

Waverley Culture Outcomes framework/delivery matrix 2016 - 2026

Appendix 6

The Outcomes Framework is informed by the Corporate Plan. A 'golden thread' can be seen running through the framework as many of the recently adopted strategies of the Borough Council use culture to deliver their outcomes. The Outcomes Framework below references these strategies and brings all the cultural actions together in one document, achieving a joined up approach across the Authority. This Outcomes Framework will be supported by **annual service plans** which set out specific actions for each year, over the life of the strategy, with measures of success and change, specific partners, resources and timetable. Annual review to ensure that the framework remains current will be built in to ensure that any changes to the external environment that impact on the Borough are taken into account.

Corporate Plan 2016 - 19 - Our vision is to make Waverley a Better Place to Live and Work

What we want to achieve in the next four years

Waverley is an ambitious Council seeking to deliver top class services. In the next four years we will continue to ensure our services are accessible, designed for residents and customers and delivered in an efficient and cost effective way.

Priority 1 - *We aim to deliver excellent, accessible services which meet the needs of our residents*

- Outcomes
 - Through continuous improvement in service, the Borough delivers excellent services which meet the needs of residents.

Priority 2 - *We will support the wellbeing and vitality of our communities.*

- Outcomes
 - Waverley communities are prosperous and are characterised by high levels of wellbeing.
 - Older people and vulnerable families feel supported
 - Waverley businesses thrive
 - Leisure and cultural facilities are accessible to all
 - Sufficient affordable housing is available to meet needs.

Priority 3 - *We will strive to protect and enhance the environment of Waverley*

- Outcomes
 - The local plan is adopted and neighborhood plans are achieved across the borough supporting aspiration for managed development
 - Land owned by the Borough has been stewarded well
 - Waverley is clean and sustainable Borough

Priority 4 - We will continue to provide excellent value for money that reflects the needs of our residents

- Outcomes
 - Financial challenges [over the next four years] are managed through careful financial planning and management
 - Service delivery has been maintained and enhanced.

Infrastructure - The Borough's creative and cultural infrastructure is an essential resource in enabling the it to achieve its Priorities and Vision.

The Borough's relationship with these organisations is managed by the Arts and Culture Services Manager through a mix of direct commissions, facilitation, brokerage and partnerships

- **Outcomes**
 - The creative and cultural infrastructure in the borough thrives
 - Good relationships with cultural organisations facilitate the achievement of the Borough's priorities through cultural actions.

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Infrastructure <ul style="list-style-type: none"> The Borough's creative and cultural infrastructure is an essential resource in enabling the it to achieve its Priorities and Vision. The Borough's relationship with these organisations is managed by the Arts and Culture Services Manager through a mix of direct commissions, facilitation, brokerage and partnerships <ul style="list-style-type: none"> The creative and cultural infrastructure in the borough thrives Good relationships with cultural organisations facilitate the achievement of the borough's priorities through cultural actions. 		
Outcome/strategy framework	Strategic Service delivery matrix [culture] Service Outcomes and actions.	Responsibility Resources, Delivery Partners
Waverley's creative and cultural infrastructure is supported and thrives, playing a key part in delivering Borough Priorities	SLA Farnham Maltings - Current priorities <ul style="list-style-type: none"> New partnerships to increase impact of the programme. Work specifically with young people, older people and vulnerable adults - relative to wellbeing and social inclusion. including development of long term plan (5 years) with ACE to address this. Outreach includes currently Sparks Festival, Arts Award and Dementia Programme Delivery of Core programme Museum of Farnham - Operations and building Museum of Farnham <ul style="list-style-type: none"> Builds a sense of community and continuity via collections, exhibitions and programmes Contributes to wellbeing and community vitality and economy Cares for Borough owned buildings and collections SLA Cranleigh Arts Centre - <ul style="list-style-type: none"> Building programme, participation and audiences for adults and young people Contributes to the health and wellbeing agenda Works in partnership across all sections of the community 	Lead Body WBC Resources WBC Staff, funding [internal/external], buildings and museum collections Partners ACE Maltings Museum of Farnham Cranleigh Arts Centre Godalming Museum Trust UCA Rural Life Centre New Ashgate Gallery <i>Any more</i>

	<p>and arts and cultural organisations.</p> <ul style="list-style-type: none"> • Encourage new ambitions e.g. Cranleigh Festivals and associated pop up activity <p>Godalming Museum Trust</p> <ul style="list-style-type: none"> • Builds a sense of community and continuity via collections, exhibitions and programmes • Contributes to wellbeing and community vitality and economy <p>UCA</p> <ul style="list-style-type: none"> • Build close relationships with UCA re growth of University and retention of Graduates • Develop partnerships between UCA students and community groups that build on knowledge skills and assets of each <p>Rural Life Centre</p> <ul style="list-style-type: none"> • Key partner in place making, and health and wellbeing. • Supports rural economy <p>New Ashgate Gallery</p> <ul style="list-style-type: none"> • Based in WBC Building • Key player in Craft Town initiative • Adults, children and young people, experience and appreciate the importance of the creative process to wellbeing • Offers a vital stepping stone to emerging and local artists and makers, career progression. • Commercial outlet for artists, offering vital economic benefit to artists and makers (the small creative industries) • Supports public art commissioning <p>Haslemere Educational Museum</p> <ul style="list-style-type: none"> • Provides adult and Community Learning <p>Haslemere Hall</p> <ul style="list-style-type: none"> • Provides community performance and film <p>General</p> <ul style="list-style-type: none"> • Use arts budget to support strategic activities/ pump 	
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	<p>priming etc especially in areas of low engagement.</p> <ul style="list-style-type: none">• Develop strategic funding strategy to match fund significant applications to ACE HLF Lottery etc enabling cultural organisations to leverage substantial grants.• Use Borough Hall to facilitate cultural activity• Initiate a study on museums storage and identify long term sustainable solutions.• Initiate study on availability of affordable and appropriate space to accommodate large scale community performance and participation• Manage regular networking events that ensure that knowledge networks and connectivity between cultural and community organisations remains current and active.• Support cultural organisations to better understand local communities and ways of reaching new audiences• Support the use of marketing, Audience Development and social media activity to encourage connectivity between cultural organisations and the development of a more integrated cultural offer.• Work with partners to raise the profile of the creative and cultural identity of the Borough as an entity and to shape place making.	
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Priority 1 - We aim to deliver excellent, accessible services which meet the needs of our residents

- **Outcomes**

- Through continuous improvement in service, the Borough delivers excellent services which meet the needs of residents.

Outcome/strategy framework	Strategic Service delivery matrix [culture] Service Outcomes and actions.	Responsibility Resources, Delivery Partners
Ongoing consultation results in well designed and appropriate services	<ul style="list-style-type: none"> • Identify opportunities to use cultural activity as part of creative consultation that can attract a groups of consultees 'not the usual suspects' • Utilise national and regional research/surveys outcomes to contribute to the knowledge base for culture in Waverley 	<p>Lead Body WBC</p> <p><i>Resources</i> WBC Staff Cultural partners</p>

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<p>Priority 2 - We will support the wellbeing and vitality of our communities.</p> <ul style="list-style-type: none"> • Outcomes <ul style="list-style-type: none"> ○ Waverley communities are prosperous and are characterised by high levels of wellbeing. ○ Older people and vulnerable families feel supported ○ Waverley businesses thrive ○ Leisure and cultural facilities are accessible to all ○ Sufficient affordable housing is available to meet needs. 		
<p>Outcome/strategy framework</p>	<p>Strategic Service delivery matrix [culture] Service Outcomes and actions.</p>	<p>Responsibility Resources, Delivery Partners</p>
<p>Health and Wellbeing strategy 2016 - 2021</p> <p>Priority 1 -Waverley residents have better health and are in control of their own health and wellbeing, living healthy lives and experiencing fewer episodes of ill health - a preventative approach</p> <p>Priority 2 -Waverley residents enjoy positive mental health and wellbeing and are included in their Communities</p>	<p><i>The Arts and Cultural Services and Community Services work together to deliver the actions identified below</i></p> <p>1.1.5 - Cultural organisations will be encouraged or commissioned to provide social and creative physical activity opportunities e.g. Dance</p> <p>1.1.9 - Support the development of the Leisure Facilities Strategy to ensure that Cultural activities can play an part.</p> <p>1.1.12 - Support creative and cultural organisations in expanding the range of health and wellbeing activities</p> <p>1.3.2 - Participate in the development of the Community Assets map</p> <p>1.3.3. - Continue to deliver Farnham Making Connections</p> <p>1.3.6 - Ensure that cultural organisations provide activities that support respite time for carers</p> <p>2.1.1 - Continue to support the Waverley Arts Wellbeing programme and advocate for its value and ensure the the work of Museums is recognised and embraced.</p> <p>2.1.2/3 - work with Cultural Organisations to support the development of Dementia friendly activity and training and other training to support health and wellbeing initiatives.</p> <p>2.2.1 - Encourage cultural organisations to mine the wealth of experience and skills held by older people(cross reference with</p>	<p>Lead Body WBC</p> <p>Resources WBC Staff, funding [internal/external], buildings and museum collections</p> <p>CH to add</p>

<p>Priority 3 - Older people in Waverley are independent and live full and active lives.</p> <p>Priority 4 - Families are able to give their children the best start in life and through to adulthood</p>	<p>working with upcoming retirees staying active making use of their skills in the community).</p> <p>3.1.1. - See Ageing well section below</p> <p>4.1.4 - Continue to support the delivery of arts and cultural activity for children</p> <p>4.3.8. - provide signposting to cultural organisations e.g. Stopgap dance for those young people for whom dance is a more appropriate and attractive alternative to gyms</p>	
<p>Strategy for Ageing Well 2015 - 2018</p> <p>Priority 1 Older residents have opportunities to be involved socially and economically in their communities so that they are not socially isolated or excluded.</p> <p>Priority 3 Older residents, including those with additional needs and their carers, have access to clear trustworthy advice and information that enables them to be independent and in control of their lives.</p>	<p><i>The Arts and Cultural Services and Community Services work together to deliver the actions identified below</i></p> <p>P1.3 - Work with partners to continue the successful Waverley Arts Wellbeing programme</p> <ul style="list-style-type: none"> Keepsake reminiscence project, Vit G Gardening project, Dementia Diaries, Singing for the Brain and intergenerational projects. Godalming Museum oral history programme <p>P1.5 & P3.5- Older Adults have opportunities to volunteer</p> <ul style="list-style-type: none"> Encourage cultural organisations to mine the wealth of experience and skills held by older people(cross reference with working with upcoming retirees staying active making use of their skills in the community). Sign post cultural organisations volunteering opportunities Develop programme of activity to combat loneliness with the Maltings <p>P1.6 & P3.1- Waverley is dementia Friendly</p> <ul style="list-style-type: none"> Provide support for Dementia training and development of dementia friendly activities by cultural organisations (Cross reference P1.3) 	<p>Lead organisation WBC</p> <p>Resources WBC and partner investment</p> <p>Partners <i>Wellbeing Partnership Maltings Cranleigh Arts Godalming Museum Museum of Farnham Rural Life Centre Stopgap Dance Co Voluntary organisations</i></p>

	<p>P1.7 Farnham Memorial Hall is a Centre for community engagement</p> <ul style="list-style-type: none"> • Cultural organisations outreach activities reach the Memorial Hall • Explore leadership role that Maltings might take <p>P1.9 Transport needs of the Rural community will be improved for connectivity</p> <ul style="list-style-type: none"> • Cultural organisations will work with partners to ensure that transport needs are not a barrier to access. • Explore role Maltings touring programmes could play <p>P1.15 Physical activities for older people will be developed to support continued health and activity</p> <ul style="list-style-type: none"> • Cultural organisations will be encouraged or commissioned to provide social and creative physical activity opportunities e.g. Dance • <i>Reference Farnham making connections here</i> 	
<p>Affordable Homes Delivery Plan 2012 - 2017</p> <p>People are healthier, secure, have a sense of achievement and wellbeing as their housing needs are met.</p> <p>Affordable housing for local people and service personnel is in balance with the need to maintain the character of the borough's towns and villages</p>	<ul style="list-style-type: none"> • Development of Exemplar Design and Accessibility standard; in particular highlight contribution of artists/makers to developing the distinctiveness of the public realm/development 	<p>Lead organisation WBC</p> <p>Partners <i>Developers [commercial and social housing organisations Craft town Network</i></p>
<p>Surrey County Council Community Youth Service revised service</p> <p>Young people in areas of need achieve their ambitions and have the support to do this.</p>	<ul style="list-style-type: none"> • Collaborate with SCC Youth Service directly, and through Culture organisations SLA, particularly where they can support young people in the development of health, wellbeing, skills abilities and attributes e.g. sustaining music initiatives via Rhythmix • Develop networking events that bring cultural organisations and youth workers together to explore partnerships 	<p>Partner <i>Surrey County Council</i></p>

<p>Waverley Economic Strategy 2015 - 2020 -</p> <p>The Borough continues to enjoy economic prosperity and diversity while safeguarding and enhancing its attractive character and high quality of life</p>	<p><i>The Arts and Cultural Services and Economic Development teams work together to deliver the actions identified below</i></p> <p>Obj. 1 - Safeguard the Borough's attractive character and high quality of life</p> <ul style="list-style-type: none"> • Assist promotion of the rural economy (through supporting arts and craft fairs, farmers markets and protecting community and social facilities such as pubs and post offices. • Facilitate the development of Pierpoint Farm as a centre for affordable workspace for craft and rural industries <p>Obj. 2 - Maintain and enhance the attractiveness and vitality of main settlements</p> <ul style="list-style-type: none"> • Continue support for the Farnham Craft Town Initiative and seek out and support culture led initiatives that contribute to the vitality and distinctiveness of the towns and village. • Support Cultural organisations e.g. The Maltings and Cranleigh Arts Centre, the Museums, Rural Life Centre etc for their contribution to the vitality of communities [economic and social] in the borough. <p>Obj. 4 - Manage employment growth and continue to encourage higher skilled and well paid jobs.</p> <ul style="list-style-type: none"> • Strengthen links between local businesses and the University of the Creative Arts - knowledge sharing, secondments and placements and employment opportunities. • Encourage Cultural organisations to provide work placements/CPD for students and local artists <p>Obj. 5- Support Businesses</p> <ul style="list-style-type: none"> • Ensure that cultural businesses are included in actions that support business start up and social enterprise 	<p>Lead Body WBC</p> <p>Resources WBC grants and partnerships</p> <p>Partners <i>Rural Life Centre Open Studios LDF Countryside Preservation Trust</i></p> <p><i>Town Council Maltings & Museum New Ashgate Farnham Pottery As list UCA</i></p>
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	<ul style="list-style-type: none">• Enable 'pop up' initiatives that support fledgling businesses.• encourage cultural organisations to engage with Chamber of Commerce and other business networks	
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<p>Priority 3 - We will strive to protect and enhance the environment of Waverley</p> <ul style="list-style-type: none"> • Outcomes <ul style="list-style-type: none"> ○ The local plan is adopted and neighborhood plans are achieved across the borough supporting aspiration for managed development ○ Land owned by the Borough has been stewarded well ○ Waverley is a clean and sustainable Borough 		
Outcome/strategy framework	Strategic Service delivery matrix [culture] Service Outcomes and actions.	Responsibility Resources, Delivery Partners
<p>Local Development Framework Delivers required housing and community planning within the ambitions of the borough</p>	<ul style="list-style-type: none"> • Culture referenced in the Local Development Framework. • Proposed new development's cultural infrastructure needs identified using the TCPA good practice guide. • Develop space needs assessment on a development by development basis. • Adopt the benchmarks for local provision identified by ACE, MLAC Fields in Trust and Natural England.(update required) and use in negotiation with Developers • Use Section 106 and CIL negotiations to support the provision of facilities appropriate for cultural activity. New or to sustain existing facilities • Use Culture to engender a sense of community in new settlements and newly enlarged settlement. • Ensure that culture feeds into neighbourhood planning, develop protocols • Address issues of affordable housing for creative practitioners to ensure that talent does not face barriers to employment in the Borough. 	<p>Lead body WBC</p> <p><i>Partners - all cultural organisations Town and Parish Councils</i></p>
<p>Open Space, Sport and Recreation - Policy Options Use of quality opens space to underpin the quality of life - specifically supporting urban renaissance and rural renewal, promoting social inclusion and community</p>	<ul style="list-style-type: none"> • Borough council to promote local distinctiveness in amenity spaces (public parks, gardens and informal space) through use of creative community consultation and commissioning 	

cohesion, health and wellbeing, Promoting more sustainable development	of bespoke street furniture and play equipment. <ul style="list-style-type: none">• Work with Landowners, National Trust, Woodland Trust, Canal and River Trust Parish Councils etc to develop innovative ways to use arts activities to interpret the landscape and natural environment for the enjoyment and increased access of the public.• Utilise knowledge from museums re heritage landscape to support initiatives	
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Priority 4 - We will continue to provide excellent value for money that reflects the needs of our residents

- **Outcomes**

- Financial challenges [over the next four years] are managed through careful financial planning and management
- Service delivery has been maintained and enhanced.

<p>Waverley Investment and strong partnerships leverages a wide range of inward investment across the range of services where culture plays an important role.</p> <p>Key cultural organisations in the Borough thrive and play an important part in creating strong and distinctive communities. Borough investment is targeted and organisations are not reliant on Borough funding</p> <p>Local organisations are supported and thrive, playing an important part in the vitality of their communities, creating a sense of belonging particularly in the larger settlements</p>	<ul style="list-style-type: none"> • Continue participation in partnership groups e.g. Arts Partnership Surrey, Health and Wellbeing Partnership, ensuring that Borough investment is multiplied appropriately and local needs are fully reflected in annual delivery plans. • Facilitate the work of the Health and Wellbeing Partnership in delivering it outcomes. • Take a lead in Arts Partnership Surrey and other appropriate partnerships • Use Borough resources, financial (revenue and capital) and human to ensure that cultural organisations thrive and can contribute to Council priorities. • Maintain active relationships with the range of National and Regional Funders to ensure that investment in Cultural Infrastructure is maintained in the borough • Capitalise on the presence of ACE National Funding Portfolio organisations and cultural institutions in the borough and use their expertise [management and fundraising] to support Waverley Cultural sector organisations • Provide support to cultural and community organisations to enable them to achieve inward investment (fundraising, earned income etc to enhance and extend cultural activity in the Borough. e.g. subscribe to Audience finder. • Develop a strand of community capacity building activity that identifies community leaders that 'get things done', and 	<p>Lead Body WBC</p> <p>Resources WBC Elected members and Staff</p> <p>WBC Grant Programme ACE applications HLF applications County Council investment CSR facilitation <i>Maltings</i> <i>Cranleigh Arts Centre</i> <i>Stoppap</i> <i>New Ashgate</i> <i>UCA</i></p> <p>CH to check list</p>
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	<p>empower to create cultural actions that create a sense of place. (use established larger scale organisations to develop capacity)</p> <ul style="list-style-type: none">• Facilitate CPD for voluntary groups to support their sustainability.	
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