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25 January 2011

NOTICE OF MEETING

BURSLEDON WINDMILL JOINT MANAGEMENT COMMITTEE

will meet on

Wednesday, 2 February 2011

beginning at

11:15 am *

in

Conference Room 3, Civic Offices, Leigh Road, Eastleigh

*** Please note that the start time could be a little delayed, depending on the finishing time of the preceding Eastleigh Museum Joint Management Committee.**

TO: Councillors Airey, Craig and O'Sullivan
County Councillors Broadhurst, Davidovitz and Kyrle
Mr Jackson & Mrs Sutton, Hampshire Buildings Preservation Trust
Ian Douch, Jo Lawler & Stephen Lowy, Hampshire County Council
Diccon Bright, Area Co-ordinator, Eastleigh Borough Council
Councillor J Misselbrook, Bursledon Parish Council

Staff Contact: Julia Roy, Democratic Services Officer
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RICHARD WARD
Head of Legal and Democratic Services

AGENDA

1. Apologies
2. Minutes (Pages 1 - 6)
3. Curator's Report (Pages 7 - 14)
4. 2011-12 Transition Year
 - (a) Revenue Budget Estimate 2011-12 (Pages 15 - 20)

(b) Draft Service Plan 2011-12 (Pages 21 - 26)

5. Next Steps: Towards a Long-term Sustainable Future (verbal report)
6. Date and Venue of Next Meeting

Agenda Item 2

BURSLEDON WINDMILL JOINT MANAGEMENT COMMITTEE

Wednesday, 13 October 2010 (10:00 am – 12:00 pm)

The meeting was held at the Civic Offices, Eastleigh Borough Council

PRESENT:

Representing Eastleigh Borough Council - Councillor O'Sullivan

Representing Hampshire County Council – Councillor Broadhurst

John Tickle, Assistant Director, Arts, Heritage, Countryside and Rural Affairs, Hampshire County Council

Sue Wright, Assistant Service Manager, County Museums Service

Stephen Lowy, Community Museums Team Manager, County Museums Service

Jo Lawler, Acting Site Manager, Bursledon Windmill

Mr Jackson, Hampshire Buildings Preservation Trust

Mrs Sutton, Hampshire Buildings Preservation Trust

Diccon Bright, Local Area Co-ordinator, Eastleigh Borough Council

Apologies for absence were received from Councillor Airey, County Councillor Davidovitz and Ian Douch, Museum Resources Manager, County Museums Service

In attendance: Councillor McNulty (deputising for Councillor Airey) and Councillor House

1. APPOINTMENT OF CHAIRMAN

RESOLVED –

That, in his absence, Councillor Airey be appointed Chairman of the Committee for the year 2010-2011.

2. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED –

That County Councillor Broadhurst be appointed Vice-Chairman of the Committee for the year 2010-2011.

Councillor Broadhurst took the Chair for this meeting in the absence of the newly-appointed Chair.

3. INTRODUCTION

John Tickle, Assistant Director, Arts, Heritage, Countryside and Rural Affairs, Hampshire County Council firstly advised the Committee that the

Museums Service was facing challenging times at the moment, as the Service was likely to lose the £1.1m funding received from the government each year under the Renaissance programme, which was being reviewed as part of the Comprehensive Spending Review to be announced the following week. Renaissance funding accounted for 20% of the Service's budget and a Museums and Arts Service Review was currently being undertaken that would contain a number of key proposed changes to service delivery. The Head of Museums, Janet Owen, was trying to attend all the Joint Management Committees to discuss the proposals, but was unable to attend this meeting as she was in London trying to secure funding from the Renaissance programme. He was therefore attending the meeting in Janet's place and would report the Committee's views to her.

4. MINUTES

RESOLVED –

That the Minutes of the meeting held on 7 April 2010 be agreed as a correct record.

Matters Arising

Public Access to the Woods: The Area Co-ordinator reported that, together with staff from the Tree Section, he had met with the owner of the woods to discuss coppicing and thinning of the trees in order to allow more wind through the trees and consequently more days for milling. The Tree staff had agreed to manage the trees to increase the flow of wind and Phase 1 of the works would address low-lying vegetation. The licence had also been secured to allow public access to the woods, which would add to the attraction of the whole Windmill site.

Maintenance of the windshaft: The Acting Visitor Services Manager reported that natural cracks had been found in the shaft during the annual check in 2009 and a watching brief had been kept on it. However, the severe weather of 2009/2010 had taken its toll and repair to the windshaft was now required, at a cost of approximately £15,000. The proposed work was detailed in the appendix to the Acting Visitor Services Manager's report later on the agenda for this meeting, which contained a letter from the company which carried out the inspection. The Chairman requested that he be provided with a copy of the follow-up report.

5. CURATOR'S REPORT

The Acting Visitor Services Manager (AVSM) introduced a report detailing activities and events at the Windmill during April to October 2010.

As discussed under the previous item on this agenda, the annual maintenance check carried out in June had revealed the increased levels of rot in the natural cracks of the pole end of the windshaft. A plan had been drawn up for repair in the next 12 – 18 months, keeping the sails in situ.

The sail canvasses also need to be taken down and small repairs performed. The AVSM and another member of staff had been trained in the use of climbing harnesses and it was hoped to acquire harnesses and carry out the work without the requirement for an access platform.

Further to the Museums and Arts Service Review, the staff at the Windmill had drawn up two suggestions for the future running of the site, which had been submitted for consideration: a) to run the Windmill combined with Eastleigh Museum; and b) to move the Windmill from the Museums Service to the Countryside section to be run as a satellite from Manor Farm. Details of the proposals were contained in Appendix 2 to the report.

The school holiday events programme provided a different family-friendly activity every week of the school holidays, throughout the year, and so far had attracted good numbers of children and adults. Three sites in the Bursledon area were taking part in the Big Draw events, which were aimed at both children and adults. Two sessions allowed for 16 year olds and above to draw the machinery at the Windmill and Brickworks sites, with a technical artist available to give assistance.

The Harry the Harvest Mouse education session had been trialled with a school and would soon be added to the Mindmill's webpage. Seven free Bug Hunt school sessions had been very successful.

Visitor numbers had continued to increase, in part due to the Windmill being included in the Culture-All passport offer. Four passes had been sold at the Windmill, although sales had been lost due to the lack of credit card facilities.

Flour sales continued to increase, with approximately the same number of sales to date this year as in the whole of 2009/10. Suppliers included the Southern Co-op, Pickwells Farm Shop and a small biscuit producer who was using both fine and medium flours and ground malted barley. The potential to produce more flour was hampered by the wind being at the right direction and strength at times when staff were available, on Mondays and Tuesdays only. On a good day, 5-6 cwt could be produced. 35,000 copies of a local leaflet, Let's Cook, had been distributed to schools in Hampshire, which included a recipe from a schoolgirl using flour from the Windmill.

The Committee acknowledged that a balance was required between maximising income from the site and preserving the Windmill as a working mill. Publicity was important and the posting of information on the website was very important.

It was AGREED –

That the report be noted.

6. MUSEUMS & ARTS STRATEGIC REVIEW UPDATE: INCLUDING BUDGET FORECAST FOR 2011/12

The Community Museums Team Manager firstly presented a budget monitoring statement showing the 2009/10 outturn and progress against the 2010/11 budget.

The 2009/10 outturn had been slightly higher than the agreed cash limit and monitoring of the 2010/11 budget indicated that the outturn would be satisfactory.

The Deputy Head of Museums then provided an update on the Museums and Arts Service Review.

A report had been presented to the Executive Member for Culture and Education in July 2010 concerning the future of the Service. The report had focused on the likely loss of Renaissance funding from the government, which had made a significant difference to the development of the Service in recent years by providing funding of £1.1m per year for marketing, exhibitions, learning and outreach. The indications were that funding would continue, albeit in another form and with different ways of applying, but this would not be known until the Comprehensive Spending Review was published.

The Service Review was focusing on managing financial risk and would position the Service to take advantage of any future funding. Consultation with staff and unions had been taking place over the past few weeks and proposals for delivery included widening participation and engaging communities. A baseline structure was to be created, whilst building on the Renaissance legacy and Find Your Talent programme within the financial framework. It was intended to continue the learning and engagement programme, with museums being the focal point in a community and engagement with outside a crucial factor. The current high quality exhibition programme would be continued, together with marketing and advertising. It was also necessary to understand who the users of the Service were and to target the programme to specific users by going out into the community with talks and events.

With regard to the operation of sites, it was proposed that a curator for the South East be appointed instead a curator for each individual site. Changes would also be made to the front of house, and Visitor Service Managers would be changed to Visitor Service Assistants. Alterations would be made to the delivery model and some sites would see a reduction in opening hours. Budgets would be set formally in January 2011.

Overall, it was necessary to meet public expectation whilst managing financial risk.

The Deputy Head of Museums then circulated a provisional draft paper containing indicative budget implications of Phase 1 of the Museums and

Arts reorganisation. This showed a substantial reduction in expenditure on the Windmill, particularly in relation to Curator and front of house salaries. Provisional outputs had been reduced to 12 general public and milling days, between April and September.

A discussion took place regarding the proposals, during which the following points were made by Borough Council representatives:

- The management agreement between the County and Borough Councils pre-dated the provision of Renaissance funding, which had been a top-up to the original agreement. It seemed that a minimal amount of Renaissance funding had been used for the Windmill site and consequently there was an option for the County Council to cut back to the core structure originally in place. Hampshire County Council staff reiterated that outreach work was fundamental to the current service and that the remodelled service would also require staff to continue building on this work.
- The provisional figures did not show an equal amount of funding being provided by both authorities, with the Borough Council expected to provide a much larger share
- The proposals did not take account of the maintenance required on the Windmill on a daily basis and the need for trained staff to carry out maintenance and operational work.
- It was vital to agree the aims and objectives of both authorities with regard to the Windmill, which would necessitate a policy discussion, before budget proposals were put forward.

It was AGREED -

That the Chair of this Committee, and relevant County and Borough Members and officers, be requested to meet with the Cabinet Member for Culture and Recreation at the earliest opportunity, before the Cabinet Member takes the decision on the future of the Service on 4 November.

7. DATE AND VENUE OF NEXT MEETING

It was agreed that the next meeting would take place in mid to late November 2010 (date to be arranged).

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Report to Bursledon Windmill Joint Management Committee August – December 2010

1. Providing a welcoming and well maintained museum

1.1 Visitor figures:

Visitors to Bursledon Windmill have been generally increasing; we were up on last year in August, October and November, steady in September, and down in December. I think this is partly reflecting continuing good take up of summer holiday activities in August, more educational visits in November and a very good Big Draw Event in October. The low visitor figures in December are in part due to the windmill being open for three Sundays and three afternoon activities, (Sunday 26 December being Boxing Day) rather than four Sundays and four afternoon activities. The general coldness of December has also put people off from coming out. Snow has not been a problem.

	Windmill 09	Windmill 10	Culture-all pass uses 2009	Culture-all pass uses 2010
Aug	720	801	12	58
Sept	390	386	16	25
Oct	425	542	15	16
Nov	242	327	7	7
Dec	214	88	3	2

The Culture-all Passport scheme began in July 2009. In 2009 we had 53 visiting families/couples using this card, in 2010 we had 221. Initially the cards cost £69 then raising to £75 April 2010. We have sold eight passports on site which entitles the windmill to a small percentage of the income from the online sales, £10.16 so far.

1.2 Maintenance and Health & Safety:

Windmill Maintenance

Buildings

A full structural survey was completed by Opus, in June 2010. This survey identified a small number of minor works to be carried out detailed below. These were all assessed as low risk and therefore non-urgent works.

A contractor (ROK) was engaged to carry out these works, but unfortunately went in to liquidation just before Christmas. Property Services have contracted a new contractor, Tew Brothers to undertake these works which will be completed in the next few months and well before the end of June 2011. The contractor will liaise with the windmill staff over the most suitable time to visit and carry out the work.

Repairs include:-

- Reinforcing a number of the ground floor joists of the Granary;
- Replacing treads on the two staircases out onto the reefing stage;
- Replacing a reefing stage floor board, temporary fix currently in place.

Small repairs are needed to the sail frames most of these are easily reachable from the reefing stage and are in the Museums Service conservation team's work programme for March/April 2011.

Repairs were also made to the winnowing basket/measure, one of the accessioned items on display in the Barn.

Milling Machinery

Following Ian Clarke's (Restoration Conservator) inspection visit in June 2010 a number of minor areas requiring attention were identified. The major defect being the condition of the windshaft, as reported in the previous Curator's Report.

The portion of the Windshaft that is exposed to the elements was reported in June as having significant wet rot and fungal decay and required repair. This was verified by a timber repair professional. A repair method statement was prepared. However, a cost effective solution to the problem has yet to be found. Discussions aimed at resolving this problem are scheduled for the near future.

The conservation team will also, probably in March 2011, be servicing the portable petrol driven French Milling machine. They are also assisting the Mill team in writing a maintenance and procedural manual for this machine.

Health and Safety:

A full Health and Safety Audit was carried out on the 27 November 2009. Before the end of June any remaining audit actions will be completed by the Site Manager and signed off by the Head of Risk Management.

The sack hoist in the mill, used for lifting the 20kg/25kg sack of grain up to the bin floor (4th floor), failed its LOLER inspection in 2010. A small alteration to it is planned with the help of the Conservation Team should allow this to pass its next inspection. The new plan will be communicated to the LOLER inspector in the next month for his approval prior to work beginning.

Site Security:

Following a security review of the site undertaken by the Museums Collections Manager, hasps, staples and padlocks have been acquired and are being fitted to the store boxes in the barn and an access keypad is being acquired for the office.

Staff training:

First Aid: The Site Manager's 'Emergency first aid in the work place' was renewed in July. To ensure continuity of First Aid provision both the MA and VSM will be attending up date courses for their First Aid training.

Fire extinguisher training/retraining: All permanent staff and casuals, (except for the VSM and one casual running a family activity session at the time) were trained in the practical use of fire extinguishers in July 2010. Hampshire Fire and Rescue require the two members of staff showing the upper floors of the mill to visitors/contractors to have this training.

Following specialist training, climbing harnesses will be acquired for any repairs to canvases, high repairs on sail frames and other occasions when access to the frames is needed.

Future Jobs Fund trainee: Our trainee spent four months with us from May to September and proved a good learner and a valuable asset to the site. He has left to take on a full-time job but has also signed on with us as a casual. In that role he has proved invaluable particularly during a staff member's sickness absence

2. Inspiring learning and community engagement

2.1 . Continue to provide holiday activities for family groups and young people

Events:

We ran a mixture of our usual free, drop-in family sessions (October half-term to Christmas) and bookable, charged family activity sessions in the Summer holidays. These are still very popular. In February, we will be running a charged "Make and Take" activity based around the Creatures Great and Small family exhibition on display for the month in the barn. The table below shows the number of participants for each set of workshops, a = adults, c = children.

Event	Date	No. participants
Dough craft Green Men (4 sessions) Charged	27 & 28 August	73 (a. 28, c. 45)
Green Man Masks Charged	3 & 4 August	30 (a. 13, c.17)
Semolina Pictures Charged	10 & 11 August	34 (a.13, c.21)
Nature Picture Charged	17 & 18 August	14 (a.5, c.9)
Dragonflies and Damselflies Charged	24, 25 & 31 August	38 (a.14, c.24)
Big Draw Machinery drawing (10am- 4pm) Free	20 October	8 (a. 6, c.2)
Big Draw Go Silly with Semolina (10am – 4pm) Free	26 & 27 October	198 (a. 81, c.117)

Christmas celebrations in the Barn Free	21 & 22 December	12 (a. 9, c.3)
New Year Wassailing Celebrations Free	29 December	9 (a.6, c.3)
Make a sock creature Charging	22 &23 February	yet to happen

1 August 2010 Archaeology Road show

The Archaeology Road show set up by Alan Jacobs of the Museums Service's Archaeology Team toured the museums taking in Bursledon Windmill on its rounds.

This roads how was made up of two sections: millstones and the Iron Age, including the windmill's portable rotary hand quern; and archaeology and palaeontology (fossils/dinosaurs versus pots).

The road show visited Bursledon Windmill on 1 August. This was a free, added extra to those visiting the windmill on that Sunday. Visitor figures were 137 for that day, beating the highest figure in the last three years for a Bank Holiday Monday by 16. This was particularly due to a number of people following the road show from one venue to another.

The autumn saw The Windmill Children's Centre book the windmill site for a free trial as a venue for their activities. The exploring nature session on 21 September was very successful with 16 under 5s and their parents (thirteen adults) taking part. As a result of its success the Children's Centre staff are interested in using the site again in the future.

A return visit was made by a member of the windmill staff to a Young Parents session at the Windmill Children's Centre with milling and dough related items on 8 November. Two under 5s and their mothers attended this session, not a particularly unusual number for the centre to have on a wet day as most of the parents using the centre do not have access to a car.

20-28 October Big Draw

The Big Draw was a community joint effort as three sites advertised together. The venues were Bursledon Windmill, Bursledon Brickworks and the Windmill Children's Centre. These three venues with different audiences enabled a wider spread of information and benefitted all three sites. A total of 355 visitors across 6 events. (For Windmill figures see section 4) (for more detail re: marketing see section 5)

1-28 February 2011 Creatures Great and Small

February 2011, the Windmill barn will be hosting the free family hands on exhibition Creatures Great and Small. This was designed by the Education team as a mixture of pop-up information panels and activity boxes. A different panel and activity box will be on display each Sunday as an added free extra

to a normal windmill visit. But also all five panels, activity boxes and the table top safari will be on display and available every Tuesday and Wednesday during the month of February.

2.2 Schools/Further Education College visits

The Bug Hunt sessions were run by the Learning and Access Team in June were very successful but seasonal.

Windmill related sessions continue to be currently booked with and run by site staff with the income coming directly to the site. The chart below shows the number of school children only.

	Windmill 2009	Windmill 2010
Aug	0	0
Sept	12	0
Oct	38	15
Nov	0	131
Dec	0	0

3. Marketing and management

3.1 Marketing:

Big Draw promotions - Using funding from Renaissance we created 2,000 flyers and 250 posters for the Big Draw Bursledon joint events in October. Bursledon Windmill co-ordinated the plan for free adult and family activities in the Bursledon Area around October half-term . Six events, over the three sites, were advertised together on one flier.

Leaflet and poster distribution:

Bursledon Windmill - at site, Autumn Pumpkin Festival RVCP (9 Oct), Octoberfest (2 and 3 Oct), seven local libraries, two colleges, one children's day centre, approx ten local art groups, Eastleigh and Fareham Museums, and others.

Bursledon Brickworks - at site, to Local Art groups, and others.

Windmill Children's Centre - at site, all local pre-schools, Manor Farm, Parish notice boards, and others.

Eastleigh Borough Council (Pat Statham) - Autumn Pumpkin Festival RVCP (9 Oct) and others.

Results:

20 Oct - Machinery drawing at Bursledon Windmill - Adult drawing session with Artist in residence: total attendees 7

21 Oct - Machinery drawing at Bursledon Brickworks - Adult drawing session with Artist in residence: total attendees 3

First time either site has tried a serious drawing session aimed at adults.

Would probably have benefitted from getting the information out earlier.

25 Oct - Fun-With-Flour event at Windmill Children's Centre - very successful with 44 attendees. Staff at the Centre were very taken with the idea and ran a pre-session the week before.

26 & 27 Oct - Go Silly with Semolina at Bursledon Windmill - very successful (See activities chart section 4) Shop and coffee shop sales: total - £48.55

28 Oct - Discover patterns at Bursledon Brickworks - very successful approx 100 attendees: café also did well

The Windmill also had a family of three in drawing on Sunday 23 October.

Total figures 355.

Visitor research:

We have now received the results from a full year's worth of postcode data collecting (275 postcodes) from Audience South, which gives us a good idea now of the social groups from which we are acquiring our customers and the geographic spread. This full year data has been compared to the population within a 6.6 mile radius of the site rather than against the population of Eastleigh Borough.

The survey findings tell us that our traditional audience of those interested in industrial heritage, experienced professionals, maturing families and families with young children are well represented amongst our visitors.

Other promotional activity:

25,000 What's on brochures covering the period July to December were printed in June and distributed to local museums, libraries and visitor attractions. A similar publication aimed at schools was distributed before the end of the school year. 40,000 copies of Enjoy Hampshire's Museums was printed in August and distributed county-wide to museums, libraries, visitor attractions, accommodation and supermarkets.

Information was also made available through the website with regular email alerts being sent to Hampshire residents with an interest in museums, making the most of any relevant national or local publicity campaigns, such as the Festival of British Archaeology, National Insect Week and Christmas. The local free magazine Scene What's On section has been used to advertise a number of our activity sessions in the latter part of the year.

Fairs:

Attendance at fairs provides two opportunities, to advertise the site as a visitor attraction and to sell our flour. A large number of the new windmill leaflets were given out at both venues below.

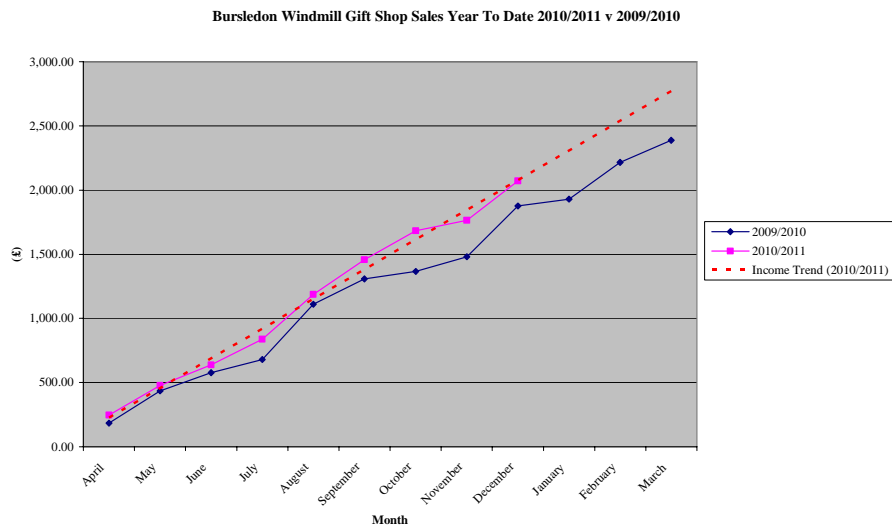
OctoberFest at Milestones Museum, Basingstoke, 2 and 3 October, (stall free) a total of 272 people were spoken to over the two days and sales of £34.50 made.

Autumn Pumpkin Festival, Royal Victoria Country Park, 9 October, (stall cost £20, to Jubilee Sailing Trust) a total of 351 people spoken to and sales of £73.15 made.

The windmill was last repainted in 2005, the lease called for this to be done every 5 years it would be nice if it could be repainted before its 200th anniversary in 2014.

3.2 Shop sales:

Flour sales went up significantly in 2009/2010 largely due to an arrangement to supply flour for resale to 14 Southern Co-operative stores across Hampshire. However trade sales now need to be put on a properly commercial footing if they are to be viable, so work will need to be done to re-examine costings, especially in the light of increased global wheat & fuel price increases, and also to investigate alternative supply models (minimum trade orders, online sales etc) to achieve this.



Flour sales & Milling customer supplied grain:

	Amount of Flour Sold 2009 kg	Amount of Flour Sold 2010 kg	Public Sales 2009 £	Public Sales 2010 £	Trade sales 2009 £	Trade Sales 2010 £	Milling 2010
Aug	222kg	295kg	141.50	180.75	38.80	96.80	25kg
Sept	174kg	203kg	84.25	62.00	98.20	120.60	25kg
Oct	191kg	238kg	118.75	287.00	65.40	62.90	-
Nov	12kg	183kg	12.50	83.00	0	85.90	25kg
Dec	195kg	72.5kg	37.75	26.75	127.60	36.70	-

3.3 Income from admissions:

Income from admissions has increased slowly over the last three periods but retail income (largely from flour sales and extra milling activities) has increased.

	April – Dec 2008	April – Dec 2009	April – Dec 2010
Admissions income	3148	3259.50	3354.50
Total Retail income inc all flour	1279.70	1876.15	2072.21

BURSLEDON WINDMILL JOINT MANAGEMENT COMMITTEE

2 FEBRUARY 2011

REVENUE BUDGET ESTIMATE 2011-12

REPORT OF THE HEAD OF HAMPSHIRE MUSEUMS AND ARTS SERVICE

Contact: Ian Douch, Museums Resources Manager (01962 826708)

1. Introduction

- 1.1 In accordance with the agreement between Hampshire County Council and Eastleigh Borough Council the net cost of running Bursledon Windmill is shared between the two partner authorities.
- 1.2 Subsequently Bursledon Parish Council agreed to provide a contribution to the running of Bursledon Windmill in addition to HCC and EBC.
- 1.3 This report briefly outlines progress with the current year's budget and makes proposals regarding the forward estimate for 2011-12. These proposals are subject to JMC approval and HCC Executive Member for Culture and Recreation approval in January 2011.
- 1.4 The report takes account of the Phase 1 strategic organisational changes outlined in the HCC Executive Member for Culture and Recreation report of 17 November 2010 in response to changes in Renaissance funding from 1 April 2011.
- 1.5 The report sets the financial scene for continued dialogue with the JMC regarding ensuring a long-term sustainable vision for the museum service in relation to Bursledon Windmill.

2. Revenue budget 2010-11

- 2.1 The cash limit for 2010/11 was agreed at £66,800 at the Joint Management Committee meeting of 11 October 2009. Each authority would therefore pay its agreed contribution. Current budget monitoring indicates that it will be possible to live within this financial parameter.

3. Revenue budget 2011-12: Background context

- 3.1 Since 2002, Renaissance funding has increasingly supported core museum activities and enabled the Joint Management Agreement with Eastleigh Borough Council regarding Bursledon Windmill to benefit significantly from

enhanced educational and marketing activities and interpretation, all of which have widened audience participation.

- 3.2 Previously, these additional benefits derived from over £1million of Renaissance funding per annum were not specifically identified to partners, nor represented in budgets albeit they directly supported work at venues right across the County.
- 3.3 The HCC Executive Member report dated 17 November (section 6) outlines the implications of Renaissance programme funding changes from 2011/12 onwards. We have received unequivocal guidance from the MLA that the current programme will be terminated and be replaced by a completely different model of funding and support. Details regarding the 'New Renaissance' model of core museums and challenge funding will be issued during 2011. There will be fewer future core museums than current Hub museums, and it is likely that museums will need to apply competitively and demonstrate ability to meet a range of criteria. The exact criteria have not been announced but it is believed that these will emphasise areas of significant population and the regional and national excellence of collections. It is proposed that a core Hampshire and Solent group bid involving Hampshire County Council, its District and Borough partners, Portsmouth City Council, Southampton City Council, Winchester City Council and other partners including the Mary Rose Trust, Isle of Wight Council and the National Motor Museum Beaulieu has the greatest chance of success. Work has commenced on efforts to secure such a consortia approach.
- 3.4 The Head of Hampshire Museums and Arts Service briefed the Area Co-ordinator regarding the intention to undertake a strategic review of the service and the implications of potential changes in Renaissance funding. An update has been provided at subsequent meetings and communications written to Joint Management Committee Chairs on 14 October 2010 with a subsequent meeting between the Chair of the JMC and the Assistant Director of the Culture Community and Rural Affairs on the 2 November 2010. Phase 1 of this review was approved by the Executive Member Culture and Communities on 17 November 2010. The Phase 1 reorganisation embeds the best practice promoted by Renaissance in relation to education, interpretation and marketing alongside core service best practice.
- 3.5 As of 17 December 2010, HCC has successfully negotiated transition funding from Renaissance for the 2011/12 financial year to support the Museum Service's exit strategy from current arrangements. The current staffing and organisational arrangements are therefore funded until 30 June 2011. The Phase 1 reorganisation (staffing and operational changes) approved by the HCC Executive Member on 17 November 2010 will therefore be implemented from 1 July 2011.
- 3.6 In order to deliver the draft Operational Plan outlined for 2011/12 accompanying this report, it is not envisaged that HCC will require any further changes to budget/service provision at Bursledon Windmill for 2011/12 other than those already approved in the Phase 1 Reorganisation.

4. Towards a Full Cost Budget 2011/12

- 4.1 The Head of Hampshire Museums and Arts Service has held regular meetings with Eastleigh Borough Council, during the last 12 months and has previously outlined the implications that Phase 1 reorganisation will have on JMC budgets from 2011/12. To date, the JMC budgets presented have not incorporated the full costs of providing marketing, learning and interpretation support for Bursledon Windmill. With the significant changes in Renaissance funding from 2011/12 onwards, these core activities will need to be funded from HCC and EBC contributions. Phase 1 has been about achieving that position for 2011/12. The full costs of providing this support will be shown on the draft budget for 2011/12.
- 4.2 Presentation of a full and transparent cost budget to the Bursledon Windmill JMC will be of significant benefit to all partners. It will enable a clearer understanding and accountability for the funding invested in delivery at the Windmill and its associated activities. The connectivity between the funding invested and the outcomes delivered will be much clearer, and this approach will better support the role of the JMC in planning services and delivery on an annual basis. It will also help identify areas of support and activity which may secure wider community benefit and involvement and so potentially broaden the base of support for service delivery at such venues.
- 4.3 Presenting the full costs of funding the Bursledon Windmill in the 2011/12 budget will also enable both HCC and EBC to make informed decisions regarding how to manage any budget reductions required by both authorities as an outcome of the October 2010 Spending Review process. The 2011/12 budget will provide a baseline from which Phase 2 of the Museums and Arts Service strategic review can identify ways of achieving any such reductions whilst maintaining an agreed level of museum service delivery.
- 4.4 In presenting this information partners are not being asked to increase their contributions beyond that previously agreed but rather to support the principle whereby a full cost approach is used to inform the work and support of the JMC.

5. Description of Proposed 2011/12 Budget

- 5.1 The draft 2011/12 budget for the Bursledon Windmill provided below reflects:
- Quarter 1 (April – June): as per current arrangements
Quarters 2-4 (July 2011 – March 2012): as per Phase 1 reorganisation.
- 5.2 The key Phase 1 changes applicable to Quarters 2-4 will now be explained by budget line:

5.2.1 Staffing

Old Format £64,700 (2010/11 budget for comparison purposes)

New Format £26,002 (2011/12 draft budget)

The key change in staffing provision is the alteration in curatorial support from a site-based to area-based curatorial approach.

5.2.2 Essential Maintenance & Museum Venue Costs

Old Format £9,100 (2010/11 budget)

New Format £7,556 (2011/12 draft budget)

The Museum Venue costs are an amalgamation of the old Premises, Transport and Supplies & Services budgets with the addition of a new heading – Essential Maintenance which identifies the annual maintenance work carried out by Hampshire County Architects on the building itself. This in addition to the costs of actually running the building (electric, rates, water, cleaning etc.) which are covered by the old Premises Costs heading. Printing, photocopying and general equipment are also contained under this heading. The reduction in this budget relates to a realignment based on actual expenditure in 2009/10 where savings were made on activity costs.

5.2.3 Centralised Specialist Museums Support Services

Old Format £3,500 (2010/11 budget)

New Format £16,621 (2011/12 draft budget)

The old amount for Centralised Specialist Museums Support Services was not based on the true levels of activity that the Museum benefited from. As such, JMC partners have not been shown the true cost of these services. The budget line has previously been heavily subsidised by Renaissance. The charge has therefore been split in to four separate elements which are described below.

Learning & Community Engagement - £10,507

This charge contributes to the cost of the central Learning and Community Engagement team responsible for the design, creation, marketing and delivery of participatory learning sessions for young people in school and family groups, as well as other collections learning activity in both informal and formal settings, both within the museum and beyond in to the community.

Management & Marketing - £6,114

Business development, marketing functions and a contribution towards the costs of the senior management team form the bulk of this cost. Marketing functions include visitor research, targeted marketing campaigns, museum and What's On leaflets, posters, website development, email marketing, advertising and media relations leading to free editorial and promotions. The team provides strategic guidance and direction, monitors performance, levers funding from external sources including Renaissance and liaises closely with senior councillors and officers where appropriate.

6. Recommendation

- 6.1 Hampshire Museums and Arts Service seeks the views of the JMC members regarding the proposed future presentation of the financial information and budget as outlined in this report and that, subject to approval by HCC Executive Member for Culture and Recreation in January 2011, the draft budget attached be approved by the JMC and that the constituent authorities are notified of their required contributions.

PROPOSAL
BURSLEDON WINDMILL - NEW JMC
FORMAT 2011/12

	Bursledon Windmill	Bursledon Windmill	Total
	Q1 2011/12 £	Qs 2-4 2011/12 £	2011/12 £
10% Area Community Curator + ???% Community Museums Manager	7,174	4,750	11,924
Museum Assistants	8,078	6,000	14,078
Volunteer Coordinator	5,250	15,750	21,000
Essential Maintenance	383	1,148	1,531
Museum Venue Costs	2,275	3,750	6,025
Downloadable e-resources and interpretation	0	10,000	10,000
Learning & Community Engagement	551	9,956	10,507
Management & Marketing	324	5,790	6,114
Total Expenditure	24,035	57,144	81,179
Income	1,550	4,650	6,200
Net Expenditure	22,485	52,494	74,979
HCC Contribution			41,579
EBC Contribution			30,728
BPC Contribution			2,672

**Bursledon Windmill
Draft Service Plan 2011-2012**

Supporting Hampshire County Council’s corporate/departmental priorities

Corporate /Departmental priority	Key Activity	Action No.
Theme 2: Older people & wellbeing	Volunteering, Marketing	1.4, 3.1
Theme 3: Children, Young People & families	Family activities, School visits, Marketing	2.1, 2.2, 2.3, 3.1
Theme 4: Adult & Community Learning	Volunteering, Marketing	1.4, 3.1
Theme 5: Cultural Legacy of 2012		
Theme A: Rural – targeted work to increase sustainability and reduce inequalities	Milling/flour	1.1
Theme B: Urban – targeted work (HCC priority areas Gosport, Havant & Rushmoor).		
Income generation plan		

Supporting Eastleigh Borough Council’s Corporate Priorities

Corporate /Departmental priority	Key Activity	Action No.
<ul style="list-style-type: none"> Priority 1 A Green Borough: safeguarding our environment for future generations 	Maintenance and public access	1.1
<ul style="list-style-type: none"> Priority 2 A Prosperous Place: where business can flourish and everyone is able to share in prosperity 	Strategic planning for the future of the mill	3.4
<ul style="list-style-type: none"> Priority 3 A Healthy Community: active and lively with a spirit of togetherness and well being 	Volunteering	1.4, 2.1,2.2, 2.3

Service Area 1: Providing a welcoming and well maintained museum

No	Key Activity	Budget	Lead Officer	Baseline 2009/10	Target	HCC Theme	EBC priority
1.1	Manage public access to the windmill 2011/2012	£33,558				Rural	Priority1
	Current Arrangements until 30/6/2011 Open Sundays & Bank Holiday Mondays 10am - 4pm Family activities - Tuesdays and Wednesdays in school holidays 2pm-3pm Booked groups including schools - Tuesdays and Wednesdays		Site Manager				
	New Arrangements from 1/7/2011 to 30/3/2012 Open Sundays and milling (weather dependent) 11am-4pm. Open Special Event Days. Booked groups including schools -Flexible		Area Community Curator				
1.2	Maintenance and Health and Safety						
	Ensure the Windmill complies with all relevant statutory requirements set out in the HCC policy and standards and Departmental guidance.		Site Manager/ Area Community Curator				
	Monitor weather conditions as part of the H/S regime to turn sails in adverse weather conditions.		Site Manager Curator Mus Assts. Volunteers				
1.3	Staff training						
	Training for existing staff will continue to ensure H/S compliance. All new staff and volunteers will receive induction and ongoing rigorous training. See 3.2						

below						
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Service Area 2: Inspiring learning and community engagement

No	Key Activity	Budget	Lead Officer	Baseline 2009/10	Target	HCC Theme	EBC priority
2.1	New Arrangements Recruit partnership Officer to develop volunteer team. Build and train a team of volunteers to offer support and enhance public access during 2011/12 and as part of the emerging community partnership model.	£41,507				CYPF	Priority 3
	Dough Bunnies 12 and 13 April Charging		Current staff				
	Dough Bonnets 19 and 20 April Charging		Current staff				
	Make a Sock Windmill 31 May and 1 June Charging		Current staff				
2.2	Community engagement including provision of activities for families and young people 1/7/2011 – 30/3/2012					CYPF	Priority 3
	Enhance public access and understanding of the site through e-sources and on-site interpretation. Resources especially to facilitate access to the upper stories of the Windmill		Learning & Community Engagement Team				
	Develop partnership open days in the first instance with Manor Farm and Bursledon Brick works. For example:- Partnership Open Day- Bread and Honey 10/11 September with Manor Farm Partnership Open Day - Harvest with Manor Farm 1/2 nd October with Manor Farm		Learning & Community Engagement Team				

	Use as a venue for the Mini Museums for local families giving them an access point for the wider museums service.		Learning & Community Engagement Team				
2.3	Continue to offer schools service and build relationships with schools in order to increase use of the windmill and further outreach.			56	400	CYPF	Priority 3
	Develop appropriate networks and promotional material targeted at key subject co-coordinators.		Learning & Community Engagement Team		Ongoing		
	Continue to evaluate past and existing provision for uptake of sessions offered (using the database) and impact (feedback and evaluation)		Learning & Community Engagement Team		Ongoing		
	Update website for schools use of the windmill and launch new session using enquiry based learning as per teacher consultation.		Learning & Community Engagement Team		September 2012		
	Develop small menu of bookable sessions on local history, technology, food and farming, art, literature, music depending on the outcome of the review above.		Learning & Community Engagement Team		From September 2011		
	Develop some special events for schools that build on the success of the natural sciences offer in 2010.		Learning & Community Engagement Team		Spring /Summer 2012		
	Partnership work with other venues to add value to the whole day trip, for example "The Block Buster Victorian Day" visit		Learning & Community Engagement Team		Spring/ Summer 2012		

Service Area 3: Marketing and Management

No	Key Activity	Budget	Lead Officer	Baseline 2009/10	Target	HCC Theme	EBC priority
3.1	Maintain marketing activities	£6,114				All themes	2
	Use data from 2010 surveys to produce marketing plan to target groups.		Site Manager & Marketing Officer		End of March 2011		
	Undertake visitor postcode collections as required		Windmill team & Marketing Officer		As required		
	Continue to update website What's on using events database.		Site Manager & Marketing Officer		ongoing		
	Work with Marketing Officer and Web Manager to update and improve websites to appeal to target audiences		Curator & Marketing Officer		Autumn 2011		
3.2	Strategic Planning Support						Priority 2
	Develop with EBC, BPC, HBPT and other key stakeholders the vision for future of the windmill to inform the development of the community partnership model.		Asst Service Manager		Jan/July 2011		
	Research other partnership models to inform discussions		Asst Service Manager		Jan/July 2011		
	Use partner discussions to develop longer term new sustainable community partnership model for Bursledon Windmill.		Asst Service Manager		2011		
3.3	Operational Management HR						

	Work with current staff to plan transition from present museums structure into Phase 1 structure by 1/7/2011 as an interim phase.		Assistant Service Manager		Jan/July 2011		
	Ensure interim operation management arrangements are in place from 1/7/2011 to 30/3/2012.		Assistant Service Manager		Jan/July 2011		
	Recruit, induct and train Community partnership officer to lead the volunteer programme- see 1.2		Assistant Service Manager		Jan/July 2011		
3.3	Health and Safety Operational Support to ensure transition from current arrangements into the new structure		Assistant Service Manager		Jan/July 2011		
	Identify the strategic risks e.g. financial reputational and service delivery regarding Bursledon Windmill		Assistant Service Manager		Jan/July 2011		
	Identify current training requirements and new areas for development and improvement		Assistant Service Manager		Jan/July 2011		
	Identify roles/responsibilities for key areas of activity		Assistant Service Manager		Jan/July 2011		
	Review current risk assessments and ensure existing controls are effective. Make any revisions as necessary.		Assistant Service Manager		Jan/July 2011		

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