

A New Cultural Strategy for Woking

Action Plan

Adopted May 2004

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
------	--------	---	---	-----------------------	---------------	------------------	--------------------	-------------------	-------------------

Short Term Actions (2004-mid 2005)

1	Establish a Cultural Partnership linked with the Local Strategic Partnership (LSP) to enable the Cultural Strategy to be taken forward in close co-ordination with the Community Strategy	Community Strategy	Cultural services providers	Establishment and co-ordination of a linked partnership will require no significant financial resources (a number of stakeholders have already expressed an interest in participating)	Establishment of linked partnership which takes on shared ownership of the Cultural Strategy	➡	➡	➡	➡
2	Prepare a Children's Play and Youth Recreation Development Plan that will identify priorities for the next five years for developing play and recreation facilities and activities for children and young people outside school. To include review of skateboarding, basketball and other youth play requirements across the Borough , and a review of cultural services for children' (including summer holiday play schemes) activities to ensure they continue to meet demand	Community Safety Strategy Surrey Sports Strategy,	WBC, Youth Council, Connexions commercial operators, Early Years Learning Group, OFSTED, Woking Sports Council Scouts and Guides, youth clubs	Existing staff resources	Adopt an agreed Children's Play and Youth Recreation Plan that sets clear service objectives for the next five years Improved take up in events and programmes such as Surrey Youth Games entry, sports clubs with youth sections, school/club links, holiday coaching sessions, regular coaching sessions Use market research to measure satisfaction	➡	➡	➡	➡

5	Prepare a Sports Development Plan setting out the management and investment priorities sport in Woking	Surrey Sports Strategy, Community	WBC, Woking Sports Council, schools, sports	Existing staff resources	Adopt an agreed sports Development Plan that sets clear service	➡	➡	➡	➡

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
	over the next five years, including strategies for sports pitch provision, programmes for talented performers, training for coaches, officials and improving access to sport for disadvantaged groups within the community.	Strategy	clubs, private operators		objectives for the next five years				
6	Carry out a detailed audit of sports pitch, play and recreation facilities across the Borough, on a needs-based survey ('PPG 17 Audit'). The audit will inform the Development Plans for Sports, Play and Recreation, and Open Spaces	Local Plan review, Community Strategy, Surrey Sports Strategy	WBC, SCC, sports clubs, private operators	To be carried out as part of PPG17 audit	Enable preparation of Supplementary Planning Advice supporting the future review of the Local Plan and provide the base line for a Sports Development Plan	➡	➡		
7	Review the strategic management of the Council's sports pavilions as set out in the Council's asset management plan to ensure the pavilions continue to be used to their best advantage	WBC Asset Management plan	WBC,	Existing staff resources	Demonstrate fitness for purpose of the Council's sports pavilions and achieve more effective use		➡		
8	Carry out a review of existing concessionary pricing policies to simplify and improve take up. Explore extension to private sector facilities providers	Leisure Services BV Improvement plan (14)	WBC , commercial operators	Existing staff resources	Increase take up within target groups and reduced administration costs	➡			➡
9	Prepare an Arts Development Plan that will co-ordinate and prioritise a programme for investment in the performing and visual arts		WBC, WMACC, Woking Dance Festival	Existing staff resources	An agreed 5 year plan for Council investment in arts	➡	➡	➡	➡
10	Support the continued development of Woking Dance Festival in a year-round programme of community based dance activities, including work in relation to		Woking Dance Festival, schools, theatre, health sector	To be identified	Continued development in Woking's reputation as a centre of excellence for dance, with increased	➡	➡	➡	➡

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
	older people, youth dance, disadvantaged and disabled				participation in targeted sectors of the community				
11	Prepare a Health and Well-being Plan setting out the investment and service objectives for the next five years to promote healthy lifestyles, including physical fitness, mental and emotional health, and independence in older people	Surrey Sports Strategy, Best Value Review of Services for Older People, PCT Mental Health Strategy, Leisure Services BV Improvement Plan (11)	West Surrey Health Promotion Service, WBC,	Existing staff resources	Improved range and take up of activities by target groups (e.g. older people, ethnic minorities, GP referral schemes)	➡	➡	➡	➡
12	Review existing equipped gym provision at Woking Leisure Centre, to maintain competitive appeal	Leisure Services BV Improvement Plan (IP 6)	WBC	Investment Programme	Develop an affordable investment proposal that will ensure the Leisure Centre continues to offer a competitive gym facility		➡		➡

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
------	--------	---	---	-----------------------	---------------	------------------	--------------------	-------------------	-------------------

13	Prepare an Open Spaces Development Plan setting out the Council's priorities for the management and enhancement of its sports and recreation grounds, parks, amenity spaces, civic spaces and countryside estate, and encouraging appropriate management of other open spaces throughout the Borough. Includes a review of the long term site management objectives and practices in response to predicted climate changes to ensure the Borough's open spaces continue to meet people's needs and remain resilient to climatic change	Site management plans, Surrey Biodiversity Action Plan, Basingstoke Canal Management Plan, Wey Navigation Strategy Climate Change strategy, proposed Green Spaces plan,	WBC, Serco, Surrey Biodiversity Partnership, Basingstoke Canal Authority, HCPS, golf courses, National Trust, South East Climate Change Partnership, Surrey Garden History SocietyCABE Space	Existing resources	Green Flag status, attainment of Biodiversity Action plan targets,	➡	➡		➡
14	Develop a Cultural Activities Marketing Plan to co-ordinate the promotion of events, facilities and activities	Leisure Services BV Improvement Plan (IP 9) Forthcoming External Communications Strategy	WBC, commercial operators, Community Relations Forum, WMACC	Existing staff resources	Improved take up of cultural activities through greater access to information (especially among sectors of the community that currently have reduced access)	➡	➡	➡	➡
15	Review existing leisure information service and booking services integrating all the Borough's key facilities (public and private)	Community Strategy	WBC (leisure centre, pool, centres, HG Wells etc) , Ambassadors, Theatre Group Holiday Inn etc WMACC	Review as part of the Council's I e-G programme	Borough-wide information and bookings for cultural activities enabled, (irrespective of operator)	➡	➡	➡	➡

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
------	--------	---	---	-----------------------	---------------	------------------	--------------------	-------------------	-------------------

Short - Medium Term Actions (2004-end 2006)

16	Raise the national profile of Woking as an innovative and attractive place to live and work through through landmark arts initiatives	Regional arts Strategy	WBC, WMACC, Theatre, Woking Dance Festival, Woking Arts Council, Concert Society, Choral Society, Symphony Orchestra	Existing marketing resources, WMACC funds	Achieve favourable national press coverage.				➡
17	Encourage the programming of performing arts and exhibitions which are relevant and of interest to groups who currently experience exclusion.		WMACC, Theatre, Woking Dance Festival etc	WMACC current revenue grant. Arts Council of England New Audiences Fund. Lottery project funding.	At least three times per year, commission work and services of artists / companies from a range of cultural backgrounds.	➡		➡	
18	Deliver arts and heritage outreach activities from the Borough's Centres for the Community and schools, that enable people to contribute to the design of activities and respond to their specific interests and needs.		WBC, WMACC, Surrey LEA	WMACC service contract, and other funding secured by WMACC 2002-2005.	Hold at least 3 cultural events per year in community centres.	➡	➡	➡	
19	Provide introduction to new skills for young people through courses and volunteering opportunities, including support in developing a career in the cultural sector.		WAVS, WMACC, Community Learning Partnership, Woking Drama Association, Surrey Education Partnership	WMACC service contract. Project grants prior to and after opening.	No. of participants.			➡	➡

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
------	--------	---	---	-----------------------	---------------	------------------	--------------------	-------------------	-------------------

20	Commission a feasibility study on developing a new multi-media entertainment space for young people, working with local technology businesses and organisations to bring together the performing and visual arts to combine creativity, learning and entertainment	Regional Arts Strategy, Community Safety Strategy	WBC, commercial partners, UniS, schools, Ambassadors Theatre Group, Connexions	Investment Programme funding for feasibility study	Complete feasibility study	➡	➡	➡	➡
21	Work with independent trusts to access more external funding for cultural activities in the Borough.		WMACC, Woking Arts Foundation	Lottery funding, private investment.	Increase in non WBC funding for cultural activities in the Borough.				➡
22	Promote excellence in design for building projects and open spaces through a design award scheme and enable a community publicity and involvement programme for the design awards.	Climate Change Strategy	WBC, WMACC, COTAC, Citizens Panel, youth Council	Climate Change programme	Successful launch and entries in award scheme			➡	➡
23	Promote better understanding and enjoyment of our historic heritage and built environment amongst the public, encouraging the public to care for heritage sites	Local Plan, Surrey Heritage Strategy	WMACC, Brookwood Cemetery Society, Woking Palace trustees, museums and history centre, Surrey and Hants Canal Society, the mosque	Local Heritage Initiative grants. Heritage grants. WMACC's service contract.	Increased number of properties open for Heritage Weekends. Increased visits by public to heritage sites within the Borough.			➡	➡
24	Develop a programme of events and entertainment in the town centre (including town square) to provide a greater range of non pub-based evening entertainment		TCMI, YMCA, churches, commercial operators, CSP	To be identified	Successfully launch a town centre evening entertainments programme	➡			➡

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
25	Establish a programme for the development of events to promote and celebrate cultural diversity	WBC Equalities Strategy, Community Strategy (and will link with proposed Sports Development, Arts, Well-being and Marketing Plans)	WBC, Woking Community Relations Forum, Kick it Out, WMACC, Arts Council for Woking and South East Arts, Woking One World Week	Existing staff resources	Increase participation in events such as One World Week and Mela to establish greater presence in the Borough's calendar of events	➡	➡	➡	➡
26	Develop management plans for the Borough's multi-use games areas (MUGAs) to enable them to become a focus for youth play.		WBC, local communities	Existing staff resources	Use levels and participation in organised events. Decline in nuisance use of neighbouring areas for ball games.	➡	➡		
27	Respond positively to Green Flag judges comments to regain award for Woking Park and achieve Green Flag award for Goldsworth and Sheerwater recreation grounds	Countryside Strategy, proposed Green Spaces Development Plan		To be identified	Regain Green Flag award for Woking Park and achieve award for Sheerwater and Goldsworth rec.s		➡		➡
28	Continue to work with lead clubs to ensure Woking competes in attracting, retaining and developing elite level sportsmen and women in the Borough.	This will link to proposed Sports Development Plan, Surrey Sports Strategy	WBC, Woking F C, Woking Gym Club, other leading sports clubs	Existing staff resources	Establishment of first class cricket and rugby in the Borough. Supporting development of improved facilities for Woking Gymnastics Club.		➡	➡	➡

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
New Action	Support the development of WMACC'S new building to provide a museum and Arts Centre as major new attraction		WBC, WMACC, Heritage Lottery Fund,	WBC, Heritage Lottery Fund, commercial funding, benefactors,	Successful completion of The Galleries Establishing a reputation as a major new attraction in the borough	➡	➡	➡	➡
29	Support the establishment of a Football in the Community scheme		WBC, Woking FC, Football Foundation	A financial contribution has been allocated	Successful establishment of a Football in the Community scheme in the Borough	➡	➡		
30	Commission a focused marketing campaign for the town centre as a destination for family-based cultural activities	Community Safety Strategy	Town Centre Management Initiative, Safer Woking Partnership WMACC, CSP	To be identified	Data from customer surveys/Fear of Crime survey etc demonstrating a positive attitude to the town centre as a safe place for family entertainment	➡			➡
31	Seek a commercial partner to develop on-site child care facilities to promote utilisation of activity programme and address recent decline in service provision concerning crèche facilities.	Leisure Services BV Improvement Plan (IP 11, 18 and 19)	WBC and local commercial partner.	Need to research potential of initiative and market test. Scheme to be self financing	Successful establishment and zero net cost operation	➡			➡
32	Re-examine the relationship between the town centre and the Basingstoke Canal to improve access to the Canal and its contribution to the setting of the town centre	Local Plan	WBC, Basingstoke Canal Authority, Surrey and Hants Canal Soc, adjoining land owners (e.g. HCPS),WMACC, CSP	Planning benefit, Canal Authority, HCPS	Greater access to the Canal and use of the canal in the town centre as recreational asset		➡		➡

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
33	Promote a programme of self guided walks to encourage an interest in walking as an activity	Community Strategy	WBC, SCC, Health Promotion Service, GO 50, Ramblers, WMACC, Iain Wakeford, HCPS	Existing staff resources	Increased participation by people regularly walking as a consequence	➡	➡		
New Action	Carry out a study of the potential for development of a greater range of small-medium sized venues for live performance of music, comedy and dance	Working licensing policy	<u>WBC, , commercial operators, licensees</u>	To be identified	Completion of study		➡		➡
34	Identify key facilities where poor access or knowledge of public transport, pedestrian or cycle links are preventing people from participating and explore options for improvements in transport links, better promotion of existing public transport or re-locating	PPG 17 audit, Local Transport Plan, Community Strategy	<u>WBC</u> , SCC, Community Transport	Review existing data (customer surveys, BV Satisfaction surveys etc) (additional research may also be required)	Increase in proportion of visitors not travelling by private car	➡	➡		➡

Medium – Long Term Actions (2006 – end 2008)

35	Undertake a design study of the proposed Brookwood Country Park including the provision of infrastructure to enable the Country Park to host outdoor events (such as Canal festivals, steam fairs and rallies, gymkhanas, balloon festivals)	Local Plan	WBC, Basingstoke Canal Authority, Surrey and Hants Canal Soc, local community groups	Investment Programme	Agree a development plan for the Country Park		➡		➡
36	Establish partnership schemes with local schools for the development of additional swimming pool and dry sports facilities	Surrey Sports Strategy, Leisure Services BV Improvement Plan (IP 11)	WBC, Surrey LEA, Bishop David Brown school	Initial funding allocated	An expansion in wet and dry sports capacity in the Borough to meet current un-met demand		➡	➡	
37	Implement cultural initiatives as they arise from current review of Services for	BV Review of Services for Older	<u>WBC</u> , PCT, Age Concern, , U3A,	To be identified, subject to outcome of	Improved access and increased participation in				

Ref.	Action	Cross-reference with other plans and strategies	Lead organisation and main potential partners	Resource Implications	Key Milestone	Social Inclusion	Healthy Lifestyles	Lifelong Learning	Economic Vitality
------	--------	---	---	-----------------------	---------------	------------------	--------------------	-------------------	-------------------

	Older People	People, Community Strategy	GO 50	BV Review	cultural activities by older people	➡	➡		
38	Work with partners to develop an improved range of opportunities for members of the community with the most significant barriers to cultural activities		WBC, <u>PCT Health Promotions</u> , neighbouring LAs, WAVS, Link Leisure, Arts Council	To be identified, subject to outcome of BV Review	To be identified	➡	➡		
39	Create more opportunities for volunteering in a wider range of cultural activities to increase opportunities for social interaction.	Proposed Quality of Life strategy for older people	WBC, WMACC, WAVS, voluntary organisations	Within existing revenue grant and WMACC service contract	Increase in numbers of volunteers working with cultural organisations in the Borough.	➡		➡	
40	Provide training for volunteers in skills linked to the collection and preservation of heritage and making heritage accessible to the public.		<u>WMACC</u> , Surrey History Centre, Surrey Archaeological Society, local schools	WMACC service contract WMACC current revenue grant Your Heritage grant	No of volunteers attending training.			➡	

Long Term Actions (2009 onward)

New Action	Carry out an assessment of the likely impacts of climate change on Cultural Services and take forward into review of Development Plans for Play and Recreation, Sports, the Arts, Open Spaces and Health and Well-being	Climate change strategy	WBC, SECCP,	Existing	Carry forward conclusions in review of Sports and Play Development Plans		➡		➡
New Action	Commence 5 year reviews of Sports, Play and youth Recreation, Arts, Health and Wellbeing and Open Spaces Development Plans	As 2,5,9,11 and 13	<u>WBC, range of cultural organisations as identified above</u>	Existing	Revision of Development plans setting the priorities for service delivery from 2009 onwards	➡	➡	➡	➡

Key to Organisations and Partners in draft Action Plan

CSP	Community Safety Partnership
HCPS	Horsell Common Preservation Society
LEA	Local Education Authority
PCT	Primary Care Trust
SCC	Surrey County Council
SECCP	South East Climate Change Partnership
TCMI	Town Centre Management Initiative
UniS	University of Surrey
WAVS	Woking Association of Voluntary Services
WBC	Woking Borough Council
WMACC	Woking Museum and Arts & Crafts Centre ('the Galleries')