



**To: All Members of the Community and Wellbeing Committee**

Dear Councillor,

**COMMUNITY AND WELLBEING COMMITTEE - TUESDAY, 10TH OCTOBER, 2023,  
Council Chamber - Epsom Town Hall,  
<https://www.youtube.com/@epsomandewellBC/playlists>**

Please find attached the following document(s) for the meeting of the Community and Wellbeing Committee to be held on Tuesday, 10th October, 2023.

**7. ARTS, HERITAGE AND CULTURAL STRATEGY (Pages 3 - 64)**

The Arts, Culture and Heritage Strategy for Epsom and Ewell sets out a vision and direction for the development of cultural services, facilities, and activities within the borough.

For further information, please contact [democraticservices@epsom-ewell.gov.uk](mailto:democraticservices@epsom-ewell.gov.uk) or tel: 01372 732000

Yours sincerely

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Chief Executive

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## ARTS, CULTURE AND HERITAGE STRATEGY

<b>Head of Service:</b>	Victoria Potts, Interim Director of Environment, Housing and Regeneration
<b>Wards affected:</b>	(All Wards);
<b>Urgent Decision?(yes/no)</b>	No
<b>If yes, reason urgent decision required:</b>	
<b>Appendices (attached):</b>	Appendix 1 – Arts, Culture and Heritage Strategy 2023 - 2028 Appendix 2 – Arts, Culture and Heritage Strategy Action Plan for Year 1: 2023/2024 Appendix 3 – Draft Equality Impact Assessment

### Summary

The Arts, Culture and Heritage Strategy for Epsom and Ewell sets out a vision and direction for the development of cultural services, facilities, and activities within the borough.

### Recommendation (s)

#### The Committee is asked to:

- (1) Adopt the Arts, Culture and Heritage Strategy.
- (2) Note that as part of implementing the strategy and action plan officers will:
  - i) establish a Cultural Stakeholder Group,
  - ii) plan, lead and deliver council-led projects and activities set out within the current and future action plans, and support and facilitate the activities of partners in delivering the strategy,
  - iii) identify new arts, heritage and cultural partners and stakeholders and work on feasibility studies for future projects and initiatives as resources allow,
  - iv) write and submit any grant funding requests that will support delivery of the Arts, Culture and Heritage Strategy.

### 1 Reason for Recommendation

- 1.1 To enable officers to deliver the Annual Plan 2023/2024 targets.

## 2 Background

- 2.1 High quality, sustainable and well-located arts, culture and heritage provision is an important component of successful communities and in defining and lending a distinctiveness and vibrancy to the places where we live.
- 2.2 The COVID-19 pandemic has underlined the shared human need for cultural engagement, and the opportunities for inspiration, resilience and healing offered through arts participation and creative expression.
- 2.3 The Arts, Culture and Heritage Strategy for Epsom & Ewell has been developed to take forward the ambitions associated with the 'cultural and creative' priority theme identified during the largest public consultation exercise conducted by the Council - Future40 - which resulted in *Our Vision for Epsom and Ewell*.
- 2.4 The strategy sets out a vision and direction for the development of arts, heritage and cultural services, facilities and activities within the borough. It seeks to ensure that our physical buildings, or 'cultural infrastructure', heritage and arts organisations can play an increasingly central role in the public life of the borough.
- 2.5 Drawing on the views of the 1000+ members of the public, private and voluntary organisations obtained during the Future40 consultation, development of the Arts, Culture and Heritage Strategy is also informed by ongoing consultation with key partners and cultural stakeholders.
- 2.6 Based on a thorough review of both national and local policy and data analysis, the strategy has been developed to sit within and complement the existing council wide policy framework.
- 2.7 Substantial evidence points to the many ways in which culture has a positive effect upon people and society. For example, the increase in physical and psychological health and wellbeing associated with participating in arts activities. The Arts, Culture and Heritage Strategy therefore considers the needs and requirements of the community, identified in the Council's existing Health & Wellbeing Strategy and Community Development Plan.
- 2.8 The strategy will be primarily web-based, supported by an action plan which is subject to periodic review as the opportunities to work with partners and stakeholders emerge and evolve. It will be a living document, in a state of constant monitoring, evaluation, review and updating. A summarised version of the strategy has been produced to aid clarity.

### **3 What do we mean by ‘Culture’?**

- 3.1 Whether consciously or unconsciously, culture is a part of each of our days. Definitions of culture vary widely and often mean something different to each of us as individuals.
- 3.2 In the context of this strategy, ‘culture’ is defined as both tangible – embodied in historic building and areas of cultural significance, and intangible – experienced in painterly practices, craft, performing arts or music production.
- 3.3 Culture in the Epsom & Ewell context is experienced in historic buildings, landscapes and monuments, museums, libraries, archives and galleries, theatres and performance spaces, arts centres, arts organisations, festivals, carnivals and digital spaces.
- 3.4 Whatever ‘culture’ is to us as individuals, collectively it is a vivid asset to our community and a wider concern in our ongoing civic conversation.

### **4 Why an Arts, Culture and Heritage Strategy is important.**

- 4.1 One of the key benefits to developing a focus on arts, culture and heritage is summarised succinctly by the Local Government Association:

*“Used effectively, culture and the institutions and services of culture (museums, libraries, festivals and many other elements) can contribute toward the revitalisation of communities, the development of trust, improved health and wellbeing, and the possibility of a more positive future.”*
- 4.2 Some of the more specific benefits that pursuing delivery of the borough’s first Arts, Culture and Heritage Strategy are intended to realise are suggested below. This should not be seen as an exhaustive list as new opportunities and benefits will reveal themselves as the Arts, Culture and Heritage Strategy matures:
- 4.3 A strong cultural sector and enriching cultural life can contribute to creating welcoming, distinctive and attractive places. This in turn can lead to increased inward investment, tourism and trade. Leveraging the arts, culture and heritage assets in the borough can contribute to regeneration and the place-making agenda, showcasing Epsom and Ewell as a place where people will want to live in, work in, do business in and visit.

- 4.4 An adopted Arts, Culture and Heritage Strategy will demonstrate the borough council's commitment to the benefits and importance of developing culture within our communities. A focus on culture can help to promote equality and inclusion and increase opportunity for all to access cultural activities, engaging diverse communities in a wider civic conversation.
- 4.5 The strategy will provide a vehicle for coordinating an approach to arts, culture and heritage provision. Developing a shared vision with residents and partners which encourages and promotes partnership working and a pooling of resources to maximise opportunities, benefits, and reach.
- 4.6 Many arts, culture and heritage services already provided and supported by the council deliver a set of wider social and economic outcomes, such as improvements in the health and well-being of residents and enhancement of entrepreneurial skills and future employability.
- 4.7 Developing an Arts, Culture and Heritage Strategy demonstrates clearly how culture contributes to delivering the Annual Plan and Corporate Plan and other key policy agendas of the council and its partners.
- 4.8 Providing access to cultural activities gives people the opportunity actively to engage and participate in enjoyable and stimulating activities in their free time. This in turn, helps to identify and develop opportunities for learning and discovery about the local environment.
- 4.9 In a time when the pressure on public finances has never been greater, having an Arts, Culture and Heritage Strategy in place, as well as the necessary strategic partnerships, increases the likelihood of securing larger amounts of funding, such as from the Arts Council England.

## **5 Strategy Development**

- 5.1 The Annual Plan 2023/ 2024 set out a priority under the 'cultural & creative' theme to 'promote Epsom & Ewell's identity as a centre for creative and cultural excellence', this is to be delivered by developing a 'a costed and resourced Arts, Culture and Heritage Strategy'. The presentation of the Cultural Strategy to this Committee therefore realises this important Annual Plan target.
- 5.2 The strategy began its development journey in 2022, with a stakeholder meeting hosted at The Horton (arts centre) and comprised of several the borough's key arts and cultural organisations and stakeholders.

- 5.3 In February 2023, an Arts, Culture and Heritage Programme Officer was appointed on a fixed term basis to accelerate strategy development and begin collating a programme of projects and events to align with the Arts, Culture and Heritage Strategy and to 'promote the borough's rich history and heritage' - also an Annual Plan priority.
- 5.4 A follow up stakeholder consultation event was held in June 2023, hosted by the Friends of Nonsuch Museum and the Nonsuch Voles at Nonsuch Park.
- 5.5 Multiple meetings have been held with many of the organisations that make up the cultural ecosystem of the borough. A full list of all of the organisations who have contributed with feedback, offers of help, opinions and observations are included as an Appendix to the strategy.
- 5.6 Given the wealth of such organisations within the borough, officers recognise that not every organisation has been engaged with directly but will continue to forge new relationships and capture the details of organisations as we progress.
- 5.7 In preparing the Arts, Culture and Heritage Strategy, officers have:
- Conducted consultation events and meetings as referred to above.
  - Researched and prepared a synopsis of the current policy landscape for culture and the wider funding context.
  - Begun mapping Epsom and Ewell's existing cultural infrastructure and resources.
  - Reviewed Epsom and Ewell's adopted strategies and that of key partner organisations to identify overlapping priorities.
  - Begun to identify current need and future demand for arts, culture and heritage service provision.
  - Reviewed demographic and audience data.
  - Worked with colleagues to assess the sustainability of existing (Council owned) cultural infrastructure and activities to identify opportunities for enhancement and future development.

- 5.8 Whilst most of the feedback received has been very positive, a small number (two) stakeholders have expressed some concerns or made some observations that have either been incorporated into the Arts, Culture and Heritage Strategy or will need to be developed jointly with other Cultural stakeholders as delivery of the strategy proceeds. A summary of the main issues are as follows:

Issue/ Observation	Proposed Solution
<p>'The Council needs to do more to promote The Horton'.</p> <p>'The Horton doesn't appear anywhere on the Council's website'.</p>	<p>An Arts, Culture and Heritage webpage will be costed for inclusion on the Council's own website to provide information on the strategy and its attributed commitment to the borough's community.</p> <p>In the meantime, there is already an established and very active 'What's On' webpage on the EEBC website which is free for all to access and upload information to. This page allows the community of Epsom and Ewell to share information about events/performances - both paid for and free.</p> <p>The Borough Boards are also available for community stakeholders to use to promote their own programme of events.</p> <p>Both EEBC's Arts, Culture and Heritage and Communication teams have met with The Horton earlier this year to share this information and encourage The Horton to use these channels.</p> <p>Whilst the Council are not obligated to promote/endorse The Horton either on or offline and there is no formal agreement to do so, the Arts, Culture and Heritage Strategy does offer the opportunity to explore with all members of the cultural community, engaging ways of promoting the entire cultural offering within the borough.</p>
<p>'More needs to be made of the borough's historic associations as a Spa Town'</p>	<p>Practical ways of achieving this to be progressed with the Cultural Stakeholder Group.</p>



<p>'The Strategy should not be about generating income from council (cultural) venues'.</p> <p>'Economic growth should be a biproduct of a Cultural Strategy, not a driver'.</p>	<p>The 'Economic Growth' theme or 'pillar' is about cultivating economic growth within the borough through cultural outputs. Without a clear strategy imperative this will be difficult to secure.</p> <p>The reference to council cultural infrastructure venues generating income, relates to achieving a self-sustaining financial position, good and sustainable business practice for any organisation whether they are public, private or charitable sector. The wording of the strategy has been made clearer for the avoidance of doubt.</p>
<p>'The Council should not be running cultural events and activities, there are organisations out there who will be able to do this'.</p>	<p>The Council is the borough's biggest single funder and provider of (physical) cultural infrastructure, responsible for the operation a 450-seat theatre, museum, the marketplaces and numerous parks and open spaces.</p> <p>There is a place for the Council to act in numerous capacities to support and enhance the cultural offering in the borough, sometimes acting as an enabler or facilitator, sometimes a commissioner or funder, or sometimes delivering events, activities and projects itself or with partners.</p> <p>The Future40 consultation made it clear that residents want to live in a borough where there is always something happening and plentiful opportunities for engagement in heritage and the arts.</p> <p>Other adopted council strategies indicate a clear role for cultural provision in helping to meet other priorities such as the Health &amp; Wellbeing strategy.</p>

<p>'The relationship between the impact of arts participation and culture and improved health and wellbeing isn't clear enough (from the pillars)'.</p>	<p>This has been made clearer in the wording of the strategy.</p>
<p>'This is all fantastic news, to see the arts, culture and heritage agenda progressing, but what about resources to keep up the momentum?'</p>	<p>The Arts, Culture and Heritage Officer is on a fixed term contract until the end of January 2024.</p> <p>A UKSPF funding allocation of £31, 211 means that the first year of the Arts, Culture and Heritage Strategy action plan is fully funded.</p> <p>Beyond January 2024 (staff resources) and March 2024 (project funding), there is no dedicated staff or future budget allocation.</p> <p>The staff resource issue will be the subject of a forthcoming paper to the Strategy &amp; Resources Committee.</p> <p>The opportunity to allocate some of the anticipated funds from the UKSPF funding allocation for Epsom &amp; Ewell in Year 3 (2024/2025), would mean that the resources were in place for continued development the annual action plans for the Arts, Culture and Heritage Strategy to have the greatest possible impact.</p> <p>As a team, the Programmes team (including the Arts, Culture and Heritage Programme Officer) will also pursue every viable opportunity to secure staff resource via work experience placements, providing volunteering opportunities and apprenticeships.</p>

## **6 Strategic Priorities & Next Steps**

- 6.1 A number of clear priorities have emerged in the process of developing the strategy. These priorities form the three strategic pillars, underpinning the strategy and were consulted on both during and following, the most recent stakeholder consultation event which took place in June 2023. They are:

### **6.2 Nurturing Talent**

- 6.3 *To strengthen the creative and cultural identity of Epsom and Ewell by championing the talent within our community.*

- 6.4 To achieve this, we will work with partners to:

- Showcase the diversity of cultural and creative outputs (in the borough).
- Curate arts, cultural and heritage projects that build pride.
- Develop trust and confidence.
- Celebrate avenues of co-curation as a catalyst for bold programming.
- 'Access markets' will be created for new starters or established talents already working within Epsom and Ewell.
- Develop opportunities for local creative, cultural and heritage practitioners to lead projects locally and provide opportunities.
- Create opportunities for internships and work experience placements.
- Provide local talent with affordable workspace, fabrication, exhibition and performance space.

### **6.5 Inclusivity and Access for All**

- 6.6 *To create a thriving and inclusive creative and cultural outreach programme – for all to enjoy and benefit from, near and far.*

- 6.7 To do this we will work with partners to:

- Develop a programme of events and activities with partners and within the Council's own infrastructure.

- Ensure that cultural programming is relevant, relatable, and carried out for our community as well as by them.
- Widen access to the rich heritage and histories within our borough through the digitalisation of archival information and creation of interactive and engaging digital tools.
- Work with external stakeholders on collaborative and/or complimentary projects to achieve a wider reach, and clearer message.

## **6.8 Economic Growth**

6.9 *To cultivate economic growth within the borough through cultural outputs.*

6.10 To achieve this, we will work with partners to:

- Establish a Cultural Stakeholder Group comprised of cultural leaders who will champion the cultural, creative and heritage sectors alongside the Council and work together to raise the profile of the sector as a whole and the identity and brand of Epsom & Ewell as a centre for cultural, creative and heritage excellence.
- Investigate, facilitate and promote opportunities for local creative, cultural and heritage practitioners to access 'Meanwhile use' – using vacant spaces within the borough for cultural, commercial and economic gain and growth.
- Work with external stakeholders to create a robust, collaborative, economically quantifiable offering for visitors.
- By making culture more visible we can establish clear markers of inclusive growth, with resulting uplift in financial revenue generation within the borough.
- Create an awareness that some elements of cultural-led growth will take long-term planning and sustained commitment by the Council and its partners.

6.11 The action plan in the first year of the Arts, Culture and Heritage Strategy, will be structured around delivery of these strategic pillars and reviewed annually.

6.12 Officers will work to develop an informative set of key performance indicators to support monitoring of the impact of the strategy and the associated action plan.

- 6.13 The intention is to produce a colourful and engaging copy of the strategy for publication on the Council's website, the opportunity to design the graphics and lead on the overall presentation of the document will be offered to a local creative agency to showcase established talent in the borough, or to help an establishing creative(s) to boost their portfolio with a 'live' project.
- 6.14 Having established a network of culture sector contacts in the process of establishing the strategy, a Cultural Stakeholder Group will be formed to review the strategy and action plan and to share opportunities for collaborative working.

## **7 Risk Assessment**

### Legal or other duties

#### 7.1 Equality Impact Assessment

- 7.1.1 A separate Equality Impact Assessment has been prepared and is being shared with the Council's Diversity and Equality Group for consideration. The draft is attached for reference, a final copy will be published alongside the adopted Arts, Culture and Heritage Strategy and reviewed annually.

#### 7.2 Crime & Disorder

- 7.2.1 No implications associated with this report.

#### 7.3 Safeguarding

- 7.3.1 No implications associated with this report.

#### 7.4 Dependencies – availability of staff and funding

- 7.4.1 Delivery of the Arts, Culture and Heritage Strategy and the associated action plan(s) is dependent on the availability of resources. The Arts, Culture and Heritage Programme Officer is currently on a fixed term, contract, due to terminate in January 2024 a report on this matter will be presented to Strategy & Resources Committee shortly.
- 7.4.2 The programme of events and activities in Year 1, is being delivered using funding obtained for this purpose through the council's allocation of UKSPF (Levelling Up) funding. There is an opportunity for a further allocation to be made from the forthcoming (notional) allocation of UKSPF funding for the delivery of the Arts, Culture and Heritage Strategy Action Plan for Year 2 of the strategy and beyond.

- 7.4.3 Delivering a programme of cultural events and activities as set out in the Annual Plan 2023/2024 and carried through to the Arts, Culture and Heritage Strategy, relies on the availability of space to facilitate them.
- 7.4.4 As the Council itself is one of the largest owners of publicly accessible space in the borough, it may be necessary to balance delivering the events, activities and projects associated with the Arts, Culture and Heritage Strategy with a loss of income in venue hire on occasion. This contribution to delivery of the strategy can be recorded and captured and officers are developing approaches to measuring the impact on 'spill over' income associated with holding cultural events, for example in increased café or parking income.
- 7.5 Other
  - 7.5.1 None arising.

## 8 Financial Implications

- 8.1 Year 1, of the Arts, Culture and Heritage Strategy Action Plan is fully funded using the allocation of £31,211 UK Shared Prosperity Fund – Levelling Up funding allocated for this purpose.
- 8.2 Work will progress to identify funding to enable delivery of subsequent years of the strategy.
- 8.3 **Section 151 Officer's comments:** Delivery of subsequent years of the strategy will depend on the Committee being able to identify the necessary funding or resources.

## 9 Legal Implications

- 9.1 The powers under section 145, Local Government Act 1972 underpin the legal basis for developing a Cultural Strategy. This provision permits the Council to arrange or contribute towards the expenses of anything necessary or expedient for any of the following:- (a) the provision of an entertainment of any nature or of facilities for dancing; (b) the provision of a theatre, concert hall, dance hall or other premises suitable for the giving of entertainments or the holding of dances; (c) the maintenance of a band or orchestra; (d) the development and improvement of the knowledge, understanding and practice of the arts and the crafts which serve the arts; (e) any purpose incidental to the matters aforesaid, including the provision of refreshments or programmes and the advertising of any entertainment given or dance or exhibition of arts or crafts held by them

9.2 Any collaboration or delivery model to achieve the objectives set out in the strategy with outside bodies (including with funding bodies) will need to comply with relevant legislative requirements and the Council's Constitution including its Contract Standing Orders

9.3 **Legal Officer's comments:** As above

## 10 Policies, Plans & Partnerships

10.1 **Council's Key Priorities:** The following Key Priorities are engaged: Cultural and Creative.

10.2 **Service Plans:** The matter is included within the current Service Delivery Plan.

10.3 **Climate & Environmental Impact of recommendations:**

10.4 Dissemination of the Strategy will be by digital means to reduce the potential impact on the environment. The strategy prioritises creating digital access to heritage and cultural assets which along with widening access and participation, will have the benefit of reducing some journeys to venues.

10.5 **Sustainability Policy & Community Safety Implications:**

10.6 One of the first projects to be delivered under the strategy is a Community Mural project. Officers are investigating the value of public art in creating civic pride and will evaluate this first project for potential scalability.

10.7 **Partnerships:**

10.8 A substantial amount of input has been obtained from partners in preparing the Arts, Culture and Heritage Strategy. It is proposed that a Cultural Stakeholder Group is established to capitalise on the positive relationships established in this process.

## 11 Background papers

11.1 The documents referred to in compiling this report are as follows:

### Previous reports:

- [Annual Plan 2023/24](#) – Strategy and Resources Committee, 28 March 2023

### Other papers:

- [Our Vision Epsom and Ewell](#)

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# Arts, Culture and Heritage Strategy

2023 - 2028

# Arts, Culture and Heritage Strategy: 2023 – 2028

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Photo/design credits and acknowledgements

## Foreword by Councillor Clive Woodbridge

Whether consciously or unconsciously, culture is a part of our every day lives. But what is culture? It often means something different to each of us and that is part of its joy and timeless appeal. To some it's tangible, through historic buildings and areas of cultural significance, for example, and to others it's more intangible, through painterly practices, craft, performing arts or music production. However, whatever 'culture' is to us as individuals, collectively it is a valuable asset to our community and an important topic in our civic conversations.

Prior to the Coronavirus pandemic in 2020, the UK's creative industry was the fastest growing sector in our country's economy. Government statistics from February 2020 show that in 2018 the UK's creative industries contributed more than £111 billion to the UK economy, the equivalent of £13 million every hour. That's more than the automotive, aerospace, life sciences, gas and oil industries combined (1).

In Epsom and Ewell, we are fortunate to have a wealth of artistic creativity, heritage and culture at our doorsteps, which we aim to nurture, cherish and promote, and facilitate and encourage access to. This exciting new document sets out for the first time an Arts, Culture and Heritage Strategy for the Borough and will be the masterplan for a considered commitment to this aspect of our community. The Strategy will be proactive and reactive rather than being a static piece of policy. It will be a fluid, ever-evolving piece of work; a living document that can be viewed as a chance to learn, as well as to deliver.

Our aim is that this Strategy will be dynamic and ambitious, but at the same time achievable and realistic, in shaping the Council's approach to the creative, cultural and heritage domain within the borough. From nurturing new talent, to supporting the well-being of our residents through creative outputs and shaping the economic potential of this vital sector, each pillar of the strategy will seek to champion the identity of our borough as a hub for creative and culture excellence within Surrey and beyond.

I believe that over the next few years this Strategy will bring multiple benefits to our residents and businesses, strengthening our reputation as an important artistic and cultural hub, while drawing on our proud

heritage. It is the start of an exciting journey and I for one am looking forward immensely to seeing it progress.

Councillor Clive Woodbridge, Chair of the Community and Wellbeing Committee



<sup>1</sup>[https://www.local.gov.uk/sites/default/files/documents/12.22\\_Supporting\\_the\\_creative\\_sector\\_07.1%20-%20creative%20places%20-%20202%20Sep.pdf](https://www.local.gov.uk/sites/default/files/documents/12.22_Supporting_the_creative_sector_07.1%20-%20creative%20places%20-%20202%20Sep.pdf). p. 6. Accessed 21<sup>st</sup> February 2023.

## The Value of an Arts, Culture and Heritage Strategy for Epsom and Ewell

The Council's commitment to supporting and collaborating with the cultural and creative sector is absolute.

In September 2022, the Council engaged key arts and culture stakeholders in the first phase of the project in developing a shared Arts, Culture and Heritage Strategy. The Strategy, and working collaboratively towards its delivery, will enable the borough to maximise the opportunities of promoting and growing its heritage, culture and arts strengths.

When considering developing an Arts, Culture and Heritage Strategy, among the key session findings from the stakeholder event, was the identification that the Council needs to consider three distinct yet interwoven strands to its identity as a place of arts, culture, and heritage excellence:

- Its identity as a place of quality life to the people who live, work and study in the borough.
- Its appeal to the visitor economy and its tourism potential.
- Its economic growth potential as a centre for creative arts and culture, and future as an 'incubator' for arts and culture talent.

As this is the first time in its history that the borough has produced an Arts, Culture and Heritage Strategy, it is intended that future iterations and reviews will build upon the Arts, Cultural and Heritage sector relationships that have begun to be brought together to include even greater levels of collaboration and co-production in the future.

The Arts, Culture and Heritage Strategy will sit within the current infrastructure of Council policies and areas of wider priorities (summarised in Strategic Context, below) weaving the strands together into an action plan for delivery.

## Vision

### Our Vision 2023-28:

Informed by consultation, the Epsom & Ewell Borough Council Arts, Culture and Heritage Strategy sets out a clear ambition for the future:

*‘To grow the role of Epsom & Ewell as a centre for cultural, creative and heritage excellence both within Surrey and beyond. By 2028, the borough will be a place recognised for its vibrant cultural provision that appeals to, represents and engages with the people who live, work, visit or study within the community’.*

We believe that there is more that we can do with our cultural assets to make a positive impact on the lives of the community who live, work, study in or wish to visit the borough.

With a critical mass of nationally significant heritage assets, cultural and creative educational institutions, and creative businesses in the borough, we know we can do more to enhance the economy of Epsom & Ewell by working together. With so many talented creatives starting their working life in the borough, we need to provide an environment in which they can flourish and stay within the borough, creating jobs and opportunities to nurture the talent in others.

Our focus will be on enhancing the Council’s own cultural infrastructure and offering, whilst also working in collaboration with the community and our partners to deliver a step change in cultural provision in the borough.

This Arts, Culture and Heritage Strategy sets out Epsom & Ewell Borough Council’s plans to deliver this ambition and will be reviewed annually to ensure that the actions remain relevant, that delivery is on target to ensure that collectively, the community, the Council and its partners are taking advantage of every opportunity that arises to strengthen and broaden the cultural offering in the borough.

Successful delivery of the Vision set out in this Arts, Culture and Heritage Strategy will be evidenced by:

- Pride in, and knowledge of the Borough's unique history and heritage.
- A clear and compelling identity which excites and inspires.
- A thriving market and unique retail offer.
- A home for creative enterprises.
- A wide range of local events and activities for people to take part in.
- A great place to meet up after work with friends and family.
- A place where people work together for the benefit of the community.

## The Borough

Home to a population of around 80,000 residents, Epsom and Ewell is a famed borough and much of its renown is rooted in its cultural past and present. A spa town with royal connections, on the doorstep of London and within easy visiting distance of many of the South East's major attractions. The borough also has global recognition thanks to the well-known 'Epsom Salts' brand and the Epsom Derby.

The borough is increasingly attracting international recognition for its long held, but sometimes overlooked, reputation as a hub for the creative and cultural sector. Boosted by the simultaneous location in the borough of the University for the Creative Arts, NESCOT and the strong creative arts curriculum they both offer. Theatre and the performing arts are also well catered for within the borough through independent theatre companies and Laine Theatre Arts, an internationally renowned dance and theatre craft school.

The smallest of the boroughs in the County of Surrey in land mass terms, Epsom & Ewell does not lack historically significant buildings and

landmarks with over 400 listings in the borough. One such listing is Bourne Hall, a Grade II listed cultural and community facility, owned, and operated by Epsom & Ewell Borough Council and home to Bourne Hall Museum. The Council also owns several parks and open spaces, one of which is the nationally listed parkland, Nonsuch Park, home to the remains of Nonsuch Palace and one time hunting retreat of Henry VIII.

A mapping exercise has begun with partners to capture the heritage and cultural assets in the borough, this will be continued and used together with consultation, to identify gaps in provision and future development or investment decisions. The principal cultural infrastructure facilities owned and operated by Epsom & Ewell Borough Council include:

- The Playhouse Theatre, a 450 seat 'receiving' theatre.
- Bourne Hall Museum and Bourne Hall Community Facility (also home to Surrey County Council's library in Ewell village).
- Parks and open spaces.
- The Market(s).

The borough is also fortunate enough to include a dedicated cultural and arts centre not-for-profit venue, The Horton.

Set within the Grade-II listed former Horton Chapel, The Horton offers welcoming spaces for live performance, events, exhibitions, and workshops. A permanent exhibition is dedicated to the fascinating history of Epsom's cluster of five psychiatric hospitals, and the people who lived and worked there.

Libraries located within Epsom, Ewell, and Stoneleigh, provide accessible cultural and creative enrichment opportunities, and exhibition space.

Theatre provision in the borough is complimented by NESCOL's Adrian Mann Theatre - providing a further 215 seat performance space supporting amateur dramatic societies and youth theatre.

Adding to the wealth of historic landscapes and listed buildings, an independent Museum operated by the voluntary group – the Friends of



Nonsuch Museum, is dedicated to sharing the history of Nonsuch and its lost palace at the Service Wing Museum and Nonsuch Palace Gallery.

The latest addition to the borough's vibrant cultural infrastructure offering, is The Picturehouse, Epsom's brand new six-screen cinema playing arthouse and blockbuster films and due to open its doors in 2024.

The physical cultural infrastructure in the borough is underpinned and supported by an extensive network of arts, cultural and heritage organisations, creative practitioners, and volunteers.

Representing a diversity of artforms and enabling people to understand and experience engaging encounters with the borough's past, these many groups and the individuals who comprise them, are a great asset and strength to the borough. The Arts, Culture and Heritage Strategy offers the opportunity to shine a light on the work of the many arts, culture and heritage practitioners and volunteers.

## The Challenges

Epsom & Ewell Borough Council is in the early stages of developing what is planned to be an extensive network of cultural and arts partnerships. This is also the first Arts, Culture and Heritage Strategy that the borough has developed. Despite this, the energy and enthusiasm to work together with those partners already engaged with is palpable.

At a cultural sector stakeholder workshop facilitated by the Council in 2022, some of the key challenges highlighted by attendees included:

- Promotion of a cohesive identity for the borough as a cultural and creative hub and visitor destination.
- Limited external investment in the borough to date.
- Lack of (affordable) space for cultural and creative sector talent to work in and therefore remain in the borough.
- Skills gaps in some areas, and difficulty employing staff that enable large scale cultural events to take place.

- Lack of accommodation threatens potential as a visitor destination.
- Lack of bid writing skills, results in opportunities being missed.

The Council is facing numerous organisational challenges, chief amongst which is the fact that the Council's financial position has never been more challenging. Despite this, the borough remains the single largest provider of cultural infrastructure in the borough, subsidising the provision of these facilities and the activities provided within them.

As a result of severe financial constraints, the Council's cultural facilities are in places, showing signs of wear and tear. The Playhouse Theatre, Bourne Hall and the Museum within it (which is Grade II listed) are all in need of modernisation and investment if they are to offer a wider programme of events and appeal to a wider range of exhibitors, performers, and audiences.

Investment is needed not only to improve the energy efficiency of the buildings and contribute to the Council's ambitions around tackling climate change, but also to ensure that the buildings remain operable. Similarly, the many attractive buildings that form the historic centre of Epsom Town Centre itself, prized for their architectural merit by the local community and visitors alike are classified by Historic England as 'Heritage at Risk'.

Although Epsom & Ewell is brimming with cultural and creative talent and boasts a fascinating history and diverse cultural heritage, this is often overlooked, possibly due to the borough's proximity to London and neighbouring Surrey borough's more mature arts and cultural sector partnerships and successes in securing inward investment. As a consequence, the borough loses creative talent and businesses and operates at present as an incubator for other areas to ultimately benefit from the resulting advantages.

A key challenge for this Arts, Culture and Heritage Strategy to address along with other Council policies and strategies such as the Local Plan and the Economic Development Strategy will be in creating the environment where the talent nurtured within the borough chooses to and is able to stay within it.

## The Plans - Pillars of the Arts, Culture and Heritage Strategy

The Epsom & Ewell Arts, Culture and Heritage Strategy is defined by three strategic pillars, each of which links to a wider strategic context and the cultural objectives outlined within.

In developing the Strategy, its vision and in formulating the strategic pillars and priorities, consultation combined with analysis of demographic and audience data was carried out alongside a thorough review of local, regional and national policy which have been documented separately in order to keep the Arts, Culture and Heritage Strategy concise and focused on the actions to be delivered.

The three strategic pillars of the Arts, Culture and Heritage Strategy are:

Nurturing talent  
Inclusivity and access for all  
Economic Growth

### Nurturing Talent

*'Without artists there is no arts sector [...] we need to support and nourish that talent.'*<sup>1</sup>

To deliver the Arts, Culture and Heritage Strategy Vision for the borough - to be recognised as a centre for heritage, cultural and creative excellence, we will need to nurture and support the talented individuals and communities on whom this reputation hinges.

Scratch the surface of any major artist's CV and you will find that the formative process of exposure and critical validation began not in London, but in Southampton, Norwich, Belfast or Dundee. London's thriving art market might appear to exist in a self-sufficient bubble, but in reality, it is part of a complex eco-system of public private interdependency in which the regions play an essential part.

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<sup>1</sup> [Great art and culture for everyone.pdf \(artscouncil.org.uk\)](https://www.artscouncil.org.uk/publications/great-art-and-culture-for-everyone). p. 26. Accessed 20<sup>th</sup> February 2023.

An essential message when considering the level of support given locally to artists and creative practitioners – the success of the cultural sector is grassroots and home grown, it's not exclusively born in bigger cities. Epsom & Ewell Borough Council's Arts, Culture and Heritage Strategy will work to ensure opportunity and growth within the cultural community of the borough of Epsom & Ewell and its partners must give support to enable the ability to flourish.

## Key Priority - Nurturing Talent

*To strengthen the creative and cultural identity of Epsom and Ewell by championing the talent within our community*

### *Actions:*

- **Showcase the diversity of cultural and creative outputs** within the sector, utilising the Council's own cultural infrastructure to host events, exhibitions, and performances.
- Develop and **curate arts, cultural and heritage projects that build pride** with local community stakeholders – helping to build local ownership, local pride, and community cohesion.
- We will work to **develop the trust and confidence** of external stakeholders through the creation of fluid and collaborative working practices, a shared language of agreement.
- Celebrate avenues of **co-curation** as a catalyst for bold programming, rather than static offerings.
- Talent often needs to pair with a businessperson to succeed<sup>2</sup>. We will develop together with our partners, '**access markets**' for new starters or established talents already working within Epsom and Ewell.
- We will **develop opportunities** for local creative, cultural and heritage practitioners to lead projects locally and provide

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<sup>2</sup> [Microsoft Word - Access to finance study final report KEA May2010.doc \(keanet.eu\)](#). p. 19. Accessed 24<sup>th</sup> February 2023.

opportunities through **commissioning** them directly or by providing **internships and work experience** opportunities with the Council.

- We will pursue opportunities to provide local talent with **affordable workspace**, fabrication, exhibition, and performance space.

## Inclusivity and Access for All

A vibrant cultural offer is characterised by the provision of opportunities for all to take part in inspirational creative activities.

Sharing cultural experiences brings communities together, we will develop a programme of events and activities across the borough that will proactively work towards an authentic output with a genuine sense of place and inclusivity for all sectors of our community.

To deliver the Arts, Culture and Heritage Strategy Vision that sees the borough as a 'place recognised for its vibrant cultural provision that appeals to, represents and engages with the people who live, work, visit and study within the community' we will develop, together with our partners, a programme of events and activities will seek to benefit the full spectrum of our community, considering physical, psychological and financial access.

## Key Priority – Inclusivity and Access for All

*To create a thriving and inclusive creative and cultural outreach programme – for all to enjoy and benefit from, near and far.*

### Actions

- Assess the level and type of **investment** required to maintain and/or enhance the Council's key cultural infrastructure, The Playhouse, and Bourne Hall (including the Museum). Investigate potential funding sources.
- Develop a **programme of events** and activities with partners and within the Council's own cultural infrastructure, filled with

opportunities of enjoyment, learning and inclusivity for all sectors of our community including (below is not an exhaustive list)

Adults

Creative and culture fans

Young people

Families – including programming for children with particular needs due to SEND.

(Social) history enthusiasts

LGBTQ+ and BAME communities

Retirees

Students – within creative courses and beyond

- Ensure that cultural programming is **relevant, relatable**, and carried out **for our community as well as by them**.
- Widen access to the rich heritage and histories within our borough through the **digitalisation** of archival information and creation of interactive and engaging digital tools for our community to utilise, independently or through organised means.
- Seek opportunities to engage with audiences we seldom meet or hear from, programming events or exhibitions that reveal the borough's **hidden or untold histories**.
- Work with **external stakeholders** on collaborative and/or complimentary projects to achieve a wider reach, and clearer message.
- The Arts Council have concluded as a result of the pandemic, that '**the way that people experience arts and culture is changing**'; and so too is the type of arts and culture they enjoy<sup>3</sup>'. In response, we will explore changes to future programming at council operated cultural infrastructure venues.

## Economic Growth

The borough's cultural offer is interwoven with the success of the local economy and achieving future economic growth. Research commissioned

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<sup>3</sup> [Great art and culture for everyone.pdf \(artscouncil.org.uk\)](https://www.artscouncil.org.uk/publications/great-art-and-culture-for-everyone). p. 27. Accessed 20<sup>th</sup> February 2023.

by the Council in 2022 to understand the role of the cultural and creative industries in driving the local economy was undertaken by the Coast to Capital Local Economic Partnership (LEP).

The research revealed that the 'Arts, Entertainment and Recreation' sector is one of the top growing industry sectors locally, the research also showed that the sector accounts for the largest single concentration of any industry locally, and contributes c. £50M to the local economy, annually in GVA.

Although Epsom & Ewell's economy is relatively strong, a focus on cultural regeneration can achieve much for the community, including:

- Creating employment.
- Attracting more visitors, boosting the tourism sector.
- Stimulating town centre footfall – boosting local business.
- Enhancing the borough's image – helping to attract skilled people and harness the skills of those already living/working within the community.

The Local Government Association states that 'local creative economies have benefited from agglomeration – clusters of creative enterprises and individuals that feed and inspire, in turn, more creativity. The resulting innovation benefits businesses from the wider 'non-creative' sectors as well'

As the research undertaken by the Coast to Capital LEP indicated, Epsom & Ewell is in the fortunate and unique position of already benefitting from such a 'cluster', or critical mass, of creative enterprises and individuals. We are yet to harness the true potential of this to achieve greater economic growth in the borough as a result.

In order to achieve the Arts, Culture and Heritage Strategy Vision for the borough to be regarded 'as a centre for cultural, creative and heritage excellence both within Surrey and beyond' we need to ensure that our cultural and creative industries stay within Epsom & Ewell, grow and develop, and in turn provide future employment opportunities within the borough.

The fascinating history, architecture, and landscape of the borough combine to make Epsom and Ewell a desirable place in which to live. A challenge for the Arts, Culture and Heritage Strategy will be in leveraging these assets to achieve sustainable, inclusive economic growth.

## Key Priority - Economic Growth

*To cultivate economic growth within the borough through cultural outputs*

### *Actions*

- Establish a **Culture Network** comprised of cultural leaders who will **champion** the cultural, creative and heritage sectors alongside the Council and work together to **raise the profile** of the sector as a whole and the **identity and brand** of Epsom & Ewell as a centre for cultural, creative and heritage excellence.
- Investigate, facilitate, and promote opportunities for local creative, cultural and heritage practitioners to access '**Meanwhile use**' – using vacant spaces within the borough for cultural, commercial, and economic gain and growth.
- Pursue opportunities to provide local talent with **affordable workspace**, fabrication, exhibition, and performance space within existing Council owned and operated cultural facilities.
- Work with external stakeholders to create a robust, collaborative, economically quantifiable **offering for visitors**.
- By **making culture more visible** we can establish clear markers of **Inclusive Growth**, with resulting uplift in financial revenue generation within the borough.
- **Additional public and private investments** will be leveraged as the outputs of the Arts, Culture and Heritage Strategy are actioned within the community.
- Considerable effort will be paid to applying for **grant funding** opportunities – bids will be varied and wide-reaching for maximum gain for the borough's cultural sector as a whole; applications



could relate to monies for the development of our cultural infrastructure, programming, targeted community outreach projects or staff development and growth.

- Work with stakeholders to ensure that there is an awareness that **some elements of cultural-led growth will take long-term planning** and sustained commitment by the Council and its partners.
- Creativity produces a spill-over effect on the overall economy<sup>4</sup> – the Arts, Culture and Heritage Strategy will capitalise on this fact, to maximise revenue generation in fair and considered ways.

## Strategic Context

The Epsom & Ewell Borough Council Arts, Culture and Heritage Strategy has been prepared in alignment with national, regional and local policy. A selection (but not an exhaustive list of) the key components of the external and internal policy framework that have influenced the Arts, Culture and Heritage Strategy are summarised below:

### National

#### Arts Council England – Let’s Create, Our Strategy 2020-2030

The Strategy centres around three Outcomes:

- Creative People: Everyone can develop and express creativity throughout their life.
- Cultural Communities: Villages, towns and cities thrive through a collaborative approach to culture.
- A creative and cultural country: England’s cultural sector is innovative, collaborative, and international.

To achieve these the Arts Council and the organisations and people they invest in will need to adapt, steered by four Investment Principles:

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<sup>4</sup> [Microsoft Word - Access to finance study final report KEA May2010.doc \(keanet.eu\)](#). p. 14. Accessed 24th February 2023.

- Ambition & Quality: Cultural organisations are ambitious and committed to improving the quality of their work.
- Inclusivity & Relevance: England's diversity is fully reflected in the organisations and individuals that we support and in the culture they produce.
- Dynamism: Cultural organisations can thrive and are better able to respond to the challenges of the next decade.
- Environmental Responsibility: Cultural organisations lead the way in their approach to the climate emergency.

## Heritage (Fund) 2033 Our 10-year strategy

The strategy details the investment priorities for the Heritage Fund, which include:

- Saving Heritage.
- Protecting the environment.
- Organisational sustainability.
- Inclusion, access, and participation.

## Regional/ Countywide

### Community Vision for Surrey 2030 Report

- Everyone benefits from education, skills and employment opportunities that help them succeed in life: Promote our libraries, heritage, arts services and outdoor learning as places to learn and gain knowledge and skills for children, young people and adults.
- 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.
- Everyone gets the health and social care support and information they need at the right time and place: Ensure that the design and

delivery of our libraries and cultural services provide opportunities for community involvement and participation.

## **Surrey All Age Autism Strategy**

Surrey's All-Age Autism Strategy 2021 to 2026 aims to improve the lives of the estimated 12,300 people with autism living in Surrey, by breaking down barriers and inequalities that children, young people and adults with autism face in education, health, social care, work and communities.

The vision articulated in this strategy is:

“For Surrey to be a place that offers opportunities for people to live healthy and fulfilling lives, where people’s contributions to their local communities are welcomed, supported and valued, and no-one is left behind.”

## **Surrey SEND Partnership Strategy**

The ambition is to work in partnership across the system to transform the experiences of children and young people with Special Educational Needs and Disability (SEND) so that:

- Communities are inclusive.
- Children thrive in their community.

## **Surrey County Council Library and Cultural Services Strategy 2020 – 2025**

The following strategic priorities set out in the Library and Cultural Services Strategy have informed the borough’s Arts, Culture and Heritage Strategy:

- We will increase opportunities for children, young people and adults to improve literacy levels and acquire skills and knowledge.
- We will deliver resources and activities in partnership with communities and other organisations to improve health and well-being of individuals and communities.
- Develop a vibrant programme of events and activities in our libraries working with other cultural services and external partners.

- We will develop and promote new technologies to increase access and engagement with (libraries and) cultural services.

## Local

### Epsom & Ewell Four Year Plan (Corporate Plan)

The development of the Council's Corporate Plan has provided an important opportunity for the Council to set out its delivery priorities, informed by *Our Vision for Epsom and Ewell* of which 'Cultural & Creative' is a key theme.

The development of this Arts, Culture and Heritage Strategy for the borough translates the long-term Vision into a roadmap for action.

The Four-Year Plan is delivered by actions set out with a publicly available and published Annual Plan. The Annual Plan 2022/2023<sup>5</sup> set out several commitments to enhancing the cultural offering and access to the borough's wealth of heritage assets, a commitment that was developed further in the Annual Plan for 2023/ 2024, and which features heavily in the Council's delivery plan for the UK Shared Prosperity Funding<sup>6</sup> received.

### Health & Wellbeing Strategy 2019 – 2023

A number of the Health & Wellbeing Strategy ambitions can be supported through arts and cultural participation, which the Arts, Culture and Heritage Strategy will seek to provide:

- Eating well, getting active and reducing our alcohol.
- Living life to the full, whatever your age.
- Supporting vulnerable residents to live well.
- Supporting the mental and emotional wellbeing of our residents.

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<sup>5</sup> Annual Plan -

<sup>6</sup> UK Shared Prosperity Funding

- Supporting our residents to stay connected.

The Arts, Culture and Heritage Strategy has also been prepared in accordance with the draft Local Plan and builds on the 'Cultural and Creative' theme within *Our Vision for Epsom & Ewell*.

## Photographic/design credits and acknowledgements

To be completed once the final design of the Strategy is complete, in order to acknowledge those involved in the design and production and those who have contributed images.

With sincere thanks to all those organisations and individuals who have contributed their advice, views, time and/ or offers of support in developing and delivering the Arts, Culture and Heritage Strategy:

University for the Creative Arts  
The HORTON  
NESCOT  
GoEpsom  
The RAC Club  
Laine Theatre Arts  
Friends of Nonsuch Museum  
The Jockey Club  
Glyn Schools Foundation  
Bourne Hall Museum  
Arts Society Epsom  
The Picturehouse  
Satisfied Eye International Film Festival  
Epsom Square  
Intergenerational Music Making  
Local Videographer – Nonsuch Media  
Surrey County Council – Libraries and Culture Team  
Surrey County Council – Placemaking Team  
Surrey Arts Partnership  
Creative Minds  
District & Borough Arts and Culture Officers in Surrey  
Surrey Museums Partnership  
Arts Award  
Elmbridge Museum

Sutton Cultural Services

Nonsuch Voles

National Lottery Heritage Fund, local area representative

Epsom & Ewell Borough Council officers representing the views of: The Playhouse, Bourne Hall, parks and open spaces, town planning, business assurance, conservation and heritage, health & wellbeing, community and wellbeing centre, community development and social prescribing teams.



# Equality Impact Assessment Template



## Simple Guide and tips

An Equality Impact Assessment (EIA) will help you analyse your policies and practices to make sure they do not discriminate or disadvantage people. However, EIAs also will help to improve or promote equality, access, participation in public life and good relations.

Your EIA should be started during the early stages of your project. Early consideration of equality matters will ensure that your policy, service or function will evolve in line with consideration of equality matters. However, not everything we do will have equality implications, only policies and practices that are relevant to equality need to be put in focus. If you decide after an initial assessment that a policy or practice is not relevant to equality then you should make a note of this. When completing a full EIA make certain the assessment is proportionate to the matters at hand. An EIA is not an end in itself – it is simply a way of ensuring and showing that due regard has been paid to our equality duty.

Where final decisions are made by councillors, in order to show that due regard has been given to the three aims of the equality duty at the time the decision is made, your assessment may need to be included within the report for Committee. The significance of your policy or practice to equality matters may help you make this decision.

All equality impact assessments are based around four core questions. There may well be others that contribute to the assessment, but the core ones remain throughout.

1. **What is the purpose of the policy?**
2. **How is it seeking to achieve this?**
3. **Who benefits and how? (and who, therefore, doesn't and why?)**
4. **What are any 'associated aims' attached to the policy?**



Sections 1 to 3 need to be completed in order to make an initial assessment

Section 4 onwards need to be completed for a full assessment

Stage 1 EIA Tracking <sup>i</sup>	
Title of EIA	<b>Arts, Culture and Heritage Strategy</b>
Lead Officer	<b>Emma Hill</b>
Division	<b>Place Development</b>
Publication Date (if applicable)	<b>C&amp;W Committee – 10/10/23</b>
EIA Review Date (only applicable when completing the full EIA)	<b>Annual, commencing 10/10/23 – subject to approval from Community and Wellbeing committee.</b>





## Stage 2 Details of Policy, Service or Function<sup>ii</sup>

Provide an overview of the policy, service or other function being introduced or reviewed.

Please include the aim or purpose of the policy, service or function etc., any context, changes proposed and the desired outcome. You will need to start to think about the equality implications and whether there is potential for impact on residents, service users and staff (as applicable) with one or more of the protected characteristics.

1<sup>st</sup> Arts, Culture and Heritage Strategy drafted by Epsom and Ewell Borough Council (EEBC)

The A, C and H strategy sits within and complements the existing council wide policy framework as well as wider research at national level to establish a clear direction for arts, culture and heritage within EEBC moving forward.

The strategy focuses on three pillars/themes. These pillars will be used to shape the Action Plan (AP) for 2023/24 and beyond

- Nurturing Talent - To strengthen the creative and cultural identity of Epsom and Ewell by championing the talent within our community.
- Inclusivity and Access for All - To create a thriving and inclusive creative and cultural outreach programme – for all to enjoy and benefit from, near and far.
- Economic Growth - To cultivate economic growth within the Borough through cultural outputs.

## Stage 3 Relevance Check<sup>iii</sup>



Indicate whether the policy, function or service change etc. outlined in Stage 2 above has the potential to impact on people with a protected characteristic (covers service users, the wider community and staff).

If yes, a full EIA needs to be completed (*please go to Stage 4*).

If no, please set out your reasoning and then secure sign-off by your Head of Service and the Inclusion and Diversity Group at Stage 8.

The AP attributed to the A,C and H Strategy will seek to positively impact the full spectrum of those living and working within our borough.

Whether consciously or unconsciously, culture is a part of each of our days. Definitions of culture vary widely and often mean something different to each of us as individuals.

Whatever 'culture' is to us as individuals, collectively it is a vivid asset to our community and a wider concern in our ongoing civic conversation. EEBC's Cultural Strategy will demonstrate the borough council's commitment to the benefits and importance of developing culture within our communities. A focus on culture can help to promote equality and inclusion and increase opportunity for all to access cultural activities, engaging diverse communities in a wider civic conversation.

Mindful of Officer knowledge in certain areas, time will be dedicated to consulting with community groups, individuals and collectives representative of those with a protected characteristic within our borough. Consultation with these parties will ensure that the strategy AP programmes, delivers and facilities outputs that are relevant, appropriate, and considerate.



## Stage 4 Data Relevant to Full EIA<sup>iv</sup>

List all data (including source) and other information relevant to the full equality impact assessment

### Epsom & Ewell Borough Council

- Four Year Plan – Culture and Creative
- Future 40
- Annual Plan
- Community Development Plan
- Health and Wellbeing Strategy

### Wider Influence

- Government commissioned report reviewing the value of museums within communities - [The Mendoza Review, 2017](#)
- NHS - [Personalised Care and Social Prescribing](#)
- Surrey County Council- [Community Vision for Surrey 2030](#)
- Surrey County Council - [Surrey Inclusion and Additional Needs and Partnership Strategy 2023 - 2026](#)
- Value of culture in terms of placemaking - [Local Government Association/Cultural Strategy in a box](#)
- Arts Council – [Great Art and Culture for Everyone – 10 Year Strategic Framework](#)

Specify all engagement activities undertaken

### In preparing the strategy, Officers have:

- Conducted consultation events and meetings.
- Researched and prepared a synopsis of the current policy landscape for culture and the wider funding context.
- Begun mapping Epsom and Ewell's existing cultural infrastructure and resources.
- Reviewed Epsom and Ewell's adopted strategies and that of key partner organisations to identify overlapping priorities.



- |  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>- Began to identify current need and future demand for cultural service provision.</li><li>- Reviewed local demographics through the <a href="#">2021 borough profile</a> and <a href="#">audience data</a> specific to cultural sector.</li><li>- Worked with colleagues to assess the sustainability of existing (Council owned) cultural infrastructure and activities to identify opportunities for enhancement and future development.</li></ul> |
|--|---|



## Stage 5 Impact on Residents, Service Users and Staff with Protected Characteristics<sup>v</sup>

Undertake a full analysis which details all positive and negative impact arising from the policy, service or other function. If there will be no impact, make this clear by completing the relevant box. Please ensure that you evidence your conclusions with reference to the appropriate source.

Protected Characteristic	Potential Positive Impact	Potential Negative Impact	No Impact
<i>Age</i>	<p>The strategy will seek to engage with all ages within the borough. The AP outlines plans to work with educational institutions within the borough – nurturing the talent of the next generation of creatives.</p> <p>The Action Plan also looks to support older residents with outreach projects in collaboration with the Community Development team.</p>		
<i>Disability</i>	The AP and strategy will support those with disabilities through programming which cater to their needs and capabilities – adapting working practices accordingly.		
<i>Gender Reassignment</i>	Research and workshops will be coordinated to ensure the strategy and attributed AP work collaboratively with this protected characteristic group – in a way which is respectful and helpful.		
<i>Pregnancy and Maternity</i>			Neutral impact - No current plans to work with this protected characteristic on isolated projects.
<i>Race</i>	The strategy outlines the correlation between creative practices and placemaking – therefore ongoing research will be put in place to ensure that through arts, heritage and culture, EEBC is supporting residents/staffs/service users from across the full spectrum of our community.		
<i>Religion and Belief</i>	As above.		



<i>Sex</i>	<p>The strategy acknowledges the need and wish to programme with <b>and</b> for our community to its fullest.</p> <p>The historic disparity between the sexes culturally and creativity will be actively addressed through the CS and AP.</p>		
<i>Sexual Orientation</i>	<p>The strategy champions 'Inclusivity and Access for All' – therefore will seek to work collaboratively with this protected characteristic group on programming and delivery – to ensure EEBC are making considered, accurate and respectful outcomes.</p>		
<i>Marriage and Civil Partnerships</i>			<p>Neutral impact - No current plans to work with this protected characteristic on isolated projects.</p>



## Stage 6 Decision<sup>vi</sup>

Specify the full details of your decision.

Include any changes made to the proposal, steps taken to eliminate or minimise any negative impact(s), any additional mechanisms put in place to meet the needs of particular groups or to help foster good relations etc.

Overall positive impact.

The attention is to proceed with the strategy and AP with mindful and considered programming and delivery throughout.

The strategy seeks to work with **and** for the full community and will respond accordingly to the changing climate of our borough's demographic.

## Stage 7 EIA – Action Plan<sup>vii</sup>

Please specify any action that will be taken to support implementation of your decision

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Issue Identified	Action required	Implementation Date	Responsible Officer
		10/10/23 (subject to Community & Wellbeing committee approval)	Emma Hill Lucy Buckland

## Stage 8 EIA Sign Off<sup>viii</sup>

Head of Service:

Date:

Inclusion & Diversity Group:

Date:



## Guidance on completing the Equality Impact Assessment Template

- i **Stage 1 - EIA Tracking**  
Insert appropriate details. A review date will only be required when completing the full equality impact assessment (Stages 1 – 8).
- ii **Stage 2 - Details of Service / Policy / Function to be assessed**  
In this section you will need to provide information which explains the subject matter of the work you are undertaking. If a new policy is being developed then explain what the policy covers and what it sets out to achieve. If a policy is being reviewed, then once again explain what the policy addresses and highlight any changes that are being introduced. If the work you are undertaking involves a service change, outline what the current service provides and to whom, then discuss the changes that are proposed and what the outcome of these service changes are anticipated to be. Bear in mind when drafting this section (and the rest of the document) that a lay person, unfamiliar with the subject matter should be able to read it and understand the policy, function or service and any changes that are proposed.
- iii **Stage 3 – Relevance Check**  
The relevance check asks you to complete an initial assessment of whether the new / reviewed policy, service or function proposed is anticipated to impact upon residents, service users or staff with a protected characteristic. If you consider that there will be some form of impact then you must go on to complete all other stages of the form (Stages 4 – 8 inclusive). If, however, there will be no impact, provide your justification in the space provided and seek formal sign off of your assessment (Stage 8). The form should then be kept in case you need to provide evidence at a later date that you had due regard to the three aims of the equality duty during policy development / service design. If you have any uncertainty at this stage of the process, go on to complete all sections of the Equality Impact Assessment Template (Stages 1-8).
- iv **Stage 4 - Data Relevant to Full EIA**  
In order to undertake a full assessment of the equality implications associated with your project/work you will need to outline the data that you possess which will help you to understand any resultant impact. If you identify any gaps in your information, and thereby have gaps in your understanding, you will need to fill these areas of uncertainty by exploring what other sources of information there are and/or by talking to different groups/bodies. It may be possible to consult with relevant groups. If you undertake any engagement activities you will need to set them out in this section. Please speak to the Consultation Team in Policy, Performance and Governance if you are considering undertaking consultation.
- v **Stage 5 - Impact on Residents, Service Users and Staff with Protected Characteristics**  
Using the information that you have set out at stage 4 you now need to consider carefully whether the new or revised policy, service or other function etc. will impact upon people with a protected characteristic in a positive or negative way. You will need to consider service users, residents and staff (as appropriate). Set out your considerations for each protected characteristic in the appropriate column. If no impact will arise, please indicate this in the appropriate box to show that you have given due regard to equality. When undertaking this assessment make sure you bear in mind the different forms of discrimination, e.g. direct and indirect discrimination, discrimination by association or perception. The protected characteristic





'marriage and civil partnership' needs only to be considered in relation to the first aim of the equality duty – the need to eliminate unlawful discrimination, harassment and victimisation...

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#### **Stage 6 – Decision**

This section requires you to make and evidence your decision. Use your analysis undertaken in Stage 5 together with other relevant factors such as financial implications. The importance that you give equality considerations when making your decision should be proportionate to the significance of the policy, service or function on advancing equality of opportunity and in fostering good relations. Be mindful that your decision could be challenged, the Equality Act 2010 requires you to 'give due regard' to the three aims of the public sector equality duty. A strong evidence base and transparency will lead to effective decision making.

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#### **Stage 7 – Action Plan**

In the Action Plan set out any actions that you plan to implement to support your policy, service delivery or change etc. You will need to set a completion date and name a responsible officer. These actions may comprise some form of positive step(s) to support the needs of a particular group or step(s) which will negate any impact on a particular group.

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#### **Stage 8 – EIA Sign Off**

This section must be completed by the relevant Head of Service and a copy sent to [HRAdmin@epsom-ewell.gov.uk](mailto:HRAdmin@epsom-ewell.gov.uk) when finishing your assessment at Stage 3 – Relevance Check or when completing the full equality impact assessment, Stages 1-8.

Further information is available from:

['Equality Impact Assessment Introduction and Appendices'](#). .

['Meeting the Equality Duty in Policy and Decision-Making England'](#)

If you need further assistance please speak to a member of the Inclusion and Diversity Group

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# Arts, Culture and Heritage Strategy Action Plan 2023 – 2024

Year 1- Action Plan 2023-2024: This annual action plan will deliver the themes and priorities of our Arts, Culture and Heritage Strategy informed through consultation and research. The action plan seeks to deliver the overall strategy aim: *'To grow the role of Epsom & Ewell as a centre for cultural, creative and heritage excellence both within Surrey and beyond. By 2028, the borough will be a place recognised for its vibrant cultural provision that appeals to, represents and engages with the people who live, work, visit or study within the community'.*

We recognise that there is a wealth of different arts, cultural and heritage events that could be included here but unless they add value to the themes, we have not included them in the Action Plan for Year 1, mindful of the need to deliver a costed programme of events, projects, and activities. The Actions in this first annual Action Plan, will be in alignment with the strategic pillars of the Arts, Culture and Heritage Strategy:

Nurturing talent  
Inclusivity and access for all  
Economic Growth

Nurturing Talent <i>To strengthen the creative and cultural identity of Epsom and Ewell by championing the talent within our community</i>					
Ref:	Action	Target	Resources	Target date	Status
CS01	Mapping Epsom & Ewell's Cultural 'Eco-system'	<p>Continue to map and collate information regarding the plethora of organisations and cultural infrastructure that forms the cultural eco-system of the borough.</p> <p>Draw on a widened cultural network to inform strategy reviews, unmet needs and future collaboration opportunities.</p>	Led by the Arts, Culture & Heritage Programme Officer (ACHPO) and the Principal Programme Manager (PPM).	October 2024	
CS02	Develop and <b>curate arts, cultural and heritage projects that build pride</b> with local community stakeholders – helping to build local ownership, local pride and community cohesion.	<p><b>Community Wall Mural Project</b></p> <p>Working with a local school and internationally renowned street artist on the design and installation of a nature themed wall mural, on a long-term</p>	<p>'Safer Streets' - funding secured.</p> <p>Project led by the ACHPO and PPM, working with Glyn Schools</p>	October 2023	

		empty building in the Town Centre.  Showcasing street art and community murals as an art form.	Foundation and Positive Arts.		
CS03	Showcase the diversity of cultural and creative outputs within the sector, utilising the Council's own cultural infrastructure to host events, exhibitions and performances.	<b>Spring and Winter Markets/ Food &amp; Culture Festival</b>  Collaborate with University of Creative Arts on Spring and Winter Markets - showcasing students work to the wider community.	Within existing resources: UKSPF funding for 2023/2024  Led by UCA, supported by the ACHPO from the Council.	31 December 2024	
CS04	We will work to <b>develop the trust and confidence of external stakeholders</b> through the creation of fluid and collaborative working	<b>Collaborate with NESOT</b>  To build academic partnership with Bourne Hall Museum for Arts students.	Within existing resources, with some UKSPF funding from 2023/2024.	31 December 2024	

	practices, a <b>shared language of agreement</b> .	Exhibiting the creative outputs that are the result of this work, to attract new visitors to Bourne Hall.	Led by the ACHPO and Bourne Hall Museum in collaboration with NESCOL.		
CS05	We will <b>develop opportunities</b> for local creative, cultural and heritage practitioners to lead projects locally and provide opportunities through <b>commissioning</b> them directly or by providing <b>internships and work experience</b> opportunities with the Council.	<p><b>Creative Minds Project</b></p> <p>Using Council owned property and/or communal spaces, work with local creatives to facilitate classes/workshops/events for vulnerable members within our community, including individuals or groups suffering with issues around mental health difficulties, social isolation and anti-social behaviour.</p> <p>Investigate the feasibility of a pilot mentoring programme with University of Creative Arts,</p>	Within existing resources, with some UKSPF funding from 2023/2024. Led by the ACHPO and colleagues in community development, working in partnership with Creative Minds, a collective of artists.	October 2024	

		painting students with established creative practitioners.			
CS06	We will pursue opportunities to provide local talent with <b>affordable workspace</b> , fabrication, exhibition and performance space.	<b>Pop-Ups and Meanwhile Use Project</b>  Investigate the potential for empty retail units/office space / shop fronts being made available for use as creative (co)workspaces or exhibition spaces for local creatives.	Within existing resources, some limited use of UKSPF funding for 2023/2024 may be required to meet project costs.  ACHPO to lead for the Council, working with the PPM and other council colleagues.	October 2024	

Inclusivity and Access for All <i>To create a thriving and inclusive creative and cultural outreach programme – for all to enjoy and benefit from, near and far.</i>					
Ref:	Action	Target	Resources	Target date	Status
CS07	Develop a programme of events and activities with partners and within the Council's own cultural infrastructure, filled with opportunities of enjoyment, learning and inclusivity for all sectors of our community.	<ol style="list-style-type: none"> <li>1. Kids in Museums 2023.</li> <li>2. 50 LGBTQ+ people who changed the world exhibition.</li> <li>3. Shrouded in Silence, exhibition and workshop on the subject of dying well. Supporting residents affected by terminal illness, and opening a wider conversation on the subject of dying well.</li> <li>4. Battle of the Bands event at The Playhouse – develop costed feasibility.</li> <li>5. Food &amp; Culture Festival.</li> <li>6. Kids in Museums 2024.</li> <li>7. Virtual Day Trips Project – local artist will develop</li> </ol>	<p>Within existing resources - UKSPF funding for 2023/2024.</p> <p>ACHPO to lead for the Council, working with the PPM and other council colleagues.</p> <p>Partners include:</p> <ol style="list-style-type: none"> <li>1.) Kids in Museums charity, Bourne Hall Museum and St Clements School.</li> <li>2.) Aurora Metro Arts and Media</li> </ol>	<p>1. October 2023</p> <p>2. October 2023</p> <p>3. April 2024</p> <p>4. January 2024</p> <p>5. May 2024</p> <p>6. November 2024</p> <p>7. October 2024</p>	



		virtual tours of cultural venues and supporting materials to widen access for visually impaired residents and those experiencing social isolation.	3.) Whistlestop Arts and Surrey Arts Partnership. 4.) The Playhouse. 5.) UCA 6.) NESCOL. 7.) Whistlestop Arts.		
<b>CS08</b>	Widen access to the rich heritage and histories within our Borough through the <b>digitalisation</b> of archival information and creation of interactive and engaging digital tools for our community to utilise, independently or through organised means.	<p><b>Digital Heritage App Project</b></p> <p>Develop and launch a free-to-access digital heritage app that allows self-guided tours of arts, heritage, and cultural facilities in the borough.</p> <p>Launching and trialling the app at one venue during 2023, to coincide with Heritage Open Days.</p>	<p>Within existing approved resources: £1500 budget confirmed during 2023, against an initial anticipated cost of £10,000.</p> <p>Led by the ACHPO, supported by</p>	<b>October 2024</b>	

		Develop one further digital tour during 2024, subject to resource availability (to build the tour and supporting content).	subject matter expert leads.		
CS09	Seek opportunities to engage with audiences we seldom meet or hear from, programming events or exhibitions that reveal the Borough's <b>hidden or untold histories</b> .	<b>Oral Histories Project.</b>  Recording of oral histories project - in collaboration with Bourne Hall Museum.	Within UKSPF budget and Bourne Hall Museum budget – Oral Histories project.  Supporting funding bid may be necessary.	October 2024	
CS10		<b>Museum Collections Cataloguing System.</b>  Develop proposal for digital upgrades and advancements that allows easy access for our community, and further afield,	Funding bid will be led by the Surrey Museums Partnership, supported by the ACHPO and	July 2024	

		<p>to engage with the borough's history and heritage more broadly. This project will also ensure that our archiving and cataloguing is relevant to the collection policy of the museum.</p> <p>Consideration will also be given to ensuring our interpretation and catalogue descriptions are inclusive and accessible.</p>	Bourne Hall Museum.		
<b>CS11</b>	Ensure that cultural programming is <b>relevant, relatable</b> , and carried out <b>for our community as well as by them</b> .	<p><b>Community Development/ Social Prescribing and Health &amp; Wellbeing Collaboration Project.</b></p> <p>Working in collaboration with council colleagues to develop an arts participatory initiative and exploring the potential for 'culture on prescription'.</p>	Working with the Community Development Manager (EEBC), local sculptors, artists and community groups.	<b>October 2024</b>	
<b>Economic Growth</b> <i>To cultivate economic growth within the borough through cultural outputs.</i>					

Ref:	Action	Target	Resources	Target date	Status
CS12	Establish a <b>Culture Network</b> comprised of cultural leaders who will <b>champion</b> the cultural, creative and heritage sectors alongside the Council and work together to <b>raise the profile</b> of the sector as a whole and the <b>identity and brand</b> of Epsom & Ewell as a centre for cultural, creative and heritage excellence.	Invite key stakeholders to join a Cultural Stakeholder Group, held annually to share views, resources (where feasible), submit joint bids, progress, collaboration opportunities and represent a collective voice for the cultural sector in Epsom & Ewell.	Led by the Chief Executive's office at the Council, supported by ACHPO and PPM.	October 2024	
CS13	Work with external stakeholders to create a robust, collaborative, economically quantifiable <b>offering for visitors</b> .	<b>Spa Town Heritage/ Arts Festival</b>  Discuss practical ways in which Epsom & Ewell's history as a Spa Town can be leveraged to boost the visitor economy.  Epsom Library have offered space for an EEBC exhibition	Within existing UKSPT funding allocation for 2023/2024. Firm proposals for a project or festival, will lead to a request for UKSPF funding in 2024/2025 and	October 2024	

		<p>cabinet on completion of their refurbishment, this could be used to showcase artefacts related to Epsom's Spa Town heritage.</p> <p>Investigate the potential for holding an arts festival in the borough with the same intended outcome.</p>	be supported with external funding bids.		
<b>CS14</b>	Investigate, facilitate and promote opportunities for local creative, cultural and heritage practitioners to access ' <b>meanwhile use</b> ' – using vacant spaces within the Borough for cultural, commercial and economic gain and growth.	<p><b>Pop-Ups and Meanwhile Use Project</b></p> <p>See CS06 above, investigate opportunities during 2023/2024.</p>	<p>Within existing resources, some limited use of UKSPF funding for 2023/2024 may be required to meet project costs.</p> <p>ACHPO to lead for the Council, working with the PPM and other</p>	<b>October 2024</b>	

			council colleagues.		
CS15	By making culture more visible we can establish clear markers of <b>Inclusive Growth</b> , with resulting uplift in financial revenue generation within the borough.	<p><b>Access to cultural events – data project.</b></p> <p>Install visitor beam counters at the main cultural infrastructure venues operated by the Council to monitor engagement when cultural events are programmed. Compare to café takings and footfall elsewhere.</p> <p>Investigate feasibility of single council ticketing system to enable more accurate data analysis of audience participation and demand.</p> <p>Analyse QR code data for digital heritage app to understand most visited aspects. Develop and augment supporting</p>	<p>Within existing UKSPF funding allocation for 2023/2024.</p> <p>Contactless donation post project may well be progressed in partnership with two charities.</p>	January 2024	

		<p>material for those areas of tours least visited.</p> <p>Investigate contactless donation technology to support cultural venues and infrastructure with ongoing costs.</p>			
		<p><b>Arts Award</b></p> <p>Investigate potential for council officers to become accredited Arts Award assessors to support borough residents to gain the valuable qualification that can support future employability.</p>	<p>Corporate Training budget for 2 x officers confirmed. Associated Awards for All grant bid for funds to increase access to the qualification will be submitted.</p>	October 2024	

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