

# Surprising Surrey

Cultural Strategy & Vision

2024–2034



# Vision

By 2034 Surrey will be recognised as a confident, vibrant county that celebrates its rich cultural heritage and the creativity that shapes individual and community prosperity.

We will:

- improve quality of life and wellbeing through reducing barriers to creative experiences
- use culture to raise the conditions, capacities, and ambition of us all
- provide support for creative practitioners and groups to enable delivery of great experiences
- attract visitors into the county to enjoy great, high quality cultural experiences
- attract new investment into the county to fund increased cultural activity and access to culture for all

# The Cultural Strategy for Surrey

## Introduction

We believe culture is the background and the bedrock of our country; it is everywhere and benefits everyone. It breathes life into our towns, cities and countryside, creating places where people want to live and invest. We believe culture can be universally engaging, supporting social cohesion, generating community identity and a sense of place. It offers up lessons about our past and provides creative solutions to the greatest challenges of our future. According to the World Economic Forum, critical thinking, complex and creative problem-solving and creativity are the top three skills that will survive in the face of increasing automation. Access to cultural activity through a range of formal and informal settings will provide opportunities to develop these critical skills. We believe that the perception of Surrey as a creative and innovative set of towns and villages largely located in outstanding landscape will attract entrepreneurs and cultural practitioners to invest, live and work here. The core policy areas for Surrey of health and wellbeing, skills, education, growth, inclusivity, and regeneration are central components of cultural activity and provision. Culture finds expression in people's homes and in our towns and villages. It shapes the lives of everybody, and should be open to everybody, regardless of age, ethnicity, or political persuasion.

### **The power of culture**

We believe that engaging with culture can:

- develop people's confidence and self-esteem, helping them realise their potential and extend control over their lives
- improve people's emotional health and wellbeing by reducing isolation and providing positive activities that distract from the stress of everyday life
- develop skills and knowledge in individuals
- create economic benefits through cultural tourism, creative industries, and skills development
- give a better understanding of our past: valuing our heritage, either tangible or intangible helps us to gain a sense of place and belonging
- grow individual and community aspirations
- realise greater levels of collaboration and partnership between sectors
- enable joint learning and developing a sense of identity with a local centre or neighbourhood.

## **We are not what we seem**

Despite its reputation for affluence and privilege, there are areas of deprivation, marginalisation, disenfranchisement, and disconnection across the whole of Surrey. The map of need is like a patchwork, with hotspots in every borough or district. This patchwork is also replicated at individual town and conurbation level. Surrey has an established creative and cultural economy; however, we have historically underperformed in attracting national investment and our existing arts, culture and heritage organisations lack the power to engage all our diverse communities. Current budget constraints for both county and borough and district finances mean that it is ever more important to show the worth of culture and creativity in improving the lives of all our residents and drawing external funding into the county.

Surrey is underfunded by national grant-makers. Arts Council England's (ACE) spend per capita is £6.22, which is the lowest level of ACE investment compared with neighbouring Kent, Sussex, Hampshire and Buckinghamshire. With regard to ACE National Portfolio Organisation (NPO) investment, in relation to its neighbours in the South East/South with relatively similar populations, Surrey is dwarfed by comparison: 6 NPOs compared to 21 in Kent, 28 in Sussex, and 23 in Hampshire. The county also receives the lowest level of investment from The National Lottery Heritage

Fund (NLHF). It is important to highlight the underlying challenge that impacts everyone working in Surrey, and not least all who practice and engage with arts and culture: the crises affecting most of the 11 borough and district councils, whose repercussions will be felt far and wide with radical cuts to public services and the prioritisation of 'essential' services expected. We need multi-dimensional support from local authorities, national funders, communities and philanthropists if we are to achieve our aims and bring about real change.

## **Why do we need a strategy?**

This initiative is a response to the need to promote, encourage and expand the arts and culture in Surrey, particularly important in the post Covid environment with its mental health problems, exclusion and economic challenges. Access, inclusion, participation, and sustainability will shape our strategy and actions. We intend that every person from every community can find pride in themselves and their town or village. Networks will be at the heart of our strategy. They will foster debate, cohesion and critical challenge.

Surrey Cultural Partnership will act as an enabler and a facilitator to ensure that the Action Plan becomes a reality and that we make our cultural journey as easy as possible through supportive and creative actions.

**Surrey Cultural Partnership is grateful for support received from  
The Surrey Lieutenancy, Farnham Maltings, The Borrows Charitable Trust,  
Andrew Wates OBE, DL and Surrey County Council**

# Our priorities

1

## Culture for everyone

To increase access to culture for all, with a specific focus on reaching residents who encounter physical, social and economic barriers.

2

## Resilient communities

To support health and wellbeing programmes, deepening relationships between cultural partners and health providers. To create a sense of place in every town and village through creative encounters.

3

## County-wide ecology, infrastructure and placemaking

To develop a county-wide ecology that supports networking, partnerships and reduces the barriers caused by inadequate infrastructure. To ensure creative placemaking, so that cultural infrastructure, creative workspaces and resident programmes are integral to planning and regeneration schemes.

4

## Creativity as enterprise

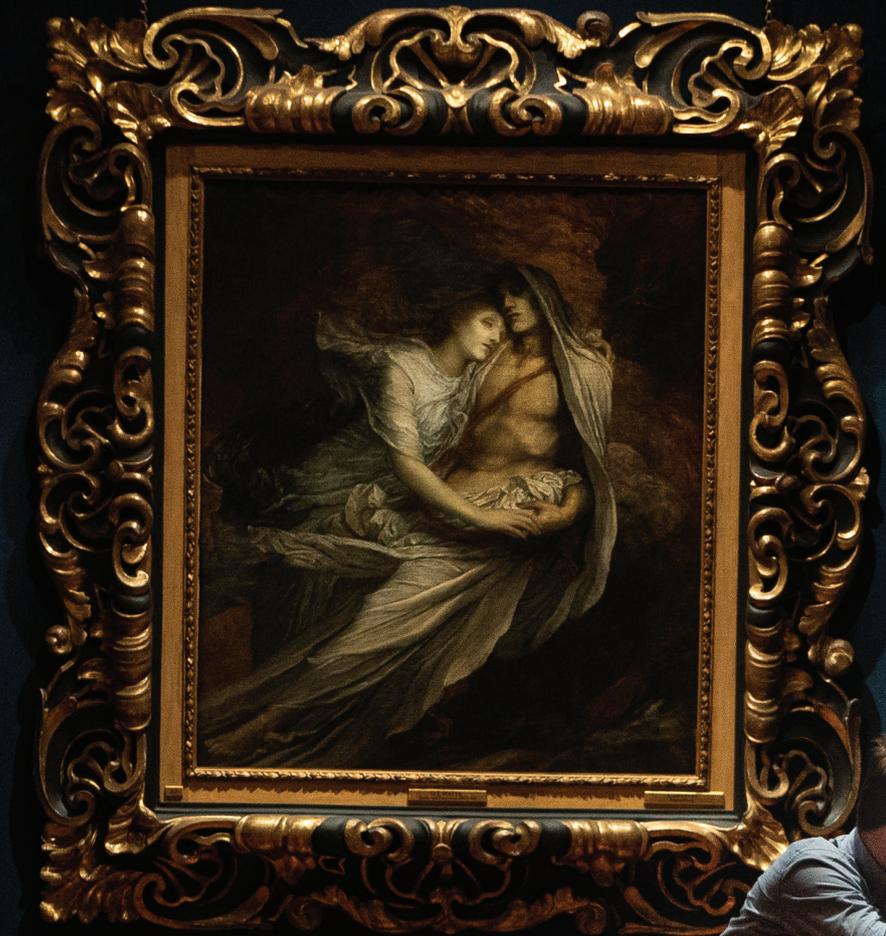
To nurture the creative economy, we will attract new business and investment by increasing opportunities to engage in creative enterprise and the local cultural offer.

## Action plan

The action plan sets out detailed outcomes under each of our themes. The plan also details measures of success and timescales. This will be published online and will be a live document capable of regular updating. This action plan will be facilitated by SCP as the catalyst and activator. SCP is not a delivery body but a convening body that will influence and draw together partners who will collectively deliver the strategic objectives. The action plan builds on existing work by many people and organisations and SCP will facilitate, influence and transition the plan into delivery. SCP will have a key role in encouraging inward investment but the success of the plan relies on partnership, collaboration and a willingness to achieve our collective goals.

# Culture for everyone

1



Culture is nothing without the people who make it work and the communities it supports



CAPTAIN'S DUTIES BY CHRIS PAVIA AT WATTS GALLERY. PHOTO: CALLUM GRAHAM ROBERTSON



VISITORS IN THE GROUNDS OF POLESDEN LACEY, SURREY. © NATIONAL TRUST IMAGES/JOHN MILLAR



BROOKLANDS MUSEUM. PHOTO: RUSSELL SACH



JACK AND THE BEANSTALK AT THE YVONNE ARNAUD THEATRE. PHOTO: CRAIG FULLER

# Culture for everyone

## We will:

- Create a group of Culture Champions throughout the county
- Create a structured Marketing/PR and Advocacy Plan to highlight the value of creative activity
- Support Our Surrey Story in creating an identity for the county [www.oursurreystory.uk](http://www.oursurreystory.uk)
- Create a year-round cultural programme, Culture Surrey, bringing together activities by Surrey organisations
- Every 2 years hold a visual arts and crafts festival that highlights the talent of our artistic community
- In alternate years hold a performing arts festival – Surrey Minority Ethnic Forum will play an important part in the programming
- Support Surrey County Council (SCC) in the Annual Surrey Youth Arts and Culture Festival celebrating the creative achievements of our young people
- Encourage industry to support a new awards programme, working in partnership with schools, colleges and universities
- Create a Cultural Skills Bank and Volunteer Sharing Bank
- Create sector and discipline specific virtual hubs to share skills and ideas
- Work alongside the local skills improvement plans (LSIPs) for Surrey and Hampshire to ensure cultural careers are better articulated
- Create a scheme linking schools with mentors who can give experiential career advice
- Establish dialogue with universities and higher education sector to articulate the county's important position in developing creative talent

The county lacks a clearly articulated identity. We will raise the profile of Surrey as a creatively vibrant set of towns and villages. We will show the value of culture more effectively and widely – recognising its contribution to health and wellbeing, social care, healthy communities, social justice, social prescribing, and empowering disadvantaged young people. We need to get better at advocacy – we must shout about the true worth of cultural activity to everyone and celebrate our strengths.

We need to provide opportunities for people to experience high quality culture by reducing local barriers. We will work with partners to identify and reduce some of the key barriers to participation locally. These partnerships will provide creative projects in less advantaged communities that respond to local need. We want to give young people a reason to stay in Surrey, creating cultural hubs where they can network and meet mentors and role models and start up a business.

We will advocate for better cultural provision for young people. We will encourage a greater emphasis on Science, Technology, Engineering, Arts, Maths (STEAM) rather than Science, Technology, Engineering, Maths (STEM). We must connect young people to cultural opportunities and meaningful work experience and ensure they have a voice in shaping cultural programmes. We want to nurture young creative leaders to inherit the sector. There will be support for clear development pathways in the cultural sector for young people and all ages to progress into the workforce.

Culture is nothing without the people who make it work and the communities it supports. By expanding apprenticeships, encouraging



FAMILY WORKSHOP, © THE LIGHTBOX



ART IN THE MIND, © THE LIGHTBOX

volunteering and investing in cultural learning, we will enable more people to experience the personal, social, and educational benefits of engaging with culture whilst boosting sector capacity. We will celebrate and build on the success of Disability Arts in the county – recognising that three of our NPOs are disability arts organisations. We are aware there are also groups of people who have lived in Surrey for a long time but who are largely hidden from society. This is particularly relevant to Global Majority communities, some of whom feel disenfranchised and feel they have not been engaged by the county's arts organisations.

# Action plan

Action	Owner	Timescale	KPIs & Measure of success
Regular open networking meetings	SCP, SCC	Ongoing	One open meeting per year with 100+ attendance to ensure connectivity in the sector
Support 'Our Surrey Story', a campaign to create a clear identity for Surrey	SCC, SCP	Ongoing	Strong brand for Surrey nationally recognised to enhance the reputation of the county as a better place to live or visit
Create a marketing/PR and advocacy plan for culture	SCP, The Lieutenancy, Cultural Leaders Network	Year 2	Implementation of plan leading to a greater appreciation of the impact of culture for individuals and communities
Create a series of county-wide festivals Provide a toolkit for local communities	SCC, SCP, SMEF, Surrey Pride and Bletchfest for toolkit <a href="http://www.bletchfest.org">www.bletchfest.org</a>	Ongoing programme from Year 2	<ul style="list-style-type: none"> <li>Four new festivals established to give focus to those groups and communities who may not have a strong voice</li> <li>Increase community cohesion</li> </ul>
Create Culture Champions throughout the county who will ensure that culture is always represented when strategic discussions take place and lobby for financial support to allow cultural venues to develop and thrive	The Lieutenancy, SCP, Cultural Leaders Network	Year 3	<ul style="list-style-type: none"> <li>A Champion for every local authority area leading to an enhanced consideration of culture as a key player in community enhancement and wellbeing</li> <li>Greater participation in cultural activity leading to 50% higher attendance at cultural events throughout the county. Every individual in the county has access to a cultural activity within 10 miles of home</li> </ul>
CPD support, for example, extended fundraising skills	Surrey CVS	Year 3	Access to an affordable programme of professional development for cultural professionals
Create a Cultural Skills Bank where skills are shared to members	SCP, cultural organisations, Arts Partnership Surrey, Surrey Museums Partnership, Cultural Leaders Network, The Lieutenancy	Year 3	Operating bank with 30 members who share skills for free to develop greater capacity throughout organisations

Action	Owner	Timescale	KPIs & Measure of success
Create a Volunteer Bank for cultural volunteers and volunteer training opportunities	SCP working with SCC, Surrey Community Action, Surrey CVS	Year 4	Volunteer bank with 250 signed up volunteers to create more opportunities for sharing of volunteers and skill development
Increase awareness of creative careers opportunities through delivery of careers programmes including CPD for teachers within schools	SCP, cultural organisations, SCC (LCEP and Creative Industries Network), universities (HEON), schools	Year 4	Greater awareness of cultural careers for young people. Increased take up of creative GCSE and A level qualifications
Establish dialogue with Surrey based creative universities to better articulate the county's important position in developing creative talent	Universities and SCP	Year 4	Surrey becomes the place for creative study
Increase the voices of young people through increased youth representation at board level and through the development of co-designed and youth-led programmes	SCP, SCC, cultural organisations	Year 4	Give young people a voice in what creative experiences they want to access and how to overcome barriers
Internship network	Surrey LSIP, Culture Box Surrey, universities, employers	Year 5	Network established to ensure all students have access to creative placements
Work alongside LSIP to ensure cultural careers are better articulated. Collaborate on Surrey Skills Plan	LSIP, universities, SCP, SCC, Culture Box Surrey	Year 5	Clear pathways to creative careers from Year 10 to Higher Education to ensure more young people have the opportunity to enter the cultural sector
Surrey Youth Awards for Arts and Culture	SCP, The Lieutenancy, Culture Box Surrey, CFS, local business	Year 5	Awards which recognise young talent in the county and encourage participation in new creative disciplines

# Resilient communities

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We intend that every person from every community can find pride in themselves and their town or village



DIWALI PARADE. PHOTO: WOKING BOROUGH COUNCIL

## We will:

- Create links with social prescribing through health providers to access creative experiences that benefit health and wellbeing
- Work with Community Foundation for Surrey (CFS) to access new investment that prioritises community engagement
- Encourage all local authorities, county, boroughs and districts to invest in cultural provision
- Encourage all 11 Surrey local authorities to issue guidance as to how to access CIL funding in their area and to invest a set percentage of Section 106/CIL into cultural provision and make this commitment
- Collaborate with Business Improvement Districts (BIDs) and neighbourhood forums to animate the public realm, showcase unique local heritage and cultural character
- Assist all our cultural organisations in addressing the Climate Change Strategy through disseminating research and best practice
- Create a marketplace for previously used resources such as costumes and showcases



MOLE VALLEY ARTS ALIVE. PHOTO: LAURA WOODROW

# Resilient communities

Culture provides a tool for building healthier and happier communities. We support Surrey County Council's Community Vision for Surrey:

*Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing: Work with partners in the cultural sector and outdoor learning to provide opportunities for people to improve their health and wellbeing through creative and active programmes.*

By providing opportunities for people to take part in creative activities we know that culture can have a positive impact on issues of deprivation, health inequalities and exclusion. It is about creating social access, building confidence as well as material investment. Our strategy aims to create a culture of health, showing the opportunities that exist to support those with mental health needs. Using initiatives to reduce isolation instead of prescribing medication has been shown to reduce GP and hospital visits. The value of creativity in supporting health and wellbeing cannot be overemphasised. That means bringing the social prescribing opportunities that exist within culture to the fore.

Culture can support our towns and villages in developing a sense of place. We should think hyper local – each town, village and community would have a cultural hub where local identities, cultural assets and activities would be celebrated and used to promote the area to visitors, businesses and investors. We want to work with Surrey County Council on the 27 strategic towns initiative and emphasise the importance of culture in these developments. Surrey has 105 Grade 1 listed buildings, many form the heart of communities and we should value our built heritage and strong heritage traditions the county has to offer.

Community cohesion and identity for all diverse communities will be enhanced through the recommendations of the cultural strategy. Culture is the catalyst for bringing communities together to appreciate what they have around them and combatting a silo mentality. Engagement with culture possesses the power to enhance residential pride and transform entire communities. In addition art spaces may achieve community development outcomes. Community cultural spaces are viewed as neighbourhood anchors or amenities, contributing to local revitalisation which directly improves the quality of life in particular areas. We want to ensure that all cultural organisations understand the means by which they can secure additional local funding through S106 legal agreements and/or the Community Infrastructure Levy (CIL). We want to encourage every local authority in receipt of these planning gains to dedicate a significant percentage of money obtained to cultural activity in its area.

Surrey's Climate Change Strategy 2020 sets out how Surrey will meet its carbon emissions targets by 2050. One of its three strategic priorities is to 'take forward a place-based approach to development that creates well-connected communities close to high quality places, spaces and services that reduces journeys or journey length'. Sustainability and responsible working are a natural element of creative practice. We need to ensure that environmental protection networks, such as Surrey Wildlife Trust, are part of conversations with our cultural networks and that we support organisations such as Surrey Hills Arts, who are joining up those vital natural habitats with cultural partners.

# Action plan

Action	Owner	Timescale	KPIs & Measure of success
SCP working with Community Foundation for Surrey to access new investment that prioritises community engagement	SCP, CFS	Year 1–5	Increased funding for cultural organisations across the county
Section 106/CIL for cultural provision Encourage all LAs to issue guidance as to how to access CIL funding in their area Encourage all LAs to invest a significant set percentage of Section 106/CIL into cultural provision and make this commitment	LAs, SCP	Year 3 and ongoing	Increased funding for cultural organisations from CIL throughout the county
Work with ICP on priority towns Collaboration with BIDs and neighbourhood forums to animate the public realm, showcase unique local heritage and cultural character	ICP, BIDs, LAs, SCP	Year 3–5	Five successful projects in towns and villages to increase a sense of place, community cohesion and economic benefit
Encourage social prescribing partnerships	SCP and CFS to facilitate funding and health trusts	Year 4	<ul style="list-style-type: none"> <li>· Six new partnerships established.</li> <li>· Investment from CFS in partnerships</li> </ul>
Assist all our cultural organisations in addressing the Climate Change strategy in their own organisations through disseminating research and best practice Create a marketplace for previously used resources such as costumes and showcases	SCP, Cultural Leaders Network, cultural organisations, ACE for funding	Year 4	<ul style="list-style-type: none"> <li>· All cultural organisations to develop a zero carbon footprint strategy</li> <li>· Research and best practice disseminated widely</li> <li>· Create a 're-use marketplace'</li> <li>· Take-up of recycled items by cultural organisations</li> </ul>

# County-wide ecology, infrastructure and placemaking

# 3



Culture is the background and the bedrock of our country



## We will:

- Set up a Cultural Leaders Network comprising of the six Arts Council England NPOs and other organisations that deliver a large scale remit, to monitor the delivery of the Cultural Strategy
- Hold an annual county-wide networking opportunity, The Surrey Cultural Forum, for organisations of all sizes and governance
- Bring together all county-wide networks such as Surrey Museums Partnership, Visit Surrey and Arts Partnership Surrey for quarterly meetings to share information and collaboration, and encourage new networks, eg. a choirs' network, drama organisations' network
- Using Guildford Creatives and Farnham Creatives as models, set up creatives' networks in other towns to support both established and emerging arts practitioners
- Work with the NLHF to become a third-party funder for smaller heritage organisations
- Work with ACE to draw in funding to support SCP as the ongoing monitor for high quality cultural delivery across Surrey

HARVEST BY MARY BRANSON, PHOTO: JOHN MILLER /SURREY HILLS ARTS



VISITORS EXPLORING WRIT IN WATER BY MARK WALLINGER AT RUNNYMEDE AND ANKERWYCKE, © NATIONAL TRUST IMAGES/JOHN MILLAR

# County-wide ecology, infrastructure and placemaking

The collective strength of all our cultural partners lies in their willingness to collaborate across sectors and locations. By working with others we can make a difference. We need to break down the traditional silos of geography or art form. With better knowledge of what everyone is doing in the county, organisations should be better equipped to collaborate regionally and nationally. There should be improved networking together.

Surrey understands leadership as existing across all levels within organisations. It is beyond hierarchy of roles and networks will be developed to embrace the experience, responsibility and insight of a wide range of cultural leaders who hold expertise and insight across the range of creative cultural opportunities in the county.

We will work with communities to co-create cultural activity that addresses local need and increases opportunities for people to experience high quality culture by reducing local barriers. We know one of the barriers to cultural engagement is lack of transport and inaccessible venues. Why do people drive through, rather than to, Surrey? The provision of creative spaces in every town and village removes this very real and practical barrier. Multi-purpose spaces can be used for exhibitions, performance, workshops, meetings – creating venues that are used by the community.



COCOLITH BY INSTAR, PHOTO: JOHN MILLER / SURREY HILLS ARTS



BROOKLANDS MUSEUM, PHOTO: RUSSELL SACH



WEYFEST, PHOTO: @MUSICROCKSPHOTOGRAPHY @DUNHAMLY

# Action plan

Action	Owner	Timescale	KPIs & Measure of success
Create a Cultural Leaders Network to monitor the strategy	SCP and Chair of CLN already identified	Year 1	Fully operating Cultural Leaders Network
Work with ACE to draw in funding for organisations and to support SCP as the ongoing monitor for high quality cultural delivery in Surrey	SCP, ACE, CFS	Year 2	Five year funding commitment to SCP, NPO numbers increase to 10
Explore with NLHF becoming a third- party funder for small heritage organisations	NLHF, SCP and CFS	Year 2	<ul style="list-style-type: none"> <li>· Increased funding for smaller heritage organisations</li> <li>· Bring NLHF funding into county</li> </ul>
Create discipline specific virtual hubs to share skills and ideas	Cultural Leaders Network and SCP	Year 2	Marketing, crafts, finance directors and touring productions set up in first year
Creatives networks to share practice and support	SCP using Guildford Creatives as our model and mentor	Year 3	Four networks across West and East Surrey

# Creativity as enterprise

4



Culture offers up lessons about our past and provides creative solutions to the challenges of our future



BROOKLANDS MUSEUM, PHOTO: RUSSELL SACH

## We will:

- Encourage all local authorities to identify empty spaces in their borough or district which could be developed as studios or cultural hubs. SCP will work alongside the LAs to draw in investment
- Look at how the Surrey Culture Map developed by Surrey County Council could be further developed for practitioners, to become a key tool for developing partnerships and collaborative working and develop new networks
- Work collaboratively with Visit Surrey and its website to highlight culture as a major reason to visit the county for longer or to stay close to home
- Investigate a mechanism for county-wide data collection to evidence the value and impact of culture in Surrey
- Support marketing partnerships between partners working in the same geographical area – for example 'On Your Doorstep' which was an initiative and marketing campaign by arts organisations based in and around Guildford
- Provide training opportunities to improve knowledge about data collection



OPTOHEDRONBY WILL NASH,  
PHOTO: JOHN MILLER/SURREY HILLS ARTS

# Creativity as enterprise

To nurture the creative economy, we will attract new business and investment by increasing opportunities to engage in creative enterprise and the local cultural offer. We want to bring about a culture of creativity and innovation, with Surrey as a crucible for the cultural and creative industries. New businesses will be set up, small businesses grow, larger businesses lend support. The actions evolving from this strategy will help to develop routes into the cultural and creative industries for young people to shape the sector on their terms – giving each of them a sense of belonging in the creative economy of the future. Surrey County Council is starting to work with UCA to make Surrey a world-class destination for Createch.

These businesses thrive when there is increased collaboration and networking as this drives innovation and promotes knowledge sharing, improved access to investment and funding, and encourages entrepreneurship. Hence, creating a new regional Createch business network and 'cluster' in the region has the potential to stimulate economic growth, re-imagine towns and rural areas as places to work and live, and create new opportunities for businesses and citizens.

We need to support these industries and ensure they are encouraged to thrive in Surrey through local authority support and connections so that they have the skills they need to operate. The connections between different sectors – cultural and creative, entertainment and leisure, tourism, science and technology, health care – need developing to foster skills and support economic growth.



BEYOND THE WAVES BY CHRIS PAVIA AT WATTS GALLERY.  
PHOTO: CALLUM GRAHAM ROBERTSON

Can culture be the catalyst to bring life into our failing towns? There is a real opportunity to use cultural hubs to regenerate our high streets and invigorate our communities. Buildings or shops currently not occupied could be used, let out at nominal or no rent to cultural organisations, community groups and artists, to use as co-working spaces or studios. This would also be advantageous to commercial owners or local authorities as they would avoid business rates. Additionally, The Heritage Manifesto 2023 tells us that 87% of adults agree that 'finding new uses for historic buildings rather than demolishing them' is important. We know that in Surrey we have many heritage buildings of real worth that have no viable future and this strategy advocates active re use of those buildings.

Through creative spaces we can enhance individual identity and a sense of place. We will also support the pockets of creative enterprise, which are smaller but vital to our reputation as a creative county, for example finding affordable studio space for local makers and heritage skills practitioners.

# Action plan

Action	Owner	Timescale	KPIs & Measure of success
'Creative Surrey Welcomes You': Create a dedicated cultural website which provides signposting for residents and visitors	Visit Surrey, SCP	Year 1	<ul style="list-style-type: none"> <li>· Increased knowledge of cultural opportunities for visitors and residents</li> <li>· Artists and creative organisations are recognised as a key part of the local economy</li> </ul>
Support the Surrey Culture Map as a resource for practitioners to share practice and forge partnerships	SCC	Year 2	Better knowledge of partnership and collaboration opportunities
Artists' studios created in disused buildings	LAs, local companies, National Trust	Year 4	<ul style="list-style-type: none"> <li>· Create a database of available artists' studio spaces</li> <li>· Set up studios in four locations including Leith Hill Place</li> <li>· Artists are encouraged to stay in Surrey and the creative economy is boosted</li> <li>· Measurable increase in creatives staying in the county</li> </ul>
Cultural/community hubs/clusters in disused heritage buildings in priority areas	LAs, local business, SCP	Year 5	<ul style="list-style-type: none"> <li>· Set up community hubs/clusters in five locations</li> <li>· Improved access to cultural opportunities for those whose access to creativity is limited by cost or transport</li> </ul>
Investigate a mechanism for county-wide data collection to evidence the value and impact of culture in Surrey. Provide training opportunities to improve knowledge about data collection	University of Surrey, SCP, CFS, Surrey CVS	Year 2	Data collection sets are readily available across the county to improve fundraising and advocacy ability
Encourage marketing partnerships	Cultural Leaders Network	Ongoing	<ul style="list-style-type: none"> <li>· Establish four partnerships on model of 'On Your Doorstep'</li> <li>· More joined-up marketing at reduced cost particularly for smaller venues</li> </ul>

# Acknowledgements



The collective strength of our cultural partners lies in their willingness to collaborate across sectors and locations



MINI GALLERY EXPLORERS, © THE LIGHTBOX

## Organisations referred to in the strategy

ACE – Arts Council England [artscouncil.org.uk](http://artscouncil.org.uk)  
Arts Partnership Surrey [artspartnershipsurrey.org.uk](http://artspartnershipsurrey.org.uk)  
BID – Business Improvement District [gov.uk/guidance/business-improvement-districts](http://gov.uk/guidance/business-improvement-districts)  
DAISY – Disability Arts in Surrey [daisyfest.co.uk](http://daisyfest.co.uk)  
CFS – Community Foundation for Surrey [cfsurrey.org.uk](http://cfsurrey.org.uk)  
Culture Box Surrey [cultureboxsurrey.org](http://cultureboxsurrey.org)  
NLHF – National Lottery Heritage Fund [heritagefund.org.uk/funding](http://heritagefund.org.uk/funding)  
NT – The National Trust [nationaltrust.org.uk](http://nationaltrust.org.uk)  
SCC – Surrey County Council [surreycc.gov.uk/culture](http://surreycc.gov.uk/culture)  
SCP – Surrey Cultural Partnership [surreyculturalpartnership.com](http://surreyculturalpartnership.com)  
SCVS – Surrey Councils for Voluntary Service [surreycc.gov.uk/community/voluntary](http://surreycc.gov.uk/community/voluntary)  
Surrey Lieutenancy [surreylieutenancy.org](http://surreylieutenancy.org)  
Surrey Museums Partnership [surreymuseums.org.uk/about-us](http://surreymuseums.org.uk/about-us)

## Surrey Cultural Partnership members who have contributed to the strategy

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Chris Howard – Chair, Visit Surrey  
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*For full bibliography detailing all research undertaken see the full strategy document available on the SCP website.*



Surrey  
Cultural  
Partnership

DESIGN: EMSPACE.CO.UK