

Appendix 1

**CREATING HAMPSHIRE
A Draft Strategic Plan for Arts and Museums, 2012-2016
Hampshire County Council**

1. Executive Summary

Culture is the expression of ideas, stories and voices on a local, national and international stage that inspires Hampshire people to explore and grow confidence in their own identity. It is the creative heartbeat of Hampshire. From culture grows our individual ability to innovate, invent, understand and enjoy the world around us.

The real benefits to society are both economic and social. A strong and vibrant cultural offer supports inward investment from tourism. It helps to create an attractive living environment which draws in businesses and a professional working population. It inspires local people of all ages and backgrounds to discover their skills and passions and focus these into valuable abilities. Every so often, culture creates opportunities for real genius.

Hampshire County Council's role, with the invaluable support of its district and borough council partners, is to champion an environment which enables this cultural creativity to flourish and realize its economic and social benefits. Arts and museums are a vital ingredient in this cultural mix and this draft Strategic Plan 2012-16 outlines the role it is proposed that HCC should play as a strategic authority.

The HCC Arts and Museums Service aims to deliver an innovative, high quality cultural offer of national standing that involves and inspires the people who live, work and spend time in Hampshire. In terms of an ongoing mission or vision it seeks to provide access to the County's museum collections, creative talent and quality artistic experiences for a wide range of users and audiences as part of an integrated cultural offer.

These users and audiences are drawn from across the 1.3 million local residents and 31 million visitors to the county each year. During 2010/11 over 600,000 people participated in the cultural offer provided directly by HCC Arts and Museums alone, with many thousands more involved through the wider arts and heritage offer that HCC supports with grant aid.

This draft plan sets out an ambitious and bold approach which, if achieved, will enable this work with local and visiting audiences to continue and flourish within the context of diminishing public sector budgets. It builds upon the great achievements already delivered during the last decade with partnership support from the district and borough councils and strategic funding from

national government via the Renaissance and Find Your Talent schemes. It sets out the wider corporate, regional and national framework looking forward which will help shape HCC Arts and Museums activity over the next five to ten years.

The draft Plan recognizes and addresses the financial savings which will need to be made as an outcome of the October 2010 Comprehensive Spending Review, both in terms of local and national government sources. Given the scale of these reductions, it will be necessary to do things differently, and this draft Plan adopts a creative approach to finding solutions that minimize the impact on public service. These may not be the easiest options to deliver in the short-term and will rely on strong partnership support but they will fundamentally enhance sustainability and public benefit in the medium to long-term.

In summary the draft Plan proposes the delivery of three integrated elements of service:

- Flagship Venues – both directly delivered and grant-aided – that have regional and national programme reach and attract both local and visiting audiences
- Community Arts and Museum Services – that encourage and facilitate participation by local residents and develop activities in support of engaging visitors in the local community economy.
- Centralised Specialist Services – that support both the Flagship and Community elements by efficiently delivering high quality collections stewardship, exhibitions and business development services of a national professional standard

It is also proposed that HCC Arts and Museums Service continues to develop an 'enterprise culture' which enhances its ability to deliver customer-focused services, generate income and secure external investment opportunities to support future delivery. This work incorporates a close examination of governance options, including the potential for a wider Hampshire-Solent solution that maximises the collective economic and social impact of the rich and diverse cultural offer in this internationally significant geographical area.

2. Background Context

2.1 Strategic

- 2.1.1 The current strategic direction for Hampshire County Council's cultural services derives from its Cultural Strategy. This sets out cultural policy objectives that complement those of the Corporate Strategy and Sustainable Community Strategy, providing the primary focus of the Culture, Communities and Business Services Department around the principles of:

- Stewardship - conserving and caring for the county's cultural heritage
- Increasing and broadening participation in cultural activities
- Supporting learning at all levels
- Securing economic benefits from cultural activities
- Promoting inclusiveness in cultural provision
- Equality of access to cultural services
- Valuing local distinctiveness and sense of place.

In the context of the Cultural Strategy, the overall objective of the Department's current Business Plan, approved by the Executive Member in July 2010, is to increase and broaden participation in culture, recreation and sport.

In April 2011, Culture, Communities and Rural Affairs merged with Properties, Buildings and Regulatory Services to form Culture, Communities and Business Services. The emerging objectives and priorities of this new department reinforce the current strategic direction outlined.

2.1.2 The District and Borough Councils who support arts and museums activity in partnership with HCC across the county share these community, social, learning and economic values.

2.1.3 In terms of the national policy context within which the Arts and Museums Service operates there is a series of key drivers for change. These include:

- Supporting the economy, particularly through tourism
- Improving skills and supporting learning - developing skills in the workforce and supporting education in schools
- Emphasis on active community participation and decision making (from friend and volunteer to member of board) and partnership delivery
- Place-based investment and locality working to reflect and support the sense of pride in place both by individuals and within communities including the valuing of community stories around shared heritage.
- Government policy emphasizing the importance of local enterprise partnerships (Solent and Enterprise M3)
- Cultural convergence agendas - connecting arts, museums and potentially archives to exploit synergies that emerge from the fusion of creative partnerships
- Emphasis on shared services, mergers and new models of governance to reflect the need for greater enterprise in response to current financial pressures
- Diversification of funding sources and new ways of working
- Government policy aimed at encouraging larger organizations to provide leadership and support, creating museums of excellence in locations across England - supporting regionally and nationally significant collections in non-national contexts

- 2.1.4 The once separately managed Hampshire Arts and Museums operations were merged into a single service in January 2010. Both services have not been the subject of a root and branch review over the last decade to ensure they are fit for purpose into the C21st, and in the case of museums are working to a structural model essentially established in the late 1980s.

Both elements of the now conjoined Arts and Museums Service have a strong reputation for innovative and transformational public delivery and the Service is regarded as a leader in the field delivering a high quality of cultural service for users. Much of this work has been funded primarily through the interventions of external funding streams including Renaissance (for museums) and Find Your Talent (for arts and museums), two major national government cultural initiatives which have together provided well over £5 million for arts and museums activity in the Hampshire sub-region over the last 4 years.

- 2.1.5 With the assistance of Renaissance, Find Your Talent and other key initiatives, the Arts and Museums Service has helped develop the County Council's aspirations in terms of education, participation and engagement with target audiences. In particular it has improved the Council's capacity to deliver, increasing its customer focus and reducing inequalities by:

- a) ***Increasing participation among Children and Young People*** – bringing many more opportunities for museum and arts-related learning and participation to a greater number of school age children and their families each year. Through Renaissance funding, the service has established a reputation for high quality schools provision and a way of working that is now embedded in the Museums Service. The number of pupils visiting museums in school groups rose by 20% between 2005-06 and 2010-11 to over 37,000. At least 80% of Hampshire state schools visit its local authority museums ensuring that more primary schools use museums in Hampshire than in any other county in the South East. Milestones is now one of the top 10 museums for school visits in the region welcoming nearly 14,000 children in 2010/11. Through Find Your Talent (FYT), in only 13 months of delivery, 36,286 children, young people and their families have taken part in 152 projects across southern Hampshire, Portsmouth and Southampton. A network of cultural organisations and youth agencies across the area have been encouraged to create new partnerships, enabling access to arts and heritage for children, families and young people particularly those that have been hard to reach due to social or economic issues. The Aiming High programme invested over £150,000 in supporting activity specifically aimed at disabled young people and their families. The programme was delivered both directly by the service and by cultural partners across the county. The EDGE project encouraged a further 419 young people to get involved in various cultural activities in Hampshire's museums in 2010/11.

- b) **Improving services for Older People** – Renaissance funding has enabled the development of a comprehensive programme of heritage based talks and events in rural areas and new, targeted services for the elderly in care homes, including Reminiscence. Community involvement in museum and heritage activity has been boosted through volunteering both behind the scenes working with the collections at Chilcomb and on sites such as Basing House and Milestones. Volunteers contributed at least 15,600 hours during 2010/11. The County's Arts Centres provide a regular programme of activity attractive to older people.
- c) **Improving our capacity to deliver** – Renaissance funding has made it possible to increase visitors to the museums year-on-year (up by 12% in 2010-11 on previous year) through high quality exhibitions, such as 'The Forgotten Emperor- battles, betrayal and murder in Roman Britain' and 'Dazzle' 1920s dress from the Hampshire collections.

The Service is able to host exhibitions like these because we have new galleries reaching Government Indemnity Standard at Winchester Discovery Centre and the Willis Museum, Basingstoke, complementing our existing gallery provision at Gosport. Physical and online access to the collections has been improved with more objects available for community use and well illustrated websites for all our most popular collections in store.

Renaissance funding has catalysed significant external match funding for capital improvements across many museum sites in the portfolio. For example, at Basing House it helped lever in over £1 million of additional funding from external sources. FYT has levered approximately £120,000 in partnership funding.

- 2.1.6 The Find Your Talent scheme came to an end in June 2010 and the Arts Council has commissioned ArtsWork to act as its lead organisation working with children and young people from 2012/13 onwards. Renaissance in its current form is in its final, transitional year, and it is anticipated that the Arts Council will announce a new scheme of Renaissance funding from 2012/13 onwards.
- 2.1.7 In November 2010, the Arts Council launched its strategic framework for the arts entitled 'Achieving Great Art for Everyone'. At the heart of the framework are five 10-year goals:
- Goal 1: Talent and artistic excellence are thriving and celebrated
 - Goal 2: More people experience and are inspired by the arts
 - Goal 3: The arts are sustainable, resilient and innovative
 - Goal 4: The arts leadership and workforce are diverse and highly skilled

- Goal 5: Every child and young person has the opportunity to experience the richness of the arts

During the summer of 2011, the Arts Council is developing a supplementary strategic framework for museums statement which applies the principles behind these 5 goals to the museums sector.

2.1.8 Within the context of this new strategic framework, the Arts Council has recently undertaken a comprehensive review of its regularly funded organisations. Their new National Portfolio of funded organisations was announced at the end of March 2011 and will be implemented from 1st April 2012. Of relevance to HCC, the Anvil in Basingstoke, the Nuffield Theatre in Southampton and the Bournemouth Symphony Orchestra have been confirmed as National Portfolio organisations. Forest Forge, ArtSway and Hampshire Dance will not receive National Portfolio funding from 2012/13, although they will be eligible to apply for funding under the Grants for Arts Scheme. South East Dance has been confirmed as the National Portfolio organisation funded by the Arts Council to provide Dance leadership in the South East, including the Hampshire area.

2.1.9 The Heritage Lottery Fund is currently reviewing its strategic framework for 2013-19 and has recently completed a consultation exercise. It aims to publish its new strategy in the spring of 2012.

2.2 ***Operational***

2.2.1 In the 1980s and early 1990s HCC established a range of Joint Management Agreements with borough and district council partners across the county to deliver community museum venues in town and urban locations. Most of these JMAs are formally coming to an end during 11/12-12/13; some have previously been converted into SLA arrangements.

2.2.2 From 2011/12, the nature of Renaissance funding has significantly changed and HCC will need to develop new partnerships within the Hampshire-Solent region to maximise opportunities for funding in the future. HCC Museums has been the Lead Partner in the Renaissance SE Hub since 2002. Over the last 9 years, the service has benefited significantly from investment of £millions from the Renaissance programme. This funding has enabled the service to develop its education, exhibitions, marketing and collections stewardship capacity and expertise to support both its own work and the work of the wider museums community. Many of the key venues developed and enhanced over the last 10 years have received significant revenue, and some capital, investment from Renaissance to support their work. These include the Winchester Discovery Centre, Basing House and the Sainsbury Gallery at the Willis Museum. Milestones has also received an important level of direct and indirect support from Renaissance particularly in the areas of marketing, education and

collections stewardship. This level of Renaissance investment is no longer available from 2011/12 onwards.

- 2.2.3 The October 2010 Comprehensive Spending Review by national government has far-reaching implications for local authority budgets in Hampshire and across the country. HCC and its borough and district council partners are all required to make significant savings in their cash limits over the 2011/12-2013/14 period and this will have a downward impact on HCC Arts and Museums Service budgets of c. 16% by 2012/13.

2.3 *The Hampshire-Solent Arts and Museums Sector*

- 2.3.1 This is an area of rich and diverse cultural activity that attracts a strong audience of both local residents and visiting participants. From a business perspective, it is instructive and beneficial to consider this cultural landscape holistically as the whole is greater than the sum of its parts. The audiences for individual sites and programmes delivered by organisations in Hampshire, Portsmouth, Southampton and Winchester overlap considerably and there are many opportunities for synergy in terms of strategic planning, external fundraising and with regard to the skills sets and resources required to support delivery.
- 2.3.2 As a consequence of the significant changes in Renaissance programmes taking place in 2011/12, key non-national museums services in the Hants-Solent area are establishing an Alliance with funding support from Renaissance during 2011/12. This Alliance of 7 museums services – HCC, Isle of Wight, Mary Rose Trust, National Motor Museum Beaulieu, Portsmouth City Museums, Southampton Arts and Heritage, and Winchester City Museums – will, through partnership working, champion the innovation and excellence of the diverse cultural heritage in the Hampshire and Solent area for the enjoyment and benefit of the public.
- 2.3.3 Development support for the wider museums sector in the Hampshire-Solent area will be provided for through the establishment of a Museums Development Advisory Group. During 2011/12 this will receive Renaissance funding support. The chair of the MDAG will be a member of the Alliance.
- 2.3.4 In addition to the development of this joint working Alliance, the local authority archives, arts and museums services in Hampshire, Southampton and Winchester (museums) are currently investigating the cost and non-cost benefits/ issues associated with becoming a single fully integrated organisation (FIM).
- 2.3.5 The FIM and Hants-Solent Alliance provide new and potentially significant opportunities for the arts and museums sector, including HCC, to attract

strategic external investment into this region from Renaissance and other public and private funding sources in the future.

2.4 The HCC Arts and Museums Strategic Review

2.4.1 Given the above strategic, operational and sector context, it became clear in early 2010 that it was the right time strategically to undertake a detailed fitness for purpose review of the combined Arts and Museums Service in order to:

- Modernise core service delivery to meet C21st audience expectations and needs regarding economic tourism; learning and skills; place-based investment and community participation; quality of place, health and wellbeing.
- Build upon the transformations already inspired by Renaissance, Find Your Talent and other innovative programmes in support of these needs
- Ensure the resilience of the Hampshire Arts and Museums offer into the future by best positioning it to take advantage of long-term enterprise and external investment opportunities

2.4.2 Phase 1 of the strategic review was undertaken with the objective of setting a broad direction of travel and creating a baseline core service that addressed the significant changes taking place with Renaissance funding. HCC has worked with the MLA to develop an exit strategy from current funding arrangements during 2011/12. The Phase 1 reorganisation was implemented on 1st July 2011. Phase 2 of the review commenced in March 2011 with the objectives of confirming the long-term strategic vision for the service and shaping an organisation that can work towards delivery of this vision within the reduced cash limits from HCC and other local authority partners as a result of the October 2010 CSR. Discussion and consultation with stakeholders will take place during the July-November 2011 period, and a decision will be made regarding Phase 2 in December 2011.

3. Our Purpose and Objectives

3.1 Hampshire County Council is a strategic arts and museums authority that aims to deliver an innovative, high quality cultural offer of national standing that involves and inspires the people who live, work and play in Hampshire. In terms of an ongoing mission or vision it seeks to provide access to the County's museum collections, creative talent and quality artistic experiences for a wide range of users and audiences as part of an integrated cultural offer.

3.2 The ability of collections and creative opportunities to inspire the imagination is increasingly used to support wider economic, social and corporate objectives. It is proposed that the Service will focus on the following key objectives over

the next five years within the context of wider departmental and corporate themes:

- 3.2.1 Inspiring a greater sense of place - creating a Hampshire where people want to live and invest
- 3.2.2 Supporting the Hampshire visitor economy and creative industries
- 3.2.3 Contributing towards raising the educational attainment of young people and supporting their transition into successful adulthood
- 3.2.4 Improving the health and wellbeing of older Hampshire residents
- 3.2.5 Generating income and improving sustainability

4. Our Values

4.1 Hampshire County Council's Arts and Museums Service is committed to delivering services according to the following values:

- **Participation** – inspiring a wider audience to engage with greater depth into the cultural lives of their communities
- **Excellence** – maintaining and growing our ambition to play a lead role in the development of arts and museums services regionally and nationally through promoting excellence, quality and cutting edge practice in all aspects of our work.
- **Professionalism** - retaining and nurturing a professional and high quality workforce in core areas of activity to support ambitions for excellence.
- **Collaboration** – working in strategic partnerships across cultural forms and organisational boundaries to deliver the greatest public benefit
- **Competitive** – driving down costs and ensuring good value for money, whilst maximising opportunities for additional investment from external sources.

These values have underpinned the 5 principles of our strategic review (phase 1 and 2) – Widening participation; Strategic and professional approach to collections; Integrated working; Strategic partnerships; Income generation and external investment.

5. Our Audience

5.1 Local Residents

5.1.1 Hampshire County Council has a direct responsibility for delivering arts and museums services to 1.3 million residents distributed across the county in a mix of urban, rural and urban/ rural fringe environs. In accordance with the 3 sub-areas identified within the Hampshire Economic Area:

- 439,000 residents are based in the primarily urban context of South East Hampshire (Eastleigh, Fareham, Gosport and Havant boroughs), excluding Portsmouth and Southampton
- 516,000 are residents of the primarily rural Central Hampshire/ New Forest area (Test Valley, Winchester, East Hampshire and New Forest boroughs/ districts)
- 336,000 live in the mixed urban/ rural North East Hampshire area (Rushmoor, Hart, and Basingstoke and Deane boroughs/ districts).

5.1.2 13.7% of these residents are under 24 years of age with a similar demographic across each of the 3 sub-areas. 20% are over 65, with a slightly greater concentration in the Central Hampshire/ New Forest and SE Hampshire sub-areas.

5.1.3 All Mosaic groupings, A-O, are represented in the Hampshire County Council resident community. Primary groups (over 10%) are:

- Professional Rewards (17.2%) – the UK’s executive and managerial classes. Usually married and living in spacious family homes with children.
- Suburban Mindsets (12.2%) – mostly married people of middle age, living together with their children in family houses. They are predominantly middle class or skilled working class individuals.
- Small Town Diversity (11.6%) – people living in medium sized and smaller towns in neighbourhoods of older housing where there is relatively little change in population. More likely to be in their retirement years, but these neighbourhoods are quite diverse in terms of age distribution and types of household.
- Careers and Kids (11.1%) – young couples, married or living with their partner, whose lives are focussed on the needs of their growing children and the creation of a comfortable family home. Well-educated and established in a technical, junior or middle management career.

5.1.4 Hampshire has 3.1% of the adult population (16-64 year olds) defined as being Social Grade Group E. This is about half the level seen amongst the overall population of Great Britain. The ten areas (postal sectors/ wards) in Hampshire ranking highest for the greatest incidence of people in the most hard pressed Social Grade Group, E, are:

PO13 0	<i>Bridgemary, Gosport</i>
PO9 5	<i>Bondfields, Havant</i>
PO9 4	<i>Warren Park, Havant</i>
RG22 6	<i>South Ham, Basingstoke</i>
PO12 4	<i>Hardway/Elson, Gosport</i>
GU14 8	<i>Grange/Mayfield, Rushmoor</i>
PO9 2	<i>St Faith’s, Havant</i>
PO8 9	<i>Horndean, East Hampshire</i>

GU12 4 *North Town, Rushmoor*
 SO22 4 *St Luke/Olivers Battery & Badger Farm, Winchester.*

5.1.5 Within the Hampshire population, 3.1% of adults (16-74) are classified as being unable to work due to disability/ illness. This is about half the level seen amongst the population of Great Britain as a whole. The ten areas (postal sectors/wards) ranking highest for the greatest incidence of people who are unable to work due to disability/illness are:

PO13 0 *Bridgemary, Gosport*
 PO9 5 *Bondfields, Havant*
 PO9 4 *Warren Park, Havant*
 GU11 3 *Manor Park, Rushmoor*
 RG22 6 *South Ham, Basingstoke*
 BH25 5 *Bashley, New Forest*
 PO12 4 *Hardway/Elson, Gosport*
 PO8 9 *Horndean, East Hampshire*
 PO11 9 *Hayling East, Havant*
 PO9 2 *St Faith's, Havant*

5.2 ***The Visitor Destination Economy***

5.2.1 The County of Hampshire attracts over 31 million destination visits per annum (excluding the cities of Southampton and Portsmouth which attract an additional 8.4 million visits per annum). The primary visitor destination hot spot in Hampshire is the New Forest area which attracts 8 million visits per annum. Winchester attracts almost 4.4 million, Basingstoke and Deane 3.8 million and East Hampshire 3.7million.

5.3 ***The Schools Audience***

5.3.1 There are 555 state schools in Hampshire (448, primary, 75 secondary and 32 special) and 68 independent schools. 77% of the state schools used museums in academic year 2009/10 – the highest participation rate of any county in the South East (Southampton 67%, Portsmouth 82%).

5.3.2. Schools in neighbouring counties also form part of the audience for Hampshire's museums, particularly those located in Southampton and Portsmouth. Approximately half of all school visits to museums in Hampshire are for sessions at museums led by education staff.

5.4 ***Current Audiences***

5.4.1 In 2010/11, Hampshire Arts and Museums Service attracted over 600,000 visitors to its facilities across the county, with the Museums portfolio reaching over 500,000 visitors for the first time during this financial year.

- 5.4.2 Over 17,000 people benefitted from activities organised beyond the museums' walls, including talks by experts in a variety of subjects and reminiscence sessions for elderly people in Hampshire's residential homes.
- 5.4.3 Over 37,000 children visited museums with their school, 13,782 to Milestones and 8,908 to Gosport (including SEARCH) putting these two sites in the 'top ten museums' most heavily used by schools in the South East. Over 6,000 school children took part in outreach activities the majority of whom attended assemblies run by education staff but with a growing number of sessions in the classroom linked to visits to the local museum. In 2002/03, prior to Renaissance investment in learning provision, 27,695 school children visited HCCAMS museums.
- 5.4.4 Museum staff engaged with a total of 575 community groups during 2010/11, including 102 children's groups ranging from brownies and guides to groups of autistic children.
- 5.4.5 A substantial investment in the arts supports the 12 regularly funded organisations. In 2010/11 this group, alongside the 3 HCC run arts centres, presented 1875 live events to some 389,974 people and 8989 learning and participation sessions to some 188,385 people.
- 5.4.6 The Hog the Limelight rural touring programme is another major community participation success story. In 2010/11 it was delivered in 48 communities across the county, directly supported by some 600 volunteers in these communities. This group collectively selected, managed, marketed and presented some 80 performances over the winter period to over 5,000 people. A range of one-off projects responding to community demand are similarly supported by a volunteer cohort in each location. Hog is both HCC funded and supported by grant aid from a number of District and Borough Councils.
- 5.4.7 HCC currently invests £790,000 into 12 regularly funded arts organizations across the County and in 2011/12 alone this will leverage a business sector valued at some £17,500,000.

5.5 ***The Creative and Knowledge Economy***

- 5.5.1 In 2008 the report *Creative Returns – The Economic and Social Impact of Cultural Investment in Hampshire and the Isle of Wight (SHIPS)* identified, using DCMS Data Evidence Toolkit, a creative and cultural industries sector of some 4,000 businesses employing over 30,000 people with a £3.6bn turnover (2005 figures). This figure includes the publicly funded cultural sector, the independent cultural sector and creative businesses in the Audio Visual, Books and Press, Performance, Visual Art and Heritage sectors.

- 5.5.2 The four universities in the SHIPS area each provide courses in the creative and cultural industries sectors. It is estimated that each year some 7,000 graduates leave these institutions (*Creative and New Artists – the next 10%*, 2009).
- 5.5.3 In 2010, a separate piece of work commissioned from the University of Birmingham by the PUSH Quality Places Deliver Group indicated that there had been growth in the sector in the PUSH area. There is concern that the recessionary period since then will have had an impact and that there will have been some reduction in the sector. The data is not yet available to verify this.

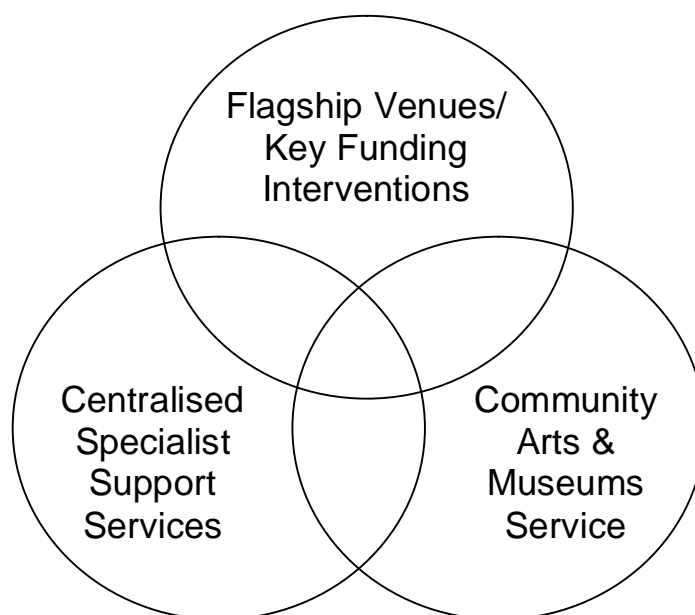
6. The Budget

- 6.1 Hampshire County Council is committed to its continued role as primary funder of arts and museums activity in Hampshire and will take a strategic, county-wide approach to its investment in order to ensure a high quality of cultural offer that meets the community needs of local residents and attracts visitors and business into the county. It is currently anticipated that the HCC cash limit available for arts and museums in 2012/13 will be £3,700,000 (including Milestones).
- 6.2 HCC values the vital role that its borough and district council partners play in supporting this work at a locality-based level and is heartened by the continued commitment of these authorities to finding creative solutions for maintaining existing partnerships in these challenging financial times. The cash contributions from borough and district council partners are likely to be reduced and are the subject of individual negotiation. Options will be explored in further detail during the period July-November with partners and detailed proposals presented to the HCC Executive Member Decision Day in early December.
- 6.3 The Renaissance programme for 2011/12 has provided HCC with resources to support its exit strategy out of the current Renaissance programme and to position its museum service alongside wider Hampshire-Solent Alliance partners to apply for future new Renaissance funding opportunities from 2012/13 onwards. Future Renaissance funding opportunities are likely to focus on projects that add value to baseline provision, and cannot be regarded as a substitute for what would now be considered core activity.
- 6.4 The combined impact on the HCC Arts and Museums Service budget of losing Renaissance funding and anticipated local authority budget reductions represents a 16% reduction of the Arts budget and a 36% reduction of the Museums budget from 2010/11 budgets by 2012/13. This significantly reduced financial envelope requires the Service and its partners to develop creative solutions with the ambition of maintaining a quality public service delivery that best meets the purpose and objectives outlined in section 3 above.

- 6.5 HCC Arts and Museums Service will continue to develop an 'enterprise' approach to profit-making income generation and securing external investment. In particular, it will examine further potential in the following key areas of activity:
- Opportunities to attract strategic external investment from national agencies such as the Arts Council and Heritage Lottery Fund
 - An Ambassadors Philanthropy and Legacy scheme (in partnership with other organisations)
 - Options for future governance that encourage and support enterprise (see section 9)
 - Venue donations, admissions charging and secondary spend activities (retail; catering; venue hire)

7. The Product

- 7.1 At the heart of our product are Hampshire's unique museum collections and their diverse stories, the creative talent of local people and rich access to home grown and nationally touring quality artistic experiences.
- 7.2 It is proposed that HCC Arts and Museums Service will lead on the delivery of a diverse cultural product across the county through a mixed economy of direct management and external grant aid. It will work with key strategic partners adopting a collaborative approach, including local community groups, borough and district councils, and the wider cultural sector. It will work towards the development of an enterprise approach to generate further external investment in the longer term.
- 7.3 It is proposed that the cultural product will consist of the following 3 inter-connected elements:



7.3.1 Appendix 1 identifies the range of strategic criteria that will be used collectively to assess individual sites and funding interventions to ascertain their proposed 'Flagship' and 'Community' roles.

7.3.2 **Flagship venues** designed to support the visitor economy and contribute towards the quality entertainment and learning experience available for Hampshire residents. These venues are identified as those with strong regional and national programme reach which deliver an excellent product of national significance. They have the potential to contribute to the county's economy by influencing decisions to visit/ relocate into Hampshire. They are likely to be located in strategic geographic locations influenced by both residential and visitor population demographics. They may also play a key role in championing excellence in a particular cultural form across the county and this role may already be recognised at a regional/ national level. Further key stakeholder discussions regarding 'flagships' will take place during July-August and draft detailed proposals will be made available for wider comment in September.

7.3.3 **Community arts and museums services** for local residents and activities in support of engaging visitors in the local community economy. These will include the targeting of hard to reach groups, using culture to inspire educational attainment in younger generations and improve the health and wellbeing of older Hampshire residents. At the heart of this service would be a team of dynamic learning and community engagement staff managed centrally and based in both flagship and local community arts and museum (cultural) venues. Their programmes of work focus on innovative schools provision and extending the reach of these hubs deep into local communities, encouraging greater community participation and decision-making in cultural activity. In

order to thrive, the community cultural venues in the service would increasingly be delivered through an integrated arts and museums approach and a professional-volunteer community partnership model developed to empower local communities, continue core HCC professional support and maintain sustainability of service. Further key stakeholder discussions regarding 'community cultural venues' will take place during July-August and draft detailed proposals will be made available for wider comment in September.

7.3.4 Centralised specialist support services in the fields of exhibitions, collections stewardship and business development where critical mass can lead to economies of scale and which will maintain the quality of arts and museums delivery at a national standard.

7.3.4.1 The collections stewardship function is vital in discharging HCC's role as guardian of Hampshire's unique heritage assets both today and into the future. There are rigorous national professional standards of care and access that must be met in order to secure future external support from funding streams such as HLF and future Renaissance, and in order to remain recipients of loans from national and international collections. The specialist arts and museums exhibition function also supports our ability to meet these professional standards of care and access, and these two functions are closely aligned. They need to have physical proximity in order to maximise the use of collections in the exhibitions programme that will tour the flagship and community venues around the county. In the short to medium term the exhibitions and collections stewardship functions will be based at Chilcomb. However, a review of future needs regarding collections stewardship is being undertaken and will result in a long-term vision for these operations and the future of the Chilcomb site.

7.3.4.2 Business development activities will focus on developing and delivering an enterprise culture within arts and museums that works with key partners to maximise income generation and external funding opportunities, whilst also actively supporting the development of a dynamic 'creative industries' culture in Hampshire

7.3.5 These 3 elements do not work in isolation and a balanced inter-relationship and inter-dependence between them must work on the ground within an area-based locality if the full potential of HCC investment in arts and museums activity is to be realized in the long-term.

7.3.6 During the July-November 2011 period, the option that Milestones becomes the centre of arts and museum operations for the HCC service will be considered, with Chilcomb becoming a complementary location providing specialist facilities for access to the centralised collections as well as museum exhibitions workshop functions (see 7.2.4.1 below).

8 A Locality and Area-based Perspective

- 8.1 Hampshire Arts and Museums Service will continue to be informed in terms of planning and strategy by the 3 broad sub-areas identified within the Hampshire Economic Area, and the emerging Enterprise M3 and Solent LEPs.
- 8.2 For practical and resource efficiency reasons, it is currently anticipated that the following 3 primary area divisions will be used to manage service delivery at an operational level:
- North and Central Hampshire (part of Enterprise M3 LEP)
 - South West Hampshire (part of Enterprise M3 LEP)
 - South East Hampshire (Solent LEP)
- 8.3 Further details regarding the proposed locality and area-based perspective will be presented in September for discussion/ consultations as appropriate.
- 8.4 It is proposed that Hampshire Arts and Museums Service will also work in partnership with other key museum services across the Hampshire Economic Area as a member of the Hants-Solent Alliance. During 2011/12, this Alliance has funding from Renaissance to examine the added value benefits of collaborative project working, for example in the areas of 2012 promotion and digital resource development.

9. Cultural Areas

- 9.1 HCC Arts and Museums Service is concerned with the county-wide strategic delivery and support of 6 primary cultural areas:
- Museums and Heritage
 - Combined Arts and Theatre
 - Creative Industries (supporting artists)
 - Dance
 - Music
 - Visual Art

In each case, it will consider its respective role in terms of championing centres of excellence (flagships), building participation and supporting artists. Further key stakeholder discussions will take place during July-August and draft detailed proposals will be made available for wider comment in September.

10. Options for Future Governance

- 10.1 As outlined in section 2.3 above HCC Arts and Museums is currently investigating the option of entering into a fully integrated merger (FIM) with Southampton City Council and Winchester City Council. The options review includes an assessment of the relative merits of an arms length or independent governance solution.
- 10.2 The proposed vision and strategic business plan for HCC Arts and Museums, 2012-16, has been closely informed by these wider FIM discussions. HCC Arts and Museums officers and members have been and will continue to be consulted on these broader strategic concepts, and work on Phase 2 review and FIM are closely inter-related.
- 10.3 It is currently anticipated that the FIM work will report back to Executive Member in the autumn 2011 at which point it will be assessed against a range of governance options for HCC Arts and Museums.

11. Arts and Museums: the Organisational Structure

- 11.1 The detailed organisational structure proposed to manage and deliver the draft 2012-16 Arts and Museums Strategic Plan will be presented to staff and unions for formal consultation in September 2011, and will be available for wider comment. Decisions regarding the final organisational structure will be made in conjunction with final decisions regarding Phase 2 in December 2011.

12. Action Plan

- 12.1 A Headline Action Plan will be prepared for consideration in December 2011 based upon the outcomes of stakeholder discussion and consultation during the July-November 2011 period. This Plan will identify significant strategic action points, including any capital development projects and revenue programmes required in order to maximise delivery of the vision. The details of this Plan will be integrated into Departmental Service Planning arrangements and may be the subject of external fundraising activity.

13. Risks and Issues

- 13.1 A risks register will be prepared for consideration in December 2011 based upon the outcomes of stakeholder discussion and consultation during the July-November 2011 period. The details of this register will be integrated into Departmental Service Planning arrangements.

Appendix 1: Defining Flagship and Community Activities

It is proposed that the strategic criteria used collectively to inform decisions regarding the proposed 'Flagship' and 'Community' roles of individual venues, funding interventions and activities will include:

- Supporting HCC economic, social and learning priorities
- Strategic locations - Geographic position and role as feeder/ attractor
Residential and visitor destination population
demographics
- Support for wider Hampshire economic initiatives
- Current audience statistics
- Existing facilities and potential for development
- Leadership capacity and ambition
- District, borough and local community support
- Legal and other significant commitments
- Balance of provision across the county