

# 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	April 2017 – October 2019	Funding Sources
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</p> <p>Theatre companies schools</p> <p>Farnham Maltings</p> <p>Artswork</p> <p>Arts Council England</p>	<p>Number of primary schools booking theatre</p> <p>number of children and young people:</p> <p>-attending theatre at Farnham Maltings</p> <p>-achieving Arts Award</p> <p>-attending youth theatres</p>	<p>Approximately <b>2500</b> Waverley school children attend Pied Piper Theatre performances per annum.</p> <p>Over <b>700</b> children and caregivers have attended theatre created for children at Cranleigh Arts Centre.</p> <p>Farnham Maltings Provide a rich offering for babies, children, new mums and families. Over <b>5000</b> people attended activities for children and their families in 2018/19.</p> <p><b>180</b> babies and caregivers attended DIG – a new theatre show for 0-2yrs.</p>	<p>£2000 WBC</p> <p>£30,000 Arts Council</p> <p>SLA funding</p> <p>SLA funding</p> <p>£1500 WBC</p> <p>£15,000 Arts Council</p>
1.2	Increase vocal and music provision in Waverley schools	Support the activities of the Surrey Music Hub through regular meetings	<p>WBC</p> <p>Surrey Arts</p> <p>Arts Partnership Surrey</p>	2017 establish baseline for: number of:	Approximately <b>800</b> Waverley school children	Funding by SCC and

			Rhythmix	-music sessions delivered in Waverley schools children participating in: -youth training choirs -school festivals	have music lessons through Surrey Arts  18 schools regularly participate in music hub led programme  The Up Orchestra provides opportunities for disabled children and children with learning difficulties	Surrey Arts Partnership  Up Orchestra supported by SCC, Surrey Arts Partnership and £250 from Waverley to support children who attend from Waverley area
1.3	Pilot a 'Singing Picnic' on the Burys Field aimed at primary schools with low music engagement	Establish working group to deliver the event  Evaluate the model and build in 2018	WBC Arts Partnership Surrey Surrey Arts Schools	Number of school children participating in singing activities from low engagement schools	<b>250</b> school children have taken part in Singing Picnics held in the Philips Memorial Ground.	Funded by Surrey Arts Partnership (APS)
1.4	Support Waverley museums in evolving their in-and-out of school learning provision in response to changing curriculum and community needs	Encourage museums to implement 'learning on your doorstep' training  Explore the value of producing a promotional leaflet, which joins- up Waverley's 'learning offer'  Contribute to the development of a Surrey-wide Cultural Education Partnership	WBC Godalming Museum Farnham Museum Haslemere Museum Rural Life Centre	quarterly figures show increase in on and off-site learning activities  number of children and families attending museum initiatives	On average <b>20,000</b> school children per annum participate in educational sessions provided by the museums in Waverley.  Informal learning activities include early years sessions, Saturday clubs, family events, young curators, holiday activities and Arts Awards	Surrey Museums Consultative Committee and  SLA agreements.



1.5	Work with Farnham Maltings to support the development of SPARK, an annual Waverley-wide festival celebrating young people's creativity	Support Farnham Maltings in the delivery of the 2017 SPARK festival  Apply for core funding for 2018 to develop a longer participatory programme	Farnham Maltings WBC Surrey Young carers The Bungalow Step by Step Youth Service Uniform groups Surrey Youth Service Community Foundation Surrey	Increased engagement of young people from disadvantaged communities and/or in challenging circumstances  Increased audience for exhibitions, workshops and showcase  More young people gain new skills	Over the last two years approx. <b>3000</b> young people have participated in SPARK activities.  Over the last two years SPARK outreach projects have engaged more than <b>800</b> young people attending Forty Degrez, Step by Step Surrey Young Carers, A Place to be Young, Sandy Hill Youth Detached Project	£3000 WBC £18,365 (High Sheriff, Community Foundation Surrey, The Big Give, FTC, Arts Council Match Fund Pot)
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	WBC Youth Service Surrey Arts Farnham Maltings Creative practitioners	Number of artists and youth practitioners attending  Increased range of creative activities for young people	Around <b>400</b> young people per annum participate in weekly youth theatre activities offered by Farnham Maltings (Junior Maltings, Acting Up, The Young Company, Animation Club)  Around <b>150</b> young people per annum participate in weekly activities offered by Cranleigh Arts Centre  Over the past two years more than <b>300</b> young people participated in	Farnham Maltings SLA  Cranleigh Arts Centre SLA  Community Safety Police Leisure Towns and parishes  Voluntary arts Commercial companies  Requires further scoping / mapping of provision, partnerships and opportunities

					<p>Dance in the Meadows</p> <p><b>20</b> young people with physical and learning difficulties take part in Fab Club run in conjunction with Forty Degrez</p> <p><b>17</b> Young Carers participate in Wise Words</p> <p><b>15</b> young people participated in a graffiti project at Sandy Hill</p> <p>HYPE develop creative heritage projects in Haslemere</p>	responding to new priorities and agendas
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</p> <p>Stopgap Dance</p> <p>The Dance Movement</p> <p>Public Health Schools</p>	Number of children and young people participating in dance	<p>Stopgap Dance offer a Farnham Youth Company for disabled and non-disabled children. On average <b>15</b> young people attend weekly workshops.</p> <p>Stopgap Dance run 'Troop' a group for young disabled and non-disabled adults. <b>8</b> young adults participate in the weekly workshops and regularly perform in</p>	£1000 from WBC, rest from fundraising

					<p>festivals and showcases.</p> <p>Stopgap Dance provide weekly workshops in partnership with the charity Stepping Stones. On average <b>16</b> young people attend weekly workshops.</p> <p>Approximately <b>200</b> young people have participated in SEN dance sessions within Waverley Schools since 2017.</p> <p><b>1600</b> school children in Waverley have taken part in a dance session provided by The Dance Movement.</p> <p>Thrive Academy is a dance project for young people aged 14-21 years who are NEET, homeless, looked after or attend a PRU. Thrive is delivered over a 6 week period at Farnham Maltings where the Dance Movement are based.</p>	
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## 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	April 2017- Oct 2019	Funding Sources
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 Centres for older people</p>	<p>Increased number of:</p> <ul style="list-style-type: none"> <li>-sessions held</li> <li>-older adults attending</li> <li>-males of all ages engaging</li> <li>-Improvement in wellbeing</li> </ul>	<p><b>74</b> older adults participated in dance, theatre, film and stone carving as part of the My Shout programme</p> <p><b>15</b> older dancers performed a curtain raiser to an audience of 1300 attending Mathew Bourne's production of Cinderella at the New Victoria Theatre, Woking.</p> <p><b>75</b> older adults have attended relaxed screenings provided by Godalming Film Society</p> <p><b>46</b> older adults have participated in Keepsake craft sessions (Ladywell Convent, Hambledon,</p>	<p>Waverley contributed £4000 to 'My Shout', enabling Farnham Maltings to leverage £62,000 from the Arts Council and Barings Foundation to deliver a high quality year - long arts programme for the over 55's.</p> <p>WBC</p> <p>GFS</p> <p>WBC</p>



					<p>Shamley Green, Upper Hale)</p> <p>On average <b>6</b> participants attended Singing for health sessions in Café Mila</p>	<p>Waverley &amp; Guildford CCG and APS</p>
2.2	<p>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>	<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 Surrey Public Health Surrey Health and Wellbeing Leads group Adult Social Care Private care homes Voluntary sector Artists Funding bodies</p>	<p>Participants have:</p> <ul style="list-style-type: none"> <li>-Improved emotional health and wellbeing</li> <li>-learn new skills</li> <li>-Increased awareness and understanding of mental health issues</li> </ul>	<p>Waverley has played a lead role in the shape and delivery of 'Whatever the Weather' a Surrey- wide creative arts programme engaging adults and young people with emotional and mental health needs.</p> <p>WBC partnered with Creative Response to deliver the project in Waverley. <b>15</b> adults with acute mental health needs took part in the project over 4 months. The group created a shared artwork that was hung in the entrance of Farnham Maltings.</p>	<p>£45,000 Arts Partnership Surrey (£4500 direct delivery in Waverley)</p>

2.3	Support Farnham Maltings in delivering a health and wellbeing programme	Quarterly monitoring through the 2015-18 SLA	Farnham Maltings Right at Home Care Care homes Farnham Making Connections Farnham Road Hospital	Number of: -wellbeing sessions -attendances -new partnerships created -Improvement in wellbeing through participation in cultural activity	Farnham Maltings offer a varied programme of regular activities which aim to tackle loneliness and increase feelings of wellbeing. More than <b>3000</b> participants have taken part in activities such as: Meet me at Maltings, Singing for the Mind, Nimble Fingers, Writing for Wellness, Dementia Friends, Retirement Refreshers Fair.	Supported by WBC via the Maltings SLA agreement
2.4	Support Cranleigh Arts Centre in hosting a wide range of groups who use the venue to provide health and wellbeing activities	Quarterly monitoring through the 2015-18 SLA	Cranleigh Arts Centre Alzheimer's Society Creative Response Community and voluntary sector groups	Number of: -wellbeing sessions -attendances -new partnerships created -Improvement in wellbeing through participation in activities.	Cranleigh Arts Centre offer a varied programme of regular activities which aim to tackle loneliness and increase feelings of wellbeing. <b>800</b> participants have taken part in activities such as Knit and Natter, Creative Response, Men in Sheds and Melody Memories.  Approximately <b>4500</b> have	Supported by WBC via the Cranleigh SLA agreement

					attended a variety of wellbeing and fitness sessions offered by regular hirers of the arts centre.	
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### 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	April 2017 - October 2019	Funding Sources
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>	Every venue has an access strategy by 2018	<p>Museums in Waverley have Access Statements as part of their National Accreditation.</p> <p>Cranleigh Arts Centre and Farnham Maltings are Dementia Friendly buildings and offer activities such as relaxed screenings, Singing for the Mind, Men in Sheds and Melody Memories.</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	<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>WBC</p> <p>Public Health</p> <p>Farnham &amp; North</p> <p>East Hants Clinical</p> <p>Commissioning</p> <p>Group (Recovery Clinics)</p>	<p>Number of people:</p> <p>-Attending singing for wellbeing sessions</p> <p>-Attending Meet me at the Maltings craft group</p>	<p>12 month</p> <p>Secondment of Public Health Officer to help shape Arts Partnership Surrey activities.</p> <p>2 APS projects</p>	

	higher than average incidence of mental health issues	Work with partners to support initiatives	Creative Response Oakleaf The Welcome Project Welcome to Volunteering Creative practitioners	-Accessing the services provided by Creative Response -New initiatives established	resulted from the placement 'Find you Flow' worked with 13-18 year old girls experiencing severe anxiety and stress. The 7 week programme offered yoga, dance and creative activities promoting mindfulness. Message in a Song, worked with 13-18 year old boys in a music and song writing project.  Average no. participants attending weekly sessions: Singing for health Godalming – 7 Meet Me at the Maltings – 12 Singing for the Mind – 26 Creative Response - 70	
3.3	Work with partners in health and cultural organisations to explore how GP referrals to cultural activities can be increased across the Borough	Research social prescribing models and hold a half day networking event bringing cultural organisations and health professionals together  Pilot approaches in Farnham and Cranleigh, linking with Time Banking and Farnham Making Connections	WBC Public Health Clinical Commissioning Groups Cultural organisations	-Increased GP awareness of activities on offer -Achieve more arts and health referrals	3 Social Prescribers covering Waverley are now in Post.	Staff Time

#### 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	April 2017 to October 2019	Funding Sources
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>	Farnham Maltings WBC Arts Council Parish Council and community halls	<p>-Increased network of community venues participating in the scheme</p> <p>-more people attending theatre within their own communities</p>	Elstead, Hambledon, Witley Chiddingfold, Ewhurst, Godalming and Hale have presented touring work	£250 from WBC, the rest via Farnham Maltings
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>	WBC Councillors and Officers Town and Parish Councils	Increased awareness of informal cultural activity happening in the Borough	On-going	Staff time
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>	WBC Parish Councils Community Halls Libraries Cultural providers	<p>Greater community awareness of:</p> <p>-cultural activity in rural areas</p> <p>-the contribution of the voluntary arts sector to community life</p>	SPARK outreach projects (see 1.5) Keepsake projects (see 2.1) Arts Partnership Surrey Projects and Community Touring.	Staff Time

## 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	Update Dec 2017	Funding Sources
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 WBC Economic Development team Cultural organisations Enterprise First Business support agencies Job Centre Plus 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>	<p>Value of creative sector recognised in Waverley's Economic Strategy and Farnham Masterplan.</p> <p>UCA Craft Design Pop Up shop in South Street – interest in developing a retail unit within Brightwells</p> <p>Rising Stars – curated exhibition and Professional Development Day for Early Career Artists and Makers hosted by the New Ashgate Gallery</p> <p>UCA students invited to pitch for Brightwells community engagement commission</p> <p>Heathland Artworks is an annual exhibition of students work</p>	<p>WBC</p> <p>UCA</p> <p>New Ashgate Gallery Crafts Council</p> <p>WBC Crest Nicholson</p> <p>UCA Surrey Hills AONB Surrey Arts</p>

					<p>created and sited in response to natural beauty and biodiversity of Farnham Heath</p> <p>Unearthing Landscapes Symposium at UCA, celebrating the culmination of the 'Unearthing Surrey' Art in the Landscape project</p>	<p>Surrey Hills AONB Surrey Arts</p>
5.2	<p>Work with strategic partners and internal council teams to look at the opportunities for affordable studio and incubator spaces</p>	<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 Relevant cultural organisations WBC property, economic development, housing and planning teams</p>	<p>Affordable studio/incubator spaces are identified within the Waverley area</p>	<p>As part of the Council's new Commercial Strategy, WBC is exploring the potential income generation of several properties in its portfolio including the garage units in Waggoners Yard Montrose House and the Pump House.</p>	<p>WBC UCA Farnham Maltings</p>
W	<p>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>	<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 University for the Creative Arts</p>	<p>More housing options identified for students</p>	<p>Head of Commercial Services has held exploratory meetings with Vice Chancellor to look at provision of student accommodation in Borough.</p> <p>Planning Application for the expansion of the</p>	<p>UCA SCC</p>

					UCA Campus approved Cobgates site explored.	
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## 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	April 2017 - October 2019	Funding Sources
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>	<p>Inaugurated a Public Art Panel to develop and lead the public art commissioning process for Brightwells Yard. 3 Artists have been commissioned.</p> <p>Supporting the Wings Museum with their potential move to Dunsfold Park.</p> <p>Supported Cranleigh Arts in securing £250,000 S106 funding to future proof their facilities.</p> <p>S106 monies for public art for Milford Hospital site</p>	<p>£100,000 S106 Public Art Panel – WBC, Crest, Farnham Maltings, Farnham Society, UCA, FPAT, Town Council</p> <p>Potential for funding in future towards new museum</p> <p>WBC CAC</p> <p>Barratt Homes</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>WBC Developers Cranleigh Arts Centre Cultural organisations</p>	<p>Share Cranleigh Arts Centre proposal with Planning Jan 2017</p> <p>On-going</p>	<p>Supporting Cranleigh Arts Centre in bid to offer / outreach arts provision to Dunsfold. Progress is slow.</p>	<p>N/A</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>				
6.3	<p>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>	<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>	<p>The Surrey Uearthed programme has delivered the following outcomes in Waverley: 'The House of Invisible Hands' permanent artwork by Walter Bailey – hand carved oak structure at Farnham Heath providing a shelter and rest point for walkers. 'Travelling Reading Room' a touring artwork by Amie Rai visited Hindhead, 'Terrain' a series of walks and talks around Witley Common culminating in a temporary installation. Surrey Uearthed film screening at Farnham Eco Cinema Art in the Landscape</p>	<p>Surrey Uearthed has received funding from ACE, SCC, Surrey Hills AONB, APS and North Downs National Trail.</p> <p>£1000 WBC</p>

					Symposium held at UCA	
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## 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	April 2017 – October 2019	Funding Sources
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	Farnham Craft Town awarded £60,000 from ACE to develop the craft month offer. WBC has supported an application to the World Craft Council for Farnham to be an international destination for craft. The towns craft traditions are celebrated through the Brightwells commission.  Cranleigh Arts Centre facilitate The Great Get Together in Cranleigh.  The Borough Hall hosted a new film festival in partnership with Godalming Film Society.	SLA ACE FM UCA New Ashgate Farnham Pottery  CAC SMART Cranleigh  GFS
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	WBC Museums Town Councils Local history societies Visit Surrey	Increased interest in Waverley's cultural heritage	25 organisations attended a Cultural tourism networking event at Haslemere Museum	Staff Time

		Obtain design and print costs			facilitated by WBC Arts and Economic Development.	
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## 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	Update Dec 2017	Funding Sources
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	Successfully completed transfer of museum on a 5 year tapering grant.	now funded via SLA
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	The Memorial Hall re-opened in 2018. The venue is managed by WTS; 2 venue officers in place.	N/A
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	Agreed. Quarterly monitoring meetings held.	SLAs
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	On-going	Regular meetings held	Staff time

			Farnham Museum Godalming Museum			
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	Produced SWOT of alternative venue options.  Held high level consultation meeting attended by 40 stakeholders  Exploring funding options including Pilgrims Trust and Historic England.	Museum Contract FM

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"> <li>-children and families attending cinema</li> <li>-hirers</li> <li>-community awareness and satisfaction of Borough Hall</li> </ul>	Introduced live event screening, comedy and pantomime Running at 80% utilisation for hires.	Potential to achieve balanced budget in 2019/20 year end.
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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	April 2017 – October 2019	Funding Sources
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</p> <p>Planners</p> <p>Trusts and foundations</p> <p>cultural organisations</p> <p>ACE</p> <p>Farnham Maltings</p>	Income achieved from external funding sources	<p>Identifying large scale capital funding for MoF</p> <p>New 10 Year Strategy for ACE suggests change of focus around engagement, place making and participation</p> <p>S106 and CIL funding to be actively pursued</p> <p>Continuation of partnership working with Arts Partnership Surrey and Farnham Maltings</p>	
9.2	Assist the sector in applying to a wide range of funding sources	Hold a funding surgery in 2017	WBC	Number of:	3 Community Artist Networking	APS WBC staff time



	and provide up to date knowledge on a diversity of fundraising and income generation approaches	encourage organisations with a successful fundraising track record to share best practice	Arts Council, Heritage Lottery, Community Foundation Surrey Farnham Maltings UCA Haslemere Museum Cranleigh Arts Centre Watts Gallery	-Funding applications submitted/supported -organisations actively fundraising	events held and facilitated by APS as part of the advancing artists programme.  4 south west Surrey venue networking events held in the Borough facilitated by Arts and Economic Development	Venues in-kind
9.3	Continue to play a lead role in shaping Arts Partnership Surrey programmes that benefit our communities	Maintain a proactive position on the steering group  Influence the development of the annual activity programme to ensure delivery against Waverley's objectives	WBC Surrey Arts Farnham Maltings Tandridge Leisure Trust Districts and boroughs	Annual activity plans agreed  Amount of leverage on subscription Numbers participating / attending	Waverley sit on steering group and have led the delivery of a major mental health and wellbeing programme.	Districts and Boroughs contribute £4500 p.a. SCC contribute £15,000 p.a. external funding leverage

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

- Community wellbeing

No:	Action	Milestones	Lead and key Partners	Measures of success	April 2017 – October 2019	Funding Sources
10.1	Work with partners to deliver a series of themed networking events that encourage collaboration and information sharing	Hold 2 networking events per year focusing on <ul style="list-style-type: none"> <li>Local and national funding opportunities</li> <li>accessing the preventative health agenda</li> </ul> <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>	WBC cultural organisations Arts Council, Heritage Lottery, Community Foundation Surrey, Trusts & Foundations  Public Health, Clinical Commissioning Groups	Attendance at networking sessions  Number of -funding applications supported -health and wellbeing projects initiated	Require coordination.	Staff Time

		<p>Work with the Surrey Health and Wellbeing Leads</p> <p>Continue to advocate the benefits of cultural participation to health</p>	<p>public and voluntary sector partners, centres for older people, Surrey Health and Wellbeing Leads Group, Time Banking and community initiatives</p>			
10.2	<p>Sign post artists in Waverley to professional development opportunities supported by Arts Partnership Surrey and Farnham Maltings</p>	<p>Training delivered June 2017</p>	<p>WBC Officers Farnham Maltings Arts Partnership Surrey Surrey Arts</p>	<p>Number of Waverley artists attending training sessions</p> <p>Impact of training e.g. number of new projects initiated</p>	<p>Advancing Artists project and adhoc requests</p>	<p>Surrey Arts Partnership</p>
10.3	<p>Provide training in the interpretation and use of audience segmentation data to gain a better understanding of local communities</p>	<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>	<p>WBC The Audience Agency cultural organisations</p>	<p>Increase in annual footfall of cultural venues</p>	<p>Session delivered in 2016</p>	<p>Funded via Cultural Strategy</p>
10.4	<p>Volunteers feel valued for the contribution they make to the cultural life of the Borough</p>	<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>	<p>WBC Voluntary Action South West Surrey Welcome to Volunteering Cultural organisations</p>	<p>More people volunteering and contributing to community life</p>	<p>Waverley's museums and cultural organisations support a large volunteer workforce who make a significant contribution to the sustainability of these organisations</p>	<p>Staff time</p>

**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	Update Dec 2017	Funding Sources
11.1	Establish a Communications Plan that raises the profile and visibility of the cultural sector	<p>Publish cultural strategy priorities on Council website April 2017</p> <p>Produce Communications Plan June 2017</p> <p>Work with cultural partners to develop seasonal campaigns aimed at children and families</p>	WBC Communications Cultural providers	<p>Increased presence on the Council's website and in publications</p> <p>Increase in social media activity, good news stories and PR</p> <p>More people attending cultural activities supported by Waverley</p>	On-going	Staff time
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	On-going	TBC