

Hampshire County Council

Visual Arts Development Strategy 2012 – 2015 (draft)

1. Vision

By 2015, Hampshire will be recognised as a county where people of all ages have the opportunity to experience high quality contemporary visual art and craft in a variety of distinctive settings. We will commission new work in response to the unique environment that Hampshire offers and encourage a vibrant and active artist community and a diverse and engaged audience.

2. Aims

The main aim of this strategy is to explore Hampshire County Council's long-term role in creating a thriving environment for the visual arts and to find Hampshire's distinctive visual arts identity in terms of gallery provision, artists and audience development.

To achieve this aim we will need to:

1. raise the profile of the visual arts and develop new audiences through increased participation and engagement in unusual settings
2. work in partnership with others to achieve greater impact and reach
3. support individual artists and assist their sustainability
4. support and develop the existing visual arts infrastructure
5. advocate the benefits of the visual arts.

3. Background

Hampshire is well known for the quality of life it provides its residents. It has beautiful and unspoilt rural areas, large areas of woodland, a number of market towns, historic sites, country parks and gardens. There are good transport links to London, east and west along the south coast as well as ferry access to the continent. Flights from Southampton airport link to the rest of Britain and Europe. It is an ideal location for cultural tourism for both residents and visitors .

'We want Hampshire to be the cultural county of the south sensitively exploiting our rich heritage and providing people with life-enhancing opportunities that feed their spirit and their imagination.'
Councillor Ken Thornber, Leader, Hampshire County Council

However Hampshire has no major art gallery with an international programme that develops audiences for the contemporary visual arts. It does have three galleries (Winchester Discovery Centre Gallery; Sainsbury Gallery, Willis Museum and Gosport Gallery) which meet government indemnity standards and therefore the capacity to build potential partnerships with major international organisations. However Hampshire is not currently acknowledged nationally for the quality of the work it presents in the field of visual arts.

It is therefore necessary to look at innovative ways to work with artists and institutions to present work and develop audiences.

4. Context

An analysis of the expenditure on arts infrastructure through Hampshire County Council's Revenue Funding stream in 2012/13 showed that it is dominated by investment in theatre (38%), arts centres (30%) and music (21%), with investment in visual art and crafts at a much lower level (8%).

It is important to be able to connect communities with excellence and the Hampshire/Solent Alliance presents opportunities to link with a wider infrastructure that could include, Aspex Gallery (Portsmouth), the University of the Creative Arts, Farnham and John Hansard Gallery.

The Arts Service priorities are:

- Increase participation by Young People
- Widening participation, including those who do not currently engage with the arts
- Work with the access and inclusion officer to reach culturally diverse communities
- Build capacity to sustain the programme of activity for older people
- Develop a strategic approach to the promotion of the visual arts
- Build on work initiated by the National Year of Reading
- Use resources to leverage new investment in the arts
- Work across the CCBS department to put arts at the heart of delivery.

The visual arts development strategy has been written within the context of Hampshire County Council's Corporate Strategy and Connecting Communities with Excellence – the Arts and Museums Strategy.

If we are to develop strong partnerships we also need to take into account the objectives of the Department for Culture Media and Sport (DCMS) and in particular Arts Council England's Turning Point: a strategy for the contemporary visual arts in England 2006-16.

The Partnership for Urban South Hampshire (PUSH) has also highlighted Quality Places as one of its strategic aims.

Appendix 1 provides a fuller account of the key criteria.

5. The Visual Arts in Hampshire

5.1 Definition of visual arts

The visual arts cover a very wide range of art forms and media including painting, drawing, sculpture, photography, crafts, installation, live art, sound, new media and public art. It also refers to work across historical, modern and contemporary periods and to both temporary and permanent work.

"Far from being an optional extra, good public art engenders a sense of place, contributes to everything that makes us human and demonstrates our commitment to making our environment a desirable place to be."

Annie Templeton, Principal Interior Designer

5.2 Current Provision - what the County Council does now

The County Council has a long history of supporting the visual arts through its public art commissioning in collaboration with the County's architects and environment departments. Recent commissions include the Alice Kettle embroidery in Winchester Discovery Centre, the Martin Donlin glass panels at Gosport Discovery Centre and the Michael Craig-Martin commission for Basingstoke Discovery Centre.

It manages a Contemporary Art Collection of approximately 400, mainly 2D works of art that are hung in council premises. This collection has been documented and catalogued and is able to be researched online. <http://www.vads.ac.uk/collections/HANTS.html>

The County Council manages no major gallery space, since Southampton and Portsmouth became unitary authorities. However it has three venues with dedicated gallery spaces - Winchester Discovery Centre, the Sainsbury Gallery at the Willis Museum and Gosport Discovery Centre. All of these have government indemnity status which provides cost-free insurance and allows the public access to objects within the UK that might not otherwise be available. Hampshire County Council also employs a dedicated curator who programmes exhibitions of national and international significance.

The Great Hall, Winchester is an early 13th century hall originally part of Winchester Castle. It displays the huge bronze statue of Queen Victoria by Alfred Gilbert (1887). Over the last twenty five years the Great Hall and the forecourt of the adjoining law courts have been the site for major public solo exhibitions by eminent sculptors: Henry Moore, Elisabeth Frink and William Pye in the early 1980s; Michael Kenny in 1996, and more recently Anthony Gormley in 2004 and Bill Woodrow in 2007. In 2011, 'Forty Part Motet' a sound installation by Janet Cardiff attracted an audience of over 30,000 people over a six week period.

The County Council supports two visual arts revenue clients – Making Space and ArtSway. Making Space is a purpose-built craft facility in Leigh Park, Havant providing seven studio spaces, professional development and teaching spaces for craft makers. With a new Director it is forging new partnerships and relationships across the wider Hampshire region. ArtSway is currently determining a new role for its future.

There are a range of visual arts exhibitions initiated by Hampshire County Council, primarily through the Arts and Museums Service. In total, there are three arts centres and four museums in the county which regularly programme visual art or crafts exhibitions. The arts centres in Fareham, New Milton and Aldershot include exhibition programmes of local artists and schools and the Hampshire Open Studios initiative is supported through hosting the website on Hantsweb leading up to and during the annual event in August.

We wish to capitalise on the historic collections within Hampshire County Council's care and build new audiences through a closer working relationship within the Arts and Museums Service that uses the contemporary visual arts to interpret and re-present historic collections in new and imaginative ways.

6. Research

We commissioned four strands of research to inform this strategy:

- Visual Arts Venue Audit – September 2008
- Exploring the notion of contemporary visual art in non-gallery settings - October 2008
- Visual artists audit – September 2009
- Sir Harold Hillier Gardens exhibition audience survey and evaluation – October 2009.
- Evaluation of the children's library commission for Gosport Discovery Centre - 2010.
- Evaluation of the Janet Cardiff project in the Great Hall – March 2011.

The research was undertaken by Audiences South.

The Visual Arts Venue Audit focused on exhibition spaces as the central link between artist and audience and aimed to establish an understanding of the ecology of current visual arts provision. The research included both Hampshire County Council managed venues and other significant visual arts spaces on the periphery of the Hampshire borders, in recognition that artists and audiences resident in Hampshire migrate across county boundaries to pursue their interests.

The research into contemporary visual art in non-gallery settings aimed to explore the notion that a different, potentially new long term audience exists for contemporary art in non gallery settings. The main conclusions were that long term engagement with consistently good quality contemporary visual arts is likely to develop new audiences and that there is clear evidence of predisposition given the condition to explore it.

The visual artists audit received responses from over 200 artists living in Hampshire. It is clear from the research that artists have little engagement with the County Council and that they have a desire to be better networked and have opportunities to present work to an audience in the county.

The Hillier Gardens research was commissioned in partnership with Test Valley Borough Council.

We monitor and evaluate all projects and in particular commissioned detailed research about the process of the commission at the children's library in Gosport and 'Forty Part Motet by Janet Cardiff at the Great Hall. The findings from these evaluations help us plan and develop new initiatives.

Appendix 2 details key finding from the research.

6.2 Issues arising from the research

The key issues arising from this research are that there is:

- a lack of opportunities for people to see high quality contemporary visual art within the county boundary
- underdeveloped partnership working across the county or with neighbouring venues in Southampton and Portsmouth
- a lack of curatorial skills for programming visual art in the museums and arts centres
- no reason for artists to engage with the County as there is no direct funding route or support offered
- an appetite from potential audiences to see quality contemporary visual art
- an overall lack of ambition to make a difference.

7. What we intend to do – the three year plan

Over the next three years we will commission and present new work, mining the resource that is at our fingertips and make it a distinctively Hampshire offer. We will bring in artists and curators to work within our historic buildings and sites, museums collections, country parks. Using these resources as our gallery, we intend to make a distinctive contribution to celebrating the place that is Hampshire.

Our aim is to create an expectation that our visual arts offer is distinctive and innovative and in doing so we will legitimise the temporary as well as the permanent, making new work that is inspired by our heritage and by place.

Building on our track record of public art commissioning and managing the Contemporary Art Collection and to ensure that we maximise resources of people, places and funds at a time when resources are limited, we will work in partnership with others. This will assist us to initiate more innovative projects and ensure that the outcomes are greater than could be achieved on our own.

We will work in partnership:

- internally with the museums, arts centres, library services, country parks and tourism offering to bring in curatorial skills to enhance programmes

- with the local district councils as well as Southampton and Portsmouth City Councils adding value for the people of the county and encouraging cross boundary working
- externally with national agencies such as the National Trust and the Canal and River Trust who are all developing programmes of contemporary visual art
- externally with a variety of partners to realise high profile and flagship events.

In this way we will introduce new audiences to visual art and engage their interests in a rigorous way. We will offer participation and interpretation through talks and workshops and aim to engage other cultural providers. Working with our Tourism Section we will market new and temporary activity to encourage both the local residents and visiting public.

In order to introduce our staff and members to what is possible, we intend to develop regular opportunities with colleagues across CCBS to demonstrate how artists work and add value to projects and raise ambition, by inviting nationally known curators to present projects that they have worked on.

Visual artists often work in isolation and crave opportunities to discuss their work with experienced curators in order to develop their practice. To engage with artists we have initiated a series of interventions for continuing professional development. These pilots are creating strong new networks and partnership projects such as the 5am artists' network and 'Making It' project in 2012 in partnership with Making Space and the University of Winchester.

We will add information on our website that signposts artists to organisations that offer direct professional support and information on opportunities and continue to host the Hampshire Open Studios website.

With CIBAS, Aspex Gallery and Making Space we will explore the potential for developing initiatives that offer opportunities for artists, and particularly makers, to sell their work and gain greater access to markets.

In summary we will ensure that artists are offered opportunities to work alongside our diverse communities and extraordinary places and introduce audiences to exciting new work that engages and delights.

Appendix 3 provides a more detailed activity plan.

Appendix 1

Strategic Context – Policy Framework and environment

This strategy has been developed in the context of the current policy framework both within the county council but also in relation to districts within Hampshire and on a regional and national scale.

a) Hampshire County Council

There are three key corporate strategies that form the basis of the aims and objectives of the arts service:

Corporate Strategy - key strands:

- Hampshire safer and more secure for all – developing stronger and safer communities
- Maximising well being – maintaining and improving quality of life
- Enhancing our quality of place – protecting local distinctiveness and diversity, ensuring excellent facilities, respecting Hampshire's heritage and planning proactively for the future

Connecting Communities to Excellence – a creative plan for Hampshire County Council Arts and Museums Service 2012-15. This aims to:

- work with the community and engaging this rich mix of people and organisations in cultural experiences, focusing on those who know us well as well as encouraging new audiences and relationships
- sustain a cultural legacy by uniting the arts and museums service and using their collective ability to inspire audiences.

This will be achieved by:

- Creating Destination Hampshire
- Engaging young people in the education process
- Improving the health and wellbeing of older residents
- Supporting the Hampshire creative economy
- Developing a resilient and cost effective sector.

b) District Authorities in Hampshire

The District Councils are subject to broadly similar national policy drivers as the County Council although the corporate objectives of each are focused in different ways and the role that culture can play in delivering against core objectives varies quite considerably. Some districts are significant investors in cultural activity and others have little or no investment at all.

Although there is a history of partnership working between the districts, unitary authorities and the County Council this is an area of potential for visual arts development.

c) Regional and National Policy

Department of Culture, Media and Sport (DCMS) has established four key objectives:

- Opportunity: Encourage more widespread enjoyment of culture, media and sport
- Excellence: Support talent and excellence in culture, media and sport
- Economic impact: Realise the economic benefits of the Department's sectors
- Olympics: Deliver a successful and inspirational Olympic and Paralympic Games with a sustainable legacy.

More specifically, in terms of the arts, the DCMS fund Arts Council England which operates at 'arm's length' from the Government and is monitored against key strategic objectives to support the arts and more recently museums.

The Arts Council England strategic framework, 'Achieving Great Art for Everyone' lays out their ten year vision 2011-21. It contains five goals:

- talent and artistic excellence are thriving and celebrated;
- more people experience and are inspired by the arts;
- the arts are sustainable, resilient and innovative;
- the arts leadership and workforce are diverse and highly skilled;
- every child and young person has the opportunity to experience the richness of the arts.

Arts Council England's focus on visual arts development is based on 'Turning Point: A Strategy for the Contemporary Visual Arts in England 2006 – 2016'. This is primarily aimed at strengthening the contemporary visual arts infrastructure and placing 'the arts at the centre of national life and people at the heart of the arts'¹.

Turning Point has five priorities:

- audiences, participation and education
- support for artists
- innovation and risk
- diversity and leadership
- places, spaces and partnerships.

It aims to have the following outcomes:

- more opportunities for people to experience and engage with the contemporary visual arts wherever they are in the country
- more opportunities for artists to make new work
- a stronger culture of innovation and risk
- a more diverse contemporary visual arts sector and more diverse audiences and participants
- strengthened leadership and a stronger visual arts profession
- stronger contemporary visual arts organisations with longer-term planning and less 'short-termism'
- stronger regional, national and organisation-to-organisation partnerships
- greater engagement in, and understanding of, contemporary art and its historical and cultural context.

Crafts Council, the national development agency for contemporary crafts, aims to 'make the UK the best place to make, see and collect contemporary craft'ⁱⁱ and works to three key aims:

- To build a strong economy and infrastructure for contemporary craft
- To increase and diversify the audience for contemporary craft
- To champion high quality contemporary craft practice nationally and internationally.

¹ P.11 'Turning Point' Arts Council England: A Strategy for the Contemporary Visual Arts in England.

¹ P. 7 Crafts Council Strategy and Plans

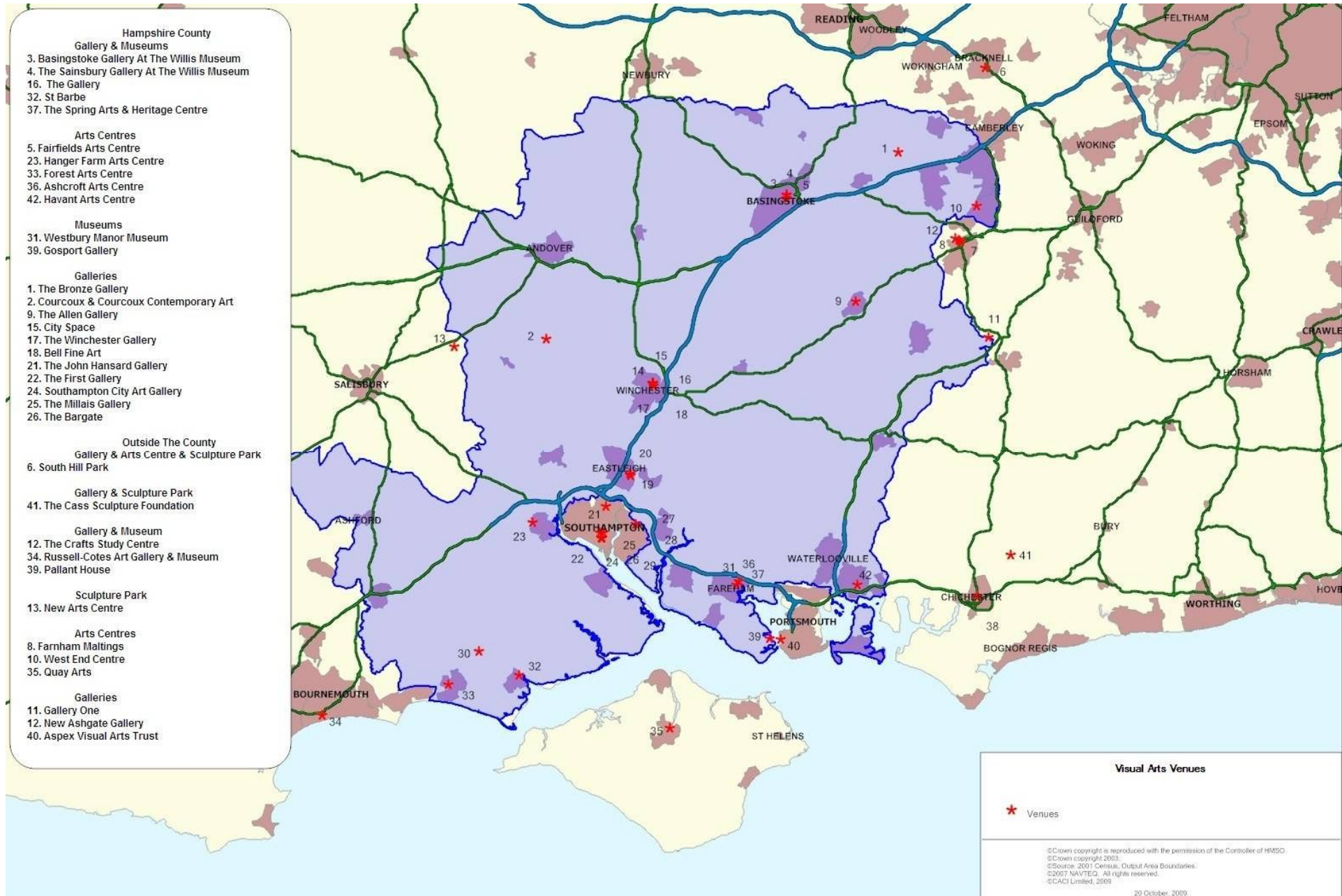
Appendix 2

Research – key findings

a) Visual arts venue audit

The main findings are:

- There are 38 main galleries, museums, arts centres and sculpture parks in Hampshire and its borders. Regular local authority funding is received by the majority of these spaces with project funding coming mainly from trusts and foundations.
- Well over half the venues hold permanent collections and for over a third, contemporary visual art is a major focus. While fine art is a major focus for half the venues (most commonly painting followed by sculpture and ceramics), crafts is a minor focus for nearly half.
- Fewer than half the venues already present exhibitions in non-gallery spaces with a small number planning to in the future.
- All the venues support artists through the sale of work some or all of the time with almost three quarters exhibiting local and /or regional artists. More than half support artists in other ways but only a fifth programme artists' studio visits and fewer than a third attend Art Fairs.
- Work is selected most commonly through curated exhibitions; residency being the least common method. Open submission is a regular occurrence for about half the venues.
- Audiences to over three quarters of venues are perceived to be local and / or regional, with a tenth attracting an international audience. Core programme activity involving audiences includes a high proportion of participatory workshops.



b) Exploring the Notion of Contemporary Visual Art in non-gallery settings

The aim of the research was to explore the hypothesis that a different, potentially new long-term audience exists for non-gallery visual art. The over-arching conclusions are that:

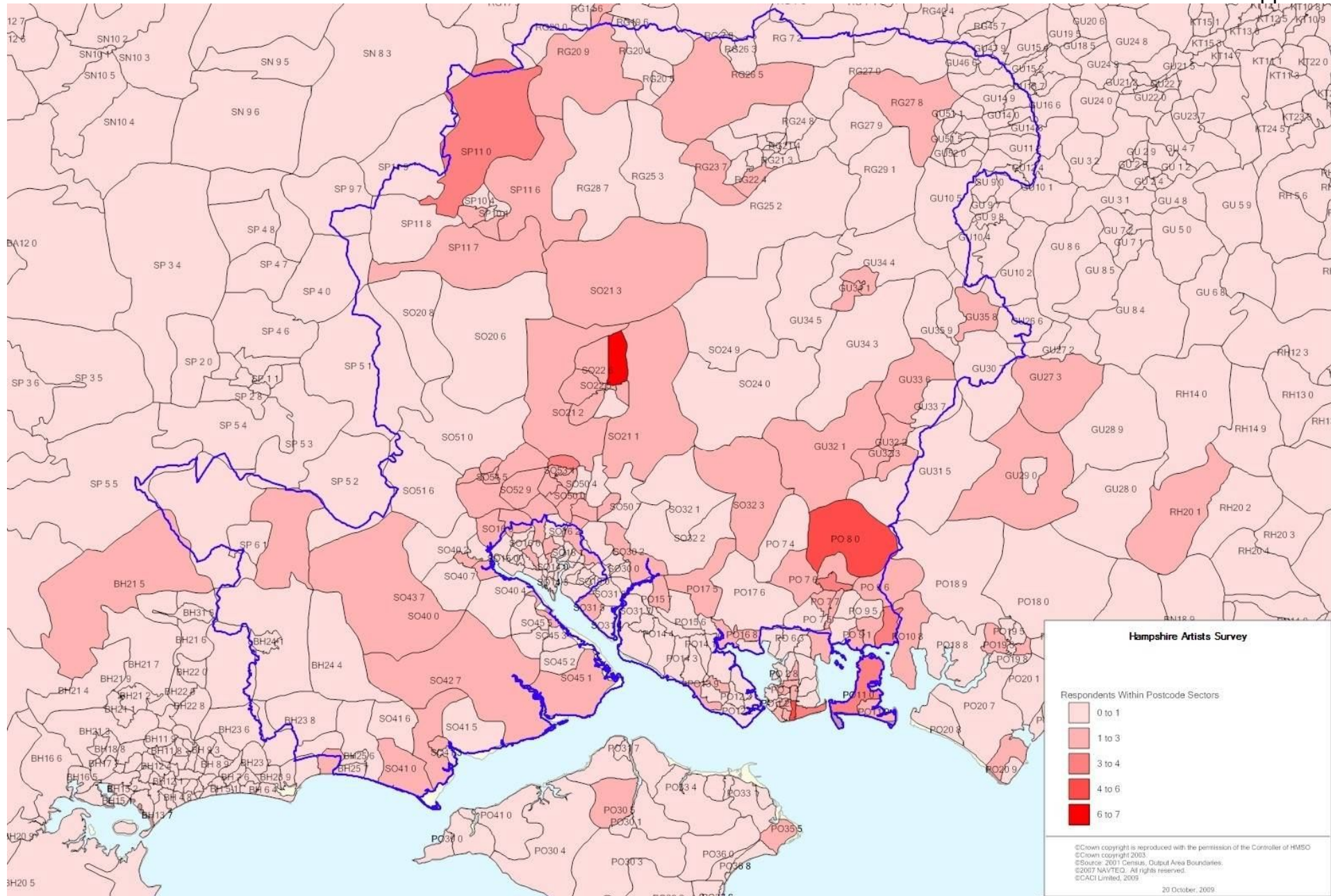
- A potentially new long-term audience exists for non-gallery visual art .
- Some people will not see the value of engaging because they prioritise what is important in their lives differently.
- Early, long-term exposure to contemporary visual art is considered to be a good way of fostering and maintaining curiosity leading to acceptance and adoption of contemporary visual art.
- Long-term engagement with consistently good contemporary visual art is more likely to develop new audiences.
- The research found clear evidence of predisposition to contemporary visual art, given the condition to explore it. There are likely to be more people willing to engage when more opportunities for engagement are offered to them.
- It would be unrealistic to expect wider engagement with contemporary visual art to evoke immediately positive responses but rather to develop as a critical capacity is built on frequent exposure.
- Negative responses to contemporary visual art do not mean that the work is not successful. A less favourable response to a work is as much a measure of engagement as a favourable one.
- All of the above points are dependent on the quality of the work and of its curation.
- Encounters with contemporary visual art in non-gallery settings will benefit from clear information on the reasons for the work's selection and the context in which it is being exhibited.
- Widespread and coherent communications surrounding exhibitions are fundamental to attracting audience, to managing expectations and to bridging the communication gap.

c) Artists' Survey

198 artists responded to the survey however we cannot conclude whether we have 5% or 50% of Hampshire's artists in the audit. The key findings from the respondents are as follows:

- The majority of artists (73%) live and produce in Hampshire, followed by 10% who live in Hampshire and produce or exhibit elsewhere.
- The greatest proportion (39%) paint or draw, followed by sculpture (7%) then equal third: jewellery and textiles (6%)
- Artists are interested in finding out about new places to exhibit and were very interested in non-gallery settings; some lack the knowledge of to get started.
- A significant majority exhibit their work (91%) and it is not always because they want to sell although that is important to them.
- Just under a third (31%) described themselves as full-time artists followed by almost one in five who are part-time artists / part-time working (19%). 9% described themselves as keen amateurs and 3% as hobbyists.
- The greatest proportion of our respondents (28%) have been artists for more than 20 years. 42% have been practising as artists from between 4 to 15 years.
- Over one in five artists (23%) graduated from Winchester School of Art, one in ten (12%) from Portsmouth. Others graduated from regional art colleges except for four who came from the Royal College of Art.
- The greatest proportion (38%) have a first degree but over a quarter (26%) also have a postgraduate degree. Over one in ten (15%) are self taught.

- More teach workshops (61%) than formal education teaching (35%). Just under a third (30%) engage in public art projects or have been artists in residence. Some of these artists may have undertaken a variety of these working practices.
- Findings suggest that artists recognise the importance of an online presence with over half (58%) having a website. However, a quarter do not have a website. Most artists have digitised images of their work (89%).
- Over a third lacked awareness of existence of studio spaces.
- There was a low level of awareness of the Arts Service or what it might provide (the web pages in particular); they would like a named contact in the Arts Service.
- Artists desire and appreciate face to face contact with other artists and feel frustrated when they meet and find out they've been solving generic problems in isolation.



Appendix 3

Visual Arts Strategy – Activity Plan 2012 – 2015

Aim 1: To raise the profile of the contemporary visual arts and develop new audiences through increased participation and engagement in unusual settings.

	Action	Outcomes	2012/13 Target	2013/14 Target	2014/15 Target
a	<p>Develop opportunities for CPD with Hampshire CC staff in different departments</p> <p>Invite curators/ visual arts specialist to lead events, where appropriate.</p>	<p>Raised awareness of how artists can make a difference</p> <p>Greater engagement and cross departmental working</p> <p>Appetite to try new projects with understanding of quality</p>	<p>1 CPD event and/or 'go and see' with Museums colleagues to share experience of contemporary art to develop aspirations for programming. e.g. Towner, De la Warr Pavilion and Stour Valley Projects</p>	<p>1 CPD event and/or 'go and see' with interior designer/architect colleagues to share experience of contemporary art to develop aspirations for programming.</p> <p>Tour of SOUTH projects with curator</p>	<p>1 CPD event and/or 'go and see' with Museums colleagues to share experience of contemporary art to develop aspirations for programming.</p>
b	<p>Support Arts and Museums venues and the Great Hall to deliver Flagship projects,</p> <p>Commission regular events for the Great Hall.</p> <p>Link with complementary exhibition and outreach activities in Winchester DC, St Barbe Museum (where appropriate).</p>	<p>To support the strategic aim of 'Connecting Communities with Excellence' programme / support high profile projects.</p> <p>Engaging new audiences, increasing participation and engagement in workshops/talks etc</p>	<p>SOUTH project will develop commissions in non-traditional spaces across Hampshire in 2013/14. Targets for 2012/13:</p> <ul style="list-style-type: none"> - develop brand/ website - advertise/ select artists - appoint engagement manager - additional fundraising <p>Facilitate artist Susie McMurray to film a project in the Great Hall for later presentation</p>	<p>Deliver SOUTH project including exhibition in the Great Hall September – December 2013.</p> <p>Present Susie McMurray film in Great Hall linked to WDC exhibition of her work</p> <p>R and d for a future project, invite artist proposals and fundraise to make it happen</p>	<p>Select artist for a site specific commission in the Great Hall for 2015</p>
c	<p>Continue to support Arts and Museums venues to deliver Flagship exhibitions.</p>	<p>Flagship sites recognised nationally as a key exhibition venues.</p> <p>Cross departmental working – libraries/arts/ museums.</p>	<p>Develop plans to link Visual Arts Strategy with exhibition programme</p> <p>R and d artist contribution to 2014 programme, in discussion with curator and museums colleagues</p> <p>Investigate options to exhibit Contemporary Art Collection (CAC).</p>	<p>Deliver SOUTH and associated satellite exhibitions/ interventions in flagship venues, Great Hall, The Gallery at WDC and other partner partners.</p> <p>A series of artist interventions to contribute to the 2014 theme, at key venues tbc, working with museums and communities collections</p>	<p>Deliver major exhibition linking to the Arts and Museums Service theme in a Flagship venue tbc</p> <p>Deliver exhibition of Contemporary Art Collection (CAC) in 2015.</p>

	Action	Outcomes	2012/13 Target	2013/14 Target	2014/15 Target
d	<p>Develop an artist residency / commission opportunity in a non-traditional space in Hampshire.</p> <p>Create a live/ work space that can tour to rural and remote communities, hosting a programme of artists residencies</p>	<p>Create opportunities for supporting artists, developing visitor experience of HCC or partner venues/sites.</p> <p>Engaging with new audiences and create new work in partnership.</p>	<p>SOUTH project will develop commissions in non-traditional spaces across Hampshire in 2013/14 (see b)</p> <p>Meet with British Waterways to develop an artist residency in a non-traditional space in North Hampshire.</p> <p>Develop Art is Place and begin fundraising, write technical brief with architects and building services</p>	<p>Deliver SOUTH project including exhibition in the Great Hall September – December 2013.</p> <p>One artist residency – tbc</p> <p>Select architect/designer for Art is Place. Develop partnerships and touring programme</p>	<p>One artist residency – tbc</p> <p>First tour of Art is Place to two sites in Hampshire.</p>

Aim 2: Work in partnership with others to achieve greater impact and reach.

	Action	Outcomes	2012/13 Target	2013/14 Target	2014/15 Target
e	Contract freelance artists/curators to work with Arts and Museums Service to curate shows in response to collections.	One or two visual arts exhibitions a year in museums across the county.	Freelance artist/curator contracted to work towards interventions for 2014	Freelance artist/curator contracted to deliver projects for 2015	Freelance artist/curator contracted to deliver projects for 2016
f	Make contact with national agencies – National Trust, British Waterways to establish partnerships for arts projects.	<p>Added value to existing projects</p> <p>Higher profile for Hampshire working with national agencies</p> <p>One event/ project/ exhibition every three years.</p>	<p>Work with National Trust to deliver SOUTH supporting the new contemporary visual arts programme at Mottisfont Abbey.</p> <p>Develop partnership for an artist residency and community engagement work – one HCC museum/archives</p> <p>Meet with British Waterways curator and r and d project.</p>	<p>Work with National Trust to deliver SOUTH supporting the new contemporary visual arts programme at Mottisfont Abbey.</p> <p>Develop partnership for an artist residency and community engagement work – one HCC countryside venue</p> <p>Deliver project with British Waterways if appropriate.</p>	Work with National Trust at The Wyne or other NT green/ landscape sites in Hampshire.
g	Partnerships with districts, Southampton, Portsmouth and Alliance partners to add value and maximise resources.	Temporary interventions Loans from key art galleries to augment our museum collections.	<p>Continue to develop partnerships through delivery of SOUTH.</p> <p>Investigate other opportunities for partnership/delivery including professional development for artists.</p>	<p>Monitor partnerships through delivery of SOUTH.</p> <p>R&D for legacy of SOUTH project for 2016.</p> <p>Deliver one partnership project with district/city</p>	<p>Develop project in partnership with SOUTH partners for 2016, including fundraising.</p> <p>Deliver one partnership project with district/city</p>

Aim 3: Support individual artists and assist their sustainability

	Action	Outcomes	2012/13 Target	2013/14 Target	2014/15 Target
h	Host the Hampshire Open Studios website and continue to signpost information for artists.	Webpage contains useful and relevant information for artists about Open Studios. Artists database used to circulate info /opportunities to artists.	Review/ update web information Develop use of the artists database. Pro-actively send out information on opportunities Contract consultant to review and update Commissioning Toolkit, liaising with architects and interior designers.	Review and update information for webpage. Develop use of the artists database. Pro-actively send out information on opportunities	Review and update information for webpage. Develop use of the artists database. Pro-actively send out information on opportunities
i	Establish support for artists' professional development activity with partners.	Improved networks with artists encourage more artist engagement with Hampshire CC. Development of the creative industries in Hampshire and raise profile of resident artists and makers	Continue to profile and work with '5am' (new artist maker network) as a network for makers and assist them to raise funds for projects. Establish professional development support for artists/makers with partners e.g. Making Space, Aspex and Chapel Arts.	'5am' deliver a project in a non gallery setting CPD for all artist/makers established with partners 10 artists benefit	5am increase their membership CPD for all artist/makers established with partners 15 artists benefit
j	Explore the potential for developing initiatives for artists, and particularly makers, to sell their work.	Makers able to reach new audiences and sell more work.	Deliver 'Making it' project in partnership with University of Winchester, Making Space and WDC for October 2012. Review evaluation/ outcomes of 'Making it' and develop new initiative for 2013/14.	Second 'Making It' event at WDC Attract key national maker Strengthen partnership with Winchester Theatre Royal	Third 'Making It' event at WDC

Aim 4: Support and develop the existing visual arts infrastructure

	Action	Outcomes	2012/13 Target	2013/14 Target	2014/15 Target
k	<p>Support a developing visual arts infrastructure in Hampshire.</p> <p>Monitoring the Making Space management agreement.</p> <p>Work with Making Space, Chapel Arts, '5am', St Barbe, National Trust (Mottisfont) to support their developing aims/ambitions.</p> <p>Supporting the Making It steering group to establish an annual event.</p>	<p>Thriving, sustainable and developing organisations.</p>	<p>Deliver SOUTH project (see e).</p> <p>Monitor funding agreements including Making Space Management Agreement (2012/13 - 2017/18)</p> <p>Develop links between Making Space, 5am, Chapel Arts and visual arts partners in the wider region. (see i)</p> <p>Run workshops to support arts organisations applying to the Culture and Community Activity Grants.</p>	<p>Deliver SOUTH project (see e).</p> <p>Monitor funding agreements including Making Space Management Agreement (2012/13 - 2017/18)</p> <p>Run workshops to support arts organisations applying to the Culture and Community Activity Grants.</p>	<p>Monitor funding agreements including Making Space Management Agreement (2012/13 - 2017/18)</p> <p>Run workshops to support arts organisations applying to the Culture and Community Activity Grants.</p>
l	<p>Develop opportunities to support emerging artists, networks and organisations.</p>	<p>Build stronger cross-boundary relationships within and outside of Hampshire.</p> <p>Develop relationship with the university sector to improve graduate retention.</p>	<p>Create an opportunity for artists to be mentored with Aspex, 5am, Making Space, Chapel Arts.</p>	<p>Create an opportunity for artists to be mentored with Aspex, 5am, Making Space, Chapel Arts.</p>	<p>Create an opportunity for artists to be mentored with Aspex, 5am, Making Space, Chapel Arts.</p>

Aim 5: Advocate the benefits of the visual arts

	Action	Outcomes	2012/13 Target	2013/14 Target	2014/15 Target
m	<p>Advocate the value of art with public building projects where art can be seen add value.</p>	<p>Creative solutions to design issues.</p>	<p>Ensure that a visual arts representative is included on the project team for every major capital development project</p> <p>Assist with short-listing artists for projects, including drafting the artist contract. Creative solutions to design issues and audience engagement for capital and design projects led by Hampshire County Council.</p>	<p>One artist commissioned for a major capital development/ refurbishment project</p> <p>Assist with short-listing artists for projects, including drafting the artist contract. Creative solutions to design issues and audience engagement for capital and design projects led by Hampshire County Council.</p>	<p>One artist commissioned for a major capital development/ refurbishment project</p> <p>Assist with short-listing artists for projects, including drafting the artist contract. Creative solutions to design issues and audience engagement for capital and design projects led by Hampshire County Council.</p>

	Action	Outcomes	2012/13 Target	2013/14 Target	2014/15 Target
n	Research and evaluate flagship visual arts events/ exhibitions.	Demonstrate the value and benefits of the visual arts. Museum colleagues understand the benefits that engagement with the contemporary visual arts can bring	Develop programme of monitoring and evaluation of SOUTH. Evaluation of and other flagship visual arts projects / exhibitions.	Evaluate SOUTH –outcomes inform future programming. Evaluation of Susie MacMurray project and other key flagship interventions.	Building on evaluation of Flagship interventions, develop model of monitoring and evaluation for future visual arts projects / exhibitions.
o	Contemporary Art Collection – management – conservation – exhibition – on-line resource	Manage the collection, develop opportunities for increasing public access.	Investigate opportunities for increasing the potential use of works in the collection including loans and exhibitions with alliance partners.	Engage a Curator to deliver an exhibition selected from the collection in 2014/15. Include potential to use works from alliance partner collections.	Deliver exhibition of works from the collection at one Flagship venue and one alliance partner venue.
p	Art commissioned/ owned by Hampshire County Council.	Continue work for documenting, condition checking and conserving work. Maintain online collection.	Detailed condition checking and conservation of 2-3 works per year, including David Kemp 'Hampshire Hog' and Glyn Williams 'Mother and Child'. Support Property Services on security for high-risk works. Promote the online collection as a resource to Hampshire schools.	Detailed condition checking of 2-3 works per year, including 3 Peter Randall Page sculptures, Basingstoke. Support Property Services on security for high-risk works. Promote the online collection as a resource to Hampshire schools.	Detailed condition checking of 2-3 works per year, including works on Royal Victoria County Park and Queen Elizabeth CP. Support Property Services on security for high-risk works. Promote the online collection as a resource to Hampshire schools.