

CONNECTING COMMUNITIES TO EXCELLENCE

A Creative Plan for Hampshire County Council Arts and Museums Service, 2012-15 (Final Draft)

INTRODUCTION

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

The real benefits to society are both economic and social. A strong vibrant cultural offer helps to create a stimulating living environment that draws in business and creates opportunities for employment. It supports inward investment from tourism and the destination economy. Local people of all ages and backgrounds are inspired to discover their abilities and passions. They are supported in turning their raw talent into valuable skills relevant to diverse careers in the modern world. Every so often, culture creates opportunities for real genius to flourish.

Hampshire County Council, with the invaluable support of its partners, will champion a cultural and creative economy that delivers boldly on these economic, social and learning outcomes. ***At the heart of our approach lies the principle that inspiration derives from connecting local and visiting communities to cultural excellence.*** This excellence manifests itself in the artistic and creative talent, arts and heritage collections, and professional cultural expertise nurtured by the investment of Hampshire County Council and its wider collaborators.

We build on firm foundations already established during the last decade with the help of district and borough council partners, the Renaissance Programme, Arts Council England, Heritage Lottery Fund and other key collaborations.

This plan for 2012-15 presents a route map for Hampshire County Council Arts and Museums activity that is informed by and will help in shaping the wider strategic context within which it sits. (The final version of this plan will include an appendix summarising key aspects of this wider strategic framework, updating the analysis outlined in previous Executive Member reports dated 8 July 2011, 28 January 2011, 17 November 2010 and 8 July 2010).

In response to the wider global economic situation, we will need to be more efficient and access new resources of time and money to support delivery. The County Council looks forward to working innovatively with all partners and communities over the next 3 years to continue development of a flourishing and resilient cultural offer in Hampshire.

The plan is split into the following sections:

1. **Communities: Arts and Museums** – sets the context for the plan in terms of the impact and influence of those services across Hampshire.
2. **Excellence: Arts and Museums** – sets out the strength and depth of Hampshire’s Cultural Legacy which acts as a focus for the plan.
3. **Connecting Communities to Excellence** – sets out the approach and framework to bring these things together through the development of Flagships; Professional Cultural Services; and Arts and Museums in the community.
4. **‘Waking the sleeping cultural giant’** – sets out the collaborative approach being developed to achieve a collective ambition amongst partner organisations.
5. **Developing Resilience** – sets out the ways we will increase resilience across this important sector.
6. **Key Action Plan** – sets out an action plan to achieve the objectives set out in section 3.

1. COMMUNITIES: ARTS AND MUSEUMS

Working with the community - working for Hampshire

Communities, and the people and organisations that are their building blocks, sit at the centre of our work.

- The 1.3 million Hampshire residents who live in a mix of urban and rural communities. 13.7% of these residents are under 24 years of age and 20% are over 65. All communities are important customers, including areas that are currently least engaged in arts and museums activity.¹
- The 11 district and borough councils and a wealth of parish and town councils we work with in partnership across Hampshire to deliver services. The in-depth locality-based studies that many of these partners have undertaken to understand the economic and social value of culture within local communities are vital to shaping how arts and museums activity is delivered in each locality.
- The 555 state schools and 68 independent schools, including special needs learning, located in Hampshire and schools in neighbouring authorities, particularly Southampton and Portsmouth. 77% of Hampshire state schools used museums in the academic year 2009/10 – the highest participation rate of any county in the South East.²
- Those young people who do not attend school or college for a variety of reasons – some are home schooled, some NEET, and some in Hospital for example.
- The Higher and Further Education sector, including the 4 nationally renowned universities in greater Hampshire: University of Portsmouth; University of Southampton; Southampton Solent University and University of Winchester.
- The 31 million destination visits per annum (excluding the cities of Southampton and Portsmouth which attract an additional 8.4 million visitors per annum). The New Forest tops the poll by attracting 8 million visitors per annum, with Winchester attracting 4.4 million, Basingstoke and Deane 3.8 million and East Hampshire 3.7 million.³

¹ Over 600,000 people used HCC arts and museums services during 2010/11. The 12 regularly funded organisations in 2010/11 presented 1875 live performance events to 389,974 people. This does not include the 100s of performances presented by amateur and community organisations in these venues or attendances at exhibitions presented by this group.

² Over 37,000 children visited HCC museums with their school in 2010/11.

³ See footnote 1.

- The creative and cultural industries sector which in 2005 employed over 30,000 people with a £3.6 billion turnover⁴, and the 7,000 graduates leaving the creative and cultural industries sector courses at the 4 greater Hampshire based universities each year.
- The 60,000 businesses generating around £35bn of economic output per annum in the Hampshire Economic Area (2011).⁵ Three – quarters of employee jobs are in three broad sectors: finance and business services; public administration, education and health; and shops, hotels and catering. The 2 Local Enterprise Partnerships covering Hampshire, Solent and Enterprise M3 provide important opportunities to engage this dynamic business community in realising the economic benefits of cultural activity.⁶
- The diverse wealth of arts, museums and wider cultural organisations in Greater Hampshire. From small and large independent attractions to national and local authority sponsored venues, and key stakeholders including National Trust, English Heritage, New Forest National Park Authority and South Downs National Park Authority.

Everything we do engages this rich mix of people and organisations in quality cultural experiences, focusing on both those who know us well and encouraging new audiences and relationships.

⁴ Creative Returns – The Economic and Social Impact of Cultural Investment in Hampshire and the Isle of Wight (2008)

⁵ Hampshire Economic Assessment, 2011. Executive Summary

⁶ In 2010/11 Hampshire County Council invested £790,000 into 12 regularly funded arts organisations across the County and this leveraged a business sector valued at c. £17,800,000 See Support to Independent Arts Organisations Report 28th Jan 2011 Ref 2415.

2. EXCELLENCE: ARTS AND MUSEUMS

Sustaining the Cultural Legacy

Hampshire is a county of culture. Its wealth of artistic and heritage excellence is shaped by its creative history and made possible through long-term investment of energy, time and resource by a range of stakeholders.

- The County Council museum and gallery collections and historic sites are testament to the millions of ancestral voices and natural events that shaped our history. They provide a unique insight into the fascinating stories of ordinary and extraordinary people and how they played their part in local, national and world histories. These extraordinary artefacts from the past are the centrepiece of our exhibitions, learning and outreach activity that promote Hampshire's past to a wide audience. They are the subject of research by nationally and internationally renowned scholars and are an invaluable part of Hampshire's archive for future generations.

The strength of this vast heritage and arts asset, containing millions of items, lies in the sheer scope of artefacts involved, from the everyday Scalextrix toy made in Havant to a national treasure like the Alton Anglo-Saxon Buckle; from a giant British First World War warship, M33, and large working Tasker steam engines to tiny Scymaenidae beetles just 0.7mm long or beautiful dresses like the Pelisse Dress Coat said to have been worn by Jane Austen.

- These collections are cared for and brought alive for audiences to enjoy by the highly skilled workforce developed by Hampshire County Council over many years, supported by district and borough council partner support and MLA Renaissance investment. HCC and external investment over the last 10 years has also enabled the development of state of the art public showcase facilities at Winchester Discovery Centre, Sainsbury Gallery at the Willis Museum, Milestones, Basing House and Gosport Discovery Gallery.
- The County Council delivers a vibrant direct programme of arts activity across a range of art-forms through its community-centred arts centres and innovative arts development programming. The Hog the Limelight rural touring programme is a major community participation success story⁷. Highlights of the Visual Arts Strategy include bringing Janet Cardiff's 40 Part Motet to the Great Hall Winchester in 2011⁸, and the

⁷ In 2010/11 Hog the Limelight 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 to over 5,000 people. Hog is both HCC funded and supported by grant aid from a number of District and Borough Councils

⁸ 30,343 Visitors attend the exhibition, a 60% increase in visitors over the same period the previous year with an 85% increase in shop income

development of an online catalogue of the Contemporary Art Collection. Our dedicated Literature Development Officer has raised the profile of written and spoken word through promotion of live literature, reading and writing across Hampshire, working with libraries and other partners. The biennial 'Hampshire Poet' competition has inspired over 150 budding local poets to submit their work to a panel of nationally established artists since 2008. The Springboard Dance Bursary Scheme for gifted and talented dancers aged 13-18 has inspired 39 Hampshire young people to pursue a career and 6 graduates to make a step change in their dance practice since its creation in 2009.⁹ Building on the highly successful Find Your Talent programme¹⁰, in 2011/12 the Hampshire Young Creatives is developing some 16 projects across the County working with disadvantaged young people in a broad range of arts, museums, archives and countryside settings. An extended partnership with Children's Services will resource a further 8 projects.

- Hampshire County Council Arts and Museums Service is one constituent of a remarkably energetic wider creative economy. There are a further 54 museums in the greater Hampshire area. These include the dynamic volunteer-led and small independent attractions such as Jane Austen Museum and Gilbert White Museum, and major players such as Mary Rose Trust, National Motor Museum Trust, Beaulieu, National Museum of the Royal Navy, Royal Armouries (Fort Nelson) and Southampton City Council which hold collections officially recognised as of national importance. Hampshire Records Office also holds nationally Designated collections particularly with regard to its Winchester holdings.

The area is also well-served by flourishing arts organisations offering access to local and national excellence across the complete range of art forms. These include innovative organisations such as Forest Forge and The Point, Eastleigh, and the Arts Council National Portfolio Organisations such as the Anvil in Basingstoke, the Nuffield and John Hansard Gallery in Southampton and Aspex in Portsmouth.

This richness of offer reflects the high propensity of greater Hampshire residents to participate in arts and museum activity¹¹ and the strong visitor destination market. Greater Hampshire also has a significant artistic and creative community, many of which are sole traders or

⁹ 'I have always wanted to pursue a career in dance but didn't think I would get anywhere, however, after completing this course I had the confidence to audition for dance school and I got in!' (Clare, Bursee 2009/10)

¹⁰ In only 13 months of delivery (2009-10), 36,286 children, young people and their families have taken part in 152 projects across southern Hampshire, Portsmouth and Southampton

¹¹ Active People 2010 Participation Survey recorded 51.9% of Hampshire residents visiting museums. Well over 500 local residents actively support HCC museums through their involvement as Friends

small business enterprises contributing to the wider Hampshire economy.¹²

- The professional strength and reputation of Hampshire's creative economy also creates opportunities for local people and visitors to access world class cultural experiences on their doorstep, particularly through partnerships with national organisations.¹³

In bringing together arts and museums planning, Hampshire County Council has created an exciting opportunity to help unite these resources of excellence and extend their collective ability to inspire audiences.

¹² It is difficult to give an accurate figure for the size of this community as they do not appear in the Interdepartmental Business Register. In some areas it has been calculated 'that the number of people of this type can comprise between 30 – 50 percent of the total workforce' *Creative Returns – January 2008 p20*

¹³ For example, in 2010, the British Museum partnership exhibition, "China – Journey to the East" brought stunning artefacts from Britain's premier national collection to the Sainsbury Gallery at the Willis Museum. Anvil Arts 2011/12 International Concert Series will bring major national and international orchestras to Basingstoke, including the Moscow Philharmonic, the Philharmonia, The Orchestra of the Age of Enlightenment and the Berlin Symphony Orchestra

3. CONNECTING COMMUNITIES TO EXCELLENCE, 2012-15

Our **mission** is

To deliver a nationally excellent and innovative cultural offer that engages and inspires people living, working and spending time in Hampshire.

Our integrated arts and museums approach and joint working with libraries, archives and countryside combines the passion, energies, skills and expertise of these disciplines and people to create a dynamic audience experience.

The power of Hampshire's excellent creative asset to inspire the imagination is used to support wider economic, social and learning priorities. Specifically we will deliver on the following **objectives**:

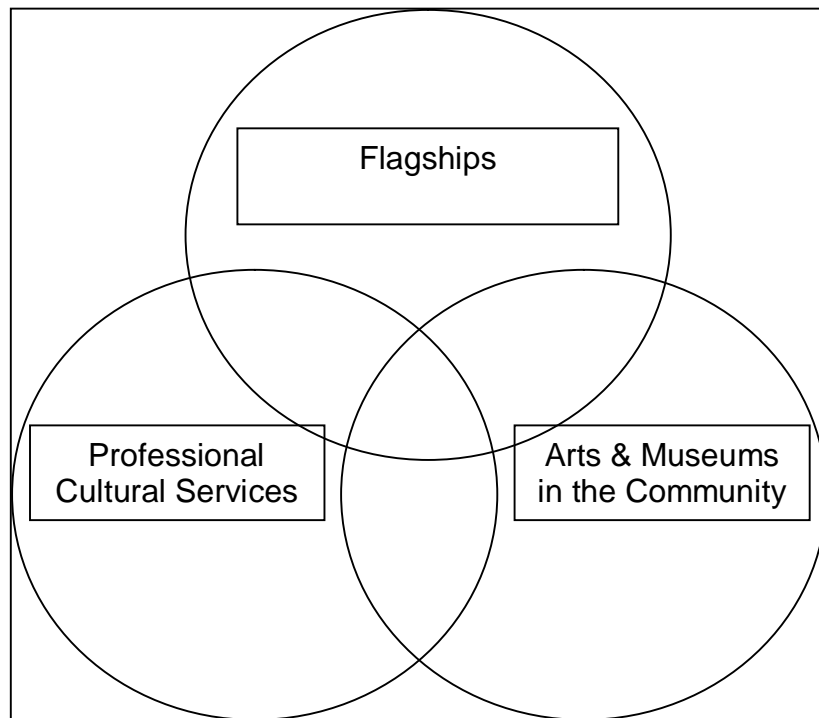
- 1) Creating Destination Hampshire – a place where people want to visit, live and invest (*Open for Business Priorities 3, 4 and 6*)
- 2) Engaging young people in the education process and supporting skills development for employment (*Open for Business Priorities 1, 2 and 3*)
- 3) Improving the health and wellbeing of older residents by enabling opportunities for social and intellectual participation (*Open for Business Priorities 1 and 2*)
- 4) Supporting the Hampshire creative economy and nurturing home-grown talent (*Open for Business Priorities 3 and 4*)
- 5) Developing a resilient and cost-effective sector capable of delivering quality outcomes with measurable social and economic benefit (*Open for Business Priorities 5, 7 and 8*)

We **value**:

- a) Participation – inspiring all Hampshire residents to get involved
- b) Excellence – providing all Hampshire residents and visitors with access to work of national quality
- c) Expertise – nurturing a diverse professional workforce that underpins ambitions for excellence and plays a wider sector leadership role
- d) Resilience – driving down costs, attracting external investment and ensuring good value for money
- e) Partnerships – collaborating across cultural forms and organisations to deliver the greatest public benefit

We work collaboratively with communities and other cultural providers to increase access to and appreciation of the County's rich arts and museums resource, and to promote and encourage a deeper knowledge and interest in Hampshire and the local area. Local community funding and volunteer partnerships are fundamental to our plans and we will work most closely with those local authority and community partners who are most prepared to invest resources.

Our **product** consists of 3 interlocking elements:



Flagships attract a strong regional and national audience, and contribute towards the excellent entertainment and learning experience available for Hampshire residents. Their capacity and facilities enable the showcasing of 'made in Hampshire' on a national stage and regularly attract the very best of British and international programming. They are likely to be venues-based and located in strategic centres of population and visitor destination. They will have a good track record of leveraging outside resources and working with national cultural partners, the education sector and wider business community. Flagships are likely to act as county-wide centres of excellence for specific cultural activities, inspiring and helping to nurture local Hampshire talent.

The Flagships are listed overleaf along with a summary of the contribution they make.

Arts and Museums Flagships	
Milestones and Basing House	Major combined living history offer that attracts over 100,000 visitors per annum, including over 14,000 school children. A centre of excellence for heritage interpretation and learning, leading on visitor services and public programming for Hampshire County Council's Arts and Museums Service. <i>(See Appendices 1 and 2: Milestones Vision; Basing House Phase 2)</i>
The Hampshire Touring Exhibition Galleries Collection	Four government indemnified exhibition galleries collectively attracting over 130,000 visitors per annum that support Hampshire as a centre of excellence for home-grown, regional and national touring visual arts and museums exhibitions. The programme at the Sainsbury Gallery and Galleries at Winchester DC and Gosport DC are delivered by Hampshire Arts and Museums Service, in partnership with HCC Libraries. The Gallery at St Barbes Museum programme is delivered by Lymington Museums Trust in partnership with Hampshire County Council Arts and Museums.
a) The Sainsbury Gallery at the Willis Museum	The programme will continue to develop and champion the HCC Visual Arts Strategy across Hampshire, including providing opportunities for engagement with emerging and established contemporary artists. This work will be presented in the 4 Gallery venues and in unexpected spaces and places within communities.
b) The Gallery at Winchester Discovery Centre	
c) The Gallery at Gosport Discovery Centre	
d) The Gallery at St Barbes Museum	
The Great Hall, Winchester	A major focus of tourism visits to Winchester as the first and finest of all 13 th century halls, with the greatest symbol of medieval mythology, King Arthur's Round Table. This wonderfully atmospheric environment will be a valued setting for special Hampshire Touring offerings.
HMS Monitor M33, Portsmouth Historic Dockyard	One of only two British First World War warships to survive both the war and the ravages of time, M33 lies in dry dock in the shadow of HMS Victory and the new Mary Rose Museum. Hampshire County Council will work with the National Museum of the Royal Navy to develop proposals for enhancing public access to the vessel and its history.
SEARCH at Gosport Discovery Centre	9,000 school children visited the hands on natural and human history centre at SEARCH in 2010/11. To ensure its future sustainability beyond 2012/13, we will explore the option of developing a specialist and renowned flagship cultural teaching and learning resource in collaboration with HCC Libraries and Archives, and wider potential museum partners in the Portsmouth Harbour area.
Anvil Arts (Performing Arts)	The largest performing arts organisation in Hampshire, which attracts an annual audience of 160 – 180,000 and

	provides an additional 5 – 7000 learning and participation opportunities. It serves a region stretching across central southern England. Renowned for the excellent acoustic quality of the concert hall auditorium it delivers a strong and varied music programme.
Nuffield	Based in Southampton, the Nuffield is a producing theatre renowned as one of the most innovative companies in the South including its work with young people aged between 0-19 across Hampshire. Their Young People learning and participation programme, including the Nuffield Young People's Theatre and Drama Club, reaches some 17000 young people every year. Hampshire County Council is reviewing its strategy for investing in touring theatre and participation and is particularly keen to advocate a collaborative approach involving key touring theatre agencies working in the county, including Nuffield, Forest Forge and Proteus.
Dance Flagship	Hampshire County Council will review its strategy for investing in Dance excellence during 2012/13, informed by the recent national decisions concerning regional dance provision in Hampshire by Arts Council England during their National Portfolio Organisation 2011 review. It is particularly keen to advocate a collaborative approach involving key dance agencies working in the county, including Hampshire Dance, The Point Eastleigh and SE Dance.
Music Flagship	Hampshire County Council will review its strategy for investing in Music excellence during 2012/13 to ensure best value for money. It will invite new music partnerships that demonstrate clear benefit in connecting Hampshire communities with excellence.

Hampshire County Council also intends to work with the Gilbert White Museum, Jane Austen Museum, Whitchurch Silk Mill and Aeronautica Solent Sky to provide the most appropriate ongoing strategic support in recognition of the flagship quality of the heritage asset they care for.

Arts and Museums in the Community delivers inspirational quality experiences at a local level for residents and visitors. A mixed programme of arts and museums activities and schools learning is provided using a range of venues and working in partnership with district and borough councils and other cultural agencies. This activity strand will bring together the best of current arts and museum learning and outreach excellence to deliver a 'connected' programme that extends our ability to inspire and engage diverse audiences.

Local community engagement lies at the heart of this approach and pathways of involvement and progression will be developed to support young people, emerging creatives and older residents in particular who are motivated to further develop their interests, knowledge, skills, social environment and access to market. Both community venues and flagship centres of excellence will form an integral part of this 'pathways' framework.

With the strategic and funding support of district and borough council partners, and with the voluntary support of local communities, we will continue to deliver and develop the network of vibrant community-centred arts and museum facilities that showcase quality work of local, regional and sometimes national significance. (See Appendix 3: Community Partnership Models)

Arts and Museum Venues in Communities
<i>North & Central Hampshire</i>
Aldershot: Military Museum and West End Arts Centre.
Alton: Curtis Museum and Allen Gallery (in partnership with Hampshire Museums and Galleries Trust and the Alton Museums Partnership Advisory Group)
Andover Museum and Museum of the Iron Age
Basingstoke: Willis Museum
<i>South East Hampshire</i>
Bursledon: Bursledon Windmill
Eastleigh: Eastleigh Museum
Fareham: Ashcroft Arts Centre and Westbury Manor Museum
Gosport: Gosport Museum on the Mezzanine and Geology Gallery (as integral part of Gosport Discovery Centre)
<i>South West Hampshire</i>
Christchurch: Red House Museum
New Milton: Forest Arts
Lymington: St Barbes Museum (community exhibition galleries, in partnership with Lymington Museums Trust)
Rockbourne: Rockbourne Roman Villa

The Hampshire County Council Culture, Communities and Business Services grants scheme will invest in wider organisations working with arts and museums to deliver on its corporate and service objectives. During the period 2012-15, it is proposed that strategic investment will continue to support the following organisations as well as providing opportunities for new partners:

Andover: The Lights Theatre	A good track record and reputation of delivering under objectives 1 and 2 of the plan. The Lights has a strong sense of community and plays a clear role in enhancing quality of place. The programme retains its popularity and being a 'preview' venue for top comedy names has had a significant impact on sustaining high ticket sales. The developed links with schools and community groups are important to the Lights being able to demonstrate growing the offer to young people. The new business plan for 12/13 will be implemented in the coming year and the focus will be to maximise occupancy of the venue and increase income from secondary spend.
Basingstoke: Proteus	A good track record and reputation of delivering under objectives 2, 3 and 4 of the plan. A significant proportion of Proteus' touring work is taken into rural areas and working in an issues-based way with hard to reach groups is an integral part of their modus operandi. A particular focus is young people both in and out of school settings, performance and participatory work. HCC is keen to encourage greater collaboration across the primary touring theatre agencies it sponsors in order to enable long-term optimum sustainability and future development.
Havant: Making Space	A strong track record and reputation of delivering under objectives 2 and 4 of the plan. Making Space has a clear vision for its priority actions and will look to generate funding from a variety of sources. Business planning is focusing on adaptability for survival. A core element of Making Spaces work focuses on young people and their families in an area of multiple deprivation.
Havant: The Spring	A good track record and reputation of delivering under objectives 1, 2, 3 and 5 of the plan. The organisation has successfully integrated the arts and museums element of programming over the last 3 years and offers a strong product for young people and adults over 60. There will be a continued emphasis on maximising sales, building new audiences and diversifying income streams.
Ringwood: Forest Forge	A strong track record and reputation of delivering under objectives 2, 3 and 4 of the plan. The organisation has worked hard to reshape its future and has been successful in gaining an ACE Grants for the Arts award for a new project, Bloom – an immersive theatre project in communities in Hampshire. 2012/13 will however be a year of transition for the company as they move towards a new secure operating model. Forest Forge will continue to create significant participatory

	opportunities for young people and communities in South West Hampshire. HCC is keen to encourage greater collaboration across the primary touring theatre agencies it sponsors in order to enable long-term optimum sustainability and future development.
Winchester: Theatre Royal	A good track record and reputation in delivering objectives 1, 2 and 4 of the plan. The organisation has undergone significant change during 2011/12 with the appointment of a new CEO and the restructuring of the Board. The primary task of the Board has been to develop a new business plan for the period 2012-15 around their stated ambition to present the finest performances, supporting artists – at the cultural heart of Winchester. The focus for 2012/13 will be to drive the new business plan forward and in so doing regain the Theatre's position as a strong regional player. The theatre has a strong offer to young people and runs the Winchester Rural Youth Theatre and Dance projects across the district.
Culture and Communities Support Fund (arts and museums)	<p>Open access to community organisations planning a wide range of activities including festivals, exhibitions, performances and workshops.</p> <p>Applications from cultural organisations are also invited with an aspiration to empower communities to engage with quality cultural activity. These must demonstrate strong collaborative working with community partners with at least one of the following outcomes:</p> <ul style="list-style-type: none"> - Engaging Young People in the Education Process and Supporting Skills Development for Employment (Objective 2) - Improving the health and wellbeing of older residents by enabling opportunities for social and mental participation (Objective 3) - Supporting Hampshire's creative economy and nurturing home-grown talent (Objective 4)

Professional Services look after the rich museums collection and provide the specialist professional support to the Flagship and Arts and Museums in the Community programmes. The central arts and museums exhibitions team works with local, regional and national partners to create temporary exhibitions that use our collections and draw local people and visitors into flagship and community venues. The collections team care for and support access to the collections, and is vital in discharging the County Council's guardianship role. They deliver on the rigorous national professional standards that are key to the preservation of collections and instrumental in securing future external reputation and investment. The work of this expert team will include achieving Re-accreditation and a review of current collections stewardship facilities at Chilcomb with the intended outcome of delivering a long-term affordable solution that meets national standards of best practice.

The strategic arts and museums management resource leads on developing the Service and supports wider cultural sector leadership both within the Hampshire-Solent area and nationally. It champions the development of the 'creative industries' sector in Hampshire through work delivered across the Service programme.

4. WAKING THE SLEEPING CULTURAL GIANT

Hampshire County Council Arts and Museums Service is a member of the Hampshire-Solent Alliance, a consortium of 6 key museum organisations closely linked by its collective ambition, shared audiences and connected assets. The bold ambition is to awaken the sleeping cultural giant that is the internationally significant Hampshire-Solent museum offer and release its wider economic and social potential.

Over 1.5 million visits are made to the 33 museums and heritage sites managed by the 6 independent and local authority organisations in the Alliance each year. The other members are the Mary Rose Trust, National Motor Museum Trust Beaulieu, Portsmouth City Council Museums and Records, Southampton City Council Arts and Heritage and Winchester City Council Museums.

The Alliance was established in May 2011, with the support of £500,000 MLA Renaissance funding via the Hampshire County Council Renaissance Operational Plan 2011/12. Appendix 4 summarises its achievements to date.

A Hampshire-Solent Renaissance Alliance Group has been established to provide an overview for these projects and lead on the future strategic direction for the Alliance. In November 2011, a forward plan was developed in conjunction with a Renaissance Major Grants application submitted to Arts Council England. If successful, this grant will bring significant added value to existing plans and investment, enabling the significant museums sector in this area to fulfil its national and international potential. Whether or not the Alliance application is successful, this forward plan provides a key framework for developing joint working into the future across the sector and for seeking a range of opportunities for external investment support. Of particular interest are:

- The option of a fully integrated merger of arts, museums and heritage services delivered by Hampshire County Council, Southampton City Council and Winchester City Council
- The delivery of a joint collection storage solution involving Hampshire County Council, Portsmouth City Council, Southampton City Council and Winchester City Council as well as potentially other members
- The development of a joint flagship touring programme involving Hampshire County Council, Portsmouth City Council, Southampton City Council and Winchester City Council as well as potentially other Alliance members
- Coordinated planning of schools education programmes and flagship marketing campaigns
- Joint collection research and scholarship projects, including potential applications for National Designation status
- The development of a Hampshire-Solent cultural forum that encourages strategic collaboration across cultural organisations, uniting the nationally significant cultural resource of excellence located in this area

5. DEVELOPING RESILIENCE

This strategy is deliberately bold, ambitious and forward looking, recognising that the plans of a wide range of funding agencies, including HCC, are to continue investing significantly in culture across greater Hampshire. However, it is also recognised that the scale of investment will by necessity be less, at least from traditional sources. If we are to succeed in connecting communities with excellence, it is vital that HCC Arts and Museums champion innovation focused on doing things differently, more efficiently and with clear public benefit. This includes a range of strategies that are embedded in the content of this plan:

- Positioning the sector to best attract new forms of external investment and encouraging diversification of income
- Encouraging collaboration as a key approach to improved capacity building, particularly in those areas affected by major external funding decisions
- Inspiring local communities to get more involved in the delivery and development of their services, including through volunteering
- Moving towards an integrated approach to delivering arts, museums and wider cultural activities

Of particular significance in this regard is the current consideration of the proposal to develop a charitable company limited by guarantee with Southampton City Council and Winchester City Council to deliver arts, museums and heritage services. This strategic plan provides the proposed framework for service delivery required by Hampshire County Council during the period 2012-15, whether delivered directly by the County Council or by a new charitable company during the lifetime of this plan.

6. KEY ACTION PLAN: HAMPSHIRE COUNTY COUNCIL ARTS AND MUSEUMS SERVICE, 2012-15
(potential new projects, to be reviewed on an annual basis as part of HCC Service Planning)

Objective 1:	Flagship	Community
<p>Creating Destination Hampshire – a place where people want to visit, live, work and invest</p> <p><i>Intended Outcomes:</i> At minimum sustain and aim to increase visitor numbers from 2011/12 levels within 3 years; increase external investment from 2011/12 within 3 years</p>	<ul style="list-style-type: none"> • Develop Flagship Touring Exhibition and Interventions Programme, including 2012, SOUTH and 2014 • Developing a vision for Milestones, fundraise and deliver in association with the attraction’s 15 year anniversary • Raise funds for and deliver Phase 2 Basing House development • Establish new models for supporting music, dance, touring theatre and visual arts excellence in Hampshire • Champion the Alliance ‘Waking the Sleeping Cultural Giant’ project with particular reference to: <ul style="list-style-type: none"> ○ Development of a FIM organisation ○ Touring exhibitions programme ○ Tourism marketing strategy ○ Joint collection research and scholarship projects • Develop, fundraise and deliver the M33 Project, in partnership with National Museum of the Royal Navy 	<ul style="list-style-type: none"> • Develop Community Museum Exhibition and Interventions Programme (including 2012 Olympics and You; 2014 Anniversaries) • Review with key partners and develop, as appropriate, new long-term models of delivering good community arts and museum facilities at: <ul style="list-style-type: none"> ○ Aldershot ○ Alton ○ Andover ○ Basingstoke (Willis) ○ Eastleigh ○ Fareham ○ New Forest • Develop, fundraise and deliver Bursledon Windmill Restoration Project • Redevelop the Gosport Museum on the Mezzanine as a community-centred project • Develop a community archaeology project at Rockbourne Roman Villa

KEY ACTION PLAN: HAMPSHIRE COUNTY COUNCIL ARTS AND MUSEUMS SERVICE, 2012-15
 (potential new projects, to be reviewed on an annual basis as part of HCC Service Planning)

<p>Objective 2: Engaging young people in the education process and supporting skills development for employment</p> <p><i>Intended Outcomes:</i> At minimum sustain and aim to increase number of young people participating in arts and museums activity (from 2011/12 levels within 3 years); increase external investment from 2011/12 within 3 years</p>	<p>Flagship</p> <ul style="list-style-type: none"> • Assess feasibility and deliver, as appropriate, a Flagship Gosport DC SEARCH vision for an integrated teaching and learning resource • Basing House and Milestones Volunteer Schemes 	<p>Community</p> <ul style="list-style-type: none"> • Community Museum Welcome Host Volunteer Partnerships • Further development of Collection Specialist Volunteer programmes • Development of Wessex Dance Academy project
	<ul style="list-style-type: none"> • 2012 Projects: Hampshire Welcomes the World 2012 in collaboration with Hampshire Music Service; Olympics and You community exhibition project • Connections – a review of current arts and museums service engagement, arts development, digital and Learning Outside the Classroom activities with the ambition of creating a more integrated offer for young people • Hampshire Young Creatives (Find Your Talent legacy programme) • Lead for HLF Skills for Future scheme and continue to develop internship and apprenticeship opportunities where benefits support service delivery • 2014 World War 1 and D-Day Anniversaries project • Champion the Alliance 'Waking the Sleeping Giant' project in terms of joint schools education planning and marketing 	

KEY ACTION PLAN: HAMPSHIRE COUNTY COUNCIL ARTS AND MUSEUMS SERVICE, 2012-15
 (potential new projects, to be reviewed on an annual basis as part of HCC Service Planning)

<p>Objective 3: Improving the health and wellbeing of older residents by enabling opportunities for social and intellectual participation</p> <p><i>Intended Outcomes:</i> Increase number of older residents participation in arts and museums activity within 3 years</p>	<p>Flagship</p> <ul style="list-style-type: none"> • Basing House and Milestones Volunteer Schemes 	<p>Community</p> <ul style="list-style-type: none"> • Community Museum Welcome Host Volunteer Partnerships
<p>Objective 4: Supporting Hampshire's creative economy and nurturing home-grown talent</p> <p><i>Intended Outcomes:</i> At minimum sustain and aim to increase numbers engaged with through interventions (from 2011/12 levels within 3 years) – e.g. professional development opportunities, companies supported</p>	<p>Flagship and Community</p> <ul style="list-style-type: none"> • Provide strong sector leadership in partnership with key arts and museums stakeholders in Hampshire and the South East, including workforce development planning informed by sector-wide skills needs analyses • Play a lead role in strategic collaborative partnerships, including the Alliance and the proposition to develop a Hampshire-Solent Cultural Forum • Champion Hampshire County Council investment in the wider creative economy across a range of cultural forms through professional support to the Culture and Communities Grant Scheme • Develop a 'Hampshire-Grown Talent' plan that outlines how we will engage and provide opportunities for emerging and established creative entrepreneurs and individuals across service areas that HCC directly delivers 	

KEY ACTION PLAN: HAMPSHIRE COUNTY COUNCIL ARTS AND MUSEUMS SERVICE, 2012-15
(potential new projects, to be reviewed on an annual basis as part of HCC Service Planning)

<p>Objective 5: Developing a resilient and cost-effective sector capable of delivering quality outcomes with social and economic benefit</p> <p>Intended Outcomes: sustain and increase external investment from 2011/12 within 3 years; achieve Accreditation; meet agreed levels of corporate savings</p>	<p>Flagship and Community</p> <ul style="list-style-type: none"> • Prepare a detailed business case and undertake due diligence, including public consultation, for the development of a charitable company limited by guarantee to deliver arts, museums and heritage services for Hampshire, Southampton and Winchester local authorities. Subject to approval of these 3 local authorities, establish the company and transfer service delivery • Successfully meet the requirements of the new ACE Accreditation Scheme as a national standard benchmark for museums, and develop and fundraise for the delivery of a joint Alliance collection storage project • Champion the ‘Waking the Sleeping Cultural Giant’ vision and collaboration, including the option of developing a Hampshire-Solent cultural forum • Develop and implement a workforce skills programme for the Arts and Museums Service to support the journey of transformation involved in implementing phase 2, in conjunction with its wider sector partners • Strengthen the philanthropy base for arts and museums in Hampshire, working with Hampshire Museums and Galleries Trust and wider partners as appropriate. • Undertake a review of the Arts and Museums Service web presence to raise profile, increase audiences and generate income • Coordinate bi-annual arts and museums fundraising surgeries and brokering events to enable the sharing of knowledge and experience and improve wider sector resilience. • Champion Hampshire County Council investment in the wider arts and museums sector through professional support to the Culture and Communities Grant Scheme
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APPENDIX 1: TOWARDS A VISION FOR MILESTONES

Milestones has the potential to be a very exciting visitor destination that people love and want to visit more often BUT to get there it needs to rebrand itself and provide a memorable great experience.

Milestones' reputation as a good day out draws visitors from a distance BUT it struggles to encourage return visits from local people.

What most people love about it is the connection to things they remember from their past but that is not being sufficiently emphasised.

It is also unclear whose past is presented – the Thorneycroft Story lies at the spiritual and thematic heart of Milestones, with its strong Basingstoke and Hampshire resonance. However, this connection with local and county history is invisible to many Basingstoke and Hampshire residents who don't visit Milestones, but who do have an interest in heritage.

It is proposed that Milestones is an attraction offering a 'vintage with a contemporary twist' brand that:

- ***Tells the big 'milestones' stories of Basingstoke and Hampshire from the distant and recent past, through the eyes of the people who lived them***
- ***Brings these stories alive through a mix of living history, performance theatre, family history and hands-on technology and design***
- ***Inspires the creativity and inventiveness of young generations***
- ***Offers strong value to the Leisure Park through its outdoor activities and evening economy***
- ***Lives in the virtual and physical domain with a strong online presence***

Milestones would become the museum for Hampshire and an innovative place of interpretation that brings together the best of arts and heritage. The strategic management team based at Milestones will lead on visitor services and public programming for the Hampshire County Council Arts and Museums Service.

A stroll back in time through street scenes from Hampshire's past populated with a wealth of iconic objects from the collections will remain the backbone of the Milestones experience. As they wander into history, visitors will engage in conversation with costumed interpreters from the past and come across modern day curators undertaking work on the collections. Spotlight narratives will highlight milestones of innovation, technology and change in which Hampshire people have played their part on the national and international stage. These will include big Hampshire stories that are currently under represented in the displays such as the history of aviation, of the railways and of the military, as well as quirky tales of invention such as the Burberry story. To encourage repeat visits, it is proposed that a programme of temporary

installations and exhibitions is developed in keeping with the 'vintage with a contemporary twist' theme.

Partnerships with relevant business and cultural organisations will be encouraged and external investment sought to develop this offer.

Milestones will complement the heritage attractions in Southampton and Portsmouth, and will signpost visitors to other key attractions in the Hampshire area that expand on elements of the story, including Basing House.

APPENDIX 2: BASING HOUSE PROJECT PHASE 2

In June 2011 Hampshire County Council Property Services together with the Arts and Museums Service were awarded a round 1 Heritage Lottery Fund grant of £21,000 to develop proposals for the further enhancement of the services and facilities at Basing house for visitors and the community. This project builds upon the major refurbishment that concluded in 2010. Round 2 has now been submitted in December 2011 and the outcome is now expected in March 2012.

This project will:

- Continue the conservation work to preserve the Tudor brick-built remains of Basing House
- Further improve access to and understanding of the site
- Provide new facilities for local volunteer interest groups, active supporters and the wider community, and provide a potential base for heritage courses and conservation training

The 3 main elements to the project are:

1. The 'Cow Byre' building in the Basing Grange complex of former farm buildings (which now provides a Visitor centre, learning space, WCs etc.) received structural repairs during the last phase of development to prevent further weakening. This building will now be brought into use to complete the transformation of Basing Grange as a key part of the visitor and learning experience and as a home for community activities
2. To improve physical and intellectual access to the remains of Basing House access will be restored to the cellars and a high-level viewing platform (and associated interpretation) installed which would provide a birds-eye view of the remains of the Tudor house and the Civil War earthworks.

Basing House is a key site in the county council's 'Learning Outside the Classroom' programme and this platform will become an important part of the experience for schools visiting the site as well as the general public.

3. To undertake a comprehensive conservation programme on the brickwork remains in order to ensure the long-term survival of the important Tudor architectural features of the first Basing House in the 'Citadel' area of the site and its environment.

The proposed repair and conservation programme will be comprehensive and designed to provide long-term protection. Visitors will then be able to access the cellars and will be able to have a closer look at the extant structures.

It is anticipated that, subject to funding, the project will be completed and the new facilities open to the public in 2013.

APPENDIX 3: COMMUNITY PARTNERSHIP MODELS

1. Community Museum Welcome Host Volunteer Partnerships

A volunteer development programme that recruits local people who are generously able to undertake regular voluntary work welcoming visitors at their local museum.

A Welcome Host Volunteer Information Pack has been prepared which gives potential volunteers more detailed insight into the role. Interested individuals will be asked to complete a short application form and may be invited to an interview with the local museum team. A training programme has been developed which will ensure that all volunteers appointed are familiar with their local museum and the fundamentals of the Welcome Host Volunteer role. The training programme will also invite volunteers to take up wider skills development opportunities if they are interested in developing their CVs, for example. A small package of non-financial benefits will also be offered to successful Welcome Host Volunteers.

Subject to Executive Member approval of the Strategic Plan and Phase 2 Organisational Review on 20 January 2012, it is intended that our request for Welcome Host volunteers will commence on 1 February 2012. We will advertise in the local press and work with local community-based partners to spread the word and welcome applications. We will also work with the Hampshire Council for Voluntary Services and Hampshire County Council corporate volunteer networks. A first stage of interviews and appointment will take place in late March-early April, and in late April we will invite our first wave of Welcome Host Volunteers to a social event at their local museum. Two or three half-day training and familiarisation sessions will take place in each museum venue during May to ensure everyone is ready for the grand re-launch on 1 June 2012 to mark the Diamond Jubilee Weekend.

The Arts and Museums Service will work with members of the local community to develop an 'Olympics and You' exhibition in each venue that will open on 1 June 2012 and run throughout the summer until September.

Subject to discussion with individual Joint Management Committees and other partners, each community museum may close for a short (4-6 week) period in April-May to prepare for the re-launch and new models of working.

2. Arts and Museums Community Advisory Groups

Subject to local partner and community interest, we will support the development of local community advisory groups to help with shaping future arts and museums programmes and developments in their locality.

APPENDIX 4: HAMPSHIRE-SOLENT ALLIANCE – SUMMARY OF ACHIEVEMENTS 2011/12

1. Background

Seven local authority and independent museum and archive services in the Hampshire-Solent area, connected through the stories represented in their collections and the audiences who use them, came together to form an alliance in 2010. Hampshire County Council, Isle of Wight Council, Mary Rose Trust, National Motor Museum Trust, Portsmouth City Council, Southampton City Council and Winchester City Council begun working in partnership to champion innovation and excellence in the diverse cultural heritage of the Hampshire and Solent area for the enjoyment and benefit of the public. Renaissance funding for 2011/12 gave them the opportunity to start working collaboratively in key areas of mutual interest.

2. Renaissance Operational Plan 2011/12

The Hampshire County Council Arts and Museums Service Renaissance Operational Plan 2011/12 includes a major project with funding in the region of £0.5 million that focuses exclusively on developing the partnership. It has four areas of work:

- Developing proposals for a new governance framework for a fully integrated merger of the archives, arts and museums services for Hampshire, Southampton and Winchester councils.
- Re-uniting collections through collections management planning
- Heritage100 an innovative digital resource and outreach programme to develop new audiences
- Tourism marketing 2012 to increase awareness of and visits to our key tourist venues

3. Progress to date

Three quarters of the way through the year, progress has been considerable. Most of the work has been undertaken by experts in their field commissioned by the partnership and guided by staff from across the Alliance. Key outputs include:

- financial evaluation for the fully-integrated merger proposals
- appraisal by legal specialists of the governance models being considered
- feasibility study for joint collections storage for four partners
- collections management planning for Archaeology, Digital Preservation and Large and Working Objects
- narratives by nationally recognised experts on themes which unite the Alliance partner's collections – Archaeology, Transport/Technology and Maritime Lives
- Heritage 100 website at www.heritage100.org.uk encouraging people to explore intriguing objects from the Alliance museums
- outreach programme throughout the area from drop in sessions at roadside service stations to children's animation workshops
- cultural tourism training day for Alliance partners

- increased media coverage for Winter and Christmas events with a spring opening push planned in March
- new web presence and display advertising through Tourism South East under the banner of History Revealed – Hampshire and the Isle of Wight

4. Consortium bid to Arts Council for further Renaissance funding

Six members of the Alliance have also applied for a Renaissance Major Grant to continue developing museums and their collections over the next three years. If successful, the grant would bring £5.5 million into the area between 2012 and 2015 to support excellence, widen participation and increase sustainability. The outcome will be announced on 27 January 2012.