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# Waverley Borough Council

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## Cultural Strategy - Phase 2 Report

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Janet Mein and The Audience  
Agency - Adrienne Pye

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## Foreword

### Executive summary

#### 1 The Case for Culture

*Arts and culture enrich our lives. They fire our imaginations, challenge, inspire, educate and entertain us. Everyone should be able to visit or experience a high-quality museum, library or live performance or participate in a cultural activity. These experiences open us to reflection, engender debate and critical thinking, and deepen our understanding of the world. (Arts Council England.)*

There are two dimensions to culture - production and consumption - and we all engage in one way or another across the year - attending performances and events, visiting heritage sites and exhibitions or engaged in personal home based creativity.

The Creative Economy [2013] accounts for some 2.62M jobs, or one in twelve of UK employment and the GVA of the Creative Industries was £76.9bn and accounted for 5.0 per cent of the UK Economy. In Waverley the Cultural and creative economy is embedded with the University of the Creative Arts in Farnham and venues and museums in all the major settlements. **Appendix 1**

In Waverley, every week, hundreds of people take part in a myriad of cultural activities, coming together to be creative and share knowledge and experience. This local creative activity is embedded in our towns and villages. The social networks that result from this activity are part of the 'glue' that holds us together and makes our communities vital and also engenders a sense of wellbeing in participants.

#### 2 Culture in Communities

As part of the stakeholder consultation the views of the Town Councils' and a representative village were sought. The value of culture in the community, the challenges to cultural and creative organisations and solutions to the challenges were the focus of dialogue. It is clear that culture plays an important part in community life.

#### 3 Waverley's Priorities 2016-2019

***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.

Waverley has four priorities:-

##### **Customer Service**

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

##### **Community Wellbeing**

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

#### **Environment**

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

#### **Value for Money**

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

## **4 Evidence Base**

Research has been undertaken to identify the cultural infrastructure with which the Borough can develop relationships and find ways of working together. A survey, description and consultation with key organisations have taken place and maps of the Cultural infrastructure distribution have been made.

The borough is home to a number of cultural and creative businesses, some commercial and some charitable; Sculpture and craft retail, individual craft makers and designers, arts centres and performance companies, museums and heritage sites. The University of the Creative Arts [Farnham campus] is a significant cultural institution based in Waverley. With over 2,000 students the University is an acknowledged world leader in some disciplines and plays an important economic role in the borough.

The Local Authorities [the Borough, Town Councils and the County Council] all play an active role in supporting, partnering or engaging in the direct delivery of creative and cultural activities, venues, events and strategic programmes. The Infrastructure is described by settlement and a separate section for organisations that cover the whole borough. For detail of the Cultural Infrastructure Consultation and Maps see **Appendix 2 and 3**

Demographic **area profiles** that highlight the propensity to engage with culture have been produced for each of the main settlements and in eleven areas more detailed profiles have been produced. These profiles give information that officers and cultural organisations can use to develop effective ways of communicating and building participation in their communities. **Appendix 4**

An overview of all the relevant policies and strategies at a local, County, regional and national level has been made and where culture can play a positive role in delivering other priorities and agendas this has been highlighted.

A description of how culture is resourced in the Borough and how cultural organisations can be identified as a resource [knowledge, skills, experience etc] has been made - reference is made to the increasingly rich body of evidence related to the value and outcomes of cultural commissioning.

This evidence base and stakeholder consultation has been used to inform the proposed Outcomes Framework, which will guide the work of the Council over the next 5 - 10 years. A significant number of organisations and individuals have contributed to this work. For a full list see **Appendix 5**

See **Appendix 6** Culture Outcomes Framework.

# 1 The Case for Culture

What is Culture? Culture, in broad terms, refers to the characteristics of place and people, language and knowledge, social habits and religion - all of these are manifest through the arts [music, art, theatre, digital artworks, design etc], heritage and history and the action of humanity on the landscape and in architecture. Taken as a whole culture informs the way we make places, how we engage socially and make sense of the world we inhabit.

*Arts and culture enrich our lives. They fire our imaginations, challenge, inspire, educate and entertain us. Everyone should be able to visit or experience a high-quality museum, library or live performance or participate in a cultural activity. These experiences open us to reflection, engender debate and critical thinking, and deepen our understanding of the world.<sup>1</sup>*

There are two dimension to culture - production and consumption - and we all engage in one way or another across the year; for example, listening to the radio - speech and music, downloading film to our high definition televisions or laptops, blogging, being part of a local choir or performance group or volunteering in a museum, attending professional performances locally or travelling distances for specific events, exhibitions or visiting heritage sites, buying hand- made craft items for our homes .

*The arts are a means by which we can investigate and understand the past and the present, our world and our feelings. We can do this by 'doing' it or by 'spectating' it or both. The wonder of libraries, museums and archives is that we can relate ourselves with others – often stretching back hundreds or thousands of years. This is one of the ways in which we can discover the history and shape of humanity and where or how we fit into it. - Michael Rosen Broadcaster, children's author<sup>2</sup>*

We also make our living as games designers, performers, technicians, makers, interpreters, managers, publishers, retailers, teachers and more. The Creative Economy [2013] accounts for some 2.62M jobs or one in twelve of UK employment and the GVA of the Creative Industries was £76.9bn and accounted for 5.0 per cent of the UK Economy. Between 1997 and 2013, GVA of the Creative Industries increased by 5.8 per cent each year compared to 4.2 per cent in the UK economy<sup>3</sup>.

## Appendix 1

In Waverley, every week, hundreds of people take part in a myriad of cultural activities, coming together to be creative and share knowledge and experience. This local creative activity is embedded in our towns and villages. The social networks that result from this activity are part of the 'glue' that holds together and makes our communities vital and also engenders a sense of wellbeing in participants. Whilst we instinctively and anecdotally know that this is the case, increasingly academic research is demonstrating that this is so<sup>4</sup> and increasingly a conscious use of creative and cultural activity is at the heart of wellbeing strategies.

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<sup>1</sup> Arts Council England - Great Art and Culture for Everyone 2010 - 2020 Strategic Framework p7

<sup>2</sup> Ibid. p11

<sup>3</sup> Appendix 1 DCMS Creative Industries Economic Estimates January 2015 Statistical Release 13/01/2015

<sup>4</sup> See Nick Ewbank Associates *Cultural Value and Social Capital* report 2014.  
<http://www.nickewbank.co.uk/downloads/Cultural-value-report.pdf>

## 2 Culture in Communities

Two strategies for assessing the importance of culture in communities have been put in place firstly seeking views from the town councils and Elstead Parish Council [for a village view] and secondly analysing data derived from the Citizens Panel.

### 2.2.1 A view from the Town Councils

Three Questions were asked

- How important is cultural activity (performances, exhibitions, festivals, design of new development/public realm) to the community of in your town or village
- What are the challenges facing cultural organisations (e.g. Museum, voluntary groups etc) and community groups/individuals wishing to participate in cultural activity?
- Do you have solutions/ ideas for solutions to these challenges? Please let me know what these are.

### ***Cranleigh***

Whilst there is no researched evidence of the importance of culture in Cranleigh it is clear from the work of the Neighbourhood Plan consultation process that there is substantial support for Culture in the community. There is also a great deal of creative and cultural activity in the Village

The Arts Centre provides opportunities to take part in a diverse range of cultural activities from exhibitions, festivals, performances and workshops.

Cranleigh has a significant number of clubs and organisations. These include an Arts and Craft Society who organise art exhibitions twice a year and have regular meetings in between; the National Association of Design and Fine Arts; a film club; the Cranleigh Camera Club; several choirs; clubs that specialise in dance and performing arts and a very proactive History Society, The U3A is very active in Cranleigh and offers a full calendar of activities which include bridge and gardening. A more comprehensive list of organisations is available on the Cranleigh Village website [www.cranleighvillage.net](http://www.cranleighvillage.net).

The Chamber of Commerce, in partnership with the Arts Centre and local community organise several events during the year including a Christmas event and a food & music festival. Cranleigh Rotary Club has a programme to support young people especially in public speaking and youth leadership and the Cranleigh and District Lions hold a number of popular events including the Cranleigh Carnival, the Bonfire Night event, a classic car show and Easter Egg Hunt. Both of these thriving clubs offer support to other organisations, events and activities within the community. The Cranleigh Show is held annually on the Agricultural Ground.

Cranleigh in Bloom has made a huge impact on the High Street especially improving areas of the public realm, and they have plans to expand in coming years. Some of the larger independent retailers in Cranleigh support festivals and events by providing space for exhibitions and activities.

The churches provide opportunities for other cultural activities, for example St Nicolas Church holds an annual Christmas Tree festival, all churches come together for the annual Remembrance Service in Cranleigh. Minority ethnic groups also have the opportunity to meet and celebrate their cultures. There are weekly prayer meetings for Muslims in the Band Room.

Local schools provide opportunities to engage in cultural activities, for example Glebelands opens up science evenings to pupils and parents at the school. Cranleigh School gives local residents the opportunity to attend music events.

Whilst there are a range of community buildings in Cranleigh, these have various limitations which include cost to hire; practical and suitable usable space and availability. The Village Hall Committee has concerns that distance to a mainline train station and the high cost of taxi fares also add to lessening the attractiveness of Cranleigh as a venue.

Whilst Cranleigh may be considered affluent, there are areas of deprivation (Waverley Needs Assessment 2013) and low finances is possibly a factor which prevents residents in participating in some cultural activities, although there are several community based activities that are free to enter such as the Christmas Light switch on, Cranleigh Carnival and the Bonfire event.

### **Godalming**

Proximity to Guildford (and the wide range of cultural activity there) is a significant factor in any discussion of cultural activity in Godalming.

In September 2015 Godalming Town Council posted a Neighbourhood Plan questionnaire to all households in the Town Council's administrative area some 9,300 households. 2,084 questionnaire responses were returned. This equates to a response rate of approximately 20%. The questionnaire did not directly address the issue of cultural activity because the work so far on the Neighbourhood Plan had not identified it as a priority. The questionnaire did ask about community facilities and about design of new development in the form of homes and commercial property.

31.8% (650) of respondents answered the question **"Are there any community facilities that you feel are lacking in the area?"** 68 of those respondents referred to arts or performance (including cinema, theatre, music and art based) facilities. The comments were predominantly about accessing films, live performances and exhibitions, (rather than taking part in activities and classes, which were dealt with within other headings) The need for a cinema was referenced 37 times (54% of the relevant respondents) and descriptions include 'permanent' 'better' 'proper' and 'multiplex'.

Examples of comments were:

- "Arts and craft centre for every age group in one place...."
- "Few central facilities for mainstream cultural activities (e.g. Theatre clubs, book clubs etc). Limited local cinema availability especially timings (evening only, not matinees)"
- "Godalming lacks a centre where its wider artistic/creative/cultural activities take place. I & my friends spend a lot of evenings at Farnham Maltings or Guildford Electric Theatre for films/shows etc. Would be good to have something here."
- "*Cinema/theatre/art galleries/open air concerts not just for a few hours on a Sunday in the summer.*"

27 respondents referred to poor availability of halls or public rooms for hire and community use: - and some key comments here were:

- "*A large community centre affordable for choral singing*"
- "*Halls for hire for organisations. Those we have are fully booked and it is well nigh impossible to hire, say for weddings etc.*"
- "*A community hall for meetings, exhibitions that is reasonably priced.*"
- "*Several residential centres have no hall or centre for activities e.g. Northbourne and Catteshall...*"
- "*A large-enough, modern town centre community centre (multi-functional)... "*

8 respondents referred to the availability of library and museum facilities: and comments here were:

- *"More support for Godalming Museum"*
- *"A 'quiet space' for people to work/read/do homework in, such as that Godalming Library used to have (the Upper Floor). Nowadays, there is nowhere peaceful to work in."*

With regard to new development the questionnaire addressed the issue of design with two questions in each case. Respondents were invited to rank a series of design issues by their importance. The first was: *"How important do you think following aspects of design in new housing are?"* 2061 (98.9%) respondents made some answer to this question. Similarly 2025 (97.2%) respondents made an answer to the questionnaire *"How could the design of new Retail/Commercial properties improve the Godalming/Farncombe area?"*

In conclusion I would say that cultural activity is important to the community of Godalming (evidenced by the proliferation of cultural & performance groups – too many to give an exhaustive list but includes an active Theatre Group, a brass band with youth band, an Operatic Society, a Choral Society, a Community Gospel Choir, a Rock Choir, a Jazz Choir, a Music Festival and a thriving museum). Further that when asked most residents did not identify any lack of such activity.

Anecdotally cultural organisations refer to a lack of affordable performance space and to the fact the space that is available (the Ben Travers Theatre and the Borough Hall) is only available outside school terms. Finance is a challenge with some organisations having faced significant crises – addressed mainly by increasing subscriptions for participants. Thus raising a question of accessibility for individuals of reduced means.

To provide some solutions to the challenges Godalming has spent £1m on refurbishing the Wilfrid Noyce Centre such that it provides an informal performance space which will support smaller groups (such as youth theatre) and informal productions.

### ***Farnham***

Cultural activity is a really important aspect of life in Farnham and underpins the character and sense of community enjoyed for so long. Farnham is blessed with a large number of community groups that initiate and promote culture whether it be art, sugar craft, knitting, music, theatre, performance, dance, readings, the Museums (including the Museum of Rural Life), the library, local history, heritage, pottery, sport, public art, community fetes and carnivals, adult education whether publicly organised or through NADFAS and the U3A, and the improvement of the public realm (whether this be flowers with the Farnham in Bloom Community Group, litter picking, or painting railings or improving historic graves in the churchyards). Farnham is a very cultural place with a history of craft, art, design, architecture, invention, education and a strong focus on celebrating the historic buildings and people that have made Farnham a very special place. This is exemplified by the number of conservation areas and listed buildings (said to be more than Lincoln or Chester). Farnham is very proud of its University built on a very long tradition and creating a wide range of cultural graduates in new creative technologies as well as traditional ones.

Farnham people have traditionally raised funds to buy places for culture or left endowments to ensure that culture can thrive. The Farnham South Street Trust for example distributes some £20,000 per annum from a legacy left in the 1880s for "art and allied subjects". The Farnham Institute charity distributes some £25,000 per annum from a legacy from George Trimmer. The Memorial Hall was a gift to the Town for cultural and sporting activities in memory of people from the local brewery who died in World War 1. Gostrey Meadow, the main site for music and

community events was purchased from a public subscription in 1910 and there are many other examples.

One of the main issues for local community groups is about getting their message across and working with the public and private sector to continue the rich traditions that have been around for generations. There is a real concern that many of the traditional places used for culture are being squeezed and that the sale of public assets to meet budget shortfalls as a result of public sector spending cuts will damage the rich cultural vein. There are large numbers of volunteers, but many of them are elderly and involved in more than one organisation. Younger volunteers do not have the time always to take the reins, needing to generate enough income to live in a very high costs area. There is a risk of cultural exclusion with the costs of some activities being a barrier to poorer families particularly but not solely in some of the social housing areas. Schemes such as the Pop Up Craft project run by the Farnham Maltings and work by community centres such as the Bungalow in Hale and the Wrecclesham Community Centre try to help bridge the gap, but awareness of the problem is not shared across the community.

Farnham Town Council attempts to support the cultural sector in a number of its activities with its grant programmes, events and publications. It is clear that there needs to be more joined up working between the public sector and recognition of the role that Town and Parish Councils can play in support of a wider cultural Strategy for the area. There is little direct contact between Waverley Borough Council and Farnham Town Council on cultural matters and both organisations are poorer as a result. There may be opportunities for greater synergy in delivering the new Cultural Strategy. In recent times there have been stronger links with Surrey County Council through the Craft Town Project led by the Farnham Maltings. Farnham Town Council would welcome the opportunity to explore ideas on how to better engage and strengthen existing organisations and create the climate for Farnham continuing to be a cultural jewel in Waverley's crown and maintaining a legacy for future generations.

### ***Haslemere***

Three Haslemere town Councilors contributed to the response. Collectively their views are as follows.

When small towns like Haslemere start to promote the value of the arts in its community and start to encourage performances, exhibitions and festivals, there is a direct positive correlation with economic & environmental development in regional communities. It may also strengthen connections between the arts and academic institutions and policy bodies in the regional development field including local government. This could possibly be a way of encouraging more private investment into smaller towns and can be an important part of the attractiveness of a small town to current and potential residents. Community and cultural activities nourish local networks and build a sense of belonging. It may also support tourism.

Haslemere has the largest theatre in the Borough; it is very well used for a host of cultural activities. The Haslemere Educational Museum is an important internationally recognised museum and is a centre for a variety of cultural and educational events. The Haslemere Festival and the Fringe Festival are important local cultural events not only to the Community of Haslemere, but also to those village communities living on the borders of Haslemere in West Sussex and Hampshire.

Cultural activity is very important and attractive to our residents and visitors to our town; this is evidenced by significant numbers of people attending outdoor musical events such as the Haslemere Festival/ Fringe/ Charter Fair and Christmas Carols. Live streaming of events, plays, opera and concerts to audiences at the Haslemere Hall has also proved a great success. Many local pubs now have live music nights which seem very popular. Many of our local groups have a wealth of expertise



in mounting exhibitions, painting, crafts and decorative arts as well as providing speakers on many diverse topics.

There are many challenges facing cultural organizations in smaller towns. Most of the challenges are based on perception, it is perceived that smaller towns could not possibly have award winning or culturally important museums, or that that theater or the performing arts could possibly not be as good as those in larger towns and cities or simply that smaller towns could not possibly have any cultural organisations at all. The Haslemere Hall is a case in point, to date many local residents are unaware it exists or have never been to a performance at the hall, but it continues to produce exceptional performances. The importance & value of community and cultural activities can easily be underestimated.

There are a number of practical challenges as well; Funding and income generation and sustaining the number of Volunteers. Environmental; are our halls, centres and open spaces fit for purpose with reference to parking , accessibility etc? and marketing and advertising; ensuring that events are well publicised across a variety of sources locally and further afield .

Solutions to these challenges might be

- Specific project funding available to local churches, museums, theatres, town councils etc. to enhance, regenerate, develop and promote cultural and performance spaces in towns.
- Change in public policy to address and prioritize the need of inclusive cultural activity in smaller towns.
- Promote community / cultural activities as part of a development strategy.
- create better branding and visibility for local cultural activity on a wider regional and national platform via the internet.
- Well produced Marketing and Advertising.
- Consider linking events together by themes, e.g. a specific event at the Haslemere Hall being twinned with a special menu at one of the local restaurants or hotels so that advertising could be shared.
- A tourism strategy might be considered to enable more net working between local stakeholders

One of the town Councillors said “I am glad that there is this provision for planning a strategy for smart, sustainable and inclusive growth in small towns like Haslemere.

### **Citizens Panel survey**

The Citizens Panel survey received responses on email and through the post. These had some slight differences, the most noteworthy of which was a higher importance placed on Libraries in the postal replies. In the main, they spelled out similar concerns and preferences.

Citizens Panel headline summary: 644 respondents to overall panel survey

### ***Importance of cultural opportunities***

The largest response as to the importance of the various cultural opportunities in making Waverley a good place to live (from 554 responses) was for **Arts and Entertainment** (theatre, music and galleries). 42% said that this category is very important to them and 35% that they are a high priority for improvement (with 43% also making this a medium priority).

40% of all respondents to the question considered **Libraries** to be very important in this respect, while 35% thought them a high priority for improvement and 36% a medium priority in this respect.

37% of respondents considered **Heritage and Museums** to be very important, with 25% seeing them as a high priority for improvement and a further 47% a medium priority.

35% thought the **commercial provision** of cinema, and music in pubs, clubs and restaurants very important, with 25% seeing a high priority for improvement and 39% a medium priority.

33% thought activity in **village halls** etc. very important, with 27% seeing them as a high priority for improvement and a further 48% seeing these as a medium priority for improvement

### ***Geography of attendance***

Asked where they attended these activities, the majority either said 'Farnham' or 'Godalming' in all categories, and 252 listed a number of places they go, with most emphasis on Guildford (128 responses), London (70 responses), Aldershot (31 responses) and Woking (17 responses).

### ***Reasons for attending cultural activity***

Asked why they engaged with the cultural opportunities in the Borough, the most respondents to **Arts/Entertainment** (theatre, music and gallery) said 'to see a specific performer', because they like going, and also because they want to have fun.

**Library** users and supporters go 'to learn something new' and because libraries are low cost and one can put one's free time to good use there.

Respondents to the **Heritage/ museums** section said they wanted to learn something new or specifically 'about cultural heritage' and to put their free time to good use.

Respondents to the Activity in **Community Centres and Village Halls** chose 'to support the local community', for their physical health and wellbeing and 'to have fun'.

**Cinema and music** in specified locations were important to their attenders 'to spend time with family', because they 'like going to that activity' or to 'have fun'.

### ***In responses to the question about what would encourage people to engage or attend more often:***

**For Arts and entertainment**, 45% said 'More performances/events about subjects that interest me', 38% asked for 'Better quality performance/events' and 34% for 'More performances/events close to where I live'.

For **Libraries** 15% said 'if I had more free time', 14% said better information about what is available, and 13% said 'Nothing – would not go more'. This category had many fewer responses than any other.

For **Heritage/museums**, 27% said 'Better information about what is available' and 27% 'If I had more free time'. 25% of respondents would be wooed by 'More performances/events about subjects that interest me'.

For Activity in **Community Centres and village halls**, 35% said 'More performances/events about subjects that interest me'; 30% said 'Better quality performance/events' and 28% said that 'Better information about what is available' would persuade them to attend more often.

For **Commercial provision** (cinema and music), the most expressed 'hooks' were 'More performances/events about subjects that interest me' (25%), 'More performances/events close to where I live' (24%) and 'Better quality performance/events' (23%). [This chimes with, in particular, comments on the lack of commercial cinema provision in Farnham.]

Other comments in addition ranged from the need for **better public transport** to better **access** (parking generally, parking and other provision for disabled visitors), through to problems with **timing** (too few events at a time when people are not working), concern about the hole left by the Redgrave's closure, and the **perceived better variety of books on Kindle** and in charity bookshops.

These comments are echoed in the more detailed literal information, which gleaned a highly - engaged 237 responses (37% of all respondents to the panel survey). Better parking, cheaper parking, and better disabled access (including mental health support) are frequently mentioned. Additionally, people talk of their own **lack of time** and the lack of events at a time when working people can attend. They request **more, and more accurate, information** on what's available, qualify the need for more cinema as being more independent, not commercial, cinema. People want more **concessions for the retired, and more activities for children**.

### **3 Waverley's Priorities**

#### ***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.

As part of the Government's deficit reduction plans we will receive more funding cuts in the next few years and this will further test our initiative and skill in delivering essential services to our residents. Nevertheless, we have high expectations that we will find ways of delivering more with less.

We will embrace new technology and look to deliver services in ways that best suit our residents in this increasingly digital age. However we recognise our diverse population and we will continue to provide a variety of communication channels being very aware that not everyone has access to the internet.

Waverley's aging population poses a number of challenges to our services. It also presents us with opportunities for delivering new services in the areas of leisure, recreation, telecare, housing and initiatives in the area of independent living for older residents. We will need to work collaboratively with other organisations to make this happen and to make the best use of diminishing resources. In the next four years we will be exploring the best ways to work in partnership for the benefit of Waverley residents.

Waverley has four priorities:-

## Customer Service

- **Priority 1** - We aim to deliver excellent, accessible services which meet the needs of our residents
  - We will strive to make continuous improvement in customer service and engage, listen to and understand the needs of our residents.

## Community Wellbeing

- **Priority 2** - We will support the wellbeing and vitality of our communities-
  - The wellbeing and prosperity of our varied communities is at the heart of everything we do. Through the provision of affordable housing, leisure and recreational facilities, support for older people and vulnerable families as well as support for local businesses we will endeavor to secure the wellbeing of our communities.

## Environment

- **Priority 3** -We will strive to protect and enhance the environment of Waverley
  - Waverley is a beautiful place to live and work and we want to make it even better. The Council has an important role in the stewardship of the land we own and manage on behalf of others. Through the Planning service we can influence and support the aspirations for development in our towns and villages. We will also continue to invest in making Waverley a clean and sustainable place.

## Value for Money

- **Priority 4** -We will continue to provide excellent value for money that reflects the needs of our residents
  - The Council faces enormous financial challenges over the next four years. We want to maintain and enhance our service delivery and will do this by careful financial management and planning.

The Borough also has a number of adopted strategies and initiatives which have within them cultural actions or the potential to achieve objectives through cultural means. These are

- Strategy for Ageing Well 2015 - 2018
- Affordable Homes Delivery Plan 2012-2017
- Waverley Economic Strategy 2015 -2018
- Local Development framework
- Open Space Sport and Recreation Policy Options
- Waverley Health and Wellbeing Strategy 2016 - 2021

Within this framework and building on a substantial evidence base created through desk research and stakeholder consultation, an Outcomes Framework has been developed that sets the guiding principles for the period 2016 - 2026 and expresses the overlapping and interweaving of creative and cultural outcomes that support the Borough's priorities.

## 4 Evidence Base

### 4.1 Waverley's Cultural Infrastructure

The borough is home to a number of cultural and creative businesses, some commercial and some charitable; Sculpture and craft retail, individual craft makers and designers, arts centres and performance companies, museums and heritage sites. The University of the Creative Arts [Farnham campus] is a significant culture institution based in Waverley. With over 2,000 students the University is an acknowledged world leader in some disciplines and plays an important economic role in the borough and its neighbours.

The Local Authorities [the Borough, Town Councils and the County Council] all play an active role in supporting, partnering or engaging in the direct delivery of creative and cultural activities, venues, events and strategic programmes. For detail of the Cultural Infrastructure Consultation see **Appendix 2**

#### **4.1.1 Godalming**

**Godalming Museum** - Situated at the top of High Street in the oldest medieval house in Godalming, this 'Friendly Museum by the Pepper Pot' was founded by the Town Council in 1921. The core purpose of the museum is to record and preserve the social history and heritage of the locality celebrating the diverse range of businesses and activities that provided significant employment and social engagement in the town. Support and partnership with other community based organisations is integral to the museum's ethos and operation and, in addition to holding the archives of a number of local societies, the museum hosts the visitor information point in the town and facilitates community events.

**Godalming Library** - the largest of the purpose built Libraries in the Borough hosts a variety of core library services, books, reference and on line. The County Council has identified this building as having potential to host adult learning or access points for other services [co-location] or be available to community groups?

**Surrey Guild** - Surrey Guild of Craftsmen members are selected professional craftsmen and designer makers of contemporary and traditional applied arts. Their work is distinguished by fine craftsmanship and innovative design. The Guild has a shop in the village of Milford, just adjacent to Godalming, which is open daily. It also facilitates links to members own on-line sales through its website.

**The Borough Hall** – located in the heart of Godalming, the historic Borough Hall is a spacious venue for public and private events. The large, fully equipped main hall and smaller function room with licensed bar makes it an ideal venue for public meetings, live performances, markets, fairs workshops and children's parties. The Borough Hall Cinema screens films on regular basis and is popular with family audiences.

#### **4.4.2 Cranleigh**

**Cranleigh Arts Centre** - Established over 30 years ago The Arts Centre is based in the Victorian School building in the heart of the village. The building contains a performance auditorium, gallery, studio and meeting room, pottery and cafe/bar facilities. The programme ranges over theatre, music of various genres, comedy, exhibitions, event cinema, film, dance and a wide range of workshops for

all ages. The relationship between the Arts Centre and the Borough is through the mechanism of a Service Level Agreement.

**Cranleigh Library** - this purpose built Library hosts a variety of core library services, books, reference and on line. It is also the base for one of the seven County Council Local History Centres.

**The Brooking National Collection - Cranleigh** - a private collection of architectural detail exemplifying architectural history of Britain, by preserving the physical detail of the UK's built environment down to the smallest detail, it gives insights into everything from the craft of the artisan to the social layering of British society. For decades it has been used as a teaching resource by conservation professionals, universities, schools, architects and their students, designers, crafts apprentices and private individuals. Part of the collection was selected to be shown at the 14th International Architecture Biennial in Venice

**Reg Day Memorial Museum - Dunsfold** - A personal collection on the history of the Dunsfold Aerodrome on display in the Dunsfold Aerodrome Business Park.

#### 4.4.3. Haslemere

**Haslemere Educational Museum** - In 1888 Sir Jonathan Hutchinson formed a private museum in his garden barn based around botany, geology and social history. He established a revolutionary new role for museums by emphasising the importance of education for everyone. Haslemere Museum was one of the very first museums to include children. Today Haslemere Educational Museum is one of the largest Natural History Museums in central southern England with over 240,000 specimens, along with over 140,000 Human History artifacts from around the World. There are three large permanent galleries for Geology, Natural History and Human History artifacts, also with three temporary exhibition rooms, a library and a dedicated education room for people of all ages. The Museum hosts the Visitor Information Centre

**Haslemere Hall** - Founded and paid for by Barclay Lewis Day **the** Hall, opened in 1924, has a fully equipped theatre seating approximately 340 in a main Auditorium with upper Balcony. The large stage has facilities for flying scenery and there is a modern computer controlled lighting and sound system. As a multipurpose building it is also used for lectures, meetings etc. There are regular cinema showings of recent films, and the Hall hosts a variety of events promoted by local groups.

**Haslemere Library** - situated in a shop premises the Library provides core services to the community. The constraints of the scale and layout of the building mean that it is unable to build a significant additional programme

#### 4.4.4. Farnham

**University of the Creative Arts** - The campus in Farnham is one of four campuses across the South East which together makes up the University. Courses in Farnham include Fashion and Textiles, Art and Design, Acting and Performance - with a partnership with Farnham Maltings, Computer Game Arts, Animation, Digital and Screen Arts, Film Production, Advertising, Graphics and Illustration, Journalism and Creative Writing and Media [business and communication], Interior Architecture and Design, Glass, Ceramics Jewellery and Metalwork, Silver and Goldsmithing and Photography. UCA is the location of the James **Hockey Gallery** and the **Craft Study Centre**

The campus makes an economically significant contribution to the Borough. UCA estimates that students will spend between £5,000 and £10,000 per annum on living costs within Farnham and the

surrounding towns (based on estimated living costs and economic impact studies performed in the HE sector).

**Farnham Maltings'** - Established in 1969 Farnham Maltings is a cultural organisation that works with the artists and communities of South East England to make, see and enjoy the best art possible. Underlying all Maltings activity is belief that creativity helps us make sense of the world, brings people together, has the potential to articulate new ideas and that by encouraging people to participate in cultural activity, as audiences and makers, they will foster a healthier, happier and safer community. As an organisation The Maltings is concerned for the quality of people's lives – particularly those at the edges. Rooted in Farnham and in the South East the Maltings connects and works with others nationally and internationally.

**Museum of Farnham** - Situated in Wilmer House in the centre of Farnham, the Museum was established in 1961. In 1992 the Museum was re-branded as the *Museum of Farnham*; the intention being to place the emphasis on the Museum being **about** Farnham, since 2012 the Museum has been managed through a Service Level Agreement by Farnham Maltings Association Ltd. The buildings and the collections remain the property of Waverley Borough Council who take an active interest in the management and future of the Museum.

**Farnham Library** - The Library provides the core services books, reference and on line. a review of the library identified potential to create public activity space if the shelving were to be mounted on wheels and was therefore mobile

**Adult Education Centre.** - a wide variety of courses are provided through the adult education service covering areas such as Art & photography, Craft, design & textiles, Food & wine, Dance & exercise, English & maths, Work & skills, Languages and general studies. In 2014/15 the ceramic studio was refurbished and upgraded and providing a high quality facility which contributes to the Craft Town offer. The Library, Adult Education building and the Museum are close together and there is clearly potential for more collaboration related to adult and family learning

**Rural Life Centre - Tilford** - Founded in 1973 as the Old Kiln Museum, The Rural Life Centre is a well established independent museum in the Borough. Its purpose is educational and includes both the promotion a of wider knowledge of rural life in Southern England up to 1970 and to contribute generally to the public understanding of village and country life. It does this through collection, preservation and interpretation of documents, pictures, artifacts, machinery, and buildings relating to rural life - over 40,000 items.

**Stopgap Dance Company** - Founded in 1995, Stopgap is an integrated dance company where disabled and non disabled artists work together on equal footing. The Company creates exhilarating dance productions for national and international touring employing disabled and non-disabled artists who find innovative ways to collaborate. The Company ethos is to value a pioneering spirit and is committed to making discoveries about integrating disabled and non-disabled people through dance. Difference is their means and method. Productions are devised by the company dancers and collaborators, working as an ensemble under the artistic direction of Lucy Bennett:

### **Farnham Craft Town**

The craft town initiative has four aims;-

- to embed craft into the everyday life of the town
- to promote the role of craft in improving health and wellbeing
- support a vibrant market place of craft makers

- Encourage new audiences and visitors to Farnham.

The initiative is guided by a steering group consisting of Craft Study Centre, UCA, Farnham Maltings, Museum of Farnham, Surrey Cultural Services, New Ashgate Gallery Farnham Pottery group Waverley Borough Council and Farnham Town Council.

**New Ashgate Gallery** [NAG] - has been trading for 39 years building on the original Ashgate Gallery which was established in 1956. The Trust's principal objectives as a non-profit making organisation are those of promoting, celebrating and advancing contemporary art and craft ideas, objects, creative learning and artists and makers. NAG schedules some 25 exhibitions in each year selling work by over 275 makers. As well as trading from the shop, on line sales are an important part of the business. Jewellery and ceramics are popular sales but painting, original printmaking, textiles, glass, wood, sculpture and a range of other media are well presented. NAG plays a key role in the Craft Town initiative.

**Farnham Pottery - Wrecclesham** Established in 1873 by local potter Absalom Harris, it operated for over 130 years and was run by five successive generations of the Harris family. Many well-known local potters learnt their craft at the Pottery. Currently undergoing an extensive sympathetic renovation, The Pottery now provides accommodation for a range of craft ventures, with the primary focus on ceramics-based organisations, and exhibition areas, all with an emphasis on community involvement. The Farnham Pottery is home to three craft organisations and a number of small businesses

- **Ceramics 318** - Located at the old Farnham Pottery, 318 Ceramics is an independent, formed creative organisation which aims to promote skills and excellence in ceramics by providing education and support to beginners through to professionals.
- **West Street Potters** - Is an independently run organisation, set up to provide learning opportunities for people wanting to discover ceramics and clay. Providing classes, both during the daytime and evenings, it aims to meet the needs of the membership which is currently in the region of 130 people. Members range from complete beginners through to semi-professionals.
- **Farnham Sculpture** Is a friendly group of wood and stone carvers, who work in an attractive, well equipped studio within a listed building. Our membership includes both experienced carvers who exhibit and sell locally and beginners who enjoy being creative in supportive company. Facilities include, purpose built benches, wood vices, heating and tea and coffee facilities
- **The Pugmill Bakehouse** - a community kitchen where hand made food is shared
- **Lewis visuals' Architectural Practice** work ranges from major extensions and refurbishments to large properties, the modest single storey extension, enlarging a kitchen or creating an 'open living' environment.

**Manor Farm Craft Centre** - Visitors to the Centre can see a variety of crafts. Hand lettering, calligraphy and letter carving in stone can be commissioned. Knitwear is made to order and there is a wide selection of work from local craft makers in the craft shop

**Sculpture Park Churt** - Sited within ten acres of stunning arboretum and wildlife inhabited water gardens The Park holds is an eclectic sculpture exhibition with over 300 renowned and emerging artists showcasing 600 modern and contemporary sculptures for sale.

#### 4.4.5 County Wide



**Voluntary and Amateur Cultural Organisations.** The Borough holds a list of some 34 voluntary and amateur organisations active in the Borough. This list is of organisations known to officers and is unlikely to be comprehensive. The group was approached via email to develop an understanding of the role they play in their communities, to identify the top three challenges they face and to see their views on how the borough might, given limited resources, provide assistance in overcoming these challenges. There are also a number of civic societies in the Borough whose role in identifying and championing the heritage is important. **Appendix 2**

**The Surrey Hills Inspiring Views Project** has been established with the primary focus of working with local partners to undertake viewpoint creation, access improvements, and creative interventions at sites across the Surrey Hills Area of Outstanding Natural Beauty. The aim is to support a range of projects that benefit the landscape, wildlife, cultural and recreational aspects of the Surrey Hills.

The programme of activity focuses along the Greensand Way. At regular points views will be opened up and at each view point an intervention is planned that creates 'Pauses' and time for reflection.

An integral part of the project is the development of a Visual art programme.

**Surrey Open Artists Studios** SAOS is a membership network that provides support to the large number of artists [over 300] living and working in Surrey of which approximately 90 are resident in Waverley. SAOS offer a number of activities and services.

**The County Council Cultural Services** - provide a range of relevant, lively services which enhance the quality of life of Surrey residents by delivering accessible, high quality, inspirational and enjoyable cultural and learning activities, and information for all people living in or visiting Surrey.

- **Library Services** used by nearly one third of Surrey residents, including 52 libraries – nine of which are successfully operated by volunteers.
- Exploring, protecting and improving access to Surrey's heritage and the county's archives **and records.**
- Ensuring that local residents have access to new skills, leisure interests and new knowledge, by providing 2,100 **adult learning courses** at seven adult learning centres and approximately 40 external venues. Provision includes courses for **Family Learning** and for 833 learners who declared **Learning Difficulty and/or Disability.**
- Ensuring that as many people as possible benefit from learning with **Surrey Arts** through schools music lessons and working with local groups and communities.
- Smooth and efficient **registration** of births, deaths, citizenship ceremonies, marriages / civil partnerships

**Community Youth Service** - The new structure has three tiers, The SCC Hub, The SCC Spoke and the Partnership Spoke - run by community or voluntary organisations. In Waverley the SCC Hub will be in Farnham, delivering the majority of hours, open access, detached work and targeted interventions there will be an SCC Spoke in Godalming consisting of open access and targeted interventions, a community spoke in Haslemere and a Partnership spoke in Cranleigh delivering 3 hours open access. Across the Borough there will be partnership working focused on Young Carers and traveller youth, and other Waverley projects to meet the need of young people.

#### **4.4.6. General**

In addition to this named infrastructure there is a myriad of **village halls and community centres, schools, pubs, green spaces and gardens** which have the potential to host creative and cultural activity. Vital support for this range of provision is the **commercial businesses** which are necessary to

achieve performance, exhibition and participation. Shops selling art materials, fabrics for set and costumes, printers of posters, programmes and catalogues, commercial galleries selling the work of artists and makers are all vital to the healthy cultural ecology of the Borough.

## 4.2 Audit and Culture Maps

An audit of the cultural infrastructure in Waverley demonstrates that there is a good range of professional and voluntary activity across the Borough. A series of cultural form specific maps has been produced and there is a single map which brings the data together. The maps show, not surprisingly, that cultural provision clusters round the main population centres in the four towns, but there are venues such as village halls and pubs which cater for the more rural areas and in some cases offer as-yet-not-fully-realised potential for cultural activity.

**Appendix 3** contains the suite of maps. In each map venues and individuals are identified as to their geography from full postcodes, and by their artform by colour- and shape-coding.

The first map produced shows the full spectrum of provision and the following maps display discrete cultural elements:

- Community/Education
- Museums, Heritage, National Trust
- Performing Arts (including cinema)
- Village and Community Halls
- Visual Art
- Beyond Waverley (i.e. cultural provision close to the borough and likely to attract attendees from the borough)
- Parks and Woodland

Within these categories are, for example, village halls with a variety of cultural offerings, individual artists and their studios which are part of the Surrey Open Arts Studios programme and schools, churches and heritage properties where arts activity takes place. The full list of inclusions to date is shown in **Appendix 3a**.

It is inevitable that there will be some omissions from the overall picture probably pubs with music licenses, dance (dancing schools plus any performance other companies), literature in the form of writing groups, amateur dramatic societies and a additional creative industries (mainly graphic designers). The maps are a snap shot of activity identified by publicly available listings and web search at the time of going to press.

## 4.3 Area Profiles

### *What we know about Cultural Engagement in Waverley*

Using Audience Spectrum and Mosaic profiling, gathered together into Area profiles, allows cultural organisations to understand who is attending, who is likely to attend, where there is a need for outreach work to encourage cultural engagement and how, for example, to communicate appropriately with residents.

They also give rich information that can be used for funding applications, for approaching sponsors, for identifying individuals who will volunteer to work with and who will donate to cultural activity.

An Area Profile Report has been produced for the full catchment of the Borough overall, and one for a defined 15-minute drive time around each main centre of population i.e. for Cranleigh, Farnham, Godalming and Haslemere.

This gives a research/market intelligence resource that contains full information on the demographics and the cultural engagement of each specific area's residents and households.

The numbers and the percentage within each target area are analysed through a combination of demographic information from the national census and cultural demographic and engagement information drawn from national surveys and other cultural sources.

These reports offer a sense of the potential for (and type and frequency of) cultural attendance and participation in each area.

They include analysis through the new cultural population segmentation system, Audience Spectrum, commissioned by Arts Council England, to give a better understanding of cultural attitudes and residents' motives for engagement (and some sense of existing barriers to engagement.)

### Waverley's cultural profile

The detailed Area Profiles in **Appendix 4** have been generated using Audience Spectrum. By segmenting the whole of the UK by cultural values, Audience Spectrum enables the discovery, comparison and benchmarking of local audiences with the whole population

#### Audience Spectrum profile

Audience Spectrum segment (adults 15+)	Waverley		Surrey		Index
	Count	%	Count	%	
Metroculturals	271	0%	12,726	1%	20
Commuterland Culturebuffs	52,633	54%	366,111	39%	137
Experience Seekers	6,412	7%	100,477	11%	61
Dormitory Dependables	19,644	20%	234,894	25%	80
Trips & Treats	5,682	6%	70,103	8%	77
Home & Heritage	6,553	7%	59,096	6%	106
Up Our Street	1,740	2%	20,925	2%	79
Facebook Families	4,129	4%	49,087	5%	80
Kaleidoscope Creativity	65	0%	12,598	1%	5
Heydays	915	1%	8,378	1%	104
<i>Unclassified</i>	2,239	-	12,075	-	
<b>Adults 15+ estimate 2013</b>	<b>98,044</b>	<b>100%</b>	<b>934,395</b>	<b>100%</b>	<b>100</b>

*Base totals and percentages do not include unclassified records.*

Audience Spectrum tells you about both the behaviour *and* location, down to postcode level, of each segment. This means that it drives audience development both practically and strategically, whilst meeting the needs of small and large scale, ticketed and non-ticketed organisations from across the cultural sector.

Pen portraits of mythical, but typical, households based on Audience Spectrum categorisation have been created to make this data more user friendly to the non specialist.

The most prevalent Audience Spectrum profile in Waverley, at 54% of the population of the borough, is called **Commuterland Culturebuffs**. This profile is highly engaged with culture, comprises 12% of the UK population, and its members are summarised as *affluent and professional consumers of culture*.

**Commuterland Culturebuffs Pen Portrait: Malcolm and Marilyn**

Malcolm is 61 years old and Marilyn is 59 years old. They have been married for over 30 years, their two children have already grown up and may have moved away. The couple have been living near Cranleigh for the past nine years where they own a detached four bedroom house with a big back garden.

As both Malcolm and Marilyn are self-employed they now have fairly high disposable incomes. They spend their time and money on home improvements, going on regular holidays and giving dinner parties for friends.

They read the Daily Mail during the week and The Times on Sundays and get their weekly grocery shop from Marks & Spencer and Waitrose.

Malcolm and Marilyn are active culture consumers. They are friends of the Yvonne Arnaud Theatre in Guildford and hence attend this venue frequently and they usually plan an annual trip to one of the National Museums in London such as the V&A, and the theatre, such as The Old Vic.

The last time that Malcolm and Marilyn attended theatre in London was last year, to celebrate their 30<sup>th</sup> wedding anniversary. They booked their tickets and meal far in advance to attend a production at the National Theatre. They loved the outing and would like try to go into central London more regularly and not just for special occasions.

They are also longstanding National Trust members and like to explore National Trust properties within a reasonable drive time from home. They used to make this a regular family outing, seeing it as both a good general family activity and of educational benefit to their children growing up. They are now thinking of becoming National Trust volunteers locally.

Commuterland Culturebuffs are dominant in each of the four town profiles, but the percentage differs, with 61% in Cranleigh, 52% in Haslemere, 33% in Godalming and 31% in Farnham.

The next best-represented Audience Spectrum profile in the borough and the towns is that of **Dormitory Dependables**. These people are in the medium-engaged part of the spectrum, make up 15% of the UK population, and are summarised as *suburban and small town dwellers with interest in heritage activities and mainstream arts*.

**Dormitory Dependables Pen Portrait: Robert and Jenny**

Robert and Jenny are in their mid-fifties, and live in a semi-detached house in Haslemere, and are about to have paid off their remaining mortgage. Robert is a partner in a local estate agents, while

Jenny works part-time as a school secretary. With older children still at home, they are interested in occasional activities that they can do as a family.

Their access to a broad range of arts offerings is not as extensive as it might be, and this along with their busy lifestyles may contribute to their infrequent engagement; time and travel needs also mean arts and culture may tend to be more of a special treat than part and parcel of their everyday social lives.

Robert and Jenny do not think of themselves as particularly arty people, but enjoy attending films and musicals in particular, to be entertained and to socialise and relax with friends. They both love popular music and will still occasionally go to a major name concert at the O2.

Their home is an important focus for Robert and Jenny, who are DIY enthusiasts and keen gardeners. Their love of the outdoors is not restricted to gardening, as they also like to play golf and tennis, and enjoy the social life around these activities.

Robert and Jenny are both busy and active, so providing clear information on how a cultural offer will meet a need is key. They are less reliant on word of mouth, and more confident in their own choices when given enough appropriate detail on what, how, why, when and where to attend.

They are most responsive to email communications, SMS messaging and phone as direct communications channels, and least likely to respond to postal mailings.

Godalming differs from the other towns in having a high percentage (24%) of the local population classified as **Experience Seekers**, who make up only 6% of the UK population, and are summarised as *highly active, diverse, social and ambitious, engaging with the arts on a regular basis*.

#### ***Experience Seekers Pen Portrait: Carole***

Carole is 36. She works full-time and long hours as a senior research fellow in statistical analysis at the LSE, on a good salary.

She was born in Sweden but lived in London for a decade, where she did her BSc in Computer Science at City University. She recently moved to Godalming, where she lives on her own in a one-bedroom flat which she bought a year ago. She has been dating Matt for the last year and a half and they are thinking about moving in together next year. She went on holiday snowboarding in Andorra with Matt in December.

Much of her disposable income goes on eating and drinking out after work, trying out different sports activities and indulging in short leisure breaks.

She reads the Metro or The Guardian online every day when she gets the train to work. She sometimes buys The Times on Saturdays but spends a lot of time on her Smartphone and regularly uses apps and downloads content. Carole does her weekly shopping online at Sainsbury's, although sometimes she shops personally at local delis and independent grocers too.

#### ***Carole continued***

An interest in theatre, the arts and classical music does not necessarily mean that Carole has the time to enjoy these interests, although she is a regular cinema goer, and an occasional theatregoer,

mainly in London. She is thinking of joining a weekend art class locally.

In drilling down into post code areas that contain areas of deprivation [although the postcodes cover a wider geography] we see a prevalence of Trips and Treats, Home and Heritage and Facebook Family groupings. Postcodes of interest were supplied by Waverley and detail of the profiles can be found in **Appendix 4b**

**Trips and Treats** are summarised as Comfortably off and living in the heart of suburbia their children range in ages, and include young people still living at home. This moderately engaged group are led by their children's interests and strongly influenced by friends and family. Across the postcodes we see a range of 6 - 26% presence of this group.

***Trips and Treats Pen Portrait Mike, Carrie, William and Carole***

Mike is 48 and Carrie is 45. They have two children, William who is 12 years old and Carol who is 8 years old. They all live near Cranleigh.

Mike works as a Manager for a department store and Carol works for an NHS primary care trust. Mike and Carrie do their weekly shopping at Tesco, combined with a monthly shopping trip to a major retail park. Mike and Carrie place value on material possessions. At their life stage they are buying things for their home which involves substantial expenditure on appliances.

As a family, they are all involved in active sports, and they enjoy walking and cycling together, which tend to be more popular pursuits than the theatre, cinema and dining out. That's why for their last holiday they rented a cottage in Wales to enjoy the outdoors with the kids.

They subscribe to Sky, particularly for the children's entertainment channels and movies and tend to read The Mail and The Telegraph.

As a family and individually, none of them is highly engaged with cultural activities. Hectic lives mean that they will try to spend most of their family time doing activities together and generally, attending the arts.

***Home and Heritage summarised*** as conservative in their tastes, this more mature group appreciates all things traditional: While this is not a highly engaged group – partly because they are largely to be found in rural areas and small towns – they do engage with the cultural activity available to them in their locality. Across the postcodes we see a range of 2 - 20% presence of this group.

***Home and Heritage Pen Portrait Gerald and Angela***

In their early seventies, they are retired homeowners with a comfortable home and a small automatic car which they mainly drive locally. They live just outside Haslemere, in a dormitory village in a pretty rural area.

Their children and grandchildren live near Guildford and they visit Gerald and Angela regularly. Gerald has a reasonable additional pension from his work in local government, but their total  
*Gerald and Angela continued*

household income is still lower than the average – but their outgoings are low and their mortgage was paid off some years ago.

While in the main in good health, Angela is beginning to have some health issues which limit her activity.

In the last twelve months, they have been with friends who drove to a play at the Yvonne Arnaud, a craft exhibition in a local art gallery and a concert in the village hall.

They are not especially interested in dance, circus or street arts, but do go to classical music concerts whenever they can. They also visit heritage properties with their grandchildren and daughters-in-law for family events, and the family gave them National Trust membership last Christmas.

Most of their leisure pursuits are based around the home – reading, tv, listening to music, gardening. Reading for pleasure is also important to them.

Gerald is an occasional volunteer at the local museum. He reads the Telegraph every morning, while Angela prefers the Daily Mail. They don't really engage with technology and prefer to learn about cultural events from friends or by picking up printed information, which they can discuss at home.

**Facebook Families** Arts and culture play a very small role in the lives of this younger, cash-strapped group living in suburban and semi-urban areas of high unemployment. They are the least likely to think themselves as arty and have low levels of engagement. Nevertheless, they do go out as families generally to cinema, live music, eating out and pantomime. Across the postcodes we see a range of 2 - 18% presence of this group.

**Facebook Families Pen Portrait Wendy, Jack, Jonny and Gillian**

A younger family, Wendy and Jack are in their early forties with children aged 10 (Jack) and 7 (Gillian). They live in a small terraced house in Godalming, not far from the centre. They moved down to Godalming for Jack's work from Birmingham and are happy to be somewhere with more rural spaces to explore with the children. Both children go to a primary school within walking distance of home.

They are not particularly aware as a family of arts and culture as something to do, but nevertheless, they do go out as families to the cinema, to live music, to eat out at major chains, and once a year to a pantomime. Jack and Gillian have each been to the local sculpture park with their school groups. They look out for free family friendly offers - local with a more popular or community focus, e.g. festivals, or open days with drop in activities for the children.

Wendy and Jack are both working, he full-time as a telephone engineer, she part-time in a local cafe, so they have limited leisure time, money and opportunity to go out, and so often choose more home-based activities – a computer games console and a TV play a central role in the household – mostly screening kids' programmes or football. They subscribe to Sky channels, use the internet extensively and are wedded to their smartphones.

They drive down to the coast at weekends to exercise Toby, their Jack Russell, and for the kids to get more freedom to run around.

The other demographic profile offered in the Area Profile reports is Mosaic, a categorisation of the population regularly used in the public and private sector to analyse populations and communities of interest.

The most frequent Mosaic profiles within the borough and the individual drive time areas are Prestige Positions, Country Living (most prevalent in Cranleigh) and Domestic Success. Godalming also has a marked percentage of the Rental Hub segment. The latter will probably equate to some extent with the Experience Seekers profile.

Mosaic underpins the Audience Spectrum segments, making it possible to see where each is best represented.

More detailed descriptions of all Audience Spectrum profiles are available on The Audience Agency website and details of Mosaic segments are available by setting up a login to Experian's Mosaic profile guide.

### **What does this profiling information tell us?**

These reports indicate that there is high potential for arts and heritage attendance and engagement; there is a concern that many of the more highly-engaged individuals are attending elsewhere – Guildford, Portsmouth, Aldershot and probably in London.

This hypothesis was tested by a question in the recent citizens' panel survey, which shows this may be the case for up to a third of residents, which also added Woking to the picture. It could be further explored in consultation sessions.

### **Appendix 4 Area profile**

#### **Appendix 4b Specific Postcode Profiles detail**

## **4.4 Policy Alignment**

### **4.4.1 Local policies and priorities**

An examination of the Waverley Borough Council [and its partners] policy and strategy documents demonstrates that the contribution of culture to the development and sustaining of the Borough as a quality place to live and work is embedded into Borough thinking. The development of the Culture Strategy provides an opportunity to bring together the various strands of thinking into a coherent whole and to identify where more joined up actions could add value.

A review of local, regional and national policy frameworks has been undertaken. Areas where the Borough takes a strategic lead, or has potential to exercise influence on policy or can respond to wider policy frameworks or initiatives have been noted. This has been in short form as it is not appropriate in this context to do other than to sketch the operating environment. Information about detailed policies can be obtained through using on line links if required.

An outcomes framework for the strategy has been devised that brings together the current and in development strategic initiatives, highlighting the areas where culture is already embedded or can add value to the Councils' priorities.

Borough strategies that have informed the draft outcomes framework include:-

- Core strategy
- Affordable Homes Delivery Plan 2012 -2017
- Strategy for Ageing Well 2015 - 2018



- Health and Wellbeing Strategy 2016 - 2021
- Waverley Economic Strategy 2015 - 2020
- Open Space, Sport and Recreation Study 2012
- Community and Major Projects Service Plan 2014/15 and 2015/16
- Farnham Memorial Hall Plan and report 6/1/15
- Community Development (Arts) annual reports 2012/13, 2013/14 and 2014/15
- Farnham Craft Town Plan 2015 - 2016

In addition the Borough takes a lead in two partnership groups:-

### **Waverley Health and Wellbeing Partnership**

Locally the Wellbeing Partnership is part of a network of such delivery mechanisms working on Surrey wide priorities for action.

The Joint Health and Wellbeing Strategy sets out five priorities for action:

- Improving children's health and wellbeing
- Developing a preventative approach
- Promoting emotional wellbeing and mental health
- Improving older adults' health and wellbeing
- Safeguarding the population.

These priorities respond to the responsibility for Public Health passed to local authorities in particular the County Council in 2013. which cover:-

- Health improvement for the population of Surrey – especially for the most disadvantaged.
- Informing and advising all relevant agencies (such as schools, police, nursing homes and the health services) on health protection issues alongside Public Health England. For example, flooding and threats of infectious diseases such as measles, meningitis and TB.
- Providing professional Public Health advice to the six Clinical Commissioning Groups (CCGs), the borough and district councils and all those who commission health and social care services.

Cultural activities have demonstrable potential to contribute to the Wellbeing of individuals and as part of the Personalisation, and Prevention Partnership programme in Waverley. The Dementia Diaries, Seated Creative Dance, Keepsake, Vitamin G and the commissioning of the Waverley Care's Film are examples of cultural initiatives that are supported.

### **Waverley Strategic Partnership Plan 2010 - 2020**

The Waverley Strategic Partnership (WaSP) is a merged body comprising the Waverley Local Strategic Partnership and the Safer Waverley Partnership. WaSP has agreed to adopt the themes of the Surrey Sustainable Community Strategy, rather than re-writing Waverley's own. There are locally focused action plans, through Borough sub-groups, to support these priorities at a local level.

The plan has a set of priorities and specific targets/outcomes which are the responsibility of a series of delivery partnerships:-

- Children and Young People
- Health and Wellbeing
- Safer and Stronger Communities

- Economic development

Housing, Infrastructure and Environment issues are managed through the work of the Surrey Infrastructure Capacity Project [SICP] and the work that each Borough is undertaking in developing the Local Development Framework.

The Plan is based on a vision of Surrey as a place where:-

- **Quality of life for local people continues to improve.** The things that are special about Surrey have been protected and enhanced. Our economy is robust and internationally competitive. Businesses and individuals respect the environment. People will live healthy, happy, safe lives and prosper. Children and young people have an excellent education and good opportunities to fulfil their potential.
- **All Surrey residents are part of the counties continuing success.** We are better at preventing problems developing. When things do go wrong or inequalities exist, we intervene early and support those who most need it.
- **We have a shared understanding of what individuals, families and communities do for themselves and what is provided as public services.** Communities and individuals will be supported in what they want to do. People get support that is better tailored to their individual needs.

#### **4.4.2 Surrey Wide Strategies**

The Borough is actively engaged in joint initiatives and works closely with neighbouring authorities to achieve shared objectives; Strategic documents that have been used to develop the outcomes framework include:-

- Surrey Arts Partnership Action Plan - 2013/14, 2014/15 and 2015/16
- Surrey Strategic Partnership Plan - 2010 - 2020
- Health and Wellbeing Partnership - Personalisation and Prevention Partnership Budget/Outcomes framework
- Surrey County Council Youth and Community Service Consultation
- Visit Surrey - 2015 Guide
- Hidden Surrey - Dr Helen Bowcock

#### **Arts Partnership Surrey**

The Partnership is made up of representation of each of the Boroughs in the County plus the County's own Arts function - including leadership of the Surrey Music Hub. The partnership is driven by values of Partnership, Audience Development, Diversity, Legacy and Value for Money. These are:-

- **People**
  - Engage with children, young people and families
  - Support vulnerable adults and those who are isolated
- **Society/community**
  - Support Health and wellbeing
  - Commemorate the First World War
  - Pride of place - creating health communities in priority areas
- **Economy**
  - Explore strategic commissioning and new models of delivery
  - Maximise resources and cultural investment
  - Boost cultural tourism

- Support artist development
- Promote the creative industries
- **Arts and culture**
  - encourage cultural activity in outdoor and unusual spaces
  - promote collaboration between art forms and disciplines
  - develop new audiences for the arts in Surrey.

The local authority partners all invest in the partnership based on an equal basis. This fund is then used to support specific activities and to leverage additional resource into strategic programmes and initiatives. Waverley takes an active part in this partnership.

#### **4.4.3 Regional Policy Structures and Delivery Agencies**

##### **Arts Council England - South East**

**Arts Council England** is the primary Strategic organization for Arts and Culture. *Great Art and Culture for Everyone A 10 year strategic framework 2010 - 2020* is the expression of its strategic focus

*"With its focus on long-term collaborative action, this refreshed strategic framework directs the Arts Council to work with its partners to bring about positive change throughout the arts, museums and libraries. It will help create the conditions in which great art and culture can be presented and produced, experienced and appreciated by as many people in this country as possible. It will enable us to focus our investment where it can achieve the greatest impact. It will support the development of world-class museums and great libraries that engage diverse audiences. It will sustain us as we work to maintain and enhance England's status as a leading cultural force in the world.*

*We are sponsored by the Department for Culture, Media and Sport in order to make the arts, and the wider culture of museums and libraries, an integral part of everyday public life, accessible to all, and understood as essential to the national economy and to the health and happiness of society.*

*We work closely with the Department for Education to manage a portfolio of programmes which aim to improve standards, reach and sustainability of music and cultural education in England, following the recommendations of the National Plan for Music Education and Cultural Education Plan.*

ACE Has 5 Strategic Goals

- *Excellence is thriving and celebrated in the arts, museums and libraries*
- *Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries*
- *The arts, museums and libraries are resilient and environmentally sustainable*
- *The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled*
- *Every child and young person has the opportunity to experience the richness of the arts, museums and libraries<sup>5</sup>*

Underpinning these goals is a series of specific strands of strategic activity linked to art forms, museums, libraries and touring. The ACE website sets out the position at any one time regarding

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<sup>5</sup> <http://www.artscouncil.org.uk/advice-and-guidance/browse-advice-and-guidance/great-art-and-culture-everyone>.

specific areas of work and priorities in each region. Within the context of the national strategic framework [see below] each ACE Area has its own specific priorities aligned to each goal<sup>6</sup>.

It is interesting to note that ACE has Memoranda of Understanding with a number of other national organisations all of which have substantial interests in Waverley. These are:-

- Canal and River Trust
- Forestry Commission
- The National Trust

Each of these organisations has an interest in the role that the contemporary arts can play in encouraging the public to access, learn and enjoy themselves in their sites and properties.

Additionally ACE works closely with Visit England to ensure that the cultural offer is exploited in the visitor economy.

In March 2014 ACE published its report the Value of Arts and Culture to people and Society<sup>7</sup> In this it brought together current thinking about the role that culture makes to the economy, health and wellbeing, society and Education.

### **Enterprise M3 LEP**

The network of Local Enterprise Partnerships has a role in supporting and developing the economic vitality of the UK. Specifically, Enterprise M3 Local Enterprise Partnership (LEP) is a public/private partnership set up to support and sustains economic growth at a local level.

Within this context it is possible for cultural initiatives to play an important part in the economic vitality of an area. An example of this is recent launch of the ROH Costume Centre in the Thames Gateway providing a resource, training and employment in the area. Waverley is a member of the M3LEP.

Currently the Culture agenda is weak in the M3LEP

#### **4.4.4 National Government and non-governmental strategic bodies.**

There are four Government departments whose work both directly and indirectly impacts on cultural life.

**Department for Culture, Media and Sport** - has a direct relationship with Arts Council England as the strategic development organisation for arts, museums and libraries. It is the intention of the Minister, Ed Vaisey, to publish a White Paper on Culture in New Year 2016. A consultation phase is supporting the development of the White Paper which has a structure of four themes is currently taking place. The themes are:-

- **Places:** Throughout September DCMS was looking for ideas on how culture brings together communities across the UK.
- **Funding:** October's theme looks at building financial resilience in cultural organisations and new funding models.

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<sup>6</sup> ACE South East priorities [http://www.artscouncil.org.uk/media/uploads/corporate-plan-2015-18/Corporate-Plan\\_2015-18\\_South\\_East\\_Area\\_Appendix.pdf](http://www.artscouncil.org.uk/media/uploads/corporate-plan-2015-18/Corporate-Plan_2015-18_South_East_Area_Appendix.pdf)

<sup>7</sup> <http://www.artscouncil.org.uk/media/uploads/pdf/The-value-of-arts-and-culture-to-people-and-society-An-evidence-review-TWO.pdf>

- **People:** In November the focus will be on how people engage with culture and how to ensure everyone can access and experience culture.
- **Cultural Diplomacy:** The final theme for December explores working with our cultural institutions to promote Britain abroad.
- To take part in the consultation <https://dcms.dialogue-app.com/>

**Department for Education** - has a specific interest in Cultural Education and in particular Music - although the funding for the Music Education Hubs is channeled through ACE. In October 2015 in a joint announcement, involving DCMS DFE and ACE, the Cultural Education Challenge was launched. The Cultural Education Challenge is a call for the arts, culture and education sectors to work together in offering a consistent, and high quality, arts and cultural education for all children and young people. 50 areas have been identified where Cultural Education Partnerships will supported by the 10 Bridge organisations. Unfortunately Waverley is not in a partnership area.

**Department for Communities and Local Government** - primarily supporting local government; helping communities and neighbourhoods to solve their own problems; working with local enterprise partnerships and enterprise zones; making the planning system work more efficiently and effectively and supporting local fire and rescue authorities

**Department of Health** - the Public Health agenda.

Under the 2012 Health and Social Care Act, central government has given local authorities a core role in public health, with dedicated funding. They will be supported by a new executive agency, Public Health England, and a new public health outcomes framework (PHOF).

The Public Health Outcomes framework has two overarching outcomes focuses

- **Increased healthy life expectancy** - i.e. taking account of health quality as well as length of life
- **Reduced differences in life expectancy and healthy life expectancy between communities** [through greater improvements in more disadvantaged communities]

There are four work streams

- Improving the wider determinants of health - i.e. improvements against wider factors which affect health and wellbeing and health inequalities
- Health Improvement - i.e. people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities
- Health Protection i.e. the population's health is protected from major incidents and other threats, whilst reducing health inequalities
- Healthcare, public health and preventing premature mortality i.e. reduced numbers of people living with preventable ill health and people dying prematurely, whilst reducing the gap between communities.

It is clear that many of the local authority functions can influence public health outcomes through its policies and actions. A Surrey wide Health and Wellbeing Board made up of representatives of the Local Authorities, Clinical Commissioning groups, the Police and Surrey health-watch oversee the direction of this work. In Waverley the Health and Wellbeing partnership drives this agenda and delivery forward.

This work is in its early stages and there is emerging evidence of good practice emerging. The Kings Fund has produced a resource publication for local authorities to support the development of this work. It takes a practical view and covers 9 areas<sup>8</sup>.

- the best start in life
- healthy schools and pupils
- helping people find good jobs and stay in work
- active and safe travel
- warmer and safer homes
- access to green and open spaces and the role of leisure services
- strong communities, wellbeing and resilience
- public protection and regulatory services
- (including takeaway/fast food, air pollution, and fire safety)
- health and spatial planning.

## **4.5 Resourcing Culture and Culture as a Resource.**

### **4.5.1 Resourcing Culture in Waverley**

The Borough Council makes a significant investment in Culture. Using the Budget Book for the Year 2015/2016 the Community Services Division allocates £416,830 to cultural activity which includes arts development activities, support for museums and the provision of the Borough and Memorial Halls. This sum includes salaries as well as corporate and support costs.

Many of these activities take place within historic buildings across the Borough that the Council owns and therefore has a responsibility to maintain. In 2015/2016 the Council's Capital Programme invested £162,741 in the development and upkeep of its cultural assets.

The current arrangements for resourcing culture in the borough are made through a complex series of interlocking activities:-

- Community partnership Grants and pump priming funds e.g. small museums and arts activity,
- Service Level Agreements i.e. Maltings and Cranleigh Arts Centre,
- Investment and participation in strategic partnerships e.g. Arts Partnership Surrey, Museums Consultative Committee , Health and Wellbeing partnerships
- Officer time in coordination and development activities

Within the framework of financial resources available, the contribution of the Borough Council is modest in terms of the earned income and fundraising generated by these organisations. The additional resources expended in the Borough by other funding agencies also demonstrate the importance of leveraging, where a cultural organisation is able to use Waverley's funding to attract investment from other sources and therefore increase their overall resources.

The impact of the investment the Borough makes is out of all proportion to its cash value. Investment by the Borough signifies approval of the contribution made to community life; it promotes confidence in the quality of the cultural offer and the effectiveness of the organisation. Crucially his investment also enables the Borough to better influence the way the organisation delivers against its own policy objectives.

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<sup>8</sup> <http://www.kingsfund.org.uk/publications/improving-publics-health>

Using data sourced through the Charity Commission Website we can evidence this. For the Financial year 2013/14 [last year for which data is available] the following can be seen

- Farnham Maltings - turnover £2,277,515 - WBC contribution 6%
- Cranleigh Arts Centre - Turnover £207,493 - WBC contribution 10%
- Haslemere Hall – turnover £144,190 – WBC contribution 2%

All of these organisations, in common with their peers, operate a three legged model of investment; grants, earned income and fundraising from a variety of sources. In recent years Commissioning has played an increasingly large place in the thinking of cultural organisations particularly in the realm of Health and Wellbeing.

#### **4.5.2 Organisations with capacity to support Culture in Waverley**

##### ***Arts Council England***

There are two National Funding Portfolio Clients in Waverley; Farnham Maltings and Stop Gap Dance Company.

However this is not the only investment ACE makes in the Borough. Using ACE Grant award data for Grants for the Arts, we can see that;

2015/16 - to date two organisations have been awarded £29,013

2014/15 - 12 organisations were awarded £294,808

2013/14 - 1 organisations was awarded £8,850

In 2014/15 it is clear that significant artist development activity supported by Farnham Maltings/House was very successful. Of this sum £123,122 went to two organisations to tour nationally and 1 organisation achieved Organizational Development funding of £79,846. It is uncertain how much of this investment had impact in the Borough but indicates potential through critical mass of activity.

Whilst it is clear that organisations associated with Farnham Maltings are aware of and make application to ACE funding programmes it is also clear that elsewhere organisations should examine whether there is potential for them to enhance their organisational capacity or creative and cultural programmes by making application to ACE

##### ***Heritage Lottery Fund***

HLF has a wide range of open access grant funding streams covering activities in the built and natural heritage. From archaeology to historic parks, from memories to rare wildlife, HLF funding enables people to explore, enjoy and protect their local heritage. Funding programmes are as follows:-

- **Heritage Projects in three scales**
  - **Sharing Heritage** Grants from £3,000 to £10,000 a straightforward application process with a short application form and a quick decision.
  - **Our Heritage** Grants from £10,000 to £100,000
  - **Heritage Grants** - Grants of over £100,000
- **Young Roots** Grants from £10,000 to £50,000 To help young people aged 11 to 25 to explore their heritage, from green spaces, museums, and historic sites to language, local memories and youth culture.

- **First World War: then and now** Grants from £3,000 to £10,000 this programme has a short application form, and is suitable for everyone, including first-time applicants.
- **Heritage Enterprise** Grants from £100,000 to £5,000,000 - The cost of repairing a neglected historic building is often so high that restoration simply isn't commercially viable. Heritage Enterprise makes such schemes possible by funding some of the repair costs with grants of £100,000 to £5million.
- **Townscape Heritage** Grants from £100,000 to £2,000,000 to help communities' regenerate deprived towns and cities across the UK by improving their built historic environment. Grants range from £100,000 to £2million.
- **Start-up Grants** - Grants from £3,000 to £10,000 to help create a new organisation to look after heritage or engage people with it. Support is also available to existing groups taking on new responsibilities for heritage.
- **Transition Funding** Grants from £10,000 to £100,000 For HLF grantee looking to make your organisation more resilient and improve how you manage heritage?

Since March 2013 HLF has funded 5 organisations in Waverley to restore, enhance and engage the community with its heritage. There is also an ongoing and additional £335,000 Parks for People project for the Phillips Memorial Park, which was awarded to the Borough before 2013. Since the start of HLF in 1994 there have been a total of 82 awards granted in the area, totalling £4.5mil. Information and the Table below have been supplied by HLF.

Applicant	Project title	Decision value	Decision date
Old Kiln Museum Trust	The Frimley Village Workshop	76,000	15-Jul-14
Blackheath Village Archive (Surrey)	Blackheath 1914-1918: The story of a Surrey village during the Great War	3,000	20-Jun-14
Farnham Maltings Association Ltd	Finding Farnham Community Archaeology Project	9,900	22-Apr-14
Haslemere Educational Museum	Income Generating and Donor Development Project	10,000	23-Oct-13

In 2014/15 the Arts and Cultural Services Manager reported a World War 1 programme award of £10,000 to the Museum of Farnham, which is not in this list.

There is a real opportunity for organisations and communities in Waverley to benefit more greatly from this funding source thereby increasing the social, educational and environmental attributes of their communities.

### **Big Lottery Fund**

**Awards for All - England** - small Lottery grants of between £300 and £10,000 for projects which address the issues, needs and aspirations of local communities and people. Funding for a wide range of community projects aimed at developing skills, improving health, revitalising the local environment and enabling people to become more active citizens. Scope activities that will benefit the community, including:

- putting on an event, activity or performance
- buying new equipment or materials
- running training courses
- setting up a pilot project or starting up a new group



- carrying out special repairs or conservation work
- paying expenses for volunteers, costs for sessional workers or professional fees
- transport costs.

### ***Trusts and Foundations***

*Local Trusts and Foundations* are a regular source of small amounts of investment for specific projects. Their presence and access are visible in the reporting of the Community Development Officer (Arts) to the Corporate Management Team. Many of the smaller trusts do not have a formal application process and rely on organisations being 'in the know' about their existence. Whilst being a good source of income for local projects the time taken to research potential is often out of proportion to the benefit. It would be useful for the Borough or CVS to have access to an on line grant directory which could be used by a wide range of groups. This would enable them to build capacity and resilience.

### ***Larger Grant giving trusts***

There are a number of larger Grant giving trusts. Their work often complements the work of the National Agencies e.g. Arts Council England and brings together thinking about social justice and the role that the arts can play in achieving social outcomes. Two examples illustrate this point.

- *Paul Hamlyn Foundation*. The UK's biggest independent grant making Trust. Their mission is to help people overcome disadvantage and lack of opportunity, so that they can realise their potential and enjoy fulfilling and creative lives. They have a particular interest in supporting young people and a strong belief in the importance of the arts. In June 2015 the Foundation published its new Strategy, with information on programmes, which will be in force for the foreseeable period
- *Esmée Fairbairn Foundation* published its new Strategy in March 2015, they aim to reveal the unseen and champion the unfashionable, strengthen and connect communities for change, catalyse system change and unlock and enable potential. The funding strands include Arts, Children and Young People, the Environment, Social Change, Food and Social Investment.

Applications to this type of Foundation are most suitable for strategic initiatives and larger programmes and the Borough should consider how it might achieve its wider objectives through culture in discussion with these funders.

### ***Sponsorship and CSR [Community Social Responsibility] funding***

Local businesses are often asked, and indeed talk about sponsoring local cultural activity. In truth sponsorship is rarely the applicable term. Sponsorship requires there to be a contract between the parties that specifies delivery of certain demonstrable *business* benefits for a specified price. Whilst sponsorship could be a useful tool in Waverley, serious consideration should be given to its applicability, particularly where projects have more social benefits.

On the other hand *donations* to local and community organisations have a value that goes beyond the simple donation, which may indeed be substantial, and are very often an expression of how that business feel about its place in the community in which it is based, and where many of its employees will live. This would be better described as Community Social Responsibility funding. This type of funding is very often the result of person to person individual approaches and not through application.

## **Resource raising**

In July 2011 Caroline Beaumont (2010 Clore Social Fellow) produced her report *FROM FUNDRAISING TO RESOURCE-RAISING How an organisation can use donated resources as part of an income-generation strategy*<sup>9</sup>. The report was written from the perspective of a fundraiser.

Resource-raising is all about generating donated resources for organisations alongside the more traditional donations of money and time. The report explores the issues that make resource-raising particularly effective for an organisation along with a range of detailed case studies.

*Factors which make the case for resource-raising particularly timely and relevant:*

- *the **renewed need for resourcefulness** in the face of a steep decline in statutory funding to the voluntary sector, predicted to fall by £4.5b in the year to October 2011+;*
- *the **decline of 'cheque-book philanthropy'** amongst high value donors and the demand for more hands-on partnerships which make use of their assets as well as their money;*
- *the **Coalition Government's encouragement for social action** to be increased across a spectrum of possible ways to give, including „time, money, assets, knowledge and skills“ as part of the Big Society agenda+; and*
- ***increasing interest amongst donors and charities in measuring non-financial outcomes and impact.***

The report, based on surveying leading fundraisers, has some important lessons to be learned for organisations at all levels. For the full report see [ww.cloresocialleadership.org.uk/caroline-beaumont.aspx](http://www.cloresocialleadership.org.uk/caroline-beaumont.aspx)

### **4.5.3 Culture in New Developments**

The mapping provided shows the distribution of cultural infrastructure and activity across the borough - what it cannot do is map what is yet to be created. The Local Plan (Development Framework) is currently in progress of creation and consultation. There are no legally enforceable standards for cultural provision, however there is some good guidance on how to define, in consultation with the community, cultural development needs in any new development.

The National Policy Planning Framework sets out considerations in appraising new developments+:- There are three dimensions to sustainable development: economic, social and environmental. In the context of this strategy – The social role – supporting strong, vibrant and healthy communities, by providing the supply of housing required to meet the needs of present and future generations; and by creating a high quality built environment, with accessible local services that reflect the **community's needs and support its health, social and cultural well-being.**

Paragraph 17 requires that Authorities

- always seek to secure **high quality design** and a good standard of amenity for all existing and future occupants of land and buildings;
- take account of the different roles and character of different areas, promoting the vitality of our main urban areas, protecting the Green Belts around them, recognising the intrinsic character and beauty of the countryside and supporting thriving rural communities within it;

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<sup>9</sup> <http://www.cloresocialleadership.org.uk/caroline-beaumont.aspx>

- **conserve heritage assets** in a manner appropriate to their significance, so that they can be enjoyed for their contribution to the quality of life of this and future generations;
- take account of and support local strategies to **improve health, social and cultural wellbeing for all**, and deliver sufficient community and **cultural facilities and services to meet local needs**.

NPPF requires that local planning authorities should consider, (Para 59), using **design codes** where they could help deliver high quality outcomes. However, design policies should avoid unnecessary prescription or detail and should concentrate on guiding the overall scale, density, massing, height, landscape, layout, materials and access of new development in relation to neighbouring buildings and the local area more generally. (Para 62) Local planning authorities should have **local design review arrangements** in place to provide assessment and support to ensure high standards of design. Should also when appropriate refer major projects for a national design review. In general, early engagement on design produces the greatest benefits. In assessing applications, local planning authorities should have regard to the recommendations from the design review panel.

To deliver (para70) the social, recreational and cultural facilities and services the community needs, planning policies and decisions should:

- plan positively for the provision and use of shared space, community **facilities (such as local shops, meeting places, sports venues, cultural buildings, public houses and places of worship)** and other local services to enhance the sustainability of communities and residential environments;
- **guard against the unnecessary loss of valued facilities** and services, particularly where this would reduce the community's ability to meet its day-to-day needs;
- ensure that established shops, facilities and services are able to develop and modernise in a way that is sustainable, and retained for the benefit of the community; and
- ensure an integrated approach to considering the location of housing, economic uses and **community facilities and services**.

Access to **high quality open spaces** and opportunities for sport and recreation (para 73) can make an important contribution to the health and well-being of communities.

The TCPA has an on line resource for **improving culture, arts and sporting opportunities through planning - a good practice guide**. Supported by bodies such as CLOA, Arts Council England, National Archives, a range of local authorities in the South East and sector organizations, it seeks to **provide planning authorities with the tools to better identify needs and then open negotiations through the planning process using tools such as Section 106 and CIL**.

Whilst there are no enforceable standards there are a series of benchmarks, developed by national bodies which could be applied within the planning process and enable the borough to better argue for the inclusion of cultural assets within new developments.

#### Examples of local benchmarks for provision (TCPA good practice guide p24)

<b>Arts Facilities</b>	45 sq metres per 1000 people	Arts Council England and Museum, Libraries and archives Council 2009
<b>Archive facilities</b>	6 sq metres per 1000 people	Museum, Libraries and Archives Council 2008
<b>Equipped children's play space</b>	0.2 hectares per 1000 people	Fields in Trust 2008
<b>Informal Play space</b>	0.6 hectares per 1000 people	Fields in Trust 2008
<b>Museums</b>	28 sq metres per 1000 people	Arts Council England and Museum, Libraries and archives Council 2009
<b>Public Libraries</b>	30 sq metres per 1000 people	Museum, Libraries and Archives Council 2008
<b>Accessible natural green space</b>	At least 2 hectares in size, no more than 300 metres (a five minute walk) from home	Natural England 2010

#### 4.5.4 Culture as a resource for delivering social outcomes

From the Policy Review undertaken and consultation with officers - it is clear that the borough Council is using cultural activity to deliver social outcomes.

Work with the **Health and Wellbeing Partnership** is well embedded and significant resources [£46,000], from Personalisation and Prevention Partnership Investment are currently allocated to delivery through cultural projects.

**Service Level Agreements** with both Farnham Maltings and Cranleigh Arts Centre have specified social outcomes

##### **The Big Lottery**

In addition to Awards for All - which can also be used to fund projects with social outcomes - there are two more programmes which could be of where Waverley is developing joint initiatives.

- **Forces in Mind** - Supporting the psychological well-being and successful and sustainable transition of veterans and their families into civilian life The Trust will invest and spend £35 million over the next 20 years to support the psychological well-being and successful and sustainable transition of veterans and their families into civilian life. It will provide long-term help that supports and joins up with the valuable work already being carried out by a range of organisations.
- **Fulfilling Lives: HeadStart** Giving young people support and skills to cope with adversity and do well at school and in life. For some young people, mental health problems increase in adolescence; half of all lifetime cases of mental ill health start by the age of 14. Projects should equip young people to cope better with difficult circumstances, preventing them from experiencing common mental health problems before they become serious issues. Also want to give young people the knowledge and skills to cope with periods of depression and anxiety.

#### 4.5.5 Commissioning.

Increasingly Local Authorities are turning to Commissioning to achieve their desired outcomes. Typically this is happening in Adult Social Services, Children and Young People and Health. There is a

developing body of evidence that demonstrates the efficacy of this approach and learning from pathfinder projects.

Waverley is developing a commissioning approach. Principal amongst its work streams is the continuation of the **Waverley Voluntary Partnership Commissioning Fund** for Adult Health and Wellbeing for a second year. The guidance document sets out a commissioning framework to enable not-for-profit organisations to bid for funding to deliver health and wellbeing community activities, supporting residents in Waverley. It is clear from the consultation that many of Waverley's cultural organisations are well placed to consider bidding to this fund as they are already delivering against these agendas. However the mode of application will be unfamiliar and the borough should develop regular briefings to ensure that the cultural resource of the borough can build its capacity in this regard.

There are three commissioning outcomes

**Supporting adults' mental health and emotional wellbeing** - community activities that contribute to positive mental health before residents get to the point where they need to access more costly interventions

**Enabling adults with higher needs to get out and about** – a] community transport initiatives that enable people with higher needs to access *local services*. b] Community transport initiatives that enable people with higher needs to *access activities so that they are able to actively engage with their communities*.

**Maintaining independence into older age** - support activities that enable people over 65 years of age to actively engage with their community; activities that delay the onset of health conditions associated with ageing in people over 65 years of age; activities that reduce the social isolation of people over 65 years of age; activities for people over 65 years of age that reduce the impact of dementia and support those with mild, perceived dementia.

With regard to cultural organisations the borough has developed Service level Agreements with Farnham Maltings and Cranleigh Arts Centre which define the purpose of the funding to these organisations.

A useful publication that sets out emerging practice with good case studies is the 2014 Publication from the **New Economics Foundation** - Commissioning for Outcomes and Co-Production authored by Julia Slay<sup>10</sup>.

*By embracing the skills, time and energy of those who know most about public services – the people who use them – and switching focus towards identifying and achieving the long-term outcomes that really matter, councils are breathing new life into the services they commission. This handbook and practical guide is the result of eight years of collaboration between the New Economics Foundation (NEF) and local authorities. It sets out a model for designing, commissioning and delivering services so that they:*

- **focus on commissioning for 'outcomes'**, meaning the long-term changes that services and other activities achieve
- **promote co-production** to make services more effective and bring in new resources, by working in partnership with the people using their services

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<sup>10</sup> <http://www.neweconomics.org/publications/entry/commissioning-for-outcomes-co-production>.

- **promote social value** by placing social, environmental and economic outcomes at the heart of commissioning.

NEF is working closely with two very different pilot programmes in the west in **Gloucestershire and in the South East in Kent.**

**Gloucestershire** - Create Gloucestershire, NHS Gloucestershire Clinical Commissioning Group, Forest of Dean District Council, Tewkesbury District Council and Gloucester City Council are working together in a groundbreaking partnership that aims to make Gloucestershire a centre of excellence for cultural commissioning - using arts and culture in preventative and therapeutic health and wellbeing settings

The CCG and its partners see art and culture having the potential to support several priorities in Gloucestershire's Health & Wellbeing Strategy including:

- improving mental health
- tackling health inequalities
- improving health and wellbeing in old age.

NEF's work will focus on:

- helping to develop a robust framework for measuring the impact of cultural interventions on health outcomes in the area
- supporting local place-based projects with a strong arts component to provide a hook for other commissioners to engage with, to influence activity across the county
- helping commissioning move from a medicalised model towards a focus

**Kent County Council** is working in partnership with Kent Public Health, the Community Support Strategic Commissioning Team, and Kent Arts & Cultural Service After two years building a strategic relationship KCC Arts, and Culture Service, Artswork and ROH Bridge, a pilot commission was agreed between these three partners and KCC Public Health. The experience of six cultural providers their partners and the commissioning group was used to create this toolkit. The commission was part of Kent's large-scale programme to promote the Six Ways to Wellbeing to their communities. Each provider was contracted to work with vulnerable young people in particular targeted areas in Kent, using creative interventions and festivals to help them learn behaviours that would increase their wellbeing. Through this, it wants to enable them to grow their business by delivering creative solutions to improve community health and wellbeing<sup>11</sup>.

NEF's work will focus on:

- influencing the development of corporate commissioning and outcomes frameworks
- influencing change within procurement processes so that they are more accessible for arts and cultural organisations
- helping the development of measurement and evaluation frameworks to evidence the impact of arts and cultural activities, and raise awareness of their value to commissioners
- supporting the piloting of new approaches in commissioning within social care and mental health, to enable commissioning of arts and cultural organisations become more mainstream.

The **Cultural Commissioning Programme**, - Working with the arts and cultural sector, commissioners and policy makers to strengthen commissioning of arts and culture, and deliver better outcomes for people and communities.

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<sup>11</sup> <http://www.artskommissioningtoolkit.com/index.php/about>

The Programme is delivered by the National Council of Voluntary Organisations, and is a three year ACE funded. It runs to June 2016. There is a range of work streams that help the arts and cultural sector

- develop skills and capacity to engage in cultural commissioning
- enable commissioners to develop awareness and know-how of commissioning arts and cultural organisations to deliver public service outcomes
- encourage relationships between cultural providers and commissioners
- influence policy makers and raise the profile of this area of work.

The objective of this programme is to up-skill commissioners and cultural organisations to better exploit the positive benefits of cultural activity in delivering social objectives. The pilot projects above are part of this work.

#### **4.6 Building the evidence base and developing the Strategic Outcomes Framework**

Work on building the evidence base and developing the outcomes framework has been coordinated by Janet Mein [Independent Arts and Heritage Consultant] and Adrienne Pye [The Audience Agency].

**Officer steering group** -Damian Roberts [Director of Operations], Kelvin Mills [Head of Community Services and Major Projects], Charlotte Hall [Arts and Cultural Services Manager] and Jennie Falconer [Senior Planning Officer] with support from Louise Norrie [Corporate Policy Manager]

Thanks should be given to the large number of individuals who gave their time through face to face consultation and written submissions. **Appendix 5**

**Strategic Outcome framework Appendix 6**