in line with the strategic aims and objectives in the Council's Corporate Plan 2021-25
 - **Open** – Through its contribution to the economy of Cheshire East, the cultural framework supports a sustainable financial future for the council.
 - **Fair** – Culture supports the wellbeing of our communities.
 - **Green** – Cultural activity helps to create and sustain a great place for people to live, work and visit, contributing to thriving urban and rural economies, the environment, and our quality of place as well as thriving and active communities.
- 1.4 The report also addresses the commissioning of public art and seeks approval of the process in order that it can be adopted as part of the Framework and

addresses the Notice of Motion – Public Art Consultations, which was presented to Full Council on 19th October 2022 (Appendix C).

2. Executive Summary

- 2.1** The report explains the background to the requirement for an updated framework and goes on to describe the changes being made both to the Council's Cultural Priorities and to the mechanisms for commissioning to be operational from April 2023.

3. Recommendations

- 3.1.** That Members approve the revised Cultural Framework April 2023 – 2028 (appendix A).
- 3.2.** That Members approve the process set out for the commissioning of public art in order that it be incorporated into the Cultural Framework (Appendix B).

4. Reasons for Recommendations

- 4.1.** The current Cultural Framework runs until 2022 and an updated version is required to operate from April 2023.
- 4.2** Adoption of the updated Framework will allow for:
1. A set of clearly articulated Council priorities for Culture. This will enable major funding bodies such as the Heritage Lottery Fund and Arts Council England to understand our strategic priorities and how they match with their own.
 2. Efficient and effective commissioning and contracted cultural activity leading to improved delivery of the Council's outcomes.
 3. The ability to take a flexible approach to supporting the development and sustainability of the Cultural Economy in Cheshire East.
 4. The Cultural Economy Team to communicate the Framework to the Cultural Sector and work towards implementation from April 2023.
- 4.3** Culture has a significant contribution to make to improve outcomes for individuals, communities, for children and young people, older and vulnerable adults. Culture supports the delivery of outcomes across Quality of Place, Regeneration, Visitor Economy, Health and Wellbeing, Children, Families, Skills, and Community Development.
- 4.4** A Notice of motion on public art was received in November 2022 (Appendix C). This was reported to the Economy and Growth Committee on 17th January 2023, and it was agreed that consideration of the issues raised would be addressed as part of the Committee decision on the Cultural framework.

5. Other Options Considered

- 5.1. To do nothing is discounted as an option as the current framework runs until 2022. Should an updated Cultural Framework not be approved by the Council this would prevent its ability to delivery Cultural strategies and related objectives.

Option	Impact	Risk
Do nothing	Inability to deliver cultural strategies and cultural aspects of other strategies including Town Centre Regeneration, Town Vitality Plans and Council's objectives	High

6. Background

- 6.1 The original Cultural Framework was developed in 2016 through consultation both internally and externally with partners and stakeholders. It was approved by Cabinet in February 2017 and covered the period until 2022. This has been updated to take account of changes to strategy and policy and the updated version will run until 2028.
- 6.2 The purpose of the Framework is to provide clear mechanisms and priorities for commissioning of cultural activity by the Council.
- 6.3 Cheshire East Council's goal for Culture is to **transform lives and places through access to great culture**. Our role is to enable the economy, communities, and places of Cheshire East to benefit from engagement with culture.
- 6.4 The Cultural Framework is designed to help achieve this and to be widely used by Cheshire East Council, the Council's partners, national agencies and stakeholders, the voluntary sector, commissioners of public services, cultural organisations, and individuals in the cultural sector. For the purpose of the Cultural Framework, culture is defined as: arts, heritage, festivals & events, creative media, creative and digital industries. (It should be noted that Museums' may avail themselves of opportunities under the framework this does not impact on their annual, core funding).
- 6.5 The framework describes delivery mechanisms for commissioning of cultural activity by the Council and has the additional benefits of:
- A set of clearly articulated Council priorities for Culture. This will enable major funding bodies such as the Heritage Lottery Fund and Arts Council England to understand our strategic priorities and how they match with their own.

- Efficient and effective commissioning and contracted cultural activity leading to improved delivery of the Council's outcomes.
 - The ability to take a more flexible approach to supporting the development and sustainability of the Cultural Economy in Cheshire East.
 - Better value for money through commissioned and contracted cultural activity leading to improved delivery of Council outcomes.
 - Ability to take a more flexible approach to supporting the development and sustainability of the Cultural Economy in the Borough.
- 6.6** Since 2017 the framework has enabled a wide range of cultural activities to take place across the Borough and has supported cultural organisations to become more sustainable and further reaching. It has also supported the development of new organisations allowing them to lever in further funding from bodies such as Arts Council England.
- 6.7** The framework has achieved:
- Almost £1.5 million of additional external funding to be levered into the Borough's cultural economy over the 5-year period. (This excludes investment in museums and Archives which do not currently come under the remit of the framework.)
 - 26 cultural organisations and events in Cheshire East have been supported. Examples have included community outreach activity through Barnaby Festival in Macclesfield, to supporting business development for Clonter Music Trust in Swettenham, Dance programmes for dementia patients at Leighton Hospital, bringing world class art installations to Town Centres, supporting the development of Electric Picture House in Congleton and Nantwich Words and Music Festival.
- 6.8** Creation of two Cultural Forums in the Borough related to the regeneration priorities of Crewe and Macclesfield. This has also led to the development of a cultural strategy for Crewe with a further strategy in development for Macclesfield. These forums are very active in developing, advocating for, and promoting further cultural programmes and capital schemes.
- 6.9** The updated framework will cover the period 2023 – 2028. It takes into account changes to the Corporate Plan, development of town centre regeneration plans and town centre vitality plans, a post COVID world, in addition to updated strategies and policies of external partners and stakeholders such as Arts Council England.

7. Drivers for Change

- 7.1** In addition to the fact that the current framework runs only until 2022, there are other drivers for change that have been taken into account in the revision of the Council's Cultural Priorities and Cultural Framework 2023-2028.
- 7.2** Corporate Plan – the Council's current Corporate Plan has set out the Council's vision and priorities for 2021 - 2025

- 7.3** Regeneration Strategies – Macclesfield and Crewe remain the Council’s significant geographical regeneration areas and the Cultural Framework has supported this through commissioning of public art and events, in addition to the creation of cultural forums in these towns. In addition, the Council has worked with 9 key service areas to develop Vitality Town Plans. All but one of these plans have identified aspirations which could be met by cultural interventions including heritage trails and an increase in events.
- 7.4** Local Cultural Strategies – the Cultural Economy Team have worked closely with cultural forums and organisations to identify local, cultural priorities. Crewe now has a cultural strategy, and one is in development for Macclesfield. The revised priorities of the framework take these into account.
- 7.5** Changes to Social Environments (COVID / Cost of Living) – the COVID pandemic had a significant, negative impact on communities across the Borough and also on the cultural and events sector. The Cultural Framework can be helpful in helping communities, town centres and organisations to recover.
- 7.6** External Strategies – key external partners have also updated their strategies which have been reflected in the refreshed Cultural Priorities. This includes Arts Council England who launched their strategy ‘Let’s Create’ in 2020.

8. Delivering the Cultural Priorities

The Framework sets out three main mechanisms for delivery of the Council’s Cultural Priorities.

These are through:

- 8.1 Commissioning of Cultural Organisations** - The Cultural Economy service is keen to support development of a vibrant and sustainable cultural economy in the Borough. To this end, and in line with the Cultural Priorities, the Council will invest in a number of Cultural organisations delivering a range of services or programmes of work. These arrangements will be formalised by a legal contract and may last between 1 and 4 years. These will be strategic in nature and part of a wider cultural economy investment, supported by additional funding from bodies such as Arts Council England or Heritage Lottery and will form part of an ongoing strategic conversation between these bodies and the Council. Opportunities to submit proposals for funding will be on an annual basis, open to cultural organisations based in and delivering activity in Cheshire East. Organisations may only have one restricted funding contract operating at any given time.
- 8.2 Direct Commissioning** - The service will, from time to time, as appropriate to need and available budgets, issue invitations for tenders for specific interventions or programmes of work. These will be in response to an identified strategic need, again, in line with service and Council priorities. Invitations to submit tenders for these contracts will be issued on the basis of need and will follow council procurement rules.
- 8.3 Co-commissioning** - From time to time there may be opportunities for the Cultural Economy team to partner with other commissioning services or organisations, either within the Council or externally, in order to maximise

available budgets and meet a wider identified need. We will actively seek out these opportunities and will publish as and when they are available.

8.4 Operational decisions are required in a timely manner, sometimes at short notice to meet with external funding deadlines and opportunities. These decisions will be made at the appropriate level under the delegations contained within the Council's financial scheme of delegation to do this. Impact of delivery will be reported on in the Council's annual performance reports.

8.5 Commissioning of Public Art

8.5.1 In response to the Notice of Motion a revised process for commissioning public art has been developed with the intention that it be incorporated into the updated cultural framework as an appendix to it. If approved, the process will be applied to any new Council-commissioned public art from April 1st 2023. The process recognises that not all proposals for public art are the same, that their origin and funding arrangements will vary, and that delivery timescales will similarly vary with scale, complexity and funding arrangements. The process outlined therefore offers a different, deliverable solution to that proposed in the Notice of Motion that still addresses the need for engagement, recognises the variety of what could be considered under public art commissioning and remains in line with the constitutional arrangements for decision-making.

8.5.2 From time-to-time opportunities may arise or be sought, to commission art for the public realm. Public Art involves the commissioning of artists and craftspeople to make new site-specific work that can be permanent, temporary, internal, or external. It can involve artists' unique creative abilities in the development and design of the fabric of public spaces.

8.5.3 Public art includes work that is integrated into a development scheme, this could range from bespoke street furniture, lighting, boundaries, and landscaping through to internal details of a building - its furniture, flooring, ceramics, and textiles. Public art need not be within public spaces but has to be accessible to the public realm or available in the semi-public areas of completed developments.

8.5.3 Public art could be delivered by any of the commissioning mechanisms described above. It may be commissioned directly by the Council or may come from other organisations including developers or Town / Parish Councils. Due to the nature of artworks being in the public realm, additional processes are put into place to ensure artworks are appropriate and meet the needs of communities, commissioners, and funders. A commissioning process map is attached at Appendix B. This sets out the proposed process to be followed for all public art commissioned by the council for new artworks from April 2023.

8.5.4 The commissioning process for public art will always include public engagement. The extent to which this happens has to be proportionate to the scale, prominence, and impact of the artwork.

8.5.5 Once a commissioning opportunity has been identified, a stakeholder panel will be established, to which local Members from related wards will

be invited to join. This panel will be involved in all stages of the commissioning process including agreeing the artist brief, artist selection, agreeing the engagement strategy and agreeing the final design for the artwork.

8.5.6 In circumstances where the Council is not the commissioner, this process will be advocated to the commissioning body as best practice.

9. Consultation and Engagement

9.1 Consultation has taken place on the revision of the Council's Cultural Priorities. This has included cultural organisations, cultural forums, and all Councillors, who were invited to provide feedback. The priorities contained within the proposed framework take account of the comments received.

9.2 Consultative meetings have been held with representatives of other Council services to ensure compatibility with current policy and strategies.

10. Implications

10.1. Legal

10.1.1. All decisions on commissioning will be made in accordance with the Council's scheme of delegation as set out in the constitution.

10.1.2. All commissions resulting from the delivery of the framework will be subject to contractual agreements between the Council and the supplier.

10.2. Finance

10.2.1. All commissioning through the Cultural Framework will be in line with available budgets. Where a multiple year agreement is being considered this will only be in principle until annual Council budgets have been set.

10.3. Policy

10.3.1. This report sets out the priorities and mechanisms for commissioning of cultural activity between 2023 – 2028 to be followed during this period.

10.4. Equality

10.4.1. The cultural priorities set out the intention of the Council to ensure that cultural activity is fully inclusive and representative of minority groups.

10.4.2. An Equality Impact Assessment has been completed and is attached at Appendix D.

10.5. Human Resources

10.5.1. There are no human resource implications of this report.

10.6. Risk Management

10.6.1. Risks will be different according to each instance of commissioning and will be assessed as part of the commissioning process.

10.7. Rural Communities

10.7.1. The Cultural priorities provide for both urban and rural communities. Some provision, such as Rural Touring Arts, is specific to rural areas.

10.8. Children and Young People/Cared for Children

10.8.1. The cultural priorities specifically target skills development opportunities for young people.

10.9. Public Health

10.9.1 The cultural priorities specifically recognise the impact of cultural activity on health and wellbeing.

10.10 Climate Change

10.10.1 The Cultural priorities include activities which promote sustainability and activities which demonstrate environmental responsibility.

Access to Information	
Contact Officer:	Helen Paton, Cultural Economy Manager Helen.paton@cheshireeast.gov.uk 01270 686089
Appendices:	Appendix A – Cheshire East Cultural Framework 2023 – 2028 Appendix B – CEC Public Art Commissioning Map Appendix C – Notice of Motion, Public Art, November 2022 Appendix D – Equality impact assessment
Background Papers:	None

Appendix A

Cheshire East Cultural Framework 2023 - 2028

Cheshire East Council Cultural Framework 2023 – 2028

Cheshire East Council Cultural Framework 2023 - 2028

1. Who is the Cultural Framework for?

Cheshire East Council's goal for Culture is to **transform lives and places through access to great culture**. The Council can enable the economy, communities, and places of Cheshire East to benefit from engagement with culture, contributing to regeneration, quality of place, wellbeing, creative skills, and prosperity. This is achieved through the commissioning of arts, heritage, museums, creative media, festivals, and events in line with the Council's priorities. (CEC's Strategic Priorities for Culture 2023 - 2028 - See appendix A).

The Cultural Framework is designed to be widely used in Cheshire East by Cheshire East Council, and as a guide for the Council's partners, national agencies and stakeholders, the voluntary sector, faith sector, commissioners of public services for the people of Cheshire East, and cultural organisations and individuals in the cultural sector.

Culture can empower and influence in various ways that help to shape:

- Relationships between individuals and groups
- Shared memories, experience, and identity
- Diverse cultural, faith and historic backgrounds
- Social standards, values, and norms
- What we consider valuable to pass on to our children

These effects have individual, economic and social dimensions that can be fleeting, life-changing or affect successive generations. Culture has a significant role to play in bringing these benefits to the people of Cheshire East.

2. What We Mean by Culture

For the purpose of the Cultural Framework, culture will address arts, public art, heritage, museums, festivals & events, creative media, creative and digital industries. This relates to activity delivered by or through the Council, and the activity delivered by or through other individuals or organisations including arts, heritage and museum

bodies, businesses, charities, community organisations and faith groups to name a few.

While not an exclusive definition, this is intended to closely align with the functions covered nationally by bodies such as the Department for Culture Media and Sport DCMS (excluding sport), Arts Council England and National Lottery Heritage Fund.

3. Strategic Context

Culture can have positive impacts on many different agendas. It can promote civic pride and change perceptions about a place, contributing to improvements in wider social and economic outcomes. It can support inclusive economic recovery, particularly in relation to the growth of the wider commercial creative economy and in levelling-up economic inequalities between regions. It can help to address educational and skills inequalities, and it can challenge health inequalities and the impact of loneliness exacerbated by the COVID-19 pandemic.

‘Quality of Place’ brings these together as a concept (see diagram)

The cultural offer, quality of our natural & built environment, vitality of our towns and reputation for business, creativity, educational standards, lifestyle, and wellbeing all contribute to Quality of Place. Distinctiveness of identity influences perceptions and supports place marketing opportunities. As well as supporting the prosperity of its residents and businesses, ‘quality of place’ can help create and communicate the ‘identity’ of a place.

Culture has a pivotal role in contributing to or achieving each of these elements of Quality of Place as demonstrated in the diagram below.



Achieving Quality of Place

4. The Framework

4.1 Purpose

The purpose of the Framework is to:

- a) Inform a cohesive approach across the Council to engage with the cultural sector to ensure delivery of its objectives and high-quality outcomes for specific programmes of work.
- b) Develop a comprehensive understanding of the benefits of engaging with the Cultural sector across public sector commissioners and Council services.
- c) Support the Cultural sector to engage with the Council.
- d) Facilitate closer relationships with the Cultural sector, including funding bodies, to maximise opportunities for investment in cultural activity in Cheshire East.

4.2 How it will be Used

This framework is intended as a guide for Council services in delivering positive outcomes through Cultural interventions and the Council's priorities for Culture. It is designed to inform how the Cultural sector can be engaged by different service areas, to deliver specific objectives and in particular to inform the work of the Council's Cultural Economy Service in delivery of the Council's outcomes.

4.3 Council Priorities for Culture

The Council has adopted a set of priorities to inform the commissioning of cultural provision and services. These are set out at appendix A. These priorities are intended to inform all instances where the Council will commission or directly provide cultural activity.

4.4 The Approach

To help achieve its goal for Culture, **'to transform lives and places through access to great culture'**, the Council can enable engagement with culture that contributes to regeneration, wellbeing, quality of place, creative skills, and prosperity. Cultural activity, engagement and interventions should:

- **Help to achieve the Council's stated goal and priorities for culture**
- **Be delivered by appropriate, quality providers in an efficient, effective way that delivers for our residents.**
- **Seek opportunities to add value, capacity, or resource.**
- **Maintain and conserve quality and standards, seeking betterment where possible.**
- **Be outcome focused, supporting the Council's objectives**

This can be achieved in a number of ways through direct engagement by the Council, through partnerships or through commissioning and other delivery mechanisms. In order to maintain quality and ensure the Council is best advised on appropriate mechanisms and providers, the Cultural Economy Service will commission services in line with this framework and will support other services in their delivery.

5. Delivering the Framework

5.1 Role of the Cultural Economy Service

This describes how the Cultural Economy Service will use core budget to commission cultural services in line with the Council's priorities for Cultural provision. In addition, the Cultural Economy Team should be involved in the design of all tenders that potentially involve cultural activity, and in the ensuing processes of selection, appointment, and evaluation.

The responsibilities of the Cultural Economy Team as sponsors of the Framework are threefold; to monitor, evaluate and report on progress towards the Framework objectives; to work collaboratively with commissioners and commissioning bodies to develop the capacity of the cultural sector to take up the additional opportunities for funding with the Framework.

5.2 What We Mean by Commissioning

Bringing about development and change in communities is often a slow process and it may involve testing different approaches and evaluating their impact. The outcome we want to achieve may only come about as the result of a number of initiatives being commissioned over quite a long period of time. When we talk about 'commissioning for outcomes' we are drawing attention to the impact of the activity on those it is intended to benefit. Commissioning therefore always involves those who are receiving the service, or engaging in the activity, helping to shape it. Within the context of the

cultural framework, we define commissioning as, **the provision of a quality service/s, for and with individuals and communities to address needs and inequalities, within the resources available.**

Having decided the best way to achieve outcomes, the council will then contract with an individual or organisation to provide the service. Contracts for cultural activity may be issued by any of the Council's service areas. The Cultural Economy Team should be involved in the design of all specifications that potentially involve cultural activity, in order to ensure quality as part of the selection, appointment and evaluation processes.

5.3 Delivery of the Cultural Priorities

a) Through Cultural Organisations

The Cultural Economy service is keen to support development of a vibrant and sustainable cultural economy in the Borough. To this end, and in line with the Cultural Priorities, the Council will invest in a number of Cultural organisations delivering a range of services or programmes of work. These arrangements will be formalised by a legal contract and may last between 1 and 4 years. These will be strategic in nature and part of a wider cultural economy investment, supported by additional funding from bodies such as Arts Council England or Heritage Lottery and will form part of an ongoing strategic conversation between these bodies and the Council. Opportunities to submit proposals for funding will be on an annual basis, open to cultural organisations based in and delivering activity in Cheshire East. Organisations may only have one restricted funding contract operating at any given time.

Process

Each year, cultural organisations in Cheshire East will be made aware of the opportunity to discuss investment with the Council, in order to deliver the Council's Cultural Priorities. Should an organisation be interested in discussing this further, detailed guidance will be offered, including an initial conversation with a member of the Cultural Economy Team. This will cover the extent to which the priorities are met, level of investment against available budgets, match funding being applied for and aspirations of the organisation.

Following discussion with the Cultural Economy Team, a written proposal will be received from the organisation. It is unlikely that this proposal will contain any information which has not already been discussed.

Approval of the investment request will be via an Officer Decision Record (ODR), approved by the Head of Rural and Cultural Economy.

Organisations receiving investment will be issued with a contract for services.

The length of investment may be between 1 and 4 years.

b) Through Direct Commissioning

The service will, from time to time, as appropriate to need and available budgets, issue invitations for tenders for specific interventions or programmes of work. These will be in response to an identified strategic need, again, in line with service and Council priorities. Invitations to submit tenders for these contracts will be issued on the basis of need and will follow council procurement rules.

Process

From time to time, opportunities or issues may arise which could be addressed via a cultural intervention. In these circumstances the Cultural Economy Team will seek to commission artists or organisations to deliver specified outcomes. An invitation to tender will be issued in line with Council procurement regulations. Approval of the commission will be via an Officer Decision Record (ODR), approved by the Head of Rural and Cultural Economy.

c) Co-commissioning

From time to time there may be opportunities for the Cultural Economy team to partner with other commissioning services or organisations, either within the Council or externally, in order to maximise available budgets and meet a wider identified need. We will actively seek out these opportunities and will publish as and when they are available.

5.4 Use of the Framework by Other Services

Any council service intending to commission or contract cultural provision should refer to the Council's priorities for Culture (Appendix A) to use as a guide to what should be prioritised. The framework and its priorities may also be of value as a guide for other commissioning bodies. The Council's Cultural Economy Service is able to support engagement with the Cultural sector and to provide help and assistance to ensure that appropriate specifications, tender documents, selection, and evaluation criteria are in place.

5.5 Monitoring and Measuring Success

Depending on its complexity, the evaluation of the resulting contract should take account of the outcome, the benefit that is conferred on residents, visitors, businesses, and other target groups. When asking how successful a commission has been we may, for instance, not just want to know about the number of people taking part, but how they or their community were affected as a result. This will enable the services that are provided to be placed in the wider strategic context of Cheshire East.

Striving for the highest quality in everything we commission, or provide, is of the utmost importance in achieving outcomes. The Quality Benchmark we will use draws on Arts Council England's guidance on the subject. They offer areas to consider throughout the life of projects, from planning to evaluation, and ensure that the voice of communities remains firmly at the heart of activities.

When evaluating bids, we will expect applicants to explain how they address the following aspects of quality where they are relevant to the nature and size of the commissioned service or project.

- Striving for excellence
- Emphasising authenticity
- Being inspiring, and engaging
- Ensuring a positive audience experience
- Actively involving people
- Providing a sense of personal progression
- Developing a sense of ownership and belonging

Detailed evaluation criteria will be made available along with tenders or funding opportunities and requirement will be scaled appropriately according to size of investment.

Reports on the impact of the Cultural Framework will be provided as part of the Councils annual performance reporting.

6. Resources

The Council's resources are determined by the Medium-Term Financial Strategy. The Framework is designed to encourage flexible and adaptable use of available resources in order to support the council's objectives and meet its cultural priorities. Wherever possible, opportunities to lever in additional funding from external sources will be pursued. Partnership working and collaborative commissioning will also be explored fully and put into place wherever possible in order to maximise available resources. In this way the Framework will seek to ensure value for money.

Appendices

Appendix A – Cheshire East Council Cultural Priorities 2023 – 2028

Purpose:

To transform lives and places through access to great culture ¹.

Enabling the economy, communities, and places of Cheshire East to benefit from engagement with culture, contributing to lifestyle, wellbeing, high-quality places, creative skills, sustainability, and prosperity.

Achieved by: *Championing and supporting cultural activities that;*

- Promote Cheshire East as a high-quality place to live, work, visit and invest.
- Support a sustainable and inclusive cultural ecology
- Contribute to local and regional, urban, and rural economies.
- Ensure stimulating and aspirational experiences for residents and visitors.
- Enhance the quality of life and wellbeing of local people.
- contribute to environmental sustainability.

We Will Prioritise cultural activities which:

- support priority regeneration areas of Crewe and Macclesfield
- support cultural aspirations identified in Town Centre Vitality Plans
- provide pathways into work and skills development for young people
- promote sustainability

- activities which demonstrate environmental responsibility
- are innovative or ground-breaking and of high quality
- promote physical and mental health, and wellbeing, including older people, young people, and people with additional needs.
- strengthen and support inclusive, creative communities

Nb ¹ Culture: arts, heritage, museums, festivals & events, New media, Creative and Digital industries