

PRIORITY 1: CULTURE CONTRIBUTES TO THE WELLBEING OF ALL OUR COMMUNITIES

Goal 1: Children and young people are able to learn new skills through cultural participation

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success
1.1	Children and young people are able to access high quality theatre at an affordable price	<p>Enable more 5-7 year olds to experience theatre within their schools</p> <p>Encourage Farnham Maltings to enable more children and young people to experience theatre through their school delivery programme</p>	<p>WBC Theatre companies schools Farnham Maltings Artswork Arts Council England</p>	<p>Number of primary schools booking theatre</p> <p>number of children and young people: -attending theatre at Farnham Maltings -achieving Arts Award -attending youth theatres</p>
1.2	Increase vocal and music provision in Waverley schools	Support the activities of the Surrey Music Hub through regular meetings	<p>WBC Surrey Arts Arts Partnership Surrey Rhythmix</p>	<p>2017 establish baseline for: number of: -music sessions delivered in Waverley schools children participating in: -youth training choirs -school festivals</p>
1.3	Pilot a 'Singing Picnic' on the Burys Field aimed at primary schools with low music engagement	<p>Establish working group to deliver the event</p> <p>Evaluate the model and build in 2018</p>	<p>WBC Arts Partnership Surrey Surrey Arts Schools</p>	Number of school children participating in singing activities from low engagement schools
1.4	Support Waverley museums in evolving their in-and-out of school learning provision in response to changing curriculum and community needs	<p>Encourage museums to implement 'learning on your doorstep' training</p> <p>Explore the value of producing a promotional leaflet, which joins- up Waverley's 'learning offer'</p> <p>Contribute to the development of a Surrey-wide Cultural Education Partnership</p>	<p>WBC Godalming Museum Farnham Museum Haslemere Museum Rural Life Centre</p>	<p>quarterly figures show increase in on and off-site learning activities</p> <p>number of children and families attending museum initiatives</p>

1.5	Work with Farnham Maltings to support the development of SPARK, an annual Waverley-wide festival celebrating young people's creativity	<p>Support Farnham Maltings in the delivery of the 2017 SPARK festival</p> <p>Apply for core funding for 2018 to develop a longer participatory programme</p>	<p>Farnham Maltings WBC Surrey Young carers The Bungalow Step by Step Youth Service Uniform groups Surrey Youth Service Community Foundation Surrey</p>	<p>Increased engagement of young people from disadvantaged communities and/or in challenging circumstances</p> <p>Increased audience for exhibitions, workshops and showcase</p> <p>More young people gain new skills</p>
1.6	Set up a networking event to bring youth workers, cultural organisations and artists together to explore ways of working together	Organise and host a networking event in 2017	<p>WBC Youth Service Surrey Arts Farnham Maltings Creative practitioners</p>	<p>Number of artists and youth practitioners attending</p> <p>Increased range of creative activities for young people</p>
1.7	Enable more young people to have improved physical health through participation in dance	<p>Meet with Stop Gap and the Dance Movement to consider options</p> <p>Assist Stopgap in securing funding to support the Farnham Youth Dance Company</p> <p>Support The Dance Movement to deliver dance sessions in infant and primary schools</p> <p>Raise the profile of both companies</p>	<p>WBC Stopgap Dance The Dance Movement Public Health Schools</p>	Number of children and young people participating in dance

Goal 2: Older adults have the opportunity to participate in cultural activity

o Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success
2.1	Deliver a series of projects aimed at older adults living in rural communities and evaluate the impact of the programme	<p>Evaluate the Ladywell Convent and Bungalow projects</p> <p>Assist Cranleigh Arts Centre in the launch of their Men in Sheds project – June 2017</p> <p>Identify new partners and projects - 2017</p> <p>provide match funding to support a major bid submitted by Farnham Maltings to the Arts Council's 'Celebrating Age' strategic funding programme</p>	<p>WBC</p> <p>New Ashgate Gallery</p> <p>Artists</p> <p>Voluntary sector groups</p> <p>Cultural organisations</p> <p>Private care providers</p> <p>Adult Social Care</p> <p>Centres for older people</p>	<p>Increased number of:</p> <ul style="list-style-type: none"> -sessions held -older adults attending -males of all ages engaging -Improvement in wellbeing
2.2	Work with local authority partners and Public Health to shape a major county-wide arts programme aimed at improving mental health and emotional wellbeing	<p>Work with partners to research and develop the programme and apply for external funding</p> <p>implement programme 2017/18</p>	<p>Arts Partnership Surrey</p> <p>Surrey Public Health</p> <p>Surrey Health and Wellbeing Leads group</p> <p>Adult Social Care</p> <p>Private care homes</p> <p>Voluntary sector</p> <p>Artists</p> <p>Funding bodies</p>	<p>Participants have:</p> <ul style="list-style-type: none"> -Improved emotional health and wellbeing -learn new skills -Increased awareness and understanding of mental health issues
2.3	Support Farnham Maltings in delivering a health and wellbeing programme	<p>Quarterly monitoring through the 2015-18 SLA</p>	<p>Farnham Maltings</p> <p>Right at Home Care</p> <p>Care homes</p> <p>Farnham Making Connections</p> <p>Farnham Road Hospital</p>	<p>Number of:</p> <ul style="list-style-type: none"> -wellbeing sessions -attendances -new partnerships created -Improvement in wellbeing through participation in cultural activity
2.4	Support Cranleigh Arts Centre in hosting a wide range of groups who use the venue to provide health and wellbeing activities	<p>Quarterly monitoring through the 2015-18 SLA</p>	<p>Cranleigh Arts Centre</p> <p>Alzheimer's Society</p> <p>Creative Response</p> <p>Community and voluntary sector groups</p>	<p>Number of:</p> <ul style="list-style-type: none"> -wellbeing sessions -attendances -new partnerships created -Improvement in wellbeing through participation in activities.

Goal 3: Everyone feels welcome and supported when visiting cultural spaces or taking part in cultural activity

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success
3.1	Sign post cultural organisations to the support and training available to achieve Dementia Friendly status	<p>Encourage Age Friendly venues to share good practice</p> <p>Encourage venues to use self assessments produced by Alzheimer's Society</p> <p>Consider value of a joined up PR campaign with People for Places</p> <p>Encourage venues to take up offer of specialist access guidance for disabled performers offered by the Disability Arts in Surrey consortium</p>	<p>WBC Leisure</p> <p>Alzheimer's Society</p> <p>Cultural organisations</p> <p>People for Places</p> <p>Dementia Friendly</p> <p>Godalming</p> <p>DAISY organisations</p>	<p>Every venue has an access strategy by 2018</p>
3.2	Work with Public Health colleagues to develop a comprehensive understanding of mental health needs and consider a range of cultural initiatives in response to areas in Waverley that have a higher than average incidence of mental health issues	<p>Research need/resources on Surrey i</p> <p>Support the work of Creative Response in delivering outreach art therapy</p> <p>Consider the value of promoting a mental health awareness month</p> <p>Work with partners to support initiatives</p>	<p>WBC</p> <p>Public Health</p> <p>Farnham & North East</p> <p>Hants Clinical</p> <p>Commissioning Group (Recovery Clinics)</p> <p>Creative Response</p> <p>Oakleaf</p> <p>The Wellcome Project</p> <p>Welcome to Volunteering</p> <p>Creative practitioners</p>	<p>Number of people:</p> <ul style="list-style-type: none"> -Attending singing for wellbeing sessions -Attending Meet me at the Maltings craft group -Accessing the services provided by Creative Response -New initiatives established
3.3	Work with partners in health and cultural organisations to explore how GP referrals to cultural activities can be increased across the Borough	<p>Research social prescribing models and hold a half day networking event bringing cultural organisations and health professionals together</p> <p>Pilot approaches in Farnham and Cranleigh, linking with Time Banking and Farnham Making Connections</p>	<p>WBC</p> <p>Public Health</p> <p>Clinical Commissioning</p> <p>Groups</p> <p>Cultural organisations</p>	<ul style="list-style-type: none"> -Increased GP awareness of activities on offer -Achieve more arts and health referrals

Goal 4: People are able to see and make more art within their own communities

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success
4.1	Encourage more rural communities to present touring theatre in non-theatre spaces such as community halls	<p>Work with the Farnham Maltings Tour Coordinator to publicise the rural touring scheme, including holding an informal event for parish councils and village hall committees to promote the opportunities available to them</p> <p>Promote Autumn 2017 tour</p>	<p>Farnham Maltings WBC Arts Council Parish Council and community halls</p>	<p>-Increased network of community venues participating in the scheme -more people attending theatre within their own communities</p>
4.2	Research the breadth and scale of informal cultural activity happening across the Borough to gain a better understanding of the contribution these groups make to community life in Waverley	<p>work with Councillors and Town and Parish Councils to identify community groups and produce a simple survey to assess needs</p> <p>produce a directory of groups and non arts spaces to be published on the Council's website</p> <p>audit parish and neighbourhood plans to identify their local cultural ambitions</p>	<p>WBC Councillors and Officers Town and Parish Councils</p>	<p>Increased awareness of informal cultural activity happening in the Borough</p>
4.3	Work with cultural partners to explore the potential of developing community arts outreach programmes in under utilised cultural premises and non arts spaces	<p>use the cultural strategy culture maps to identify arts and non arts spaces</p> <p>work with cultural organisations and voluntary groups to review activity that can be outreached</p>	<p>WBC Parish Councils Community Halls Libraries Cultural providers</p>	<p>Greater community awareness of: -cultural activity in rural areas -the contribution of the voluntary arts sector to community life</p>

PRIORITY 2: CULTURE CONTRIBUTES TO THE QUALITY OF THE COMMUNITIES OF WAVERLEY AS PLACES TO LIVE AND WORK

Goal 5: Creative graduates and emerging artists can access support in the early stages of their career development

- Environment

No:	Action	Milestones	Lead and key Partners	Measures of success
5.1	Work with the University for the Creative Arts to enable more cultural sector graduates to develop their creative careers within Waverley	<p>Set up a series of meetings with the Strategic Lead for Enterprise at UCA</p> <p>review existing support on offer by cultural organisations and business support agencies including Enterprise First</p> <p>establish the needs of graduates including access to affordable housing</p>	<p>University for the Creative Arts</p> <p>WBC Economic Development team</p> <p>Cultural organisations</p> <p>Enterprise First</p> <p>Business support agencies</p> <p>Job Centre Plus</p> <p>Arts Council England</p>	<p>Pattern of regular meetings established</p> <p>Report produced identifying current support available, gaps in provision and solution proposals</p> <p>Organisations identified who can support via work placements, internships, project based commissions, networking and young entrepreneur schemes</p>
5.2	Work with strategic partners and internal council teams to look at the opportunities for affordable studio and incubator spaces	<p>Set up initial meeting with internal and external partners</p> <p>Map potential council and non-council premises initially targeting the Farnham area and broker conversations with potential providers</p> <p>Review best practice and report findings 2017/78</p>	<p>University for the Creative Arts</p> <p>Relevant cultural organisations</p> <p>WBC property, economic development, housing and planning teams</p>	<p>Affordable studio/incubator spaces are identified within the Waverley area</p>
5.3	Explore the role the Council can play in enabling the University for the Creative Arts to address the lack of student accommodation in Farnham including the use of private landlord accommodation	<p>Meet with UCA to better understand the problem and any existing plans they have to meet shortfall</p> <p>Facilitate a meeting between relevant Waverley teams</p> <p>Produce a report to present options</p>	<p>WBC Housing and Property teams</p> <p>University for the Creative Arts</p>	<p>More housing options identified for students</p>

Goal 6: Culture contributes to the development of distinctive places and also provides opportunities for community participation

- Environment
- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success
6.1	Work with the Planning Team to explore the value of producing a public art strategy that responds to the opportunities arising from local development	<p>Work with the Planning Team to discuss the benefits of public art within large developments and establish an effective on-going relationship</p> <p>Maintain a proactive interest in the Brightwells and Dunsfold Aerodrome schemes</p> <p>Apply the national benchmarks for negotiating arts and museum facilities within S106 agreements</p> <p>Identify possible sites and schemes of interest</p> <p>Develop protocols around the involvement of cultural organisations and local communities</p> <p>Identify public art training offered by IXIA</p>	<p>WBC Crest Nicholson Developers University for the Creative Arts Farnham Maltings New Ashgate Gallery Farnham Public Art Trust Cultural organisations Artists Arts Council England Funding bodies</p>	<p>More S106 agreements include provision for arts and heritage initiatives</p>
6.2	Highlight the place-making benefits of embedding cultural facilities and programmes within new housing developments	<p>Work with the Planning Team to highlight the value that cultural programmes bring to new developments</p> <p>Work with local cultural providers to develop revenue funded activity programmes</p> <p>Seek to pilot the role Cranleigh Arts Centre can play within the Dunsfold development and other proposed schemes in the east of the Borough</p>	<p>WBC Developers Cranleigh Arts Centre Cultural organisations</p>	<p>Share Cranleigh Arts Centre proposal with Planning Jan 2017</p> <p>On-going</p>
6.3	Support Surrey Hills AONB in developing a Walking for Health arts engagement project to complement the public art commissions situated along the Greensand Way	<p>Work with the Surrey Hills visual arts officer to make links with partners in health and the voluntary sector</p> <p>Arts and walks programme delivered 2017/18</p>	<p>Surrey Hills AONB WBC Communities and Countryside teams Funding bodies</p>	<p>Greater awareness of public art in rural settings</p> <p>Non arts participants engaging with the arts</p>

Goal 7: Culture enhances the attractiveness and vitality of the town centres and attracts visitors to the Borough

- Environment
- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success
7.1	Continue to encourage culture-led collaborations and town initiatives	Recognise the value of culture-led town initiatives such as Farnham Craft Town, Cranleigh Literary Festival, Haslemere Fringe and Godalming Music Festival and contribute to their development where possible	Town councils Cultural organisations Heritage organisations Libraries Local societies and community groups Visit Surrey Media partners	Culture is more visible Number of: -new relationships between arts and non arts groups -non arts participants engaged in arts activity Increased awareness of the value of culture-led initiatives to the local economy
7.2	Enhance the Borough's cultural tourism offer by exploring the potential of producing borough-wide leaflets on cultural heritage themes	Assess level of interest and value of producing borough wide trails/literature by 2017/18 Work with volunteers, history societies and museums to collate content Obtain design and print costs	WBC Museums Town Councils Local history societies Visit Surrey	Increased interest in Waverley's cultural heritage

PRIORITY 3: THE CULTURAL SECTOR IS THRIVING AND PLAYS A KEY ROLE IN DELIVERING COMMUNITY PRIORITIES

Goal 8: The Council's cultural assets are managed effectively

- Value for money

No:	Action	Milestones	Lead and key Partners	Measures of success
8.1	Devolve the building and management of Godalming Museum to Godalming Town Council	Hold negotiations with Godalming Town Council agree contractual Heads of Terms draw up legal agreements covering staff, property and service delivery	WBC Godalming Town Council Museum Trust	Transfer achieved June 2017
8.2	Implement a new management structure for Farnham Memorial Hall prior to the re-opening in 2017	Work up the management option recommended in the operational planning workshop in Nov 16 create a job description for venue manager post Contribute to management structure and business plan Establish KPIs to enable financial sustainability in years 3-5	WBC Members and Officers	Council approves operational budget Feb 2017 Recruitment May 2017 Position filled July 2017
8.3	Agree 2018-21 Management Contract for the Museum of Farnham with Farnham Maltings	Establish ambitions for 2018-21 SLA in April 2017 as part of the Annual Review Council agrees contract sum and terms for SLA and Museum Management Contract	WBC Farnham Maltings	Agreement April 2018 Implementation 2018-21
8.4	Ensure that cultural organisations occupying council buildings maintain them effectively	Hold regular meetings with cultural tenants to ensure Waverley's cultural assets are well managed and maintained in accordance with their lease agreements	WBC Property Team New Ashgate Gallery Cranleigh Arts Centre Farnham Museum Godalming Museum	On-going
8.5	Appraise future property options for the Museum of Farnham	Report findings and recommendations of property options review	WBC – consult legal, property and planning teams Farnham Maltings SCC	Initial report April 2017

8.6	Increase awareness of the Borough Hall cinema and facilities for hire	<p>Evaluate the success of the Crafty Cinema and explore options to make it self-sustaining</p> <p>Work with the Communications Team to implement communications plan</p> <p>Support local initiatives such as the Staycation</p> <p>Develop targeted initiatives to attract new users</p>	WBC Borough Hall and Communications Team	<p>Increased number of:</p> <ul style="list-style-type: none"> -children and families attending cinema -hirers -community awareness and satisfaction of Borough Hall
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Goal 9: Culture delivers a maximum return on public investment through partnership, leverage and income generation

- Value for money

No:	Action	Milestones	Lead and key Partners	Measures of success
9.1	Develop a funding strategy that identifies sources of funding for key capital and revenue projects	<p>Identify capital projects for CIL/S106 funding</p> <p>put forward major cultural schemes for the Infrastructure Delivery Plan</p> <p>research external funding sources in alignment with priorities</p> <p>provide match funding for the 'Celebrating Older People' strategic funding bid to the Arts Council</p>	<p>WBC Officers Planners</p> <p>Trusts and foundations</p> <p>cultural organisations</p> <p>ACE</p> <p>Farnham Maltings</p>	Income achieved from external funding sources
9.2	Assist the sector in applying to a wide range of funding sources and provide up to date knowledge on a diversity of fundraising and income generation approaches	<p>Hold a funding surgery in 2017</p> <p>encourage organisations with a successful fundraising track record to share best practice</p>	<p>WBC</p> <p>Arts Council, Heritage Lottery, Community Foundation Surrey</p> <p>Farnham Maltings</p> <p>UCA</p> <p>Haslemere Museum</p> <p>Cranleigh Arts Centre</p> <p>Watts Gallery</p>	<p>Number of:</p> <ul style="list-style-type: none"> -Funding applications submitted/supported -organisations actively fundraising
9.3	Continue to play a lead role in shaping Arts Partnership Surrey programmes that benefit our communities	<p>Maintain a proactive position on the steering group</p> <p>Influence the development of the annual activity programme to ensure delivery against Waverley's objectives</p>	<p>WBC</p> <p>Surrey Arts</p> <p>Farnham Maltings</p> <p>Tandridge Leisure Trust</p> <p>Districts and boroughs</p>	<p>Annual activity Plan agreed April 2017</p> <p>Amount of leverage on subscription</p> <p>Numbers participating / attending</p>

Goal 10: Cultural organisations understand and support the communities they serve

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success
10.1	Work with partners to deliver a series of themed networking events that encourage collaboration and information sharing	<p>Hold 2 networking events per year focusing on</p> <ul style="list-style-type: none"> • Local and national funding opportunities • accessing the preventative health agenda <p>Invite local and national funding bodies to participate in a funding surgery</p> <p>Provide update on the opportunities arising from the prevention stream of Strategic Transformation Plans</p> <p>Work with the Surrey Health and Wellbeing Leads</p> <p>Continue to advocate the benefits of cultural participation to health</p>	<p>WBC cultural organisations Arts Council, Heritage Lottery, Community Foundation Surrey, Trusts & Foundations</p> <p>Public Health, Clinical Commissioning Groups public and voluntary sector partners, centres for older people, Surrey Health and Wellbeing Leads Group, Time Banking and community initiatives</p>	<p>Attendance at networking sessions</p> <p>Number of -funding applications supported -health and wellbeing projects initiated</p>
10.2	Sign post artists in Waverley to professional development opportunities supported by Arts Partnership Surrey and Farnham Maltings	Training delivered June 2017	WBC Officers Farnham Maltings Arts Partnership Surrey Surrey Arts	<p>Number of Waverley artists attending training sessions</p> <p>Impact of training e.g. number of new projects initiated</p>
10.3	Provide training in the interpretation and use of audience segmentation data to gain a better understanding of local communities	<p>Training delivered in 2017</p> <p>Develop a series of profiles for Waverley's towns, larger rural settlements and areas of low engagement</p>	WBC The Audience Agency cultural organisations	Increase in annual footfall of cultural venues
10.4	Volunteers feel valued for the contribution they make to the cultural life of the Borough	<p>Survey cultural organisations to assess the extent of the challenge in recruiting and retaining volunteers</p> <p>On-going support of initiatives which reward and motivate volunteers e.g. mayors reception, awards, recruitment campaigns</p>	WBC Voluntary Action South West Surrey Welcome to Volunteering Cultural organisations	More people volunteering and contributing to community life

Goal 11: All residents are able to enjoy a strong local cultural offer

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success
11.1	Establish a Communications Plan that raises the profile and visibility of the cultural sector	Publish cultural strategy priorities on Council website April 2017 Produce Communications Plan June 2017 Work with cultural partners to develop seasonal campaigns aimed at children and families	WBC Communications Cultural providers	Increased presence on the Council's website and in publications Increase in social media activity, good news stories and PR More people attending cultural activities supported by Waverley
11.2	Investigate the cost and practicalities of producing a regular arts E-bulletin that includes an events diary	Develop the business case for a cultural E bulletin	WBC Communications	Review options by 2018