

COMMITTEE REPORT

Subject:	Community Grant Applications (Strategic) 2027-2028- Expressions of Interest
Committee:	The Communities Committee
Item Number:	13
Date:	12 October 2026
Author:	Louise Webber, Head of Communities
Report status:	Decision
Confidential / Exempt:	No

1. Report Summary

1.1 The purpose of this report is for Committee to consider two expressions of interest for indicative strategic community grant funding (over £3,000) for 2027-2028.

1.2 This report provides the background, financial implications, legal and governance considerations, risks, and recommended course of action to support informed decision-making.

2. Recommendations

It is recommended that Committee:

2.1 Note this report and review applications and supplementary information provided. (Appendices A, B, C and D)

2.2 Receive expression of interest application presentations from Wiltshire Creative and Salisbury Museum.

2.3 Decide if further information is required or if an indicative in principle allocation of 2027-2028 community grant funding can be awarded (subject to Council budget setting in January 2027) and determine if, at this stage, any additional conditions apply to any indicative allocation.

2.4 Note that the funding from Wiltshire Creative that is requested is in excess of previous grant levels awarded to this organisation and the funding request from the Salisbury Museum is a reduction on previously awarded grant levels (former Cultural grants).

2.5. Note that the community grants budget allocation has been static for several years, with grant awards not considering inflation impacts and associated project cost increases for applicants. Committee to consider the implications of this and if any mitigating actions are to be explored.

3. Background

3.1 A new grants policy was approved on June 1st Communities Committee where previous cultural and community grants were amalgamated into one community grants pot, with applicants being able to apply for community grants of under £3,000 or for larger, more strategic community grants that could demonstrate a city-wide impact for applications over £3,000.

4. Proposal

4.1 Two organisations have put forward expressions of interest for strategic community grant funding in 2027-2028 currently, Wiltshire Creative and the Salisbury Museum. Their applications and supplementary information are included in Appendices A, B, C and D.

4.2 At June 1st Communities committee, it was determined that applicants for strategic community grants (over £3,000), could put forward expressions of interest grant applications for 2027-2028 to Communities' Committee, in advance of Council budget setting. This process enables early committee member oversight on potential strategic projects of city-wide impact. Additionally, this process could inform future debate and decision making on community grant funding allocations at annual Council budget setting.

4.3 Where appropriate, committee can provide "in principle" indicative community grant funding allocations, which is beneficial to applicants for forward planning of any strategic community programme activity.

4.4 It is recommended that further debate from Committee members is held to consider inflation impacts upon community grants budgets to determine if any mitigating actions are to be explored.

5. Financial Position

5.1 The Responsible Financial Officer was consulted on grant policy amendments prior to grant policy being adopted at June Communities Committee. The approved changes within that policy allow for the process as set out in this report for early expression of interest applications for larger strategic community grants.

5.2 Wiltshire Creative has applied for £52,000, an uplift of £5,000 on previously received SCC grant awards (former cultural grants). The rationale for Wiltshire Creative's funding uplift request is set out in their application with the increase substantively being because of increases in staff costs for the year 2027/28 alongside consideration of inflation impacts over the last 3 years. There is broader evidence of inflation impacts causing increases in general for community projects.

5.3 Salisbury Museum has applied for £14,072.50 which is a reduction on their previous grant award allocation (former Cultural grants) of £1,927.50.

5.4 Applications, if awarded will be funded from the 2027-2028 community grant allocation, which if consistent with last years' grants allocations, will stand at £88,000. If both applications were supported in full, the remaining 2027-2028 community grants budget for allocation would therefore be £21,927.50.

5.5 Any indicative allocation of funding at this stage would be subject to approval following Council budget setting, confirming adequate community grants budget allocation to meet any in principle allocations made at this time. Confirmation of any award would need to be voted for, formally resolved and minuted at a future communities committee (likely February 2027).

6 Officer comment- feedback on applications from Head of Communities.

6.1 Wiltshire Creative (for full application details and letters of support see Appendix A and B).

Wiltshire Creative have engaged extensively with the Head of Communities, SCC's Communities' team and key stakeholder partners in the development and consideration of their expression of interest for a strategic community grant in 2027-2028. This approach has led to mutual understanding of both SCC's strategic community priorities and Wiltshire Creative's strategic goals and the ability to identify, develop and build upon synergies and collaborative opportunities which are aligned and respond directly to the evidence of presenting needs across Salisbury communities. Their application clearly demonstrates a city-wide impact with impressive beneficiary numbers, represents good value for money with significant match funding and in kind-contributions and extensive detail of activity, outputs and impact aims that respond directly to all three SCC community priorities. Wiltshire Creative has a track record of delivering positive city-wide, neighbourhood based and thematic engagement activity with proven demonstrable impacts, as shown by recent impact and evaluation data across a range of their programme activity and the letters of support included within their project application. This project application is strong and merits in principle support.

6.2 The Salisbury Museum (for full application details see Appendix C and D).

The Salisbury Museum has long-established community relationships and stakeholder support. The proposed programme aligns well with SCC Community priorities, offering a valuable mix of targeted work with communities facing barriers alongside wider public engagement. There are strong delivery arrangements proposed, and evidence of demand provided.

Whilst this project merits in principle support, further positive dialogue with the Museum on their proposed programme would be beneficial, in order to maintain strong strategic partnership alignment and synergies, particularly relevant in light of current staffing changes in the Communities' team, to capture further detail in relation to beneficiary numbers and to explore the approach to measurable outcomes and monitoring and robust evaluation measures. Addressing these areas would support broader Council expectations of projects providing demonstrable city-wide impacts for strategic community grant funding.

7. Legal and Governance Considerations

7.1 Following on from any indicative allocation, formal resolution for grant awards will need to take place prior to grant release, with Committee vote, resolution and minutes being recorded at a future communities committee (likely February 2027).

8. Strategic and Policy Alignment

8.1 The proposals are in alignment with current grant policy and proposed delivery aligns well with Community Strategy and Priorities 2026-2029 objectives.

8.2 Decision making on grants sits under Communities' committee work programme.

9. Implications

Implication Area	Impact	Comments / Mitigation
Financial	Low	Misuse of funds awarded. Risk managed through monitoring and reporting process.
Legal	High	Parish Councils who give grants must do so lawfully and properly including: • Acting within statutory powers • Demonstrating clear public benefit • Making decisions lawfully and transparently • Managing and accounting for public money properly • Ensuring openness, fairness, and audit compliance • Monitoring the use of funds and enforcing conditions.
Risk	Medium / High	Organisations refused funding may be affected and need to seek alternate funding or amend service offer to Salisbury.
Personnel	Medium / High	Communities staff need to be trained, and the level of resource needed to administer and manage community grants be maintained to support effective delivery of this policy.
Environmental Impact	None / Low	No negative environmental impact is anticipated. Environmental projects supported with funding may contribute to improved health and wellbeing outcomes.
Equalities Impact Statement	Medium	Equalities are considered as a part of key eligibility criteria, ensuring that equalities impacts are embedded in the approach.
Community / Public Impact	Medium /	Effective use of SCC grants through projects supported will have a positive benefit to the wider Salisbury community with demonstrable positive impacts and outcomes against our community priorities.
Procurement / Contractual	None / Low / Medium / High	None known at this time
Property / Asset	None	None known at this time
Data Protection	Medium / High	Data collected as part of the grant application process will be used only for its intended use. This is stated in the application process.

12. Appendices / Background Papers

Appendix A – Wiltshire Creative - Application

Appendix B – Wiltshire Creative - Letters of support

Appendix C – The Salisbury Museum – Application

Appendix D – The Salisbury Museum - Letters of support



Community Grant application form

Before applying, please read the grants policy document to ensure you meet all the requirements, and you can supply the necessary documents noted on page 9 of this application form.

If you feel you don't meet all the requirements yet and you need support developing your group or organisational structure, please email us with a summary of your needs. An SCC officer will then contact you to discuss further.

Applicants may contact Salisbury City Council (SCC) at any time during the application process. Tel: 01722 417100. Email: grants@salisburycitycouncil.gov.uk

If you have any specific communication needs, please tell us below;

Text phone ☐
(please specify)

Sign language ☐

other language

Other

1. Application details

Contact Name:	Clare Jack	
Position:	Interim Executive Director	
Organisation:	Wiltshire Creative	
Contact Address:	Malthouse Lane, Salisbury SP27RA	
Telephone Number:	01722 320333	
Email:	Info@wiltshirecreative.co.uk	
Status of Organisation:	Charity	
Charity/Company number: (if applicable)	Charity No:249169 Company No: 499076	
Geographical area your organisation covers:	Salisbury, Wiltshire, Dorset, Hampshire and wider UK	
How long has your organisation been in existence? (Please ✓)	Less than one year	
	Between one and five years	
	More than five years	YES

	Yes / No / NA
If the application is for a religious or faith group, is the project one that has a clear & demonstrable benefit to the wider community of Salisbury, irrespective of their religious beliefs?	No
If the application is from a school, education, health or social service establishment, is the project in addition to statutory services?	No

2. Your organisation

Have you applied for or received a grant/subsidy from SCC in the last <u>5</u> years? (Please list – continue on a separate sheet if necessary)	Date Applied	Project	Amount Applied for?	Were you successful?
	Annual funding since 2018 at point of merger	Core Activity - Youth Arts, Older People and Targeted Engagement work	£47,000	Yes
What are the aims and objectives of your organisation? <i>e.g. Mission or values statement or terms of reference.</i>	Wiltshire Creative brings people together through transformative performances and creative experiences at Salisbury Playhouse, Salisbury Arts Centre, and the Salisbury International Arts Festival. We inspire people of all ages to explore, learn, and grow through the arts - on stage, behind the scenes, and in the community. Underpinning This core mission are 5 Strategic Goals which will inform all of our work from 2026 – 2030. Goal 1: Produce performances that bring pride and joy to our region and beyond Goal 2: Invigorate our venues and city spaces with a diverse range of creative experiences that deliver surprise, delight and wonder Goal 3: Spark imagination through a wide range of participatory opportunities, inviting more people in our region to live creative lives Goal 4: Grow talent development and skills pathways to nurture new work and new voices			

	Goal 5: Prioritise people and planet and build a resilient business that can take opportunities in a world that is changing fast Our strategic plan is also informed by the Arts Council's investment principles, Ambition and Quality, Dynamism, Inclusivity and Relevance and Environmental Responsibility. We also work with reference to the • Salisbury Cultural Strategy • Youth Matters – the national youth strategy • 2026 Skill England Report • Arts Council England's Investment Principles: Ambition and Quality, Dynamism, Inclusivity and Relevance and Environmental Responsibility
What are the main activities of your organisation? <i>If you are a new group, please describe the services/activities you plan to provide.</i>	Our programme spans new writing, contemporary and classic theatre, dance, music, and comedy, ensuring that everyone can experience the joy and power of live performance. Alongside presenting exceptional work, we nurture emerging talent through mentoring, apprenticeships, and technical training. Guided by the Theatre Green Book and our commitment to inclusion, gender equality, and at least 30% Global Majority representation across our creative teams, we champion access, creativity, and collaboration. At our heart, we are about opening doors - creating joyful opportunities for people in Salisbury and beyond to explore, grow, and develop the confidence, skills, and creativity to thrive within a vibrant cultural community. Our programme strands include • Made in Salisbury - Work for the stage produced and created in Salisbury • Vibrant programming of visiting companies, music, dance and comedy • Take Part – our programme of community engagement formal and informal learning, youth arts and community led projects • Salisbury International Festival - bringing theatre, street performance, music dance and spoken word to spaces across the city • Artist and arts sector skills development and training

3. Your project

Project	Start Date	01/04/2027
	Finish Date	31/03/2028
	Total Cost	£403,520
	Grant Applied For	£52,000

Project title	Wiltshire Creative – Activity for Community Benefit, Engagement, Learning and Inclusion.
Where in Salisbury will the project / activity take place?	Salisbury based, in our venues and community buildings and spaces across the city, including priority communities.
Please describe your project and its aims & objectives. <i>What are you trying to achieve?</i>	Wiltshire Creative places its civic responsibility for community engagement, learning and access to the arts, at the heart of its activity. These charitable aims being delivered across our programme and are rooted in connecting the unique skills of professional creatives and the work of a producing theatre to local people, their needs, ambitions and skills. Our programme of work for community benefit spans departments and work strands The core activity areas are: • Targeted community arts provision and place-based creative engagement • Youth Arts & Creative Careers • Skills Development and Training programmes • Creative Learning for formal education settings • Community-led participation programming (Classes, courses and workshops) • Volunteering (Youth and Regular) • Public and civic safe space provision • Public Realm – Community and free events Much of this work is led by the Take Part team, our specialists in youth arts, community engagement, curriculum support and training. This work is also supported by our operations team, producers and specialist theatre technicians and makers. Nearly all of this work is supported by Volunteers who are managed by our operations team and we work widely with locally-based freelance artists and creatives to provide access to specialist arts skills. We operate all of this work under the following principles of inclusive practice. • Collaboration • Representation • Accessibility

	• Collaborative Development • Expanded Listening • Curiosity We pair targeted outreach with venue-based programmes to ensure we include and connect with a wide range of participants and beneficiaries, including those who experience significant barriers to participation. This work primarily addresses Goals 1, 3 and 4 of our 26-30 strategy: Over the next 5 years we will; • Offer distinctive and exceptional participatory youth arts experience - led by youth voice and advocacy, and with performance and production skills at its heart • Revitalise Salisbury Arts Centre's participatory programme through co-production with communities • Address barriers to participation through partnerships defining developed access routes to our programmes and venues • Grow arts, health and wellbeing programmes with voluntary sector partners • Sustain and grow new strands of work for children and adults with learning disabilities • Focus on health inequalities and socio-economic disadvantage as our evidence base for targeted participatory and place-based work • Develop a strategic education programme supporting schools to harness creative arts to address key issues in education equality and curriculum access • Evaluate our year-round participatory programme within a framework that measures self-reported impacts against confidence, belonging/social connection and skills development • Deliver and grow our training pathways for young people and early career arts professionals through apprenticeships, placements, technical training and formal qualifications • Shift the balance of the Festival to working outside of our buildings, animating the public realm and engaging directly with the diverse communities within our city. Offering innovative targeted and open access participation opportunities for children, young people and adults.
Please identify which of SCC community strategy priorities below your project addresses. <i>Please include anticipated delivery outcomes and impacts setting out clearly what difference your project will make.</i> • Reduce Inequality and Strengthen	Wiltshire Creative – Activity for Community Benefit, Engagement, learning and Inclusion. Priority 1: Reduce Inequality and Strengthen Community Safety and Resilience Wiltshire Creative reduces barriers to participation, targets support towards communities experiencing disadvantage, and creates opportunities for residents to build confidence, skills, belonging and resilience. In particular, our work aligns with the City Council's focus on priority neighbourhoods, financial inclusion, community cohesion and improved access to services and opportunities.

Community Safety and Resilience • Positive Futures for Children and Young People • Vibrant and Connected Communities	Programme-Wide Inclusion Approaches We are committed to making all activity accessible and welcoming. By April 2027, all our engagement and participation activities will be accompanied by an inclusion statement outlining available support. Our inclusion measures include: • Individual Educational needs and disabilities access plans, • Ongoing consultation with disabled communities to improve accessibility, • A minimum of 15 accessible performances annually e.g. BSL-interpreted, captioned, audio-described • Community free ticketing programmes enabling 600 - 900 residents experiencing financial hardship to access shows. • Representation and visibility of disabled people, global majority communities and under-represented voices throughout our programming, casting and participation activity. (Global Majority - Term preferred by Arts Council England to refer collectively to people of African, Asian, Middle Eastern, Latin American, Indigenous and mixed heritage who represent roughly 85% of the world's population). Impact Aims • Increased participation from residents who face barriers to engagement. • Improved confidence, wellbeing and sense of belonging. • Greater visible representation and community cohesion. SEND (Special Educational Needs and Disabilities) Inclusion We provide year-round creative opportunities that support social connection, independence and progression for people with SEND. Current partnerships include: • Exeter House Vocational Centre: weekly drama and communication skills programme supporting young people preparing for adulthood. • Mencap Salisbury: hosting and supporting a fortnightly social and creative club for adults aged 30+, addressing a recognised gap in local provision and connecting participants to volunteering. Impact Aims • Improved communication and social skills. • Increased community participation. • Reduced social isolation.
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	Bridge Partnerships Between 2026 and 2030 we are developing formal partnerships with organisations serving priority communities, including Bemerton Heath (RISE 61 & Sarum Academy), the Friary Estate (SCC), SEND communities (Exeter House) and refugee and newly arrived communities. These partnerships strengthen connections between local residents and cultural opportunities while building capacity, sharing expertise and creating sustainable participation pathways. Partnerships in development for 2027/28: • MUSE CIC / Bemerton Hub • Salisbury City Council Communities Team (Friary Estate) Impact Aims • Improved access to creative opportunities in priority neighbourhoods and disadvantaged communities. • Increased collaboration between community organisations. • Stronger local support networks. • Stronger voluntary sector workforce Place-Based Provision We deliver free and subsidised activities directly within communities experiencing higher levels of deprivation. Current programmes include: • Sarum Academy Drama Club. - provided free, weekly, during term time. • "Play in a Day" - Free holiday provision in Bemerton Heath. • Bemerton Heath Family Fiesta. In development for 2027/8: • New free holiday programme for the Friary Estate. Impact Aims • Increased participation by children and young people who might not otherwise access arts activities. • Improved confidence, social connection and aspirations. • Greater engagement in community life. Financial Inclusion Core revenue funding allows us to maintain affordable pricing and provide bursaries for those facing financial barriers.
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	Subsidised Programmes • Stage 65 Youth Theatre, offered at 40-60% below commercial rates with no additional show charges • Momentum: Arts for Adults • 50% discount rate for arts centre and playhouse space hire by community groups and local artists • Creative careers workshops masterclasses offered at below cost to ensure access. • Band Night and Jam Night (Youth Music Events) Free Programmes • Under-5s Stay and Play. • Family Fiesta events. • Beginners Please Primary School Programme – free for priority area schools (30% Pupil premium and above) in our Primary programme – Beginners Please. • Creative Careers Week Bursaries We offer 60 to 70 Youth Theatre and Young Technician bursaries annually and operate a ‘no young person turned away due to financial barriers’ policy across our youth arts programme. Impact Aims • Reduced financial barriers to participation. • Increased access to arts, culture and social opportunities for lower-income families. • Greater equality of opportunity. Skills, Education and Employment Pathways We make a commitment to providing exceptional industry-connected vocational training for local young people. (Full activity details under Priority 2). In order to ensure the widest benefit to our participants and to actively address barriers to entry into the cultural sector workforce we • Provide participants and students with interview, audition and CV support. • Work with the Job Centre to deliver 1-to-1 sessions for job seekers on entry to the cultural sector • In 2027 we will work with Salisbury City Council to offer cultural sector careers/jobs information days in priority communities. • Have developed internal development pathways through our programmes ○ All first-time participants are signposted to secondary opportunities (volunteering, bursaries, courses)
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	○ Participants in regular programmes receive emails re: training, workshops, ticket schemes regionally/locally, free additional half term skills workshops, free performance opportunities. ○ Bursary recipients are priority signposted to Creative Careers, Wiltshire Creative Academy, Young Ambassadors and Breakthrough placements. ○ Creative Careers priority participants have 1 space reserved for them each year into Young Ambassadors, Youth Volunteering Opportunities and Young Tech/Youth Theatre Bursary Placements ○ Bridge Partnership agreements include bespoke pathways for priority communities into opportunities within our programmes including; supported visits, free taster sessions & face to face application support ○ Priority schools are offered careers sessions and teachers CPD for free ○ We also provide free to access creative careers programmes (See Priority 2) Impact Aims ● Improved access to quality arts training for local young people that does not require relocation, accommodation and associated costs ● More young people from priority neighbourhoods and experiencing barriers to participation access our programmes and pathways. Priority 2: Positive Futures for Children and Young People Wiltshire Creative supports children and young people to develop confidence, skills, aspirations and pathways into adulthood through high-quality creative opportunities. Our opportunities are open to all, with no audition or previous experience required. We also place all of our youth work in the context of the National Youth Strategy, “Youth Matters”, offering all participating young people the opportunity to be “listened to, be treated fairly, feel supported, have more opportunities for fun, build positive relationships with peers, feel prepared for the future, and feel safe”. We understand our role as trusted adults – “People who care” as we provide safe enriching spaces – “Places to go” and we prioritise youth voice in all of our work ensuring young people are “seen and heard”. Our work directly contributes to SCC's objective of creating meaningful skills, development, training and employment opportunities while ensuring young people feel connected, supported and safe.
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	Youth Theatre Our expanded youth theatre programme will support up to 170 young people annually (30% increase in capacity, 2024 - 2027) through: • Weekly sessions building specific performance, presentation and communication skills through drama • Progressive performance pathways developing confidence and performance skills carefully across a stepped performance programme • Opportunities to perform at Salisbury Arts Centre, Salisbury Playhouse and Salisbury International Festival across all our stages and performance spaces Impact Aims • Improved confidence, communication and teamwork. • Increased resilience and self-expression. • Development of transferable life skills. • Building of specialist performance knowledge, technique and experience Young Technicians: Core Annual programme supporting 10 young people through a specialist programme of placements, practical workshops, professional event shadowing, industry visits beyond Wiltshire Creative: • Technical theatre & Live music training – Sound, lighting, design elements. • Live event experience. • Industry mentoring by Wiltshire Creative staff and industry partners, including Major Tom and Colonel Tom. Impact Aims • Development of specialist technical skills. • Increased knowledge of live event technical careers and training/development pathways • Increased live event workplace readiness Young Technicians: Plus New for 2027, an advanced progression route for young people completing the core programme, with 10 places available from Jan 2027. Participants receive: • Advanced training – Live event sound and lighting design, stage and production management. • Leadership opportunities across live events
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	• Mentored workplace experience. Impact Aims • Improved progression into further training and employment. • Improved progression to paid opportunities within Wiltshire creative • Expanded professional networks and contacts for young people seeking to enter the industry Young Ambassadors Annual programme engaging 12 young people in organisational leadership and decision-making in the cultural sector. In 2027/28 participants will ... • Co-produce the children and youth festival at Salisbury Arts Centre as part of Salisbury International Festival • Shape programming and audience development approaches across our youth arts and professional programmes. • Create and design social media and print media content. • Develop leadership and advocacy skills and learn arts organisation specific processes, structures and skills. Priority places are reserved for young people from under-represented backgrounds, including SEND, LGBTQIA+, Global Majority communities and residents of Bemerton Heath and the Friary Estate. Impact Aims • Increased youth voice and influence within our organisation. • Development of leadership skills in young people. • Greater understanding of careers, opportunities and training pathways within theatre and the cultural sector Youth Music Programme In 2027/28 we will programme 6 opportunities for young musicians to perform and develop their skills and confidence in our professional venues • Youth Band Nights (14 – 25) • Jam Nights (14 – 18) • Songwriting & Stagecraft workshops • Free rehearsal space Band and Jam nights are supported by specialist inclusion and youth arts staff with inclusion measures in place, providing a safe and inclusive space for around 600 young people per year to socialise. We also work with local partners, including Salisbury Live to signpost young people to more safe places to perform.
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	Impact Aims • Increased confidence and performance skills. • More safe social opportunities for young people in our City. • Increased awareness of live music opportunity in our local area Creative Careers In 2027/28 we will provide: • Creative Careers events reaching approximately 2,000 young people annually. • Over 40 Work experience placements, including specialist placements and the annual creative careers week • 3 Specialist Creative Careers workshops/Masterclasses. Impact Aims • Improved understanding of career pathways. • Increased access to creative-sector employment opportunities. • Greater aspiration and progression. Oracy and Communication Skills The 2026 white paper “Every Child Achieving and Thriving” (Feb 2026) makes a set of recommendations in response to the Curriculum and Assessment Review in highlighting oracy distinctly, alongside other skills, such as financial and digital literacy, which are essential for success in a rapidly evolving labour market. The report commits to establishing an oracy framework alongside the current Reading and Writing frameworks, specifically driving oracy in the English curriculum and citizenship The National Literacy Trust defines Oracy as “the range of skills and techniques that we use to express our thoughts verbally, which includes how well we listen, understand and respond”. National Drama’s 2024 statement on Drama and oracy further states that “Drama’s ability to provide limitless fictional contexts to motivate speech, can equip teachers with a flexible pedagogy” and support students “irrespective of age or linguistic sophistication.” In 2027/28, in the context of these national priorities, Wiltshire Creative will • Launch a broad curriculum offer for schools rooted in oracy development across Linguistic, Cognitive, Physical and social and emotional skills through drama. • Offer Transition and citizenship interventions for Primary and Secondary, focused on self-advocacy skills. • Offer a bespoke teacher’s CPD for primary lead teachers within Beginners Please
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	Impact Aims • Improved speaking, listening and presentation skills. • Improved access to the curriculum and enrichment opportunities • Increased confidence and readiness for education and employment. • Improved teacher understanding of how to develop oracy using drama Skills, Training and Employment Pathways We provide vocational pathways that improve employability and reduce barriers to creative careers. Through our partnership with Wiltshire College we deliver: • UAL Level 2 and Level 3 Performing and Production Arts courses for 25-35 students annually. • Level 4 and 5 pathways will be in development throughout 2027 with a view to new courses launching in 2028/29. We will also deliver • 2 x Paid placements through the Artsworld Breakthrough programme which preferences young people from a low socioeconomic background and for which we preference applicants from local priority areas. • 2 x Apprenticeships Impact Aims • Increased progression into employment, further education and training. • Retention of creative talent within Salisbury. • Improved skills and workforce readiness for young people under 25. Priority 3: Vibrant and Connected Communities Wiltshire Creative helps create inclusive, connected communities by providing spaces, programmes and events that bring people together, celebrate diversity and strengthen community participation. This directly supports SCC's objectives around belonging, cultural awareness, participation and community connection. Community-Led Cultural Celebrations Working with local refugee communities, we provide free venues, project planning and management support and expertise for community-led cultural events. 2027/28 in development are :
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	• Ukrainian Cultural Festival. • Afghan Community Hub and Kitchen – community skills share. Impact Aims • Increased cultural understanding. • Greater community cohesion. • Improved visibility of culturally diverse communities. Arts for Adults of All Ages Through partnerships including Silver Salisbury and Beyond Dementia we provide creative learning opportunities for adults which are designed to welcome and support older people. • Momentum – Theatre Arts for Adults of All Ages • Arts and Health programming (e.g. Dementia Arts Group) • Well-City – Arts and Mental Health Programme • Theatre and dance programmes • Community cast opportunities in professional productions • Jazz Socials Impact Aims • Reduced social isolation. • Improved wellbeing and confidence. • Increased physical activity and skills acquisition/use Safe Community Spaces Wiltshire Creative venues operate as welcoming community hubs. We provide free space for a range of community groups, including: • BSL conversation groups. • Happy Café. • Death Cafe • Knit and Natter groups. • MS and Parkinsons Groups • Spurgeons • Deaf Café • Vinyl Café • Well city participants • Neurodivergent women’s group We anticipate that the number of groups using our spaces will grow by 20% in 27/28 as the arts centre programme broadens Impact Aims • Reduced loneliness and isolation. • Increased access to support services. • Stronger local networks.
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	Community-Led Programming at Salisbury Arts Centre The redevelopment of Salisbury Arts Centre is focused on forming a creative participation hub shaped by local residents and artists. In 2027/28. We will continue to co-produce this programme with our community and artists circles (representative groups of volunteers). Who will help us to continuously consult with and reach the wider community to ensure this programme reflects the needs of our local community The programme includes: • Music, dance, drama and visual arts activities for all ages. • Community exhibitions. • Volunteer-led café provision. Impact Aims • Increased community ownership of cultural spaces. • Increased volunteering and civic engagement. • A successful arts centre participation programme which influences the professional programme of the venue Volunteering Wiltshire Creative provides volunteering opportunities across its artistic, participation and public programmes. • 136 volunteer stewards • 8 wardrobe Volunteers • 25 Volunteer Pop-Up Café Volunteers • Est 15 project specific volunteer opportunities per year • 20 young volunteers' opportunities per year • Volunteer Access Hosts • In 2027/28 we are aiming to expand our volunteering opportunities such as gardening, based on volunteers' suggestions. Impact Aims • Development of skills and confidence. • Increased employability. • Stronger community involvement • Sustainability of the Wiltshire Creative public programmes • Improves social connections/capital. • Increased understanding of industry and available roles Public realm Our goal 2 strategic ambition, to “invigorate our venues and city spaces with a diverse range of creative experiences that deliver surprise, delight and wonder”, is also connected to our commitment to enable free access to high-quality arts experiences in our public spaces and to
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	involve local people in living examples of vibrancy and connection through events and creative experiences. In 27/28 there are four main strands to this work. Local Stories In 2027/28, Wiltshire Creative will make a new commitment to amplifying unheard local voices from the city centre through its professional programme. The Market Voices Project will capture resident's stories, in partnership with Salisbury Museum, and create a new theatrical experience and place them in the local historical record. Written by a Salisbury-based writer it will be performed in public and civic spaces. The writer will work with the Take Part team and local participants in April and June 2027 to ensure their views are embedded in the creation of this play, for Festival 2027. Festival – City Encounters We continue to make a commitment to mass participation events, with targeted and welcoming invitations to groups experiencing barriers embedded through the means outlined above. In 2027 City Encounters will continue to present free performances and experiences, for thousands of people, in surprising places across the city including 1 mass community participation project, bringing together hundreds of residents in collective creation with world renowned artists. This work will be supported by the Take Part team to ensure access and bridging opportunities for disadvantaged portions of our community. Family Fiestas In 2027/28 we will continue to deliver our free family fiestas in Bemerton Heath and the city centre. During festival 2027 the city centre experience will be expanded to a 4-day Children, families and young people festival based at Salisbury Arts Centre offering youth voice platforms, free skills workshops, free performances and performance opportunities for young people. Community Events In 2027/28 we will continue to attend a range of community events providing intergenerational and open access free creative activity. Events will include SCC Fundays, Bemerton Heath community led events, focused events e.g. Men Matters and the MELA. Impact Aims • Celebration of local identity and heritage. • Increased community pride. • Greater participation in cultural life.
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	• Platforming of underrepresented voices • Opportunities for intergenerational collaboration and cohesion • Increased awareness of cultural learning, wellbeing and participation opportunities in the community
LARGER GRANTS ONLY (over £3000) How will your project bring long term benefit to or have significant impact on Salisbury City and/or its residents?	The activity specific impact aims for 2027/28 are outlined in the answer above. In addition, we work within the context of known and understood impacts of arts participation and engagement and strive to deepen our understanding of our impacts through a robust evaluation framework. In 2026 the RSC and the Cultural Learning Alliance undertook rapid evidence review (RER) of cultural learning and education opportunities encompassing a total of 1,175 studies spanning different methodologies, contexts, age groups, and geographical locations across Art and Design, Music, Drama and Dance. Aggregating the findings across all four RERs, we see the following impacts consistently reported: ○ Agency and personal development were the most significant benefits. ○ Wellbeing - all four RERs document substantial health and wellbeing benefits, spanning both physical and mental health dimensions. ○ Collaboration, Communication and Empathy - there is strong evidence that all four artforms powerfully foster social connections and break down barriers. ○ Cognition and Interpretation - remarkably consistent cognitive benefits were reported across all artforms, with enhanced concentration, memory, problem-solving abilities, and critical thinking. Evaluation Having evaluated 7 of our programmes (196 individuals including young people, parents, over 60s and students in Bemerton Heath) in the first half of 2026/27, our interim report tells us the following. Wellbeing and Belonging - As a result of taking part • 66% experienced an increase in their general feelings of positivity • 58% of participants felt more part of the community • 72% felt much less stressed or worried • 79% of participants felt less socially isolated

	Confidence and Growth - As a result of taking part • 86% felt more confident to try new things • 72% felt more confident sharing their ideas with others Skills and opportunities - As a result of taking part • 89% felt more confident in their [project specific] abilities • 53% have an increased knowledge of other or follow on opportunities they plan get involved in or apply for • 91% have gained new skills they had no contact with before We will produce a full annual report from our evaluation process in April 2027. Awards and Qualifications - Through our formal education work we directly support award and qualification acquisition for a range of young people, including • Arts subject curriculum support at GCSE and A-level • English Literature GCSE curriculum enrichment • 25 – 30 Level 2 and 3 qualifications • Contribute to an average of 15 Duke of Edinburgh/scouts awards • 20 – 50 arts awards annually
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4. Evidence of need

What evidence do you have that this project/activity is needed? <i>Tell us how you have identified the need for the project and how you think your project will meet this need.</i> <i>e.g. Did you carry out any research or community consultation & how did it inform your project?</i>	Our programme is informed by a combination of community consultation, participant and partner feedback, programme evaluation, local needs data and national research. Most significantly, it directly responds to the priorities and evidence set out in Salisbury City Council's Community Strategy 2026-29, which identifies three key challenges for the city: reducing inequality and strengthening community resilience, creating positive futures for children and young people, and building vibrant and connected communities. Places The Council's own evidence highlights persistent inequalities within Salisbury, particularly in Bemerton Heath and the Friary Estate, where deprivation indicators around income, employment, health, education, skills and crime are significantly higher than elsewhere in the city. The strategy also identifies concerns around child poverty, youth opportunity, social isolation, access to support services, community cohesion and barriers to participation in community life. These priorities closely align with Wiltshire Creative's participation programme and have helped shape our 2026-30 strategy.
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Financial Inequality

Across Wiltshire, almost 13,300 children under 16 live in relative low-income families. Salisbury City Council's Community Strategy also highlights the disproportionate impact of deprivation on children and young people in priority neighbourhoods. This evidence informs our free holiday provision in Bemerton Heath, planned programmes on the Friary Estate, targeted school partnerships, subsidised Youth Theatre, bursary scheme and proactive recruitment into progression programmes. Our commitment remains that no young person should be excluded because of financial circumstance.

Safe social spaces for young people

There is also clear evidence of the need for safe, enriching opportunities for children and young people. The Government's *Youth Matters: State of the Nation* report, informed by more than 14,000 young people, found that one-third of 10-19 year olds feel lonely at least some of the time, 48% spend most of their free time in their bedroom and only 45% believe there are enough clubs and activities in their local area. The report also found that around one in five young people aged 13-17 does not have a trusted adult outside their family. These findings closely reflect Salisbury City Council's priority to create positive futures for children and young people through meaningful activities, trusted relationships and opportunities to develop skills and confidence.

Health and Disability

Health and wellbeing evidence points to similar needs. The Salisbury Community Area JSNA identifies mental health, depression and self-harm as local concerns, while Wiltshire Intelligence data shows that 4.7% of Salisbury residents report bad or very bad health, compared with 4.2% across Wiltshire. Nationally, 44% of 11-18 year olds report regularly experiencing loneliness. This evidence directly informs our youth programmes, dementia arts activities, SEND provision, adult participation programme and creative community activities, all of which focus on reducing isolation, improving wellbeing and creating a sense of belonging.

[Inclusive Wiltshire's](#) recent consultation and EHCP data mapping also identifies that Wiltshire Creative is a catchment activity provider for 20.5% of all children with an EHCP in Wiltshire, 368 of which live in Salisbury. This directly informs our targeting of SEND schools and our inclusive approach to all our activities for children and young people.

Skills

Education and employability evidence also demonstrates a clear need for intervention. Salisbury City Council identifies skills development, training and employment opportunities as a priority for children and young people. At national level, reduced access to creative education has disproportionately affected children from lower-income households, while

	the recent Curriculum and Assessment Review has reinforced the importance of oracy, communication and wider employability skills. In response, our schools programme uses drama and creativity to develop speaking, listening, confidence and self-advocacy skills. The need for progression routes into employment is equally significant. Skills England reports that youth unemployment remains more than three times the national average, with 957,000 young people aged 16-24 not in education, employment or training. Locally, five Salisbury wards exceed the Wiltshire NEET average of 4.13%, with Harnham and Bemerton recording rates of 7.73% and 7.65% respectively. Our Young Technicians programme, Creative Careers activity, work placements, apprenticeships and Wiltshire College partnership have been designed to respond directly to this challenge by creating visible and achievable pathways into employment and further training. Evaluation and consultation Alongside this evidence, we undertake regular consultation to understand local need. In 2025 we worked with audience research specialists Fly A Kite to inform our strategic direction through workshops with staff and trustees, stakeholder interviews and audience consultation with families and under-35s. In autumn 2025, more than 100 local people participated in consultation activities linked to the redevelopment of Salisbury Arts Centre, including local artists, disability groups, residents and people accessing community support services. Ongoing consultation continues through our Young Ambassadors, Community Circle and Local Artists Circle, ensuring local voices remain central to programme development. Across all consultations, several consistent themes, important to our community, emerged: • Affordable access to arts and cultural activity. • Safe spaces for children and young people. • Low-cost social spaces in the city centre. • Adult learning and creative opportunities outside working hours. • Arts, creativity and nature as tools for improving wellbeing. • Arts and cultural activity that supports mental health and social connection. Our own evaluation framework also means that we are continually assessing that we are meeting the needs of our participants and having the impacts we intend to meet the priorities we understand. Our evaluation suggests these interventions are making a meaningful difference, with 79% of participants reporting reduced social isolation, 86% reporting increased confidence and 91% reporting the development of new skills.
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	The evidence above closely matches Salisbury City Council's 2026–29 priorities around reducing inequality, creating positive futures for children and young people and building vibrant, connected communities. It also reflects the National Youth Strategy's ambition to halve the participation gap in enriching activities between disadvantaged young people and their peers, Skills England's calls for improved training pathways and speaks to local authority level priorities around reducing health inequalities. The evidence is consistent, from Salisbury residents and partners to national research: people need affordable creative opportunities to connect, build confidence and develop skills. Our programme turns that evidence into experiences and activity close to home. Young people, wellbeing and belonging For one young Stage 65 participant, who joined at 17 while struggling with confidence, identity and a difficult home life, the need was for a safe place where he could belong and be himself: "The theatre gave me space to breathe. It was the one place I could truly be myself." Isolation, caring and community connection For a Salisbury resident whose world became increasingly isolated after becoming a full-time carer for her husband following his Alzheimer's diagnosis, involvement with the Playhouse provided connection, friendship and purpose: "The Playhouse has been my lifeline. I want others to feel that too." Skills, aspiration and progression For a former Stage 65 member who first encountered backstage theatre at the age of ten and went on to build a professional career in stage management, early access opened up possibilities she did not know existed: "It gave me skills, confidence, and a career I love. It was one I didn't even know existed when I was ten." Inclusion For one mother and son, connecting with Wiltshire creative has been a social and creative revelation. "My son connected with Wiltshire creative through his special needs school. When we realised he could attend activities at the Playhouse with everyone else, we were blown away. This year he performed in Romeo and Juliet with professional actors and 50 or so other young people. These opportunities do not exist elsewhere and have been transformative for him"
What support have you received for this project? <i>Please tell us about any expressions of support you have received from outside your organisation</i>	Long term and sustainable partnerships are our greatest statement of support from our community. Our education, skills and community programme is supported by a wide network of organisations that work with us directly, refer participants, share local knowledge and help us reach communities across Salisbury. Statements of support have been sought from a range of external partners, including organisations involved in our Take Part activity and

<i>e.g. letters of support etc which you can enclose with this application</i>	others consulted as part of the development of our wider capital plans. These organisations understand that investment in Wiltshire Creative's buildings will also strengthen the education, skills and community work those facilities support. Their support therefore reflects not only the importance of our venues, but the value of the activity that happens within them and across the city. The wider community and arts sectors shows its support of our work by seeking to work with us and developing new projects in partnership, in response to local need. Key Partnerships include with Well-City (Art Care, Wessex Archeology, Wiltshire Wildlife), Salisbury Silver Salisbury and Salisbury Museum, as well as key education partners including; Exeter House School, Sarum Academy, Woodlands Primary and Wiltshire College Across the community we work with the YOU Network and Bemerton Heath Inter Agency Group, Rise 61, Salisbury City Council's Communities Team, Bemerton Heath Residents Association, Wiltshire Council Housing Team, and DIGS. We are also active within SCEN (Salisbury Cultural Engagement Network), SASS (Safer and Supportive) and other local networks. These relationships help us understand need, avoid duplication and connect people with the right opportunities A range of organisations show their trust in us as a provider of safe and welcoming space. Organisations and networks including Happy Café, MS support and carers groups, Alzheimer's carers groups, Parkinson's groups, Dig In, The Wiltshire Family Hub (Spurgeons) and Salisbury Foodbank use our spaces to meet with each other and connect with their service users. Taken together, these statements and partnerships provide strong external evidence that our Take Part programme is valued, needed and connected to the wider life of Salisbury. They show that we are not delivering in isolation, but as part of a network of organisations working together to reach people, share resources and strengthen our communities. Please see Appendix Document: Statements of Support.
Who will benefit from this project/activity? <i>Please tell us which groups of people will benefit and approximately how many?</i>	This investment will support Wiltshire Creative's Take Part and Public Benefit programme, enabling us to reach a broad and diverse range of Salisbury residents. The programme is designed to be accessible to all, with particular focus on certain priority groups/communities: children and young people, families, older people, people with additional needs and disabilities, refugee communities, residents living in priority neighbourhoods and those experiencing barriers to participation (socio-economic). Our beneficiary numbers are estimates based on current participant numbers together with planned programme growth and new activity for 2027/28.

	Total Engagement Instances – 22,000 Total estimated direct beneficiaries - 7102* (* excluding audience/public attendance) Total Individual Beneficiaries (Inc community audiences) – 9,412 Local freelance creatives employed across the programme – 25 - 35 This grant will enable impact beyond those directly participating in activities through audiences of family, friends and the local communities. This work is also supporting the local creative economy through the engagement of freelance specialists, increasing access to cultural opportunities and strengthening the city's creative and community infrastructure. The scale and reach of this wider impact can be seen through our 2025/26 outcomes, which provide a strong indication of the level of benefit we expect to maintain and grow in 2027/28: • 200,658 people engage with our venues, performances, events and activities • 347 shows and events in our venues • 205 freelance artists and creatives employed on our productions • 1385 educational visits, workshops and sessions delivered by our take part team • 33 students graduated from Wiltshire Creative Academy with level 2 or 3 Production and Performing Arts • 10,637 school students attended productions and events • 4 education packs produced reaching 1050 students supporting GCSE and A-level curriculum • 565 school students reached via in-school curriculum linked workshops • 52 SEND sessions in support of specialised education • 49 work experience placements • 19 careers and early career development workshops in schools and college settings reaching over 2000 young people • 65 Bursaries for youth arts programmes. • 14 local professional production opportunities for local young people • 23 performances created by young people across our 3 performance spaces • 152 adult volunteering opportunities • 6 sustainability volunteers supporting re-use and repurpose initiatives • 21 Access Performances (BSL, Audio Described, BSL Signed and Relaxed Performances) • 300 Bemerton Heath families reached via our free provision on the estate • 18,617 subsidised or free tickets given to people who would otherwise be unable to attend • 40 free performances in community settings
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	In summary, this project will benefit thousands of residents across Salisbury each year, creating opportunities for participation, learning, wellbeing, skills development and community connection, while ensuring that people facing financial, social or physical barriers can access and contribute to the cultural life of the city.
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5. Project delivery

How will the project/activities be managed? <i>Please give information on the practical arrangements for project delivery including delivery timescales.</i> <i>(e.g. phased delivery/project milestones?)</i>	In line with Salisbury City Council's due diligence requirements and new community priorities, Wiltshire Creative ensures that all activities and projects are managed with transparency, accountability, and community benefit at their core. • Rigorous governance structure: Board of Trustees, Executive, and Senior Leadership Team provide strategic oversight and accountability. • Strategic leadership: The Take Part Director oversees community engagement and participatory programmes, ensuring inclusive and high-quality delivery. • Strategic Planning – We work within a regularly reviewed operational plan, rooted in our core goals, with a robust set of KPIs, tasks and milestones • Experienced professional input: Activities are informed by specialist expertise from professional creatives, ensuring artistic excellence and relevance. • Regular review and compliance: Health & Safety, Safeguarding, and Diversity & Inclusion, artistic planning meetings monitor all activity and uphold best practice. • Community input and co-production: Youth, Community, and Local Artist Panels and advisors contribute insight and feedback to shape programmes around local priorities. Key strands and projects are co-produced with the communities they serve and/or people with specific lived experienced
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	All activity complies with relevant statutory requirements and organisational policies, including safeguarding, health and safety, first aid, equality and accessibility. Activity is appropriately risk assessed both on and off site, with particular care around children, young people and vulnerable adults. Staff and practitioners receive training appropriate to their roles, including safeguarding, first aid, Mental Health First Aid, specialist SEND practice and diversity and inclusion, with DBS and other checks completed as required. Partnership working is also central to our model. Our key partners, listed separately in this application, help us understand where the need is, reach people we may not reach alone, providing specialist expertise, trusted routes into communities and ongoing support that can help people participate with confidence and sustain their involvement.
Please describe how your project will deliver value for money.	We are requesting a modest uplift from £47,000 to £52,000 in 2027/28, the first increase in four years, during which costs have risen and the scale of the programme and our collaboration with Salisbury City Council in delivering shared priorities have grown significantly. SCC's contribution has steadily reduced as a proportion of programme costs, from around 27% in 2024 to 15.39% in 2025/26 and 13.45% in 2026/27. Even with the proposed uplift, it will fall further to just 12.8% of the £403,520 programme in 2027/28, with Wiltshire Creative securing and investing the substantial balance required. A £52,000 investment in this programme of £403,520 would go well beyond the activity it directly funds. Using standard cost-benefit principles, its value lies in the additional funding it helps secure, the specialist team and infrastructure it secures, and the wider resources Wiltshire Creative shares with communities and partners. Most significantly, SCC's grant will underpin a funding model that secures around £1.8 million each year from other sources, including Wiltshire Council, Arts Council England, philanthropic donations, corporate sponsorships and trusts and foundations grants. That is £35 of additional external investment for every £1 provided by the City Council. Local authority support matters to those other funders. National funders, trusts and foundations frequently look for match funding or evidence that an organisation has meaningful local backing. Donors and businesses also want confidence that they are investing alongside others in an organisation with a sustainable future. SCC funding is a clear vote of confidence in Wiltshire Creative and helps us make a stronger case for bringing investment from outside Salisbury into the city. This approach reflects wider local government thinking that stable local cultural

	investment provides a foundation for attracting funding from national bodies, trusts and private sources. Your funding also allows us to work differently. Rather than assembling a new team and rebuilding relationships for each short-term project, we can sustain an experienced Take Part team of arts engagement specialists throughout the year. They know our schools, community partners and participants and retain specialist expertise in safeguarding, SEND and inclusive practice. That continuity builds trust, improves the quality of delivery and means funding can be spent on activity rather than repeatedly rebuilding the infrastructure around it. The budget in this application does not include many of the additional costs of delivering the programme. Wiltshire Creative funds ancillary costs such as IT, marketing, staff training and venue costs separately to the activity programme costs. Building management and equivalent venue hire alone would approximately double the programme costs if charged at their full value. Our wider organisational infrastructure also covers safeguarding, management, administration and specialist training, creating economies of scale that standalone projects can not achieve. This infrastructure is shared with the wider community. We provide local voluntary and community organisations with free meeting, training and event space, worth at least £15,000 each year, as well as staff expertise, facilities, networks and practical support. Partners such as Spurgeons tell us that without access to free space, their activity would have to reduce significantly or stop completely. Salisbury City Council's £52,000 = 12.8% of the full cost of delivering the activity outlined (down from a 13.45% investment in 2026/27). This investment is an investment in wider community capacity, not simply a contribution towards costs. It helps bring £1.8 million of funding into our work, keeps specialist skills in Salisbury and gives local communities access to vital skills, resources and experiences that would otherwise cost considerably more to provide, or likely would not be offered at all. Direct leverage of funds into the programme outlined: £1 SCC Investment = £7.76 Leveraged income and funding
What are the main risks for the success of the project/activity and how will these risks be managed?	Wiltshire Creative takes a structured approach to risk management. Our risk register is regularly reviewed by the senior leadership team and Board, with clear ownership and actions

What might prevent your project from being delivered successfully?	against each risk. This helps us spot pressures early and act before they affect delivery. The main risks to this programme are funding and partnership working. Risk: Reduction or loss of local authority funding Funding from Salisbury City Council and Wiltshire Council helps sustain the year-round team and infrastructure behind this work. We recognise the financial pressures facing local government and that future funding cannot be taken for granted. Mitigation: We have strong working relationships with both councils and demonstrate the difference their investment makes through participation data, outcomes, feedback and case studies. Our programme responds directly to shared priorities around young people, skills, wellbeing, inclusion and stronger communities. A mixed funding model reduces our reliance on either council, while regular forecasting gives us time to respond if income changes. Risk: Reduction or loss of Arts Council England funding Arts Council England is a major funder and future National Portfolio investment is competitive. Mitigation: We have a strong relationship with ACE and were recently awarded £3 million in capital funding, a significant vote of confidence in Wiltshire Creative and its future. Our five-year business plan provides a clear and sustainable direction for the organisation and a strong foundation for our next National Portfolio application. Continued investment from Salisbury City Council and Wiltshire Council is an important part of this case. It demonstrates to ACE that our work is valued locally and that national investment is matched by commitment from the communities and authorities we serve. We also continue to broaden other income so that we are not dependent on ACE alone. Risk: Philanthropic and grant income falls below target Economic pressures, competition and changing priorities can affect income from trusts, donors and businesses. Mitigation: Our experienced in-house fundraising team manages a broad portfolio across trusts and foundations, individual giving, major donors and corporate partnerships. An active prospect pipeline and a spread of income sources mean that the loss of one funder does not put the programme at immediate risk.
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	Performance is monitored throughout the year so that any shortfall can be addressed early. Risk: A delivery or community partner withdraws Partnerships are important to reaching people who may not otherwise engage with us. Smaller voluntary organisations can be particularly vulnerable to changes in funding, staffing or capacity. Mitigation: Our partnerships are built over years, not around individual projects, and Wiltshire Creative is a trusted local deliverer. We can support smaller partners with free space, staff expertise, networks and other in-kind resources, helping them sustain activity when resources are stretched. We work with a wide network, so if one partner withdraws, we have other routes into communities. Our leadership team is also actively involved in local networks and Initiatives, including Safer and Supportive Salisbury, City Exchange, YOU Network, Pride in Place, Community Conversations, Cultural Engagement Network, The Cultural Partnership, Wiltshire Communities Youth and Families network, Through these networks we are well placed to find new partners or approaches to ensure the continuation of activity and pathways to participation we stay connected to partners, priorities and emerging needs across the city. Operational risks: such as safeguarding, health and safety, staffing and participant welfare are managed through established policies, risk assessments, training and senior oversight outlined in our people plan. No funding or partnership can be guaranteed. Our approach is to identify risk early, maintain strong relationships and a broad funding base, and be ready to adapt so that activity for Salisbury's communities can continue.
What arrangements do you have in place to ensure safeguarding of children, young people and/or adults at risk. (Applicable only if your project involves working with these client groups)	Wiltshire Creative has a robust Safeguarding policy and associated set of procedures that are reviewed and updated annually and in response to in-year learning. Our people plan includes a clear plan for safeguarding training and DBS policy for staff, freelancers, partners and visiting companies. All staff taking responsibility for children, young people or adults at risk have the relevant DBS check and are all supported to join the update service via which annual checks are made. All staff and volunteers receive a safeguarding policies and procedures induction and an annual policy update briefing. Minimum training level for staff leading work with children, young people or adults at risk is level 2. DSL's have Level 3, DSL training and/or specialist advanced practitioner training.

	To ensure the application of policy and learning, our safeguarding governance structure includes • 1 x Board Safeguarding Lead • 2 x Designated Safeguarding Leads • 2 x Designated Safeguarding Officers This group meets quarterly to review reports and incidents and take relevant actions. Safeguarding reports are a standing item on both the monthly Health and Safety Working Group meeting and the fortnightly SMT meeting to ensure organisation-wide compliance with policy. You can find our full policy here
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6. Project Finances

Tell us how much money you need for your project/activity

- Provide a FULL breakdown of the costs involved in your project year by year
- Show how much of the funding you are requesting towards this element

Add extra rows as *required*

Item or activity	Further Description or detail	Total Cost	Funding Requested
Take Part Team staffing	3 FT, 4 PT, 2 x FE Tutors PT	£244,037.09	£20,000
Direct Delivery Costs	Specialist freelance creative and technical, materials, events infrastructure (hired)	£121,000	£25,000
Duty Management and Volunteer Management costs	Duty Management of Take Part Events, classes, courses and performances ONLY. 0.5 day of volunteer management per week	£5,774.18	£2,000
Technical Staffing of	Take Part events, Family Fiestas and youth theatre performances	£4492	£2,000
Training & DBS	First Aid, Safeguarding training, mental health first aid, Enhanced DBS staffing costs	£2000	

ICT and ticketing systems and resourcing	Direct support of Take Part Team ONLY - It Infrastructure, take part programme print and social media support	£3417	£
Public realm/Events	Community engagement costs only – i.e. community producer, workshop costs, additional ratio staffing etc	£9500	£3000
Marketing and communication	Print, socials, community engagement etc - in direct support of this programme	£ 3300	£
Fundraising Resource	Grant writing resource to secure restricted funds to support this programme	£10,000	£
	TOTALS	403,520.27	£52,000
Notes	£165,000 of our full cost is met through income generated by the activity in the form of ticket sales and service commissions. The remaining £188,520 met via successful grant applications and a small percentage of our major public funding. Budget Breakdown: • SCC Grant – 12.8% • Income – 41% • Further Grants, donations and public funding – 46.2% This mixed income model increases our resilience. The budget is designed to reinvest income in local priorities that do not necessarily attract project funding. Wiltshire Creative works hard to prevent overreliance on investments made by key stakeholders such as the City Council do not result in complacency		

If you are awarded less funding than you have applied for, could your project proceed? If so, please explain how.	As previously mentioned, this application includes an uplift in funding after 3 years of static funding, however this uplift is carefully calculated to support our increased ambition to meet the City Council's priorities. A grant of less than applied for would have a direct impact on the scale, reach and quality of the programme. We could not absorb a significant cut without reducing activity, removing subsidies and potentially affecting our ability to retain specialist staff. We would also need to review bursaries and subsidies. Some activity might continue at a higher cost to participants, but this
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	would make it less accessible to the people the programme is specifically designed to reach. Previous impact assessment has shown that reductions in provision would fall hardest on people already experiencing financial hardship or other barriers to taking part. A funding reduction could also affect the Take Part team itself. These staff do not simply deliver sessions; they develop partnerships, support participants and maintain the relationships that make sustained community work possible. Reduced capacity would therefore have consequences beyond the individual activities being cut. Previous modelling identified the risk that staffing reductions could affect other education and community work that is not directly funded by Salisbury City Council. There would be a longer-term impact too. The quality and scale of our programme help us attract skilled arts engagement practitioners to Salisbury. A smaller, less secure programme makes it harder to recruit and retain that expertise. Crucially, a reduction in this funding would not simply remove the equivalent amount from the programme. Local core funding helps us secure grants that require match funding and gives other funders confidence that activity is sustainable. A smaller programme would weaken our ability to bring further trust, foundation and public funding into Salisbury. It could also affect elements of our capital fundraising, where funders want clear evidence that investment in our buildings will support a strong programme of participation and public benefit. Lastly, a reduction in or removal of this funding would lead to a destabilisation of the funding and income model our public benefit work is sustained by. It would be seen by other major funders, including the Arts Council, as de-investment by local stakeholders and significantly reduced organisational resilience. The Arts Council and other major funders, such as the national lottery, have made it clear they will not back-fill axed investment from local councils and in some instances removal of major funding has followed. This would have a devastating impact on the cultural life of Salisbury as a whole, leaving us vulnerable to cessation of the programme entirely. Any funding cut would result in a significantly smaller programme, reaching fewer people, with the greatest impact likely to fall on those who already face the biggest barriers to taking part.
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Please list any applications you have made for funding from other organisations in the table below:

Organisation	Contribution Sought (£)	Applied (please tick as appropriate)	Granted (please tick as appropriate)
Arts Society Sarum	£2000	YES	
Wiltshire Community Foundation	£4000		YES
Music Connect Legacy Fund	£5000		YES
Noel Coward Foundation	£5000		YES
Walter Guinness Charitable Trust	£3000		YES
Salisbury Almshouse Charity	£4000		YES
Salisbury Area Board	£2000	YES	
Pride in Place	£7500		YES

If you are applying as a partnership, with one organisation holding the funds for a smaller group, please describe the partnership relationship and how the funds will be administered.	N/A
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7. Your organisation's financial information

If your organisation/group has financial reserves, what is the value of these reserves and for what purpose are they held?	Wiltshire Creative's reserves policy is to hold free reserves sufficient to cover three months of operating overheads, providing protection against unexpected falls in income or increases in costs. Our current free reserves are approximately £402,000, below the level required by this policy. The Board of Trustees will therefore not approve the use of reserves to fund planned activity until the target has been restored. Using reserves now would further reduce the charity's financial resilience.
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	This is consistent with Charity Commission guidance (CC19), which requires Trustees to set an appropriate reserves level based on their charity's risks and financial circumstances, monitor reserves against that level and take action where they fall below the agreed target. Charity Commission guidance on charity reserves (CC19) We are therefore seeking external funding for this programme rather than drawing on reserves. Wiltshire Creative will continue to contribute significant staff expertise, infrastructure, venues and in-kind support, while protecting the financial resilience needed to sustain our work over the longer term. Our reserves are a financial safeguard, not a source of funding for planned activity, and rebuilding them to the level agreed by Trustees is an important part of responsible financial management.
If your reserves are more than the amount you are requesting, please explain why you are seeking external funding.	As our reserves are currently below the level required by the charity's reserves policy, The Board of Trustees will therefore not approve the use of reserves to fund planned activity until the target is achieved. Using reserves now would further reduce the charity's financial resilience. This is consistent with Charity Commission guidance (CC19), which requires Trustees to set an appropriate reserves level based on their charity's risks and financial circumstances, monitor reserves against that level and take action where they fall below the agreed target. We are therefore seeking external funding for this programme rather than drawing on reserves. Wiltshire Creative will continue to contribute funding from additional sources, including own revenue income, significant staff expertise, infrastructure, venues and in-kind support, while protecting the financial resilience needed to sustain our work over the longer term. Our reserves are a financial safeguard, not a source of funding for planned activity, and rebuilding them to the level agreed by Trustees is an important part of responsible financial management.
Please confirm that the bank account from which this project is funded is in the name of the organisation and	Bank Account is in the name of Wiltshire Creative and has more than two representatives required to authorise payments (Clare Jack, Rosa Corbishley, Gareth Machin and Simon Coleman)

that 2 authorised representatives are required to authorise payments.

8. Monitoring & Evaluation

How will you monitor & measure the success of your project? <i>Please tell us how you will capture outcomes and impacts? e.g. show clearly what difference your project will make?</i> <i>(You will report on these in your end of project/monitoring form)</i>	Since April 2026 we have had a robust evaluation framework in place that balances our desire to understand impacts with enabling self-reflection for participants in a user friendly and adaptable format. We measure self-reported improvements in.... 1. Wellbeing – sense of belonging, joy, emotional expression, reduced anxiety. 2. Skills & Future Opportunities – creative skills, transferable skills (communication, teamwork), awareness of creative careers. 3. Confidence – self-efficacy, willingness to try new things, agency in creative decision making-. We also explore exemplars of significant impact and unexpected outcomes through the Stories of Most Significant Change method with a focus on understanding the barriers and impacts in those from priority areas, on bursaries or living with a disability or long term health condition. This provides us with case studies through semi structured interviews with participants who demonstrate impacts in line with the impact aims of the activity. Please find our evaluation framework as an appendix to this application. We also monitor Diversity and demographic information of our participants via an opt-in monitoring form giving us a greater understanding of whether we are meeting our inclusion KPI's Our key demographic KPI is that 16 % of our participants come from a LSOA, meaning our participation rates are representative of our local area.
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9. Checklist

	Enclosed (please ✓)
Safeguarding policy	YES
Equality & diversity statement/policy	YES

A copy of your constitution and articles of association (or similar documents if the above do not exist, showing the organisations status)	Weblink
Copies of all <u>relevant</u> Employer's, Building & Public Liability Insurance Certificate (if appropriate)	X
A copy of your organisations bank statements for the previous three months	X
A copy of your organisations latest set of accounting statements (if any exist)	NO

If any of the above documents have not been enclosed, please give reasons why in the box below:

Our equivalent of articles of association can be found on the charities commission website

https://register-of-charities.charitycommission.gov.uk/en/constituency-search/-/charity-details/249169/governing-document?_uk_gov_ccew_onereg_charitydetails_web_portlet_CharityDetailsPortlet_organisationNumber=249169

Audited accounts will be provided after the Sept 24th Board meeting in order that the City Council have access to our most recent reporting.

10. Declaration by the applicant

I/we declare that the information on this application form and in any enclosed supporting documentation is correct.

I/we declare that, I/we have read the City Council's Grant Policy and believe that we meet the criteria set out by the policy.

I/we accept the following:

- I. That any false information we provide, even if provided in good faith, may lead to the withdrawal of the grant offered,
- II. That for some applications, a presentation may be required by the applicant(s) to the City Council. This will be arranged prior to any meeting by the Communities Committee,
- III. That any grant offered will be used only for the purpose set out in this application,
- IV. That for marketing and promotion e.g. press releases in relation to your funded activity, SCC will be acknowledged as a funder/ you will use SCC logo when acknowledging supporters.
- V. That we will provide reports on progress at the request of SCC,
- VI. That if I/we are unable to meet the project deliverables, I/we will contact SCC to discuss next steps,
- VII. That should any grant offered not be used in accordance with the terms and conditions set out by SCC, I/we undertake on behalf of the organisation to repay the outstanding amount to the SCC, on demand.

Please be aware that the decision as to whether you have been successful in your application will be communicated to you shortly after the relevant council meeting

Signed :	Clare Jack	
Name(s):	Clare Jack	
Position(s):	Interim Executive Director	
Date:	7 September 2026	

Data will be held in accordance with SCC data protection policy and will only be held for a reasonable period to allow us to administer your application(s).

☒ I consent to all data being held for the purposes listed (Please tick to accept)

Please remember:

If you have not answered all the relevant questions and sent all the information we require, **we will not be able to progress your application and will contact you to discuss.**

Please email your application & supporting documents to: Email:
grants@salisburycitycouncil.gov.uk

WILTSHIRE
CREATIV

GOAL 1

Produce performances that bring pride and joy to our region and beyond.

OUR PURPOSE

Wiltshire Creative brings people together for joyful, life-enhancing creative experiences.

GOAL 5

Prioritise people and planet and build a resilient business that can take opportunities in a world that is changing fast.

GOAL 2

Invigorate our venues and city spaces with a diverse range of creative experiences that deliver surprise, delight and wonder.

GOAL 3

Spark imagination through a wide range of participatory opportunities, inviting more people in our region to live creative lives.

GOAL 4

Grow talent development and skills pathways to nurture new work and new voices.



**WILTSHIRE
CREATIV** 

Developing our Relationship with Salisbury City Council

- Whole programme recognition of Council support
- Tandem work on priorities
- Partnership intervention development
- Increased capacity to address local and national agenda's
- Ready to capitalise on partnership opportunities
- Reach more parts of the community
- Greater benefit for our community

Reduce Inequality and Strengthen Community Safety and Resilience

- **Programme-wide inclusion approaches**
 - Individualised access plans
 - Accessible performances
 - Free ticketing programmes
 - Infrastructure development
 - Buddy volunteering
- **SEND Inclusion Activity**
 - Exeter House
 - Mencap
- **Bridge Partnerships**
 - Rise 61
 - Mencap
 - 27/28 - Muse CIC & SCC Communities
- **Place-Based provision**
- **Financial Inclusion Measures**
 - Subsidised & free programmes
 - Bursaries





**"You get a sense of a
shared community"**

Audience Day Feedback

Confidence and Growth -
As a result of taking part

86% felt more confident to try
new things

72% felt more confident sharing
their ideas with others

Positive Futures for Children and Young People

- **Youth Theatre**
- **Young Technicians** : Core & Plus
- **Young Ambassadors**
- **Youth Music Programme**
 - Band and Jam Nights
 - Skills Workshops
- **Creative Careers**
 - Work Placements
 - Creative Careers Weeks/days
 - Masterclasses
 - Education Setting Provision
- **Schools - Oracy and Communication Skills**
 - Self advocacy in transition
 - Curriculum Linked
 - Beginners Please
- **Skills, Training and Employment Pathways**
 - Level 1 – 3 vocational training
 - Apprenticeships and paid placements





Skills and opportunities -

As a result of taking part.....

- **89%** felt more confident in their [project specific] abilities
- **53%** have an increased knowledge of follow-on opportunities they plan get involved in, or apply for
- **91%** have gained new skills they had no contact with before

"I found what I wanted to do... and it's helped push me to get the grades I wanted."

Young Technician

Vibrant and Connected Communities

- **Community Led-Cultural Celebrations**
- **Arts for Adults of All Ages**
 - Arts and Health
 - Momentum
 - Well-City
 - Dance 60 and Adult Theatre Workshop
 - Community Cast
 - Jazz Socials and Silver Salisbury
- **Safe community Spaces**
- **Community-Led Programming at Salisbury Arts Centre**
- **Volunteering**
- **Free Events in the Public Realm**
 - Local Stories
 - City Encounters
 - Family Fiestas
 - Community Events





**"I have a feeling of
belonging and
enjoyment at being part
of a cultural community"**

Community Participant

Wellbeing and Belonging -

As a result of taking part

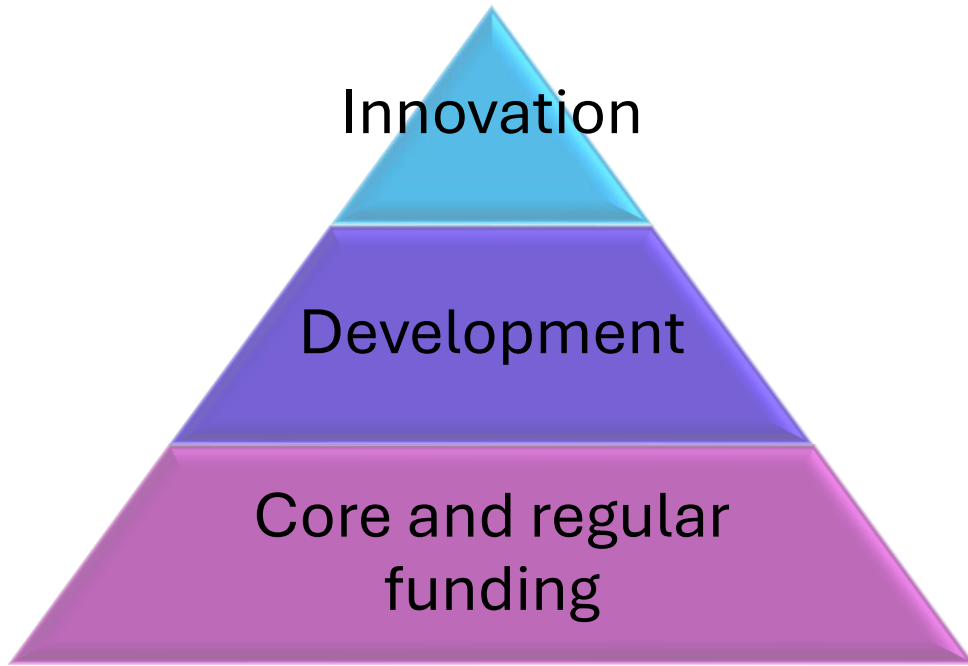
66% experienced an increase in their
general feelings of positivity

58% of participants felt more part of the
community

72% felt much less stressed or worried

79% of participants felt less socially
isolated

Why is this funding vital?



- **Access**
- **Infrastructure for response**
- **Retention of specialist skills and developed local knowledge**
- **Stability - success of a mixed income model**
- **Building a community - Safe spaces for children, young people and adults at risk**
- **Ready to respond to opportunity**
- **Leverage and retention of other major funding**
- **Reach – 22,000 engagement instances.
9412 individual beneficiaries**

**Wiltshire Creative – Activity for Community
Benefit, Engagement, Learning and Inclusion.**

Full Cost - £403,520.27

SCC Investment £52,000

SCC Grant – 12.8%

Income – 41%

Grants, donations/public funding – 46.2%

Leveraging directly

£7.76 for every £1 invested by SCC
(Up from £6.49 in 2026/27)

Leveraging indirectly

£1.8 million from funders who require a participation
programme

£35 for every £1 Invested



**WILTSHIRE
CREATIVE**

Wiltshire Creative – Activity for Community Benefit, Engagement, learning and Inclusion.

Priority 1: Reduce Inequality and Strengthen Community Safety and Resilience

Wiltshire Creative reduces barriers to participation, targets support towards communities experiencing disadvantage, and creates opportunities for residents to build confidence, skills, belonging and resilience. In particular, our work aligns with the City Council's focus on priority neighbourhoods, financial inclusion, community cohesion and improved access to services and opportunities.

Programme-Wide Inclusion Approaches

We are committed to making all activity accessible and welcoming. By April 2027, all our Engagement and participation activities will be accompanied by an inclusion statement outlining available support.

Our inclusion measures include:

- Individual Educational needs and disabilities access plans,
- Ongoing consultation with disabled communities to improve accessibility,
- A minimum of 15 accessible performances annually e.g. BSL-interpreted, captioned, audio-described
- Community free ticketing programmes enabling 600 - 900 residents experiencing financial hardship to access shows.
- Representation and visibility of disabled people, global majority communities and under-represented voices throughout our programming, casting and participation activity. (Global Majority - Term preferred by Arts Council England to refer collectively to people of African, Asian, Middle Eastern, Latin American, Indigenous and mixed heritage who represent roughly 85% of the world's population).

Impact Aims

- Increased participation from residents who face barriers to engagement.
- Improved confidence, wellbeing and sense of belonging.
- Greater visible representation and community cohesion.

SEND (Special Educational Needs and Disabilities) Inclusion

We provide year-round creative opportunities that support social connection, independence and progression for people with SEND.

Current partnerships include:

- **Exeter House Vocational Centre:** weekly drama and communication skills programme supporting young people preparing for adulthood.
- **Mencap Salisbury:** hosting and supporting a fortnightly social and creative club for adults aged 30+, addressing a recognised gap in local provision and connecting participants to volunteering.

Impact Aims

- Improved communication and social skills.
- Increased community participation.
- Reduced social isolation.

Bridge Partnerships

Between 2026 and 2030 we are developing formal partnerships with organisations serving priority communities, including Bemerton Heath (RISE 61 & Sarum Academy), the Friary Estate (SCC), SEND communities (Exeter House) and refugee and newly arrived communities.

These partnerships strengthen connections between local residents and cultural opportunities while building capacity, sharing expertise and creating sustainable participation pathways.

Partnerships in development for 2027/28:

- MUSE CIC / Bemerton Hub
- Salisbury City Council Communities Team (Friary Estate)

Impact Aims

- Improved access to creative opportunities in priority neighbourhoods and disadvantaged communities.
- Increased collaboration between community organisations.
- Stronger local support networks.
- Stronger voluntary sector workforce

Place-Based Provision

We deliver free and subsidised activities directly within communities experiencing higher levels of deprivation.

Current programmes include:

- Sarum Academy Drama Club. - provided free, weekly, during term time.
- "Play in a Day" - Free holiday provision in Bemerton Heath.
- Bemerton Heath Family Fiesta.

In development for 2027/8:

- New free holiday programme for the Friary Estate.

Impact Aims

- Increased participation by children and young people who might not otherwise access arts activities.
- Improved confidence, social connection and aspirations.
- Greater engagement in community life.

Financial Inclusion

Core revenue funding allows us to maintain affordable pricing and provide bursaries for those facing financial barriers.

Subsidised Programmes

- Stage 65 Youth Theatre, offered at 40-60% below commercial rates with no additional show charges
- Momentum: Arts for Adults
- 50% discount rate for arts centre and playhouse space hire by community groups and local artists
- Creative careers workshops masterclasses offered at below cost to ensure access.
- Band Night and Jam Night (Youth Music Events)

Free Programmes

- Under-5s Stay and Play.
- Family Fiesta events.
- Beginners Please Primary School Programme – free for priority area schools (30% Pupil premium and above) in our Primary programme – Beginners Please.
- Creative Careers Week

Bursaries

We offer 60 to 70 Youth Theatre and Young Technician bursaries annually and operate a ‘no young person turned away due to financial barriers’ policy across our youth arts programme.

Impact Aims

- Reduced financial barriers to participation.
- Increased access to arts, culture and social opportunities for lower-income families.
- Greater equality of opportunity.

Skills, Education and Employment Pathways

We make a commitment to providing exceptional industry-connected vocational training for local young people. (Full activity details under Priority 2). In order to ensure the widest benefit to our participants and to actively address barriers to entry into the cultural sector workforce we

- Provide participants and students with interview, audition and CV support.
- Work with the Job Centre to deliver 1-to-1 sessions for job seekers on entry to the cultural sector
- In 2027 we will work with Salisbury City Council to offer cultural sector careers/jobs information days in priority communities.
- Have developed internal development pathways through our programmes
 - All first-time participants are signposted to secondary opportunities (volunteering, bursaries, courses)

- Participants in regular programmes receive emails re: training, workshops, ticket schemes regionally/locally, free additional half term skills workshops, free performance opportunities.
- Bursary recipients are priority signposted to Creative Careers, Wiltshire Creative Academy, Young Ambassadors and Breakthrough placements.
- Creative Careers priority participants have 1 space reserved for them each year into Young Ambassadors, Youth Volunteering Opportunities and Young Tech/Youth Theatre Bursary Placements
- Bridge Partnership agreements include bespoke pathways for priority communities into opportunities within our programmes including; supported visits, free taster sessions & face to face application support
- Priority schools are offered careers sessions and teachers CPD for free
- We also provide free to access creative careers programmes (See Priority 2)

Impact Aims

- Improved access to quality arts training for local young people that does not require relocation, accommodation and associated costs
- More young people from priority neighbourhoods and experiencing barriers to participation access our programmes and pathways.

Priority 2: Positive Futures for Children and Young People

Wiltshire Creative supports children and young people to develop confidence, skills, aspirations and pathways into adulthood through high-quality creative opportunities. Our opportunities are open to all, with no audition or previous experience required.

We also place all of our youth work in the context of the National Youth Strategy, “Youth Matters”, offering all participating young people the opportunity to be “listened to, be treated fairly, feel supported, have more opportunities for fun, build positive relationships with peers, feel prepared for the future, and feel safe”. We understand our role as trusted adults – “People who care” as we provide safe enriching spaces – “Places to go” and we prioritise youth voice in all of our work ensuring young people are “seen and heard”.

Our work directly contributes to SCC's objective of creating meaningful skills, development, training and employment opportunities while ensuring young people feel connected, supported and safe.

Youth Theatre

Our expanded youth theatre programme will support up to 170 young people annually (30% increase in capacity, 2024 - 2027) through:

- Weekly sessions building specific performance, presentation and communication skills through drama
- Progressive performance pathways developing confidence and performance skills carefully across a stepped performance programme
- Opportunities to perform at Salisbury Arts Centre, Salisbury Playhouse and Salisbury International Festival across all our stages and performance spaces

Impact Aims

- Improved confidence, communication and teamwork.
- Increased resilience and self-expression.
- Development of transferable life skills.
- Building of specialist performance knowledge, technique and experience

Young Technicians: Core

Annual programme supporting 10 young people through a specialist programme of placements, practical workshops, professional event shadowing, industry visits beyond Wiltshire Creative:

- Technical theatre & Live music training – Sound, lighting, design elements.
- Live event experience.
- Industry mentoring by Wiltshire Creative staff and industry partners, including [Major Tom](#) and [Colonel Tom](#).

Impact Aims

- Development of specialist technical skills.
- Increased knowledge of live event technical careers and training/development pathways
- Increased live event workplace readiness

Young Technicians: Plus

New for 2027, an advanced progression route for young people completing the core programme, with 10 places available from Jan 2027.

Participants receive:

- Advanced training – Live event sound and lighting design, stage and production management.
- Leadership opportunities across live events
- Mentored workplace experience.

Impact Aims

- Improved progression into further training and employment.
- Improved progression to paid opportunities within Wiltshire creative
- Expanded professional networks and contacts for young people seeking to enter the industry

Young Ambassadors

Annual programme engaging 12 young people in organisational leadership and decision-making in the cultural sector. In 2027/28 participants will ...

- Co-produce the children and youth festival at Salisbury Arts Centre as part of Salisbury International Festival
- Shape programming and audience development approaches across our youth arts and professional programmes.
- Create and design social media and print media content.
- Develop leadership and advocacy skills and learn arts organisation specific processes, structures and skills.

Priority places are reserved for young people from under-represented backgrounds, including SEND, LGBTQIA+, Global Majority communities and residents of Bemerton Heath and the Friary Estate.

Impact Aims

- Increased youth voice and influence within our organisation.
- Development of leadership skills in young people.
- Greater understanding of careers, opportunities and training pathways within theatre and the cultural sector

Youth Music Programme

In 2027/28 we will programme 6 opportunities for young musicians to perform and develop their skills and confidence in our professional venues

- Youth Band Nights (14 – 25)
- Jam Nights (14 – 18)
- Songwriting & Stagecraft workshops
- Free rehearsal space

Band and Jam nights are supported by specialist inclusion and youth arts staff with inclusion measures in place, providing a safe and inclusive space for around 600 young people per year to socialise. We also work with local partners, including Salisbury Live to signpost young people to more safe places to perform

Impact Aims

- Increased confidence and performance skills.
- More safe social opportunities for young people in our City.
- Increased awareness of live music opportunity in our local area

Creative Careers

In 2027/28 we will provide:

- Creative Careers events reaching approximately 2,000 young people annually.
- Over 40 Work experience placements, including specialist placements and the annual creative careers week
- 3 Specialist Creative Careers workshops/Masterclasses.

Impact Aims

- Improved understanding of career pathways.
- Increased access to creative-sector employment opportunities.
- Greater aspiration and progression.

Oracy and Communication Skills

The 2026 white paper “Every Child Achieving and Thriving” (Feb 2026) makes a set of recommendations in response to the Curriculum and Assessment Review in highlighting oracy distinctly, alongside other skills, such as financial and digital literacy, which are essential for success in a rapidly evolving labour market. The report commits to establishing an oracy framework alongside the current Reading and Writing frameworks, specifically driving oracy in the English curriculum and citizenship

The National Literacy Trust defines Oracy as “the range of skills and techniques that we use to express our thoughts verbally, which includes how well we listen, understand and respond”. National Drama’s 2024 statement on Drama and oracy further states that “Drama’s ability to provide limitless fictional contexts to motivate speech, can equip teachers with a flexible pedagogy” and support students “irrespective of age or linguistic sophistication.”

In 2027/28, the context of these national priorities, Wiltshire Creative will

- Launch a broad curriculum offer for schools rooted in oracy development across Linguistic, Cognitive, Physical and social and emotional skills through drama.
- Offer Transition and citizenship interventions for Primary and Secondary, focused on self-advocacy skills.
- Offer a bespoke teacher’s CPD for primary lead teachers within Beginners Please

Impact Aims

- Improved speaking, listening and presentation skills.
- Improved access to the curriculum and enrichment opportunities
- Increased confidence and readiness for education and employment.
- Improved teacher understanding of how to develop oracy using drama

Skills, Training and Employment Pathways

We provide vocational pathways that improve employability and reduce barriers to creative careers.

Through our partnership with Wiltshire College we deliver:

- UAL Level 2 and Level 3 Performing and Production Arts courses for 25-35 students annually.
- Level 4 and 5 pathways will be in development throughout 2027 with a view to new courses launching in 2028/29.

We will also deliver

- 2 x Paid placements through the Artswork Breakthrough programme which preferences young people from a low socioeconomic background and for which we preference applicants from local priority areas.
- 2 x Apprenticeships

Impact Aims

- Increased progression into employment, further education and training.
- Retention of creative talent within Salisbury.
- Improved skills and workforce readiness for young people under 25.

Priority 3: Vibrant and Connected Communities

Wiltshire Creative helps create inclusive, connected communities by providing spaces, programmes and events that bring people together, celebrate diversity and strengthen community participation. This directly supports SCC's objectives around belonging, cultural awareness, participation and community connection.

Community-Led Cultural Celebrations

Working with local refugee communities, we provide free venues, project planning and management support and expertise for community-led cultural events.

2027/28 in development are :

- Ukrainian Cultural Festival.
- Afghan Community Hub and Kitchen – community skills share.

Impact Aims

- Increased cultural understanding.
- Greater community cohesion.
- Improved visibility of culturally diverse communities.

Arts for Adults of All Ages

Through partnerships including Silver Salisbury and Beyond Dementia we provide creative learning opportunities for adults which are designed to welcome and support older people.

- Momentum – Theatre Arts for Adults of All Ages
- Arts and Health programming (e.g. Dementia Arts Group)
- Well-City – Arts and Mental Health Programme
- Theatre and dance programmes
- Community cast opportunities in professional productions
- Jazz Socials

Impact Aims

- Reduced social isolation.
- Improved wellbeing and confidence.
- Increased physical activity and skills acquisition/use

Safe Community Spaces

Wiltshire Creative venues operate as welcoming community hubs. We provide free space for a range of community groups, including:

- BSL conversation groups.
- Happy Café.
- Death Cafe
- Knit and Natter groups.
- MS and Parkinsons Groups
- Spurgeons
- Deaf Café
- Vinyl Café
- Well city participants
- Neurodivergent womens group

We anticipate that the number of groups using our spaces will grow by 20% in 27/28 as the arts centre programme broadens

Impact Aims

- Reduced loneliness and isolation.
- Increased access to support services.
- Stronger local networks.

Community-Led Programming at Salisbury Arts Centre

The redevelopment of Salisbury Arts Centre is focused on forming a creative participation hub shaped by local residents and artists. In 2027/28. We will continue to co-produce this programme with our community and artists circles (representative groups of volunteers). Who will help us to continuously consult with and reach the wider community to ensure this programme reflects the needs of our local community

The programme includes:

- Music, dance, drama and visual arts activities for all ages.
- Community exhibitions.
- Volunteer-led café provision.

Impact Aims

- Increased community ownership of cultural spaces.
- Increased volunteering and civic engagement.
- A successful arts centre participation programme which influences the professional programme of the venue

Volunteering

Wiltshire Creative provides volunteering opportunities across its artistic, participation and public programmes.

- 136 volunteer stewards
- 8 wardrobe Volunteers
- 25 Volunteer Pop-Up Café Volunteers
- Est 15 project specific volunteer opportunities per year
- 20 young volunteers' opportunities per year
- Volunteer Access Hosts
- In 2027/28 we are aiming to expand our volunteering opportunities such as gardening, based on volunteers' suggestions.

Impact Aims

- Development of skills and confidence.
- Increased employability.
- Stronger community involvement
- Sustainability of the Wiltshire Creative public programmes
- Improves social connections/capital.
- Increased understanding of industry and available roles

Public realm

Our goal 2 strategic ambition, to “invigorate our venues and city spaces with a diverse range of creative experiences that deliver surprise, delight and wonder”, is also connected to our commitment to enable free access to high-quality arts experiences in our public spaces and to involve local people in living examples of vibrancy and connection through events and creative experiences.

In 27/28 there are four main strands to this work.

Local Stories

In 2027/28, Wiltshire Creative will make a new commitment to amplifying unheard local voices from the city centre through its professional programme. The Market

Voices Project will capture residents stories, in partnership with Salisbury Museum, and create a new theatrical experience and place them in the local historical record. Written by a Salisbury-based writer it will be performed in public and civic spaces. The writer will work with the Take Part team and local participants in April and June 2027 to ensure their views are embedded in the creation of this play, for Festival 2027.

Festival – City Encounters

We continue to make a commitment to mass participation events, with targeted and welcoming invitations to groups experiencing barriers embedded through the means outlined above.

In 2027 City Encounters will continue to present free performances and experiences, for thousands of people, in surprising places across the city including 1 mass community participation project, bringing together hundreds of residents in collective creation with world renowned artists. This work will be supported by the Take Part team to ensure access and bridging opportunities for disadvantaged portions of our community.

Family Fiestas

In 2027/28 we will continue to deliver our free family fiestas in Bemerton Heath and the city centre. During festival 2027 the city centre experience will be expanded to a 4 day Children, families and young people festival based at Salisbury Arts Centre offering youth voice platforms, free skills workshops, free performances and performance opportunities for young people.

Community Events

In 2027/28 we will continue to attend a range of community events providing intergenerational and open access free creative activity. Events will include SCC Fundays, Bemerton Heath community led events, focused events e.g. Men Matters and the MELA.

Impact Aims

- Celebration of local identity and heritage.
- Increased community pride.
- Greater participation in cultural life.
- Platforming of underrepresented voices
- Opportunities for intergenerational collaboration and cohesion
- Increased awareness of cultural learning, wellbeing and participation opportunities in the community

Wranga Wradak:

We have really enjoyed taking part in the festivals, activities at the Arts Centre and Playhouse, and especially the pantomime. The children were absolutely delighted to watch the pantomime, and seeing their excitement, laughter and happiness made it such a special experience for all of us.

It is lovely to have these opportunities where families and people from different communities can come together, feel welcome and enjoy something positive as a community.

We are very grateful for all the time, kindness and effort that Take Part and Wiltshire Creative put into making these activities possible. We truly hope they will continue for many years, bringing the same joy and opportunities to many more families and children.

With warmest wishes,
Wranga Wardak (Afghan family)

Valeriy Melnik:

To whom it may concern,

I am writing on behalf of the Ukrainian community in Salisbury and surrounding areas to express our strongest support for Wiltshire Creative and their community engagement programme. Over the past 4 years, we have witnessed firsthand the profound and measurable impact of their inclusive initiatives across the Salisbury Arts Centre and the Salisbury Playhouse.

Wiltshire Creative fills a unique and indispensable role in our city. By leveraging deep roots in the community, they build trust and facilitate impactful partnerships that smaller groups could not manage alone. A shining example of this is their dedicated work with marginalized and displaced groups. Their tailored Ukrainian and Afghan refugee festivals provided not just entertainment, but a vital sense of belonging, safety, and community integration during an incredibly challenging transition for these families.

Furthermore, Wiltshire Creative actively dismantles economic barriers to culture, aligns perfectly with the strategic priorities of Salisbury City Council, and ensures civic spaces remain open to all. Through their generous public benefit offer—including extensive school outreach, free creative family activities, and the distribution of free Christmas pantomime tickets—they ensure that financial hardship does not mean cultural exclusion. For many families in our community, these initiatives represent their only access to live theatre and structured creative play.

Wiltshire Creative spaces are much more than a cultural venues; they are a cornerstone of social cohesion and community resilience in Salisbury. Funding and supporting their work is a direct investment in the well-being, diversity, and unity of our city. We look forward to continuing our partnership with them and strongly urge Salisbury City Council to maintain and expand their support for this essential organisation.

Yours sincerely,

Valeriy Melnik,

One of the leaders of the Ukrainian Community in Salisbury and surrounding areas

Toni Hayzen: Headteacher – Sarum Academy

Dear Salisbury City Council,

I am writing on behalf of Sarum Academy to express our strong support for the continuation of core funding for this work.

Sarum Academy serves the community of Bemerton Heath and the surrounding area, including a significant number of young people experiencing socioeconomic disadvantage. For us, access to high-quality cultural, creative and communication opportunities is not simply an enrichment activity; it is an important part of widening opportunity, raising aspiration and supporting social mobility.

Our partnership has provided experiences that many of our pupils would otherwise be unlikely to access. This is particularly significant for young people from underserved communities, where financial, social and cultural barriers can limit participation in activities such as drama, theatre and the arts.

The drama provision has been of considerable value. The drama club gives pupils the opportunity to develop confidence, creativity, teamwork and self-expression, while also providing an important sense of belonging beyond the formal curriculum. The opportunity for our pupils to perform as part of *Beginners Please* at Salisbury Playhouse, without the Academy being charged for their participation, is especially valuable. It enables pupils from Bemerton Heath and surrounding communities to perform in a professional theatre environment and to see themselves as belonging in cultural spaces that may otherwise feel distant or inaccessible.

These opportunities matter because they broaden pupils' experiences, increase cultural capital and raise awareness of pathways and possibilities beyond their immediate circumstances. For some pupils, experiences such as these can be genuinely transformative in helping them develop confidence, ambition and a stronger sense of what may be possible for their future.

We have also benefited significantly from the development of our Oracy Project. The unfunded time and expertise invested in working alongside us to develop this project has helped us to think more strategically about spoken language, pupil confidence and the importance of ensuring that all young people can articulate their ideas effectively.

Oracy is particularly important within the context of social mobility. The ability to communicate confidently, express ideas, advocate for oneself and participate effectively in discussion is fundamental to success in education, employment and wider society. Ensuring that pupils from disadvantaged and underserved communities develop these skills helps to remove barriers that can otherwise persist long beyond their time at school.

The value of this work therefore extends considerably beyond individual projects. It provides capacity, expertise and opportunities that schools such as ours would struggle to fund independently. Core funding from Salisbury City Council enables investment in relationship-building, development work and inclusive opportunities which may not generate direct income but can have a substantial and lasting impact on children and young people.

Without this core funding, I understand that the drama club, our participation in *Beginners Please*, and developmental projects such as our work on Oracy would either be significantly reduced or potentially not possible at all. This would disproportionately affect those young people who have the fewest alternative opportunities available to them.

We therefore strongly support the application for continued core funding and would encourage Salisbury City Council to recognise the important contribution this investment makes to widening participation, supporting social mobility and improving the educational, cultural and personal development of young people in Bemerton Heath and across Salisbury.

Yours sincerely,

Toni Hayzen
Headteacher
Sarum Academy

Best wishes,

Toni Hayzen
Headteacher

Sadie Harrison (Speaker – Afghan Festival of Culture and Cuisine April 2026)

As a contributor to the Afghan Festival of Culture this year I could not be more positive about the event. I was invited to give a talk about my experiences of working with Afghan musicians and dancers and was so impressed by the quality of the organisation (thanks to the work of Jane Ebel and the Wiltshire Creative team), the large number of participants and audience members and the overall good vibe of the whole event. I have taken part in similar celebrations and few have felt so special or indeed resonated with such potential for future cultural relationships with both individual refugees and indeed with other organisations. Festivals like this draw people together in such an important way - a single day of generous inclusivity and positivity can promote good relations between refugees and the wider community in a way that isn't easily found through other means. I will certainly contribute again if asked and do hope that the City Council sees the immense benefits of what Wiltshire Creative has achieved. Dr. Sadie Harrison

Sadie

xx

Alison Payne



27th August 2026

To whom it may concern

I am writing in support of the Annual Funding Application being submitted by Wiltshire Creative for their Take Part and Outreach programmes.

I have been supporting Wiltshire Creative financially for many years now and this year I also joined the group of volunteer ushers. My involvement in the production of Romeo and Juliet this Summer as funder and usher focussed my attention on the young company.

I had been considering offering a meaningful sum to support the Theatre in some way and after talking to a member of the professional cast who had 'cut her teeth' at Stage 65, and the Take Part Team, I decided that supporting young talent was what I wanted to do.

I believe passionately in live performance and that access to the performing arts should be available to all young people who want to take part. Money, or the lack of it, should not give favour or prevent a child from joining in – or indeed continuing to take part when the family circumstances might make that difficult. The benefits of expressive art experiences, enable children to explore lives, emotions and complex situations in a safe environment, developing self-confidence, self-esteem and friendships; sometimes finding their 'tribe' for the first time and realising that there are other people out there like them. (I know from personal experience the bleak isolation of feeling 'different').

Since becoming more involved with Wiltshire Creative at both Salisbury Playhouse and Salisbury Arts Centre, I have 'found my tribe' and come to realise the enormous amount of hard work, dedication and effort which goes into each and every aspect of the audience experience, from all the staff and volunteers. But it is the work done by the Take Part Team which I think is least recognised as it mostly goes unseen by the audiences.

Bringing the benefits of live performance to, and demonstrating that the theatre is for everyone, not only enriches the lives of those taking part now but also ensures that the next generation of professional performers is 'waiting in the wings'!

I have no doubt that the Take Part Programme reaches some people who would never consider that the theatre is for them and equally sure that young lives are enriched, perhaps even turned around by being valued, validated and allowed to be themselves.

I look forward to many more years of association with Wiltshire Creative and intend to continue supporting the organisation in any way I can.

Yours faithfully



To whom it may concern

Safer and Supportive Salisbury



27 August 2026

Dear Sirs

We are delighted to provide a letter of support to Wiltshire Creative. We have been working in productive partnership with the Wiltshire Creative team over several years. The assistance they have provided for our work has enabled us to broaden our reach to disadvantaged and vulnerable members of the Salisbury community, to meet our charitable objectives.

Their staff members have participated with enthusiasm, energy, good ideas and excellent contacts in our Community Network and have helped us with signposting their creative activities and opportunities for participation by groups and individuals with a wide range of needs.

We are particularly grateful to them for hosting our events, especially the quarterly Community Network meetings. Their venues have been longstanding members of our Safe Places scheme and they are working with us to further promote the scheme across the city.

Wiltshire Creative is an important strategic player in Salisbury and we are delighted to work in close partnership with them, as a small local charity seeking to make our city a safer and more supportive place to live, work and visit.

Yours faithfully

Liz Batten
Co-Chair
Safer and Supportive Salisbury

Dear Jane and Sarah

I would like to express my gratitude for all the amazing support we have had from community networks in particular Wiltshire Creative enabling our help with the Hubs supporting refugees in particular the Afghans and Ukrainians.

This support has meant the refugees have been able to take part in engaging and successful Festivals and actively contribute to other events such as in the Playhouse, MELA, and benefit from all sorts of integration activities. The kind gift of free tickets to pantomimes and events will have helped them understand our culture as well as being able to showcase their own.

Such generosity of time and tickets as well as participation helps us all to integrate, understand and assist refugees to feel more comfortable in a strange environment as well as giving them hope for the future.

It makes me proud to know that our community has been so open and giving to help and support us all

Best wishes

Joanna Higgs

Muse CIC & Bemerton Hub



Jane Ebel:

Muse's involvement with Wiltshire Creative really began with a casual catch up coffee with Rosa Corbishley in 2025. I was telling her about the Ukrainian hub and the Afghan community hubs as well as some of the bespoke art and the music projects that we had implemented both in the community and in local schools in an attempt to share particular cultures and reduce some of the racial tensions that were arising from so many large families settling in the area and registering for local schools. Rosa then talked about the Take Part initiative and suggested that together, we organised one day festivals of culture and cuisine for each of those countries across the coming year.

Sarah Gregson had just joined Wiltshire Creative and we already knew and loved her from her previous work in the community. And just as an aside - the work that she did with the Afghan women to build their confidence has been absolutely transformational!

What started as an acorn, rapidly grew into a massive, broad, multi branched and beautiful oak tree. The Ukrainians once unleashed, began to dream up more and more activities to run all over the Playhouse!: up the stairs, along the balcony, in all the rooms made available to us, while the British team organised a day of very topical and moving talks and discussions in the Salberg Theatre and multiple book signings. The catering team created an all day cafe serving fabulous hot and cold, savoury and sweet Ukrainian dishes that never seemed to sell out in spite of the cafe being full at all times. I don't know how many people visited but I know it was a very big number! One of the stars of our community - a teenager from Mariopol, organised a 'wedding ceremony' in national costume and gave a talk to the audience. This was a complete sell out (I didn't even get standing room at the back!) and her teachers attended, having absolutely no idea about Polina's heritage and how much she had contributed to the Community Hub since arriving in 2022. For the teachers, this was a revelation.

Throughout the day, the team of staff and volunteers at Wiltshire Creative worked their socks off. Nothing was impossible. Little niggles and challenges were waved away as being completely normal (like the band still having a pre-performance party in the car park when they were meant to be on stage!!). Without their support, enthusiasm, energy and complete professionalism the day would not have run as it did.

What Wiltshire Creative didn't know, was that this entirely made up for the Chalke History Festival, which the Ukraine Hub has now attended as part of Living History, for the past 3 years. At this, after the very successful first year, they were slightly side-lined and were not able to display, cook, educate and entertain as they really wished. The Festival in the Playhouse offered them the fullest opportunity which they seized with both hands.

The Festival was free for everyone to come and there were activities for every age. The opportunities to Take Part were abundant and both hosts and visitors had an incredible day.

We invited our Afghan community to come to the Ukrainian Festival so that they could begin to plan their day the following year in the Arts Centre. Many of them had never been to the Playhouse before and it was beautiful to see their delight and enjoyment when meeting up with the Ukrainians (some of the older Afghan men speak Russian and were able to converse with the Ukrainians). They also really enjoyed sampling the food.

In April, Sarah and her fabulous team at the Arts Centre, hosted the One Day Festival of Afghan Culture and Cuisine. We were not sure how many people would come on the day and how widely we were able to publicise the event (many of the Afghan families live outside Salisbury and unlike the Ukrainians do not have host families that have supported them). The event was only slightly smaller in ambition than the Ukrainian festival and we had many artists and speakers from London and from the Turquoise Mountain Foundation.

When the doors opened at 12 and I saw the queues, I couldn't quite believe it! As a venue, it was perfect but what really struck me was how the WC team had transformed the venue and how alluring the main space became. We had visitors from Taunton, Bournemouth, North Wiltshire and from London as well as local visitors. Many stayed for the whole day including for the evening concert. We ran out of food by 4pm because everyone was enjoying the Afghan cuisine so much and because we had so many visitors! What really moved me, was how many Afghan families came (for the first time) and stayed the whole day. Only a year ago, they had been too shy to come to the music workshops and the concert in the Quaker Meeting House. This year, they asked if the

taxi time could be altered so that they could stay up late and enjoy their music from Herat performed by Sulaiman Haqpana and his British colleagues.

We have come a very long way since 2022 when we started working with ethnic groups within our communities. It is my very strong belief (and passion) that the best way to bring communities together is through music and shared communal eating. Words can sometimes get in the way. The beating of a drum, body percussion, movement and discovering that the mantu meatball pops up in almost every other country in the world, by a different name, can bring people together and give them a sense of belonging in a way that nothing else can.

The vision of Wiltshire Creative and the Take Part initiative is right at the heart of this and we feel exceptionally honoured and blessed to be included!

Thank you

Jane

Jane Ebel



For the Afghan Community Kitchen please visit:

Community Kitchen - MUSE CIO



Community Grant application form

Before applying, please read the grants policy document to ensure you meet all the requirements, and you can supply the necessary documents noted on page 9 of this application form.

If you feel you don't meet all the requirements yet and you need support developing your group or organisational structure, please email us with a summary of your needs. An SCC officer will then contact you to discuss further.

Applicants may contact Salisbury City Council (SCC) at any time during the application process. Tel: 01722 417100. Email: grants@salisburycitycouncil.gov.uk

If you have any specific communication needs, please tell us below;

Text phone ☐
(please specify)

Sign language ☐

other language

Other

1. Application details

Contact Name:	Alice Maddicott and Bridget Telfer	
Position:	Learning and Engagement Manager (Alice) and Community Curator (Bridget)	
Organisation:	The Salisbury Museum	
Contact Address:	The King's House, 65 The Close, Salisbury, Wiltshire, SP1 2EN	
Telephone Number:	01722 332151	
Email:	alicemaddicott@salisburymuseum.org.uk	
Status of Organisation:	Charity	
Charity/Company number: (if applicable)	Charity No: 289850 Company No:	
Geographical area your organisation covers:	Salisbury and South Wiltshire	
How long has your organisation been in	Less than one year	
	Between one and five years	

existence? (Please ✓)	More than five years	x
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	Yes / No / NA
If the application is for a religious or faith group, is the project one that has a clear & demonstrable benefit to the wider community of Salisbury, irrespective of their religious beliefs?	NA
If the application is from a school, education, health or social service establishment, is the project in addition to statutory services?	NA

2. Your organisation

Have you applied for or received a grant/subsidy from SCC in the last <u>5</u> years? (Please list – continue on a separate sheet if necessary)	Date Applied	Project	Amount Applied for?	Were you successful?
	August 2024 for 2025-2026 financial year	Community Cultural Grant funding	£16,000	Yes
	2024-25 financial year	Community Cultural Grant Funding	£16,000	Yes
	2023-24 financial year	Community Cultural Grant Funding	£16,000	Yes
	2022-23 financial year	Community Cultural Grant Funding	£16,000	Yes
	2021-22 financial year	Community Cultural Grant Funding	£16,000	Yes
What are the aims and objectives of your organisation? <i>e.g. Mission or values statement or terms of reference.</i>	Our mission statement At The Salisbury Museum we are committed to welcoming, inspiring and entertaining our diverse audiences by telling the story of Salisbury and the surrounding area – a unique landscape which has been the cradle of unparalleled human achievement for over half a million years.			

	We continually seek new ways to engage and collaborate with the broadest of audiences and partners. We use our expertise, creativity and passion, and the extraordinary breadth of our collections, to present contemporary experiences, displays, exhibitions and events which give context to the archaeological, historic and artistic riches of Salisbury and south Wiltshire. The Salisbury Museum acts as a catalyst to understanding and learning about English history on many different levels, and to appreciating what is so special and significant about this landscape, and the lives of the people who have shaped it – and who continue to shape it today. We are privileged to be supported by the generosity of members, volunteers, funders, partners and, of course, our visitors. As an independent charity, we work hard to ensure that support is utilised creatively and powerfully to the greatest possible effect, so that the museum is recognised and valued as an asset to its community. The well-being of our people is essential – we embrace diversity, support development, value contribution and celebrate success. Our talented and dedicated team work collaboratively, with transparency, accountability and determination, so each individual adds value and contributes to our shared goal – the sustainable and successful future of The Salisbury Museum.
What are the main activities of your organisation? <i>If you are a new group, please describe the services/activities you plan to provide.</i>	We are a museum, so we are open as a visitor attraction 7 days a week. In addition to this we run a number of activities – from a comprehensive schools learning programme, to community groups and workshops on and off site (these frequently support vulnerable groups or hard to reach groups such as older people, people with dementia and people with a mental health need). We also have a regular informal learning programme on site, including a monthly under 5s morning and regular

	holiday activity days, as well as a weekly on-site youth club and off-site group at the Friary. We also have programmed talks and events and two large scale festivals – the Spring Fayre in May and the Festival of Archaeology in July.
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3. Your project

Project	Start Date	06 /04 /2027
	Finish Date	05 /04 /2028
	Total Cost	£ 15,572.50
	Grant Applied For	£ 14,072.50

Project title	Museum Creative Communities
Where in Salisbury will the project / activity take place?	Both at the museum and at community centres, including the Friary centre. The Giant Friends project will take place in schools as well as a visit to the museum.
Please describe your project and its aims & objectives. <i>What are you trying to achieve?</i>	Our project is a series of smaller projects with the same goal, to support and inspire local young people and adults, enabling us to continue and build on our community work, whilst providing new skills and opportunities. We want to promote connection and a sense of belonging – being part of something within Salisbury, with ongoing wellbeing implications to this. These projects will also enable the museum to connect to the community it functions within, building upon our past work and aspiration to become more of a civic hub for all local people. The project will be broken into a series of targeted mini projects and events, working with particular groups. A summary of each follows below: Friary Creative Youth Club: This group has been running for a number of years now and for the past year has been supported by our city council grant. It is a weekly group that meets at the Friary Community Centre and provides a creative more reflective youth group, a safe emotional space where young people can be themselves, explore ideas whilst working towards creative outcomes with real impact. In the past these have included exhibitions and a published book. For this year we would like to continue to meet weekly and work towards an exhibition and potentially creative work to be sold at the teenage market or other ways of setting up a small business. Initial consultation with the group suggests that amongst other things they would like to look at our fashion collection. Other ideas include a photography exhibition working with an artist to recreate Victorian style images

and learn new skills. Our goal here is to continue our positive work with this group of the past four years, to provide creative opportunity as well as support, building confidence and aspiration.

Giant Friends Project: We would like to build on the success of our Giant Friends Project, working with three schools and to repeat the project in St Osmunds Primary, on the edge of the Friary, who took part this year and have already said that the impact was so positive on their students that they want to repeat the experience. This will help build the project as part of a school experience, rooting the museum in the community and generations of children in their local history, a key thing we would like to achieve.

Children get to spend one day learning about the Salisbury Giant and its history, before creating the character of their own friend or family member for the giant, as across the world pageant giants often have friends and family. They then have an additional day with a professional artist to make their character, before a free visit to the museum to introduce them to Christopher and make up their own parade.

Our long term goal with this project is to keep it going and build a huge family for Christopher that local children feel part of, as well as a locally inspired creative learning experience, offered free of charge unlike our general formal learning programme, that will last a lifetime, increasing their sense of connection to the city's history and also sharing stories and ideas from other countries their families may have originally moved from.

SEND youth group and creative projects: We are in the process of setting up a monthly youth group at the museum for teenagers with SEND. It has been apparent in recent consultation and conversations in the community that this is a real gap in provision (with little support for SEND youth). Our goal for this is to create a safe space where young people with SEND who suffer from exclusion and social anxiety can come and make friends whilst learning new creative and heritage skills. In addition to this regular group, we would also like to offer a more in-depth 6-week creative course for home educated young people with SEND, co-produced with them. They will creatively explore the collection and work alongside a professional artist to learn about history, develop new creative and research skills, increase personal agency and social skills, and build trusted relationships. This will lead to a visible outcome such as a small-scale publication or display.

Spring Fayre: Funding for this yearly festival enables us to open up the museum to people free of charge, removing the pay barrier for local families, and offering an exciting selection of folk and creative activities that also helps support the local creative economy by paying freelance practitioners. Last year it enabled 1800 visitors to enjoy the museum free of charge, as well as a kiddy ceilidh, gigs, a scratch orchestra, facepainting, willow weaving, traditional games and more. The goal for this activity is this breadth of engagement, drawing in new audiences, including

	those who cannot normally afford to visit, whilst providing high quality creative activities for families and supporting the local creative economy. LGBTQ+ youth project: The museum has been developing a relationship with the Salisbury LGBTQ+ youth group (that is supported by Salisbury City Council) and has recently run an LGBTQ+ tour of the museum for the group and also delivered a print-making workshop inspired by the lives, loves and queer relationships of the artists in our <i>Bloomsbury in Wiltshire</i> exhibition. These events have been well received, and the museum's aim is to build on this relationship by providing a project to unearth and explore some historical local LGBTQ+ stories and lives (that are represented in the museum) and then for the group to work alongside an artist to create artwork that expresses their identities, shares their stories, or celebrates LGBTQ+ narratives. This would result in a display either at the museum or at another location in the city. Wiltshire College ESOL student creative project: The museum has been working with ESOL students (English for speakers of other languages) from Wiltshire College for the last 2 years to creatively support their language skills and also their integration into the city – with many of the students being refugees or asylum seekers. Building on the success of previous projects, the museum would like to run a 6-week creative project with the students to explore their heritage and traditional cultures, their journeys to the UK and life in England today. This would result in a booklet of the creative outputs. Visually impaired creative course: In 2025 the museum ran a 6-week creative course for visually impaired people inspired by the museum's Elizabeth Frink exhibition. The museum worked in partnership with the Salisbury branch of Wiltshire Sight – who were instrumental in the marketing of the course. The course was fully booked with 12 participants taking part. Evaluation from the project proved a demand for more courses like this and a need – as there are very few history or creative courses designed for visually impaired audiences. The museum would like to offer a similar course – where participants work alongside museum staff and an artist to explore the collections and respond in a creative way.
Please identify which of SCC community strategy priorities below your project addresses. <i>Please include anticipated delivery outcomes and impacts setting out clearly what difference your project will make.</i>	All of the strands of our project are in line with SCC's community strategy which has been considered thoroughly and thoughtfully. Alice also attended the large community strategy meeting at the Guildhall so has been involved in the process of its development. Below are how the different strands fit with the strategy priorities: Friary Youth Creative Club – This strand particularly fits with priority 2 around positive futures for young people. It works directly with young people who live on the Friary to build

• Reduce Inequality and Strengthen Community Safety and Resilience • Positive Futures for Children and Young People • Vibrant and Connected Communities <i>Further details of objectives under these priorities can be found on SCC website- community grants</i>	confidence and aspiration whilst learning new creative skills. The regular long term approach of this group means that trust has been built and having two members of the museum learning team there, means that as well as supporting the development of skills and valuing outputs through creative outcomes such as exhibitions, we are there to offer pastoral support and advice. We know these young people and have seen them through the past four years, laying the trust foundations for meaningful support for their future. This group being on the Friary also means that we are supporting Priority 1 in terms of support for those living in priority neighbourhoods. Priority 3 is also met with the creation of a positive community setting, where through engaging with the museum and local history a sense of belonging in the city is increased. Celebration events and outcomes further strengthen this. Giant Friends – This project, being in schools, obviously works with priority 2 for positive futures for children. Working with a professional artist is a fantastic skills development opportunity. However this project also takes into account priority 3 through its meaningful depth of engagement around the history of Salisbury and the giant and how it promotes a sense of belonging by children feeling part of the giant's family and the next chapter of Salisbury's history. It encourages community cohesion and inclusion in a celebratory and positive way, as children are encouraged to share stories from their lives and countries of origin, feeding these into the design of their Giant Friend. The celebration event at the museum, further cements these goals, with children showing real pride when they come and introduce their creation to the giant and make up their own parade inspired by Christopher's civic role in Salisbury's history. SEND youth group and project – This strand of work clearly meets priority 2, working with young people, building confidence and developing new skills. It is particularly significant for the positive support aspect of the work in terms of how it works with children often dealing with acute social anxiety by offering a safe supportive space where they can be themselves. SEND young people are often those most at risk of NEET, so work such as this can also help mitigate this risk and support those young people towards a more confident future where they could perhaps work towards freelance careers or at least feel the confidence to apply for work or further training. It also meets priority 3 in that we would hope it would increase a sense of belonging in the community, through a space where they are welcome, supported and offered opportunities. Spring Fayre – This meets priority 1 in that in being free of charge and with the correct messaging and promotion it encourages people from priority neighbourhoods to come to the museum, sometimes for the first time. Much recent research has shown the positive impact of cultural experience on aspiration and life chances, so any first step is a positive way into engagement with a heritage institution such as the museum. It meets priority 2 in that the event is full of exciting creative activities to engage and
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	inspire young people. It meets priority 3 in that it encourages participation in community activities through an exciting event that people can feel part of. LGBTQ+ youth project – This project meets priority 2 (Positive futures for children and young people). The young people who are part of the LGBTQ+ youth group will have a chance to explore historical local LGBTQ+ stories and lives – which will ensure they feel seen and strengthen relationships through shared experiences. Having the time to research LGBTQ+ history will give participants a grounding and understanding of their history and decrease feelings of social isolation. Participants will also learn new creative skills and thrive through having a safe place to socialise and a project they can shape, which will improve wellbeing. The project will also meet priority 1 (Strengthen community safety and resilience) as our evaluation has proven that LGBTQIA+ people regularly experience hate crimes and discrimination in the city. The display at the end of this project will increase queer visibility and representation, and in so doing will tackle misunderstandings and prejudice. The project will also meet priority 3 (Vibrant and Connected Communities). There is a lack of support and provision for the local LGBTQ+ community e.g. Salisbury Pride celebrations have been cancelled in recent years. This project will facilitate the LGBTQ+ youth group to build connections. The final display of work will increase the visibility and representation of the local queer community and strengthen feelings of belonging. Wiltshire College ESOL student creative project: This project meets priority 2 (Positive futures for children and young people) and priority 3 (Vibrant and connected communities). Many of the ESOL students are refugees or asylum seekers and this project will result in new creative skills and increased English language skills. The project will create a safe space for the students to share and take pride in their culture (at a time when there is often anti-refugee or asylum seeker sentiment), bond as a group, and develop confidence. From the previous projects that the museum has embarked on with Wiltshire College ESOL students there is a transient nature to their lives (with some students being uprooted and moved half way through the term) which caused upset in the group – so to create a safe space where the students feel recognised and listened to is very important. The booklet of creative outputs which will be shared with friends and family will also give them a sense of pride. Visually impaired creative course: This project meets priority 3 (Vibrant and connected communities). Up to 12 visually impaired participants would take part in a 6-week course exploring the museum collections and responding in a creative way. Research and evaluation has proven a gap in the market with very little museum or heritage offers for visually impaired people in the local area. Through this course participants would learn new creative skills; meet new people, feel connected, and improve their confidence and wellbeing; and be able to fully engage in a museum offer that is designed with their needs in mind and is fully
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	accessible. It would also allow for Salisbury Museum to strengthen its relationship with the Salisbury branch of Wiltshire Sight (who we would work with) and for museum staff and volunteers to gain confidence in working with visually impaired audiences – which will help us to develop more events for this audience in the future.
LARGER GRANTS ONLY (over £3000) How will your project bring long term benefit to or have significant impact on Salisbury City and/or its residents?	The long-term benefit and significant impact that the depth of engagement this project provides, particularly in its regular groups or longer courses is invaluable. However it is measurable over time and our feedback from similar work we have done and the existing groups that this grant will help fund has shown improvements in confidence, mental wellbeing and a sense of feeling that the museum is for them and that they are connected within their city. One off events and workshops have impact, but this kind of in-depth working means that we can build trust and see things through, to support the building of connections, whilst adapting to need. There can be a sense of support at a much higher level. This project will also have a significant long-term impact in how it enables us to continue with our work to establish the museum as a prominent community supporter in the city and a place where all people feel welcome. In the past the museum has been seen more as a space for tourists, but we have been working hard over the last few years to change this perception and to provide opportunities that respond to community need and make all local people feel that this is their museum. By providing long term projects for young people we are laying the foundation for and contributing to the positive futures of young people in the city. Both through youth groups and the Giant Friends project we are connecting young people to their museum and their history with learning and memories that will last and hopefully be points on a pathway to engagement as they grow older, from next generations to them encouraging their wider friends and family to be involved with us. Working with SEND young people and young people from the Friary also has a long term impact in terms of mitigating the risk of young people being NEET, by providing skills, confidence and connections. Creating exciting outcomes from these projects and making them visible also has a lasting impact, showcasing the city in all its diversity and valuing the voices and ideas of its inhabitants – vital for increasing pride, belonging and confidence in their achievements. Working with LGBTQ+ young people could have a significant impact on Salisbury, through increasing visibility and mitigating the impact of hate crime. Working with ESOL students could have a long term impact in terms of promoting community cohesion.

	In essence all the projects and target groups have been chosen with the goal to ensure a positive impact on the city with a lasting legacy for its communities.
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4. Evidence of need

What evidence do you have that this project/activity is needed? <i>Tell us how you have identified the need for the project and how you think your project will meet this need.</i> <i>e.g. Did you carry out any research or community consultation & how did it inform your project?</i>	We have identified the need for the individual mini-projects within this project through a combination of ongoing evaluation of existing groups and past similar activities, with continuing to talk to our community about where gaps in need might lie. With the Friary Youth Creative Club the evidence is from the positive outcomes and feedback with measurable increases in confidence, creative skills, friendship and aspiration over four years. The fact that the same group of young people have attended every week for four years, even requesting that it starts earlier in the holidays is evidence that this group is needed and having an impact. Youth clubs can often be quite boisterous and it was identified and proven through doing, that there is a need for a quieter more creative focused youth club. The Giant Friends project has successfully run twice in the past three years. Feedback from this past year was extremely positive, both from the teachers involved who said it made a real impact on the class and that they would like to do the project again, even making it part of their regularly summer term lesson planning, and also from follow up visits to the museum from children who were involved bringing in their families in to meet Christopher. The SEND youth projects are a direct result from both meetings and conversations with organisations such as Spurgeons and a series of consultation events we ran with families with children with SEND and a taster creative session for young people with SEND. There is a clear need for a youth setting that is SEND friendly, where young people suffering from social anxiety can make friends and learn new skills without feeling nervous or potentially judged. Parents fed back to us that this would be a really positive provision. Spring Fayre has run successfully for the past few years. Last year we really focused it on providing exciting creative community opportunities and encouraging and the growth in numbers attending and positive feedback showed that there was a real appetite for this kind of free of charge large scale community event. LGBTQ+ youth project: over time we have built up a relationship with the youth leaders of the group and have had in depth chats with them about what the group are interested in and also the challenges that they face living in and around Salisbury. Museum staff have gone to the weekly meetings of the LGBTQ+ youth group to also consult with the wider group. Following their
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	feedback we held an LGBTQ+ tour of the museum and a print-making workshop inspired by LGBTQ+ narratives – evaluation from these sessions has shown that they were really well received. We have talked to the group leaders about this longer creative project and they feel that it is a project the group would be very excited about taking part in. Wiltshire College ESOL student creative project: The museum has built a strong relationship with the Wiltshire College ESOL tutors and carried out a large project to support their students in 2025/26 linked to the museum's folk exhibition. A comprehensive evaluation report was created following this – which pulled together evaluation from the ESOL students and staff, as well as the artist and museum staff. The ESOL tutors 'strongly agreed' that the project helped students: with their English and communication skills; grow in confidence; improve their wellbeing; learn new skills; and bond as a group. This next project will be devised with the ESOL tutors to have similar strong outcomes. Visually impaired creative course: following the 2025 6-week creative course for visually impaired people that the museum ran inspired by the museum's Elizabeth Frink exhibition, the museum carried out evaluation with participants. All 12 participants rated the course highly, with many stating that they learnt new skills and had not felt able to engage in art & craft or in museum exhibitions due to vision loss. All expressed a desire for more similar courses in the future. Some participant feedback from the course included: <i>'I thought it was going to be mediocre at best as my previous experience has shown me that courses are not normally designed for blind people ... It was much better than I thought it was going to be and very accommodating.'</i>
What support have you received for this project? <i>Please tell us about any expressions of support you have received from outside your organisation</i> <i>e.g. letters of support which you can enclose with this application</i>	As we will be running the projects ourselves, with support in places from the communities team for the Friary Youth project (we presume it would be a conflict of interest for them to write us a letter of support), we do not have letters of support for all activities - however we do have extensive feedback from consultation conversations and previous evaluation (again it is not appropriate to ask parents and young people for letters of support). We also have the support of Spurgeons in terms of signposting young people towards the SEND youth club. We know from feedback from teachers who wish to take part again and in the strong relationships we have within our learning community that the Giant Friends will be successfully supported. The class teacher at St Osmund's said: "I would highly recommend this project to other schools and know my incoming class was excited at the possibility of doing the same thing next year!" The LGBTQ+ youth group leaders have expressed their support for the project. Wiltshire Sight have said they would like to work with us again. If you would like formal letters of support from any of those mentioned above please let us know.

Who will benefit from this project/activity? <i>Please tell us which groups of people will benefit and approximately how many?</i>	Friary Youth Creative Club – four regular members with potential to expand to up to ten members. Whilst the numbers for this group are small, the impact of the depth of engagement is profound. Giant Friends – three primary school classes of approximately 30 children, so c.90 children in total. SEND youth work – target number of 6-10 young people attending regularly with potentially additional/different young people attending the creative course. Spring Fayre – Last year 1800 people attended and benefited from the event and its activities. The event also enables us to benefit the local creative economy by employing at least 5 creative practitioners for the day. LGBTQ+ youth project – the group consists of approximately 6-7 young people and 3 main leaders. The group numbers fluctuate over the year. Wiltshire College ESOL student creative project – the project would work with 20-30 ESOL students from Wiltshire College. Visually impaired creative course – we would aim to recruit up to 12 participants (with visual impairments) for the course.

5. Project delivery

How will the project/activities be managed? <i>Please give information on the practical arrangements for project delivery including delivery timescales.</i> <i>(e.g. phased delivery/project milestones?)</i>	This project will be managed by our Learning and Engagement Manager, Alice Maddicott and Community Curator, Bridget Telfer, who will each be leading on the delivery of different strands of activity. Alice will manage Friary Creative Youth Club, Giant Friends, Spring Fayre and the SEND Youth Work, as well as having overall responsibility for project, including budget, management. Bridget Telfer will manage the LGBTQ+ youth project, the Wiltshire college ESOL project and the visually impaired creative course. Both will be supported by the wider museum learning and engagement team, volunteers and where appropriate freelance artists. The Friary Creative Youth Club is ongoing so will continue weekly from the start of the funding period, this is led by Alice with
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	support from a member of the learning team and the city council communities team. It takes place at the Friary Community Centre. The SEND youth club will be monthly at the museum, be led by Alice and start from the beginning of the funding period. Bridget will also be involved and Bridget will lead on the management of the shorter 6-week creative course which will take place in autumn 2027. The Giant Friends takes part in the summer term so will take place in June and July. Day One is led by Alice and Day two will also include working with a freelance artist. These both take place at a school, so teachers will be involved in dates, but the museum lead on activities. Spring Fayre takes place on the first May bank holiday weekend and is a museum staff and volunteer team effort, with Alice and the learning team leading on its organisation and delivery. LGBTQ+ youth project – Bridget will lead on the delivery of this 6-week course, the timing of which will be planned in conjunction with the leaders of the LGBTQ+ youth group - but it is hoped it will take place in spring 2027. Wiltshire College ESOL student creative project – this project will be led by Bridget and will take place in autumn 2027. Visually impaired creative course – this project will be led by Bridget and will take place in spring/ summer 2027.
Please describe how your project will deliver value for money.	Our project will deliver value for money through the sheer breadth and depth of engagement that it enables, with a variety of groups within the city. In terms of depth of engagement the value of long-term work, such as the Friary Creative Youth Club is immeasurable. For relatively low cost we can provide opportunity and support for these young people that has real meaningful impact on their lives. Likewise with the SEND youth work and LGBTQ+ youth work, the impact is potentially life changing and long term for relatively low cost. School finances are struggling at the moment, so as well as supporting our learning community, the Giant Friends project is great value for money in how many local young people it reaches in a creative and meaningful way.

	All projects are costed thoughtfully with consideration of how to keep costs low without impacting their quality and success. By employing local creative practitioners for the freelancer roles we will also be putting money back into the community by supporting the local creative economy.
What are the main risks for the success of the project/activity and how will these risks be managed? What might prevent your project from being delivered successfully?	This project is relatively low risk in terms of its ability to be delivered successfully, and all activities will be subject to their own risk assessments. However there are of course risks associated with any project. These are laid out below: Staff turnover – whilst no members of staff associated with this project are currently planning to leave there are sometimes changes beyond our control. We will mitigate this by ensuring if this happens that any new staff are fully updated on the project through any handover. Members of existing groups leaving – this is unlikely, but we will also ensure that we proactively identify people who would benefit from the groups, so that there are always enough members to keep activities viable. Failure to recruit for SEND youth group – we are mitigating this risk by already having a number of young people keen to join. Failure to recruit for creative courses – we are mitigating this by already having garnered interest and will do so further by working with local organisations like the LGBTQ+ youth club and Wiltshire Sight to recruit. Safeguarding risks – disclosure and other concerns. All activities are run by members of our safeguarding team and will conform to our safeguarding policy.
What arrangements do you have in place to ensure safeguarding of children, young people and/or adults at risk.	We have a robust safeguarding policy that is reviewed annually and the staff members leading this work are our designated safeguarding lead and deputy safeguarding lead. All volunteers and staff that work with young people and adults at risk are DBS checked and attend our safeguarding training sessions.

(Applicable only if your project involves working with these client groups)	
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6. Project Finances

Tell us how much money you need for your project/activity

- Provide a FULL breakdown of the costs involved in your project year by year
- Show how much of the funding you are requesting towards this element

Add extra rows as *required*

Item or activity	Further Description or detail	Total Cost	Funding Requested
Friary Youth Creative Club	Refreshments £500 Materials £500 4 free family Membership "golden tickets" @ £52.50 = 210	£1210	£1210
Giant Friends Project	Freelance practitioner 3 days @£300 = £900 Materials £300	£1200	£1200
SEND youth club and projects	Freelance practitioner 6 half days @ £150 plus 2 days prep at £300 = £1500 Refreshments £300 Materials £500 10 free family membership "golden tickets" @£52.50 = £525	£2825	£2825
Spring Fayre	Freelance practitioners £2000 Materials £500 Marketing and other expenses £500	£3000	£1500
LGBTQ+ youth project	Freelance practitioner 6 half days @ £150 plus 2 days prep at £300 = £1500 Refreshments £50 Materials £200 Display design & printing £500 7 free family membership "golden tickets" @ £52.50 = £367.50	£2617.50	£2617.50
Wiltshire College ESOL student creative project	Freelance practitioner 6 half days @ £150 plus 2 days prep at £300 = £1500 Refreshments £70 Materials £200 Booklet design & printing £600	£2370	£2370
Visually impaired creative course	Freelance practitioner 6 half days @ £150 plus 2 days prep at £300 = £1500	£2350	£2350

	Refreshments £50 Materials £300 Transport for participants £500		
	TOTALS	£15,572.50	£14,072.50

If you are awarded less funding than you have applied for, could your project proceed? If so, please explain how.	Elements would be able to proceed, but we would need to cut strands of the project to the value of the amount we did not receive.
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Please list any applications you have made for funding from other organisations in the table below:

Organisation	Contribution Sought (£)	Applied (please tick as appropriate)	Granted (please tick as appropriate)
Waitrose – contribution to Spring Fayre in green token box	We will achieve either £500, £1000 or £1500 so have only applied to SCC for the minimum additional amount we would need to run the event	x	Amount achieved not yet known

If you are applying as a partnership, with one organisation holding the funds for a smaller group, please describe the partnership relationship and how the funds will be administered.	NA
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7. Your organisation's financial information

If your organisation/group has financial reserves, what is the value of these reserves and for what purpose are they held?	<i>The free reserves policy of Salisbury Museum is to hold liquid reserves in the form of cash or readily convertible investments of £225,000; this being the equivalent to approximately six months of operational expenditure. It is the aim of Salisbury Museum to have sufficient unrestricted reserves to allow the Museum to operate effectively for the foreseeable future, safeguard its collections and cover its pension commitments. At 31 December 2025 the Museum had free reserves of £763,000 (2024: £640,000). Included in these figures are unrestricted investments held of £513,548 (2024 £455,544). Given the unpredictable nature of much of the Museum's income, the trustees aim to invest any surplus unrestricted funds to provide a relatively secure stream of income to fund future activities.</i>
If your reserves are more than the amount you are requesting, please explain why you are seeking external funding.	Our reserves are held for emergency operating costs and are not used for things such as community work.
Please confirm that the bank account from which this project is funded is in the name of the organisation and that 2 authorised representatives are required to authorise payments.	Yes

8. Monitoring & Evaluation

How will you monitor & measure the success of your project? <i>Please tell us how you will capture outcomes and impacts? e.g. show clearly what difference your project will make?</i> <i>(You will report on these in your end of project/monitoring documentation)</i>	In addition to completing SCC's project report form at the end of the project period we will robustly evaluate the project using both quantitative and qualitative methods throughout its running. Building on the base point of our consultation participants will be asked what they want from the activities at the beginning of the sessions and staff members will reflect on what we are aiming to achieve and the KPIs for each activity. Reflective discussion will be held and noted throughout projects, with more formal feedback from forms and, where appropriate, focused discussion groups at the end of activities. Staff will make reflective notes throughout the project to ensure that key learning, moments and any adjustments are tracked and have meaningful learning impacts. In terms of quantitative feedback statistics will be recorded throughout.
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9. Checklist

	Enclosed (please ✓)
Safeguarding policy	x
Equality & diversity statement/policy	x
A copy of your constitution and articles of association (or similar documents if the above do not exist, showing the organisations status)	Awaiting from Director – to follow
Copies of all <u>relevant</u> Employer's, Building & Public Liability Insurance Certificate (if appropriate)	x
A copy of your organisations bank statements for the previous three months	Awaiting from finance officer – to follow
A copy of your organisations latest set of accounting statements (if any exist)	x

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As discussed in advance we are awaiting the return to work of relevant staff members with access to bank statements and our governance articles – these will follow early in the week beginning 7/9/2026.

If any of the above documents have not been enclosed, please give reasons why in the box below:

Please remember:

If you have not answered all the relevant questions and sent all the information we require, **we will not be able to progress your application and will contact you to discuss.**

10. Declaration by the applicant

I/we declare that the information on this application form and in any enclosed supporting documentation is correct.

I/we declare that, I/we have read the City Council's Grant Policy and believe that we meet the criteria set out by the policy.

I/we accept the following:

- I. That any false information we provide, even if provided in good faith, may lead to the withdrawal of the grant offered,
- II. That for applications of £1000 or more, a presentation is required by the applicant(s) to the City Council. This will be arranged prior to any meeting by the Communities Committee.
- III. That any grant offered will be used only for the purpose set out in this application,
- IV. That I/we will recognise Salisbury City Council as a funder and use Salisbury City Council logo on any materials or online media related to the project funded by the grant.
- V. That if I/we are unable to meet the project deliverables, I/we will contact SCC to discuss next steps,
- VI. That we will provide reports on progress at the request of SCC,
- VII. That should any grant offered not be used in accordance with the terms and conditions set out by SCC, I/we undertake on behalf of the organisation to repay the outstanding amount to the SCC, on demand.

Please be aware that the decision as to whether you have been successful in your application will be communicated to you shortly after the relevant council meeting.

Signed :		
Name(s):	Alice Maddicott	
Position(s):	Learning and Engagement Manager	
Date:	04/09/2026	

Data will be held in accordance with SCC data protection policy and will be held for a reasonable period to allow us to administer your application and grant delivery and reporting requirements.

I consent to all data being held for the purposes listed x

Please email your application & supporting documents to:

grants@salisburycitycouncil.gov.uk

The SALISBURY museum

Museum Creative Communities

A programme of work to build on and sustain creative
work with key underserved groups in Salisbury



Friary Youth Creative Club

- A weekly creative club for young people living on the Friary now in its 5th year.
- A safe emotional space to support young people.
- An alternative to more boisterous youth provision.
- A place to learn new creative skills and work towards visible meaningful outcomes.



Giant Friends!

- Three schools will spend two days inventing and creating a friend or family member for the Giant.
- Children learn local history, wider pageant giant history from around the world, share ideas, build character creating skills, learn teamwork and new art skills.
- Children visit the museum to introduce their friend to the Giant in a celebration ceremony.
- Children feel more connected to the city's history and part of the museum's community.



SEND Youth Group and SEND Youth Creative Course

- Filling a key gap in youth provision.
- Responding to extensive consultation with parents of and young people with SEND.
- Building skills, helping to mitigate those who are at risk of NEET.
- Helping to forge friendships for those who struggle, especially with social anxiety.
- Building strong foundations for our SEND community work going forward.



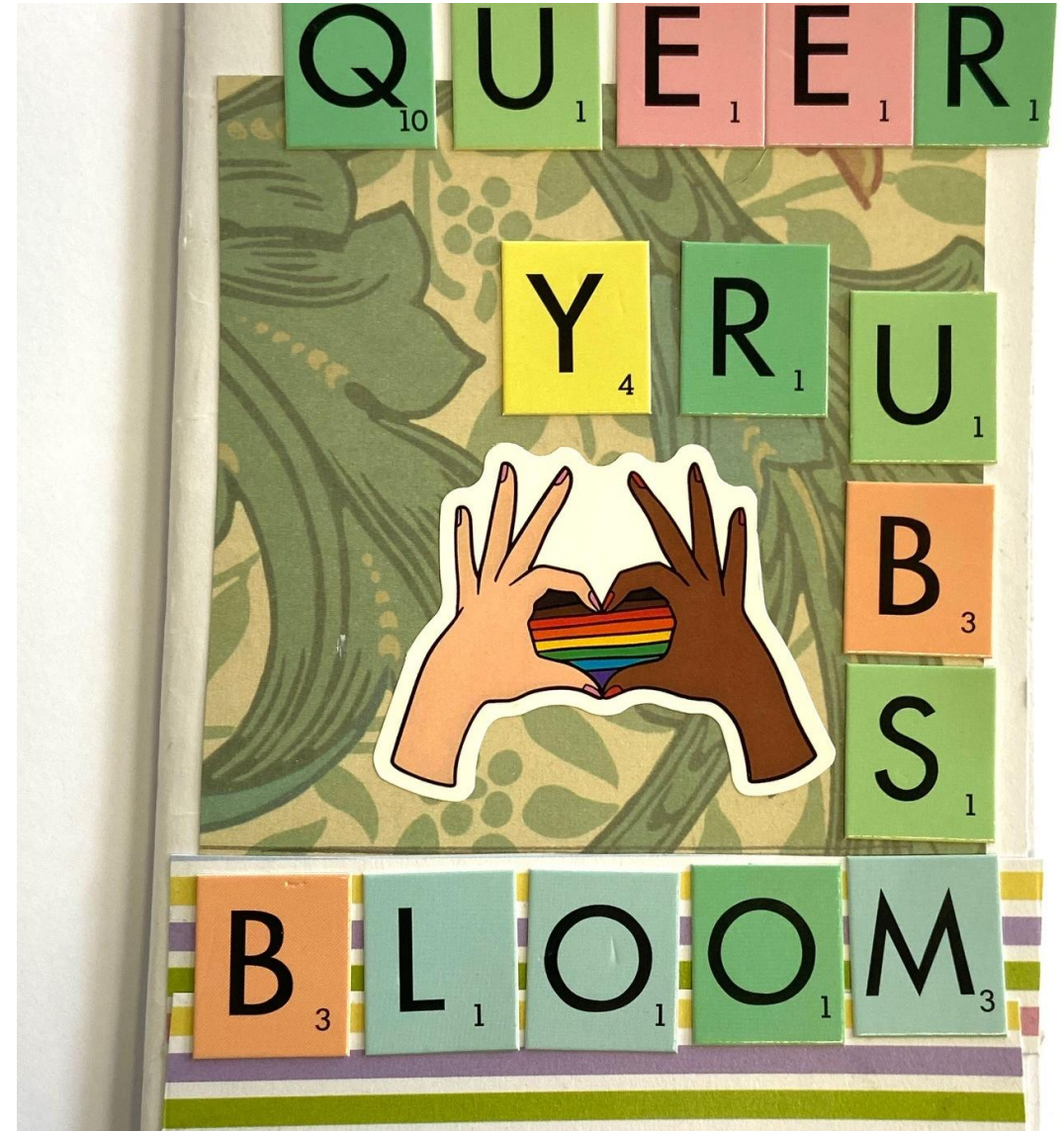
Spring Fayre

- A joyful free of charge community celebration day.
- A chance to explore, learn and have fun whilst supporting the local creative economy.
- Last year nearly 2000 people took part in everything from Maypole dancing to willow weaving, a kiddy ceilidh and scratch orchestra to simply enjoying gigs and good food.
- Connects local people to the museum and the history and traditions of their community old and new.



LGBTQ+ Youth Project

- Building on connections we have forged with the community.
- A 6-week course exploring historical local LGBTQ+ stories and responding creatively to expresses identities, share stories, or celebrate LGBTQ+ narratives.
- A display to increase queer visibility and representation.



ESOL Student Creative Project

- A 6-week creative course supporting students to learn new creative skills and develop language skills.
- A safe space for students, who are mainly refugees or asylum seekers, to share and take pride in their cultures, bond as a group, and develop confidence.
- A booklet of creative outputs will give a sense of pride.



Visually Impaired Creative Course

- Building on connections we have forged with the community.
- A 6-week course exploring the museum collections and responding in a creative way.
- Participants will learn new creative skills, meet new people, feel connected, and improve confidence and wellbeing.
- A gap in the market – a creative course that is fully accessible.



Conclusion

City Council Priorities:

Reduce Inequality and Strengthen
Community Safety and Resilience

Positive Futures for Children and
Young People

Vibrant and Connected
Communities

- A body of projects with community and an accessible supportive museum at its heart, seeking to bring people together, strengthen confidence and develop new skills, especially in marginalised groups.
- A community that feels supported and connected through the museum, a museum that is for them, helping achieve the goal of a positive future.
- Golden Tickets for key participants, building on the success of this free membership programme to break down barriers to engagement.

Email letter of support from Spurgeons.

I work for Wiltshire Family Hubs, and it has been great working with the Museum on a number of projects, including the Teen Wheeler Dealer project.

Through my work with local families, I am hearing more and more about the challenges faced by teenagers with SEND when trying to find somewhere they feel they genuinely **belong and fit in**. Sadly, many young people are spending much of their time isolated in their bedrooms, with their parents sometimes becoming their main or only source of friendship and social connection.

There is a real need for opportunities where these young people can meet others, build friendships, develop confidence and, most importantly, feel accepted for who they are.

Any support that Alice and the Museum can offer could make an enormous difference to these young people and their families, particularly those who currently feel lost or have struggled to find support that truly reflects what their teenagers want and need.

One of the things I particularly value about the museum's approach is their strong belief that **the voices of the teenagers themselves should guide this project**. I believe this is what could make it genuinely successful.

Rather than creating something *for* young people and expecting them to fit into it, we have an opportunity to listen to them and enable them to help shape and create something that works for them. Their experiences, ideas and voices should be at the heart of what develops.

I would love to continue exploring how Wiltshire Family Hubs, the Museum, local families and, most importantly, the young people themselves could work together to make this happen.

Sam Lush – Community and Family Navigator - Spurgeons.

Feedback from Wiltshire College

Andrew and I did talk about it yesterday. We had some ideas:

We wondered if we could run another course almost the same as last time - we don't know the exact timetable for next year yet so the day and time may be different.

We would make it a smaller group as we have been offering an additional study session alongside the project recently and this normally reduces the size of the class to about 20 max, which would give you more space in the room.

We did wonder if the course could reflect their current day experiences or something that was more tangible - maybe their life in the UK or possibly a product that they know how to do/make - (maybe the kites theme as it was mentioned by the Afghan students?)

Apart from that, you had a great connection with them, came down to their level regarding language and it was so lovely to see them relax and bring out their creative side.

Hope that's everything 😊

Many thanks

Michelle Munoz (ESOL teacher Wiltshire College).

Feedback from LGBTQ+ youth group leaders on recent museum work

2/09/2026

Hi Bridget

Apologies for the delayed reply, life got a bit busy for me.

We are very eager and interested to work with you on a new project. I think exploring some local LGBTQ+ history and incorporating some art workshops sounds like a fantastic idea. Working within our usual times would likely be best also. Count us in!

Currently we don't have anything solidly booked in our calendar except the zine workshop on the 16th, so we're available for some project planning. We look forward to working more with you!

Thanks,

Onyx

He/him, BU Youth Group Co-Leader

23/07/26

In response to the group being invited to this museum event:

Wednesday 16 September

FREE LGBTQ+ youth zine and badge making workshop

Time: Drop-in any time between 4.00pm-6.30pm

Age range: Secondary school age

Afternoon Bridget,

This sounds fantastic! We are very interested in attending, count us in :) Thank you for planning this with B.U in mind, that's very kind.

All the best,

Onyx

He/him, BU Youth Group Co-Leader

10/07/26

In response to the group coming into the museum to do an LGBTQ+ themed tour.

Hi Bridget,

Just wanted to say thank you again for the tour, it was really lovely and felt very special,
got lots
of good feedback from the youth group
about it :)

Looking forward to seeing you next week for printing.

All the best,

Rook Tiller-Collins (he/him)
MA, LGBTQ+ Youth Group Lead

Giant Friends Testimonials and support.

The project was engaging from start to finish and captured the interest of the entire class. It was exceptionally well structured, with a wide range of quality resources that enabled every pupil to participate fully and enthusiastically. The activities encouraged teamwork, helping to build positive relationships, even amongst children who can sometimes find working together challenging. I particularly valued how the project celebrated creativity, encouraging pupils to think imaginatively and share unusual or 'off-the-wall' ideas with confidence. In hindsight, with more forward planning, I could have embedded the project more fully into the wider curriculum by linking it to our English writing lessons or developing it into a dedicated history unit, allowing pupils to explore the themes in even greater depth. I would highly recommend this project to other schools and know my incoming class was excited at the possibility of doing the same thing next year!

Email from Hannah Brown – year 3 teacher – St Osmund's. Children's testimonials below:

"I suggest that other schools should do the project of making a friend or family member for Christopher because it was very fun for our class" – Immy

"I think other schools should do the project because it's fun and cool and I enjoyed it" – Finley

"I think other schools should do the project because it's fun and you can learn lots of things out of building it" – Aiden

"I think that other schools could make a giant because it's really fun and you have lots of experience doing it, then you can learn how to make different things" – Lizzy

"I think other schools should do it because it gets your mind busy" – Liam

"I think other schools should do this because when you make it, your creativity gets better and you learn more about Christopher and get curious" – Johanna

"I think other schools should do the project because, first of all, it's fun, it's very mind-busy, and when you make a family-member, you feel something in your heart that makes you very, very happy because Christopher doesn't have many friends, so that's why we're making him some new friends and family" – Ella

"I suggest that other schools should do the project because it's not just about making it by yourself, it's because you have all the help you need. If you made it by yourself, it

would be tricky. But because you're having fun, it's like you're making a family member for yourself" – Ada