Appendix A : Wiltshire Cultural Strategy 2024-2030: Action plan								

Theme 1: Identity

Outcome   **Wiltshire is a national leader in connecting people to the natural landscape through culture. The rich diversity of its different places encourages creativity, curiosity, and discovery**

Key Objectives   Increase the number of people experiencing and creating culture in Wiltshire
Enable places to shape their own cultural identity

Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
1.1 Initiate and co-ordinate landscape scale projects	1.1.1 Co-ordinate information about all major landscape projects that include cultural activity currently under-way: A303, Salisbury River Park, National Forest and add to the Regeneration website	Short	VM/ TE	Economic Regen, Climate and Environment, Planning, WHS Manager	National Landscapes, National Trust, English Heritage, National Highways/ Wessex Archaeology, WHS, Natural England			
	1.1.2 Explore potential for developing new arts and cultural projects - test with the Council forum and Strategic Partners Forum to identify priorities and approaches	Medium/ Long	TE	Economic Regen, Climate and Environment, Planning	National Landscapes, National Trust, English Heritage, National Highways/ Wessex Archaeology, WHS, arts partners	7.1	7.3	5.2
	1.1.3 Encourage National Landscapes to sign up to the NL Art in Landscapes strategy	Short/ Medium	LT	Climate and Environment	National Landscapes			
1.2 Support places to develop their own cultural statements	1.2.1 Present the Cultural Strategy to all places via Area Boards and Town and Parish Councils and communicate via the quarterly Town Team newsletter	Short	DR	Engagement & Partnerships	Town and Parish Councils, Area Boards, Anchor cultural place-partners			
	1.2.2 Invite places to submit their own response to how they will deliver on the themes and outcomes of the Cultural Strategy as part of the reporting on Activity Generation Grants	Short/ Medium	VM/ TE	Engagement & Partnerships, Heritage, Economic Ren, Planning	Town and Parish Councils, Area Boards, Anchor cultural place-partners			
	1.2.3 Help to guide these so that they are aligned with other local plans (neighbourhood plans, local resilience plans / emergency plans, climate action plans) and include enviornmental impacts	Medium/ ongoing	RS/ VB	Engagement & Partnerships, Culture, Heritage, Economic Regen, Planning		7.2.1		
1.3 Co-ordinate themed programming	1.3.1 Initiate thematic tags in the Explore Wiltshire app	Short	TB	Culture, Heritage, Climate and Environment,	Town and Parish Councils, Area Boards, cultural partners			
	1.3.2 Call together three open space meetings of all cultural partners (Literature, Visual Arts, Heritage) to explore options for cross-promotion	Short/ Medium	TE/ TB	Culture, Heritage, Engagement & Partnerships	Town and Parish Councils, Area Boards, cultural partners	5.2.2		

Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
	1.3.3 Consider thematic areas in work to increase marketing or promotion	Medium/ Long	VM	Culture, Heritage, Engagement & Partnerships	National and regional audience partners, cultural partners			
1.4 Shape places through culture	1.4.1 Use the public art policy and Section 106 to support place-making through culture for both landscape scale projects and community scale ones	Short/ ongoing	TE	Culture, Heritage, Economic Regeneration, Planning, Climate and Environment	Local cultural partnerships and forums			

Theme 2: Health and wellbeing								
Outcome	**People in Wiltshire live full, healthy and enriched lives through developing their creativity and taking part in sociable cultural activity**							
Key Objectives	Increase engagement in arts and cultural activities by diverse audiences, including those who face engagement barriers Support good physical and mental health and wellbeing and community resilience							
Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners		Links to	
2.1 Increase local engagement and awareness of Creative Health	2.1.1 Collate briefing information about Creative Health working closely with local partners and engaging with national partners and best practice	Medium	TE	Communities, Heritage, Public Health, Libraries	Key local sector partners: Well City Salisbury, Wiltshire Music Centre (Celebrating Age). National Academy for Social Prescribing, National Centre for Creative Health, Arts Council England			
	2.1.2 Run Creative Health briefing session to share findings and initiate a call for evidence and scope ideas around priorities of these themes: social prescribing, targeted community work, universal access	Medium	TE	Communities, Heritage, Public Health, Libraries	Cultural partners, health partners, community partners			
	2.1.3 PH to incorporate information on county-wide Creative Health initiatives in to their regular report to Health and Wellbeing board	Medium	KD	Culture, Heritage, Communities,	Health and Wellbeing Board			
	2.1.4 Work with partners to identify funding to support a range of pilot projects across the Creative Health theme	Medium/ Long	TE	Communities, Public Health, Heritage, Libraries	Cultural partners, health partners, community partners			
2.2 Support pilots and the roll out of social prescribing	2.2.1 Engage with Chippenham Social prescribers project and capture evaluation	Short	TE	Public Health, Economic Regeneration				
	2.2.2 Investigate how to work with Primary Care providers to support the wider adoption and roll out of the Chippenham Social Prescribing project in to other areas	Medium/ ongoing	TE	Public Health	Well City Salisbury, cultural partners, health partners			

Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
2.3 Embed culture in all PH community consultation, co-creation and commissioning	2.3.1 Scope out pipeline of potential consultations where culture can be included as a question - starting with School Health and Wellbeing Survey	Short	KD	Culture (TE), Public Health, Engagement & Partnerships				
	2.3.2 PH to incorporate arts into service development, commissioning and communication.	Medium	KD	Public Health, Heritage, Libraries	Sector lead: Wiltshire Music Centre (Celebrating Age). Cultural partners, community partners			
	2.3.3 PH to provide a training session on JSNA/CAJSNA to the arts sector to support with evidence based funding bids	Short/ Medium	MR	Culture (TE), Public Health, Heritage,	Cultural partners, community partners			
	2.3.4 PH to raise awareness through campaigns to promote staying safe in the natural environment i.e. sun safety, tick awareness	Medium / Long	KD	Public Health	Cultural partners, community partners			
2.4 Harness key assets to support universal access to creative health	2.4.1 Include call out for examples of Natural Wellbeing in Creative Health call out and work with key strategic partners to embed health in all projects	Short/ Medium	TE	Public Health, Heritage, Climate and Environment,	National Landscapes, National Trust, English Heritage, Wessex Archaeology, WHS, Town and Parish Councils, Area Boards	2.1.2	1.1.2	
	2.4.2 Include and profile Libraries , History Centres and musuems in the Creative Health call out and process	Short/ Medium	RB/ TB	Culture (TE), Public Health,		2.1.2		
	2.4.3 PH to utilise the natural environment within commissioned services to support wellbeing of residents.	Medium	KD	Public Health, Heritage, Climate and Environment,	National Landscapes, National Trust, English Heritage, Wessex Archaeology, WHS, Town and Parish Councils, Area Boards			

Theme 3: Community								
Outcome	**People in Wiltshire live in cultural communities with distinctive sustainable cultural hubs and vibrant high streets. There is a year-round calendar of festivals and events that attract people from across the County and beyond and which operate in an environmentally responsible way.**							
Key Objectives	Use art and culture as a vehicle to revitalise town centres and increase footfall							
Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
3.1 Support new and existing cultural hubs	3.1.1 Support growth and sustainability for the 4 existing cultural hubs and 2 heritage hubs and continue to offer regular support and advice via regular meetings	Short/ ongoing	DR	Culture, Heritage	Wiltshire Creative, Trowbridge Town Hall Arts, Wiltshire Music Centre, The Pound Arts, Wiltshire Museum, Salisbury Museum	3.5.1		
	3.1.2 Scope out potential for new/ improved cultural and heritage venues as part of town centre visions planning.	Medium/ ongoing	VM	Culture, Heritage, Planning, Engagement & Partnerships	Westbury Town Council. Other town and parish Councils, Area Boards, cultural partners	1.2.2		
	3.1.3 Support the mobilisation of City Hall Salisbury by the market via Savills	Short	TE	Economic Regen, Planning	Salisbury Cultural Pillar			

	3.1.4 Support museums in their fundraising and development efforts (including Devizes Assize)	Short/ ongoing	HP	Culture, Heritage, Planning, Engagement & Partnerships	Wiltshire Museum, Devizes Town Council, other cultural partners such as DOCA			
	3.1.5 Investigate the possibility of improving the Young Gallery as part of the wider Library improvement plan and Salisbury Cultural Quarter development	Short/ medium	RB	Culture, Economic Regen, Planning	Salisbury Cultural Pillar			
	3.1.6 Implement the library capital development programme with a view to improving their flexibility for wider cultural use	Short/ ongoing	RB	Culture, Heritage, Economic Regen,	Cultural partners			
	3.1.7 Ensure that relevant programmes for business support are available to the cultural and creative sector, giving recognition to different formations such as CICs, Charities etc.	Short/ ongoing	TE	Culture, Heritage, Engagement & Partnerships	Cultural partners			
3.2 Develop a strand of support for Culture Volunteers	3.2.1 Ensure that cultural sector is represented in the planned workshop between Wiltshire Council and Wessex Community Action and inlcuded in the VCS Strategic Framework	Short	RS	Libraries, Communities, Heritage, Engagement & Partnerships, Public Health	Cultural partners, Town and Parish Councils, Area Boards, Wiltshire Community Foundation, Community First, Wessex Community Action			
	3.2.2 Signpost to best practice for recruiting and retaining cultural volunteers and importance of diversity (including SW Musuem Dev Young Gallery and Libraries).	Medium	RB	Culture, Heritage, Engagement & Partnerships	Cultural partners, Wiltshire Community Foundation, Community First, Wessex Community Action			
	3.2.3 Consider running an award for culture volunteers - possibly as part of the Wiltshire Life Awards or as part of the Cultural Assembly	Long	TE	Libraries, Communities, Heritage				
	3.2.4 Promote wider support for volunteers to the cultural sector and enoucrage them to make use of VCS resources including the Wiltshire Together website	Short/ ongoing	TE	Communities, Public Health, Adult Social Care, Engagement & Partnerships	Wiltshire Community Foundation, Community First, Wessex Community Action			
	3.2.5 Collate resources and links on good governance for arts and culture boards.	Medium/ ongoing	RS/ TE	Culture, Heritage, Engagement & Partnerships	Arts Council England			
3.3. Support Festivals and Events to grow and innovate	3.3.1 Consider development work on festivals and events as part of the visitor economy strategy	Medium/ Long	VM	Culture, Heritage, Communities, Environment, Highways and Transport				

Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
	3.3.2 Promote sustainable event production resources - consider commissioning an environmental production toolkit	Medium/ Long	VB	Culture, Heritage Economic Regen, Environmental Health, Cimate and Environment, Highways and Transport	Cultural partners, Vision 2025, A Greener Festival, Arts Council England			
3.4 Improve processes for licensing and production of outdoor events of all types - including filming	3.4.1 Run a workshop with the licensing and environmental health team to identify challenges and opportunities around event production. Include sector rep	Short/ medium	TE	Economic Regen, Environmental Health, Highways and Transport	Cultural partners			
	3.4.2 Develop a user-friendly guide to putting on events for WC website - work with sector to develop this	Medium	TE	Economic Regen, Environmental Health, Highways and	Lead: DOCA and major event partner			

Theme 4: Economy								
Outcome	**Everyone has the opportunity to develop the cultural and creative skills they need to flourish in life. Wiltshire is the natural place to grow creative and cultural enterprises of all types.**							
Key Objectives	Enable the creation of a diverse creative workforce for the future Use art and culture as a mechanism to support economic growth in Wiltshire							
Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
4.1 Cultural education for all	4.1.1 Promote ArtsMark and Arts Awards to all schools	Short/ ongoing	TE	Families, Children and SEND	Cultural sector			
	4.1.2 Investigate the possiblity to consult with young people to understand more about their culture needs and ambitions - via the School Health and Wellbeing Survey	Short / Medium	TE/ KD	Public Health, Engagement and Partnerships				
	4.1.2 Develop a Young Peoples Arts and Culture Forum	Medium/ ongoing	TE	Libraries, Families, Children and SEND	Cultural sector			
	4.1.3 Work with Creative and Cultural organisations and Wiltshire College to develop creative pathways for young people - seek funding	Medium/ Long	TE	Culture, Heritage, Engagement & Partnerships	Town and Parish Councils, Area Boards, Cultural sector			
	4.1.4 Look to try and develop a bridge between schools and the cultural sector (building on CEDP and music hub) and with targetted oppporutnities for SEND	Medium/ Long	DR	Culture, Heritage, Engagement & Partnerships, Families, Children and	Key orgs: Wiltshire Creative, Wiltshire Music Centre, Trowbridge Town Hall Arts. Music Connect Wider cultural sector			

Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
	4.1.5 Seek to have culture as a regular agenda item on the Youth Council agenda	Short/ ongoing	DR	Culture				
	4.1.6 Advocate to embed high quality (professionally delivered) cultural provision for young people on all service agreements and commissions relating to children, young people and families	Medium/ Long	DR	Families, Children and SEND, Public Health				
4.2 Strengthen existing creative businesses	4.2.1 Identify any relevant creative and cultural sector priorities within work on the Economic Strategy	Short/ ongoing	VM	Culture	FSB, Salisbury BID, Trowbridge Chamber of Commerce			
	4.2.2 Recognise the link between cultural vibrancy, quality of life and economic vitality in all economic regeneration policies	Short/ ongoing	VM	Culture, Planning				
	4.2.3 Seek to include charitable companies (that employ people) and freelancers as important parts of the creative and cultural sector	Short/ ongoing	VM	Culture				
	4.2.4 Support the work of Tech Trowbridge and promote other opportunities for networking across the county	Medium/ ongoing	VM	Culture	Tech Trowbridge, Town Hall Arts Trowbridge			
	4.2.5 Build partnerships with neighbouring universities and explore the potential for increasing the number of knowledge exchange and transfers with Wiltshire based companies	Medium/ Long	VM	Culture	Tech Trowbridge, FSB, Salisbury BID, Trowbridge Chamber of Commerce, Wiltshire College, creative businesses			
	4.2.6 Identity opportunities to deliver sector specific skills development for the heritage sector	Medium/ ongoing	HP	Culture				
4.3 Attract and grow new creative businesses	4.3.1 Seek to encourage suitable and affordable spaces for creative start-ups and co-working space via the Enterprise Network	Medium/ ongoing	VM	Culture, Heritage	Wiltshire College, FSB, Trowbridge Chamber of Commerce			
	4.3.2 Actively promote the county as a location for creative businesses	Medium/ ongoing	VM	Culture	FSB			
	4.3.3 Seek to develop programmes to support new enterprises and freelancers working with Wiltshire College and other providers	Long/ ongoing	VM	Culture, Heritage	Wiltshire College			

Theme 5: Tourism

Outcome	Wiltshire is a place where everyone is invited. There is something for everyone amongst its rich natural beauty and vibrant cultural offer so go explore.							
Key Objectives	Use art and culture to attract greater visitor numbers to Wiltshire and increase tourism							
Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
5.1. Support cultural tourism	5.1.1 Develop a Visitor Economy Strategy - ensure this links to the cultural strategy and recognises cultural toourism	Short	VM	Culture, Heritage				
	5.1.2 Deliver the Towns Team Programme and identify opportunities to continue activity post April 2025	Short/ ongoing	VM	Culture, Heritage				
	5.1.3 Develop the Wilsthire Marque and roll out to inlcude makers and artisans	Short/ Medium	VM	Culture, Heritage				
	5.1.4 Encourage cultural partners to work with food and drink providers on joint promotion efforts	Medium/ ongoing	VM/ TE	Culture, Heritage				
5.2 Work with Strategic Partners on tourism, events and film	5.2.1 Convene major strategic partners and attractions owners to explore shared ambitions around culture and tourism		DR/ VM	Economic Regeneration, Culture, Climate and Environment	National Landscapes, National Trust, English Heritage, WHS, Longleat, Natural England	1.1. 2	7.1	

Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to		
	5.2.2 Consider options for setting up a film office with these partners	Short/ Medium	VM	Economic Regeneration, Culture	National Landscapes, National Trust, English Heritage, WHS, Longleat,			
	5.2.3 Map out key events and opportunities and challenges around events - liaise with Environmental Health Highways to address issues	Medium/ Long	VM	Economic Regeneration, Culture, Environment, Highways and Transport	National Landscapes, National Trust, English Heritage, WHS, Longleat,			
5.2 Grow the Explore Wiltshire and Event Wiltshire Apps as a cultural resource	5.2.1 Actively market the app to cultural partners	Short/ ongoing	TE	Heritage, Libraries, Economic Regeneration, Engagement and Partnerships	Cultural partners			
	5.2.2 Encourage strategic use of tagging to support clustering	Short/ ongoing	VM	Culture	Cultural partners	1.3.1		
	5.2.3 Curate customer journeys and recommendations and embed in app	Medium/ ongoing	TE	Heritage, Economic Regeneration, Engagement and Partnerships	Cultural partners			
5.3 Cultivate resident 'tourists'	5.3.1 Ensure that data seeks to captures visits across the county as well as from into the county	Medium/ ongoing	VM					
	5.3.3 Encourage cultural providers to collect postcodes	Medium/ ongoing	TE	Culture, Heritage	Cultural partners	2.1.5		

Theme 6: Capture, Communicate and Celebrate								
Outcome	Wiltshire has a thriving and connected cultural ecosystem where learning is shared and success is captured and celebrated.							
Key Objectives	Increase the number of people experiencing and creating culture in Wiltshire							
Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners		Links to	
6.1 Expand and promote the Arts in Wiltshire blog	6.1.1 Conduct a readers survey to understand more about how the blog is used and valued	Short	TE	Comms			6.1	
	6.1.2 Develop a marketing strategy for the blog, making use of Wiltshire Council resources and reach	Short	TE	Comms				
	6.1.3 Reorganise the structure to support the framework of the Cultural Strategy inclusdingl rebranding to include heritage	Short	TE	Comms				
	6.1.4 Commission special features on case studies and guest writers - linked to the strategy themes	Short/ ongoing	TE	Comms				
	6.1.5 Relaunch the Blog alongside the Strategy	Short	TE	Comms				
	6.1.6 Develop a social media campaign to support the blog	Medium/ ongoing	Te	Comms				

Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners			Links to
6.2 Run an annual Cultural Assembly	6.2.1 Work with a small steering group of key cultural partners / key WC officers to curate the first Cultural Assembly - along the themes of this strategy	Short	TE	Economic Regeneration, Heritage, Public Health, Engagement and Partnerships, Climate and Environment				
	6.2.3 Deliver the first Cultural Assembly/ launch the Strategy	Short/ Medium	DR	Culture, Economic Regeneration, Engagement and Partnerships, Comms				
	6.2.3 Evaluate and plan for next one - with steering group	Medium/ ongoing	TE	Economic Regeneration, Heritage, Public Health, Engagement and Partnerships, Climate and Environment				
6.3 Capture and celebrate value	6.3.1 Develop a shared evaluation framework for use by all cultural partners that supports the aim of this strategy. Inlcude measurements around access and enviornmental impacts. Make a requirement of funding and support/ permissions at county and town / place level	Short/ Medium	PP	Libraries, Economic Regeneration, Public Health, Climate and Environment, Engagement and Partnerships			2.1.5	
	6.3.2 Encourage a consistent approach to case studies and vox pops which can be shared via the blog	Short/ Medium	PP	Libraries, Comms				
	6.3.3 Collate figures and key stats and share via an annual report	Medium/ ongoing	TE	Culture, Regeneration, Comms				
	6.3.4 Consider developing an annual awards ceremony/ gala event as part of the Cultural Assembly	Medium/ Long	DR	Culture, Regeneration, Comms				

Theme 7 : Connect Leadership, Governance and Delivery	
Outcome	**Cultural leadership in the county is dispersed, collaborative and collegiate based on unity of effort and freedom of action working towards common goals**
Key Objectives	Increase the number of people experiencing and creating culture in Wiltshire
Actions	Potential activity

Actions	Potential activity	Timescale	Lead - see key	Wiltshire Council	Partners	Links to

7.1 Develop a County-wide Strategic Partnership	7.1.1 Convene major strategic partners for culture and tourism (Links to 5.2)	Short/ ongoing	DR	Economic Regeneration, Culture, Climate and Environment	National Landscapes, National Trust, English Heritage, WHS, Longleat, Natural England, Salisbury Cathedral	5.2	1.1.2
	7.1.2 Develop ToR						
	7.1.3 Meet four times per year						
	7.1.4 Evaluate and assess membership and ToR annually						
7.2 Strengthen local cultural place partnerships	7.2.1 Provide feedback on individual places cultural frameworks and identify areas for collaboration and knowledge exchange	Medium/ ongoing	PP	Heritage Economic Regeneration, Libraries, Climate and Environment		1.2.2	
	7.2.2 Work with Area Boards and Town and Parish Councils to improve impact of funding streams - for example consider aligning criteria to the overall cultural strategy and local cultural framework. Incentivise using funding for leverage. Consider multi-year and cross county programmes.	Medium/ Long	PP	Culture, Economic Regeneration, Engagement and Partnerships			
	7.2.3 Provide opportunities for local people to engage in culture more-through encouraging local cultural 'town hall' meetings around specific calls to actions such as public art projects or information on county-wide initiatives	Medium/ Long	PP	Culture, Economic Regeneration, Engagement and Partnerships, Planning			
7.3 Develop a Council culture forum	7.3.1 Convene key officers involved in delivering this cultural strategy to meet quarterly	Short/ ongoing	PP	Heritage, Economic Regeneration, Engagement and Partnerships, Planning, Climate and Environment, Public Health, Environmental Health and Licensing, Libraries, Families, Children and SEND			
	7.3.2 Map the key reporting structures and meetings and ensure that culture is included in all key agendas	Short/ ongoing	TE				
	7.3.3 Ensure regular updates on the Cultural Strategy to Cabinet	Short/ ongoing	TE				
7.4 Seek to increase investment in culture	7.4.1 Protect current levels of investment in cultural organisations	Short/ ongoing	DR				

	7.4.2 Identify and make bids to secure public funding to support projects emerging from this Strategy	Medium/ ongoing	TE	Heritage, Economic Regeneration			
	7.4.3 Seek to identify potential private partners for projects emerging from this Strategy	Medium/ ongoing	VM	Culture, Heritage, Economic Regeneration, Climate and Environment			
	7.4.4 Seek to increase budgets for culture via increased income (film, events, rents) and planning gain so that county wide funding programmes can be launched that support the delivery of this Strategy	Medium/ ongoing	DR/VM	Culture, Heritage, Economic Regeneration, Climate and Environment, Planning, Engagement and Partnerships			
	7.4.5 Develop a funding guidelines /pack for arts and cultural organisations		TE				
	7.4.6 Seek to increase resources for culture - increasing by 1 FTE post to cover public art as part of a wider Cultural Development Officer post	Medium/ Long	DR	Culture, Economic Regeneration, Planning			
	7.4.7 Look at innovative means of supporting culture via trusts, asset transfer, spin outs, shared services and partnerships with neighbouring authorities	Medium/ ongoing	TE	Culture, Economic Regeneration, Planning			

TE	Tamzin Earley	Arts and Funding Officer, Culture
LT	Lynn Trigwell	Head of Climate and Environment
DR	David Redfern	Director - Leisure, Culture and Communities
VM	Victoria Maloney	Head of Economic Regeneration
KD	Katie Davies	PH Principal Health Improvement
RB	Rebecca Bolton	Service Manager Libraries
HP	Heather Perry	Conservation and Museums Manager
VB	Victoria Burvill	Climate Manager
RS	Rhys Schell	Service Manager - Engagement and Partnerships
TB	Terry Bracher	Heritage Service Manager
PP	Paul Pritchard	Head of Development

Wiltshire Cultural Strategy 2024-2023 Action plan timeline

			Year 1 2024/25			Year 2 2025/26				Year 3 2026/27				Year 4 2026/27				Year 5	Year 6	Year 7
			Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar			
			Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Theme 1: Identity																				
Outcome	**Wiltshire is a national leader in connecting people to the natural landscape through culture. The rich diversity of its different places encourages creativity, curiosity, and discovery**																			
Key Objectives	Increase the number of people experiencing and creating culture in Wiltshire. Enable places to shape their own cultural identity																			
Actions	Potential activity	Timescale																		
1.1 Initiate and co-ordinate landscape scale projects	1.1.1 Co-ordinate information about all major projects	Short																		
	1.1.2 Explore potential for developing new projects	Medium/ Long																		
	1.1.3 National Landscapes to sign up to the NL Art in Landscapes strategy	Short/ Medium																		
1.2 Support places to develop their own cultural	1.2.1 Present the Cultural Strategy to all places	Short																		
	1.2.2 Invite places to submit their own response	Medium/ Long																		
1.3 Co-ordinate themed programming	1.3.1 Initiate thematic tags in the Explore Wiltshire app	Short																		
	1.3.2 Open space meetings	Short/ Medium																		
	1.3.3 Dedicated marketing and promotion campaign for thematic areas x3	Medium/ Long																		
1.4 Shape places through culture	1.4.1 Implement public art policy - ongoing	Short/ ongoing																		
Theme 2: Health and wellbeing																				
Outcome	**People in Wiltshire live full, healthy and enriched lives through developing their creativity and taking part in sociable cultural activity**																			
Key Objectives	Increase engagement in arts and cultural activities by diverse audiences, including those who face engagement barriers. Support good physical and mental health and wellbeing and community resilience																			
Actions	Potential activity	Timescale																		
2.1 Increase local engagement and awareness of Creative Health																				
2.2 Support pilots and the roll out of social prescribing	**Please note actions pending**																			
2.3 Embed culture in all PH community consultation, co-creation and commissioning																				
2.4 Harness key assets to support universal access to	2.4.1 Call out for projects	Short/ Medium																		
	2.4.2 Profile Libraries/ Heritage in the Creative Health call out and process	Short/ Medium																		
Theme 3: Community																				
Outcome	**People in Wiltshire live in cultural communities with distinctive sustainable cultural hubs and vibrant high streets. There is a year-round calendar of festivals and events that attract people from across the County and beyond and which operate in an environmentally responsible way.**																			
Key Objectives	Use art and culture as a vehicle to revitalise town centres and increase footfall																			
Actions	Potential activity	Timescale																		
3.1 Support new and existing cultural hubs	3.1.1 Ongoing support for 4 existing cultural hubs and 2 heritage hubs	Short/ ongoing																		
	3.1.2 Scope out potential for new/ improved cultural and heritage venues	Medium/ ongoing																		
	3.1.3 Support the mobilisation of City Hall Salisbury	Short																		
	3.1.4 Support musuems in their fundraising efforts	Short/ ongoing																		
	3.1.5 Improve Young Gallery	Short/ medium																		
	3.1.6 Implement the library capital development programme	Short/ ongoing																		
	3.1.7 Actively target business premises support to the cultural and creative sector	Short/ ongoing																		
3.2 Develop a strand of support for Culture Volunteers	3.2.1 Ensure cultural sector is included in planned workshop	Short																		
	3.2.2 Signpost to best practice	Short																		
	3.2.3 Consider running an award for culture volunteers	Long				launch														
	3.2.4 Embed culture in volunteer startegy	Short/ ongoing																		
	3.2.5 Collate resources and links on good governance for arts and culture boards.	Medium/ ongoing																		
3.3. Support Festivals and Events to grow and innovate	3.3.1 Consider commissioning a festivals and events strategy	Medium/ Long																		
	3.3.2 Promote sustainable event production resources	Medium/ Long																		
	3.3.3 Seek to test and launch environmental sustainable travel options	Medium/ Long																		
3.4 Improve processes for licensing and production of outdoor events of all	3.4.1 Run a workshop with the licensing and environmental health team	Short/ medium																		
	3.3.2 Develop a user-friendly guide to putting on events for WC website	Medium																		

Theme 4: Economy

Outcome: Everyone has the opportunity to develop the cultural and creative skills they need to flourish in

Key Objectives: Enable the creation of a diverse creative workforce for the future
Use art and culture as a mechanism to support economic growth in Wiltshire

Actions	Potential activity	Timescale
4.1 Cultural education for all	4.1.1 Promote ArtsMark and Arts Awards to all schools	Short/ ongoing
	4.1.2 Consult with young people via survey	Short / Medium
	4.1.2 Develop Young Peoples Art and Culture Forum	Short/ ongoing
	4.1.3 Develop pathways/ careers programme	Medium/ Long
	4.1.4 Look to try and develop a bridge between schools and the cultural sector	Medium/ Long
	4.1.5 Seek to have culture as a regular agenda item on the Youth Council agenda	Short/ ongoing
	4.1.6 Embed cultural provision for young people on all service agreements	Long/ ongoing
4.2 Strengthen existing creative businesses	4.2.1 Develop Economic Strategy.	Short/ ongoing
	4.2.2 Recognise the link between cultural vibrancy, quality of life and economic	Short/ ongoing
	4.2.3 Seek to include charitable companies and freelancers in policy	Short/ ongoing
	4.2.4 Support the work of Tech Trowbridge	Medium/ ongoing
	4.2.5 Build partnerships with neighbouring universities	Medium/ Long
	4.2.6 Sector specific skills development for the heritage sector	Medium/ ongoing
4.3 Attract and grow new creative businesses	4.3.1 Seek to encourage suitable and affordable spaces	Medium/ ongoing
	4.3.2 Actively promote the county as a location for creative businesses	Medium/ ongoing
	4.3.4 Develop programmes to support new enterprises	Long/ ongoing

(4.2.1 Develop Economic Strategy — "launch")

Theme 5: Tourism

Outcome: Wiltshire is a place where everyone is invited. There is something for everyone amongst its rich

Key Objectives: Use art and culture to attract greater visitor numbers to Wiltshire and increase tourism

Actions	Potential activity	Timescale
5.1. Support cultural tourism	5.1.1 Develop a Visitor Economy Strategy	Short
	5.1.2 Deliver the Towns Team Programme	Short/ ongoing
	5.1.3 Develop the Wilsthire Mark	Short/ Medium
	5.1.4 Encourage cultural partners to work with food and drink providers	Medium/ ongoing
5.2 Work with Strategic Partners on tourism, events and film	5.2.1 Convene major strategic partners and attractions owners group	
	5.2.2 Consider options for setting up a film office with these partners	Short/ Medium
	5.2.3 Map out key events and opportunities and challenges around events	Medium/ Long
5.2 Grow the Explore Wiltshire and Event	5.2.1 Actively market the app to cultural partners	Short/ ongoing
	5.2.2 Encourage strategic use of tagging to support clustering	Short/ ongoing
	5.2.3 Curate customer journeys and recommendations	Medium/ ongoing
5.3 Cultivate resident 'tourists'	5.3.1 Ensure that data captures visits across the county as well as from into the	Medium/ ongoing
	5.3.2 Promote details of active travel options between places via cultural events	Medium/ Long
	5.3.3 Encourage cultual providers to collect postcodes	Medium/ ongoing

(5.1.1 Develop a Visitor Economy Strategy — "launch")

Theme 6: Capture, Communicate and Celebrate

Outcome: Wiltshire has a thriving and connected cultural ecosystem where learning is shared and success

Key Objectives: Increase the number of people experiencing and creating culture in Wiltshire

Actions	Potential activity	Timescale
6.1 Expand and promote the Arts in Wiltshire blog	6.1.1 Conduct a readers survey to understand more about how the blog is used	Short
	6.1.2 Develop a marketing strategy for the blog, making use of Wiltshire Council resources and reach	Short
	6.1.3 Reorganise the structure to support the framework of the Cultural Strategy	Short
	6.1.4 Commission special features on case studies and guest writers	Short/ ongoing
	6.1.5 Relaunch the Blog alongside the Strategy	Short
	6.1.6 Develop a social media campaign	Short/ ongoing
6.2 Run an annual Cultural Assembly	6.2.1 Work with a small steering group to curate the Cultural Assembly	Short
	6.2.3 Deliver the first Cultural Assembly/ launch the Strategy	Short/ Medium
	6.2.3 Evaluate and plan for next one - with steering group	Medium/ ongoing
6.3 Capture and celebrate value	6.3.1 Develop a shared evaluation framework	Short/ Medium
	6.3.2 Encourage a consistent approach to case studies and vox pop	Short/ Medium
	6.3.3 Collate figures and key stats and share via an annual report	Medium/ ongoing
	6.3.4 Consider developing an annual awards ceremony/ gala event	Medium/ Long

(6.1.5 Relaunch the Blog — "launch"; 6.2.3 Deliver the first Cultural Assembly — "Assembly" markers recurring; 6.3.4 — "Awards" markers recurring)

Theme 7 : Connect Leadership, Governance and Delivery

Outcome: Cultural leadership in the county is dispersed, collaborative and collegiate based on unity of effort

Key Objectives: Increase the number of people experiencing and creating culture in Wiltshire

Actions	Potential activity	Timescale

7.1 Develop a County-wide Strategic Partnership	7.1.1 Convene major strategic partners for culture and tourism	Short/ ongoing	
	7.1.2 Develop ToR		
	7.1.3 Meet four times per year		
	7.1.4 Evaluate and assess membership and ToR annually		
7.2 Strengthen local cultural place partnerships	7.2.1 Provide feedback on individual places cultural frameworks	Medium/ ongoing	
	7.2.2 Work with Area Boards and Town and Parish Councils	Medium/ Long	
	7.2.3 Organise touring 'Town Hall' meetings with local partnerships	Medium/ Long	
7.3 Develop a Council culture forum	7.3.1 Convene key officers involved in delivering this cultural strategy to meet	Short/ ongoing	
	7.3.2 Map the key reporting meetings across the Council	Short/ ongoing	
	7.3.3 Ensure regular updates on the Cultural Strategy to Cabinet	Short/ ongoing	
7.4 Seek to increase investment in culture	7.4.1 Protect current levels of investment in cultural organisations	Short/ ongoing	
	7.4.2 Work with the sector to Identify and make bids to secure public funding for	Medium/ ongoing	
	7.4.3 Seek to identify potential private partners for projects emerging from this	Medium/ ongoing	
	7.4.4 Seek to increase budgets for culture via increased income	Medium/ ongoing	
	7.4.5 Develop a funding guidelines /pack	Short/ ongoing	
	7.4.6 Seek to increase resources for culture -at least 1 additional FTE post	Medium/ Long	
	7.4.7 Look at innovative means of supporting culture via trusts, asset transfer, spin outs, shared services and partnerships with neighbouring authorities	Medium/ ongoing	