



8 May 2012

NOTICE OF MEETING

Bursledon Windmill Joint Management Committee

will meet on

Wednesday, 16 May 2012

beginning at

10:00 am

at

Bursledon Windmill

TO: Councillors Craig and Cross
County Councillors Broadhurst, Davidovitz and Kyrle
Mr Jackson & Mrs Sutton, Hampshire Buildings Preservation Trust
Parish Councillor Mrs Andrewes
Diccon Bright, Area Co-ordinator
Tom de Witt, County Arts and Museums Service
Tim Kelly, County Arts and Museums Service
Janet Owen, County Arts and Museums Service
Sue Wright, County Arts and Museums Service

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8133; Email: julia.roy@eastleigh.gov.uk*

RICHARD WARD
Head of Legal and Democratic Services

AGENDA

1. Apologies
2. Minutes (Pages 1 - 4)
3. Curator's Report (Pages 5 - 10)
4. Bursledon Windmill Outline Conservation Statement (Pages 11 - 48)
5. Arts and Museums Strategic Plan (verbal report)

6. Service Plan 2012/2013 (Pages 49 - 58)
7. Date and Venue of Next Meeting

Agenda Item 2

BURSLEDON WINDMILL JOINT MANAGEMENT COMMITTEE

Wednesday, 7 December 2011 (3:30 pm – 5:00 pm)

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

PRESENT:

Representing Eastleigh Borough Council - Councillors Craig and Cross

Representing Hampshire County Council – Councillors Broadhurst and Kyrle
(from 4 pm)

Representing Bursledon Parish Council – Councillor Mrs Andrewes

Tom de Witt	- County Museums & Archives Service
Janet Owen	- County Museums & Archives Service
Mrs Sutton	- Hampshire Buildings Preservation Trust
Sue Wright	- County Museums and Archives Service

Apologies for absence were received from County Councillor Davidovitz, Stephen Lowy (County Museums Service), Diccon Bright (Area Co-ordinator) and Mr Jackson (Hampshire Buildings Preservation Trust)

1. MINUTES

The Minutes of the meeting held on 18 May 2011, which had been deferred from the previous meeting, were agreed as a correct record, subject to paragraph 2 of Minute 3 being amended to state that the County Council's contribution proposed in the amended budget was £56,579.

The Minutes of the informal meeting held on 12 October 2011 were noted.

2. DRAFT FINANCE REPORT AND PROPOSED REVENUE BUDGET ESTIMATE 2012-2013

The Assistant Services Manager introduced a report which outlined progress with the current year's budget and made proposals regarding the forward estimate for 2012-13.

Phase 1 of the Arts and Museums Strategic Review had been implemented on 1 July 2011, in response to the financial pressures associated with changes to Renaissance funding from 2011/12. As an outcome of Phase 1, revisions had been made to the organisational arrangements for the Windmill, and a community partnership project established to develop increased opportunities for local community volunteering and participation. Appendix 1 to the report contained the 2011/12 budget, together with actual expenditure for Quarter 1, under the old structure, and Quarter 2, under the new structure, which showed that the budget was on track for 2011/12.

The proposed 2012/13 budget had been prepared within the framework of Phase 2 of the Strategic Review and Version 2 of the Arts and Museums Draft Strategic Plan 2012-16. Phase 2 built upon the work of Phase 1 and would address the financial pressures associated with anticipated local authority budget reductions. Hampshire County Council had identified a 16% reduction in the Museum Service budget between 2011 and 2013, and Eastleigh Borough Council officers had indicated that plans should be made for a £3,000 reduction in the Borough's contribution to the Windmill budget. With regard to the Windmill, Phase 2 proposed to continue development of the community partnership implemented during Phase 1. Staffing would include a Visitor Services Assistant and a Museum Assistant to open the Windmill a minimum of one day per week, working with volunteers.

Appendix 2 to the report contained a draft budget for 2012/13 proposing partnership funding by the County and Borough Councils, and by Bursledon Parish Council, which had agreed a few years previously to provide a contribution to the running of the Windmill. Details of proposed activities under each budget heading were provided in the report.

It was AGREED –

- (1) That the draft budget be approved; and
- (2) Subject to the approval of Bursledon, Hamble-le-Rice and Hound Local Area Committee, and the Hampshire County Council Executive Member for Culture and Recreation, the constituent authorities be notified of their required contributions.

3. COMMUNITY PARTNERSHIP AND TRANSITION PLAN

The Area Curator reported that a community partnership group had been established, led by the Borough Council and chaired by the Chair of this Committee. The partnership comprised the County and Borough Councils, Bursledon Parish Council (BPC) and other groups.

The first meeting had been held on 27 May 2011, to agree the group's purpose. A second meeting on 22 September had discussed and agreed a vision for the future of the Windmill. Branding and operational matters had been discussed and the group had agreed to work together to enable BPC to submit a transition bid for funding for an extension to the barn. Concept drawings for this had been prepared by the County Council's Property Services staff.

Subsequent to this meeting, the windshaft had been identified as needing full replacement. A risk assessment had been carried out and measures taken to ensure the safety of the site. An exclusion zone had been set up around the base of the mill, although access to the tower was still possible. No machinery could be operated until the work had been completed.

It was estimated that the sails would be removed in one to two months, after

which the exclusion zone could be removed. Transition plans would include a pause, to allow time to focus on the community partnership, wider restoration of the Windmill and a development programme. A full timetable would be available by February 2012.

The works would also provide an opportunity to develop further interest in the site. During the first stage, visitors would be restricted to the floor of the tower, but details of the work would be interpreted for them. Entry would be free, but donations encouraged.

It would be a significant cost to replace the windshaft, although precise figures were not yet known. It was envisaged that a combined partnership bid would be submitted to the Heritage Lottery Fund by the County and Borough Councils and the Hampshire Buildings Preservation Trust.

In addition, it was reported that an initial design to provide toilets on the site had been drawn up and costed, and that this could possibly be included in the bid to the Heritage Lottery Fund.

During the discussion of all the proposed works, the Committee expressed concern that all restoration works be carried out to correct specifications and any new development be sympathetic to the original buildings. It was confirmed that all work would be carried out on in liaison with the County Council's Property Services staff, with external specialist support as required.

It was AGREED –

That the verbal report be noted.

4. DRAFT SERVICE PLAN 2012-2013

The Area Curator introduced the draft Service Plan 2012-2013 for the Windmill. The plan supported both the County and Borough Councils' corporate priorities.

The Plan comprised the following five key areas:

- Providing a welcoming and well maintained Windmill and site
- Hosting special temporary exhibitions and related events
- Caring for collections and providing specialist knowledge and advice
- Inspiring learning and community engagement
- Marketing and management.

The most significant changes were around key area 4, where the new staffing framework and Renaissance exit funding had already allowed successful educational sessions. 90 children had attended one session, and the Mill by Torchlight event had been particularly successful, attracting 100 people. Work was also to be undertaken in conjunction with the arts service to develop a project focusing on Phoebe Langtree, the builder of the

Windmill.

In response to queries, it was confirmed that not many schools from Eastleigh currently attended sessions at the Windmill, but that this would be addressed through the outreach programme. A number of opportunities also existed for linking the Windmill with neighbouring attractions such as Manor Farm and Bursledon Brickworks.

It was AGREED –

That the draft Service Plan 2012-2013 be noted.

5. DATE AND VENUE OF NEXT MEETING

It was agreed that the next meeting would be held at the Windmill on 16 May 2012, at 10am.

M4916

Curators Report – Bursledon Windmill Joint Management Committee Meeting – 16 May 2012

1. Providing a welcoming and well maintained Museum

The Phase 1 Arts and Museums Structure was launched on July 1ST 2011 . For Bursledon Windmill this meant the introduction of new staff and volunteers with the launch of the Community Partnership to engage the Community more widely in the future operational working of the Windmill in all aspects.

The Windmill has continued with Sunday opening, with opening for other events and booked groups by appointment through out the year. New interpretation has been introduced during March 2012 funded through the Renaissance transition fund including a new introductory audio visual and a virtual tour of the windmill to enable all visitors to see the inner workings of the windmill as well being available for those visitors with mobility difficulties.

In addition the Windmill has offered a wide range of family events and is developing a new programme for schools.

Towards the end of 2011 it was established that the wind shaft required replacement and as such the staff could not continue to Mill until this work has been undertaken. This has meant some restricted access to the Windmill but with the ongoing development of the volunteer programme and the enriched public offer this has helped offset the limitations to the lack of operational working.

Given this, visitor figures for this year whilst below the previous year 2010/2011, which across the Arts and Museums Service was exceptional – provide a stable base upon which to build post restoration.

Visitor figures 11/12

	April	May	June	July	Aug	Sept	Oct.	Nov	Dec	Jan	Feb	March	Total
Bursledon Apr 2009 - Mar 2010	520	509	192	425	720	390	425	242	214	237	264	396	4534
Bursledon Apr 2010 - Mar 2011	660	612	558	461	801	386	542	327	88	262	473	386	5556
Bursledon Apr 2011 - March 2012	581	645	389	435	408	244	261	258	86	159	227	173	3866

2. Caring for the Windmill, promoting access to collections and providing specialist knowledge and advice

2.1 Caring for the windmill

Throughout this period preliminary work has been progressing towards major repairs that are now required to the windshaft. This work has been led by the Arts and Museums Service Management Team, with significant involvement by historic buildings architects from the Hampshire County Council Property team. The first stage of this work commenced in March with the removal of the sails, which has stabilised the structure and has removed any risks that may have been presented by the windshaft that requires repair. This will also enable more detailed assessment of the remainder of the project, and the intention is that the opportunity presented by this work will be taken to explore and interpret the technical aspects of the Mill as a machine and also the opportunity will be taken to carry out other exterior redecoration and repair jobs that will need to be carried out. It is anticipated that the repairs will be completed in time for Bursledon Windmill's 200th anniversary in 2014.

2.2 Promoting access and providing specialist knowledge and advice

During February, the Collections Team contributed to the improvements in the site's interpretation through verification of the history of the windmill, drafting text and researching photographs. In March they also helped members of the Community Engagement and Learning Team prepare for schools and holiday activities, including 'Mini beasts' and supplying a baby rabbit for Easter activities.

3. Inspiring learning and community engagement

3.1 Formal Education Provision:

Over the 3 month period January to March 2012, the Learning and Community Engagement Team only worked with 1 school group (Wickham House Year 1) at the Windmill due to the cold weather and the removal of the sails preventing the National Science and Engineering Week Project in March from going ahead.

However, in the 9 months since the new LCE team took up their posts, they have worked with 135 children in 5 school groups and, more importantly for the future, have modernised the service offered to schools, developing, and now beginning to promote, new sessions which reflect the changes to and expectations of the National Curriculum (See Appendix – School Sessions). When Hamble Primary School came for Creaking Mill sessions the teacher put this on the review section of the website:

The Year 1 and 2 children of Hamble Primary School had a fantastic half day visit to the Windmill and learned lots about buildings, farming and milling. The activities were pitched perfectly for their age and attention span, the learning was all hands on and they enjoyed every aspect of their time at the windmill. Thank you for attention to detail and we will recommend you to other schools in the area.

The teacher added in an e-mail:

It absolutely was the best learning experience of any historic site I have been to with a school trip in over 10 years of teaching, the attention to detail, pitch of activities and use of the site was fabulous. I will tell all teachers in the area that I know that they have to take their class to Bursledon Windmill!

3.2 Community Engagement and Learning:

In line with the Service Plan aim of widening participation, a diverse programme of activities and events was offered over the 3 month period. 213 people took part in high quality community activities.

Activity/Event	Target Audience	Date	No. of participants
Signs of Spring Family Workshop Day	Families	19 Feb	106
Technical Tours of the Mill for National Science and Engineering Week	Adults	11 March	47
Machines at the Mill – Family technology activities for NSEW	Families	18 March	60

The Signs of Spring Family Workshop Day, led by the LCEO and Assistant LCEO with the help of volunteers, was a great success. We set up a wealth of Spring related hands-on activities in the barn including games, make and takes, quizzes and puzzles and a trail. The activities made use of over 40 natural science specimens and covered subjects such as migration, hibernation, breeding and baby animals, life cycles, conservation and more.

We only got 14 completed comments forms (as we were rushed off our feet helping people with the activities) but they all gave us smiley face ratings for all 4 areas - learning, quality of activities, enjoyment, staff . 6 forms said they heard about the event from school (we did flyers to local schools and copy for school e-newsletters for lots of schools). 2 said they heard about it from Culture All, 2 didn't say, 1 from internet, 1 word of mouth, 1 said 'local' and 1 said 'here' (windmill staff had been promoting it on previous Sundays). Postcodes were mainly SO31, SO30, SO18 & one PO12. These forms alone identified **42 new visitors** to the Windmill which shows the attraction of offering different activities at the site in addition to the windmill visit.

Other comments:

"Children enjoyed all activities"

"Well done - a really good chance to explore Spring"

"Lovely friendly staff that were really accommodating, thank you"

Annual Summary for Community Engagement Work:

Over the whole 9 months since taking up their posts, the LCE Team have facilitated 20 events:

3 talks or tours for adults, 1 workshop for a Beaver Scout group, 4 outreach events, 8 family open days/evenings or workshops, and 4 community outreach workshops with Pilands Community Association for their local history project.

The most innovative aspects of the new LCE programme were:

- The Mill by Torchlight open evening in November, where 124 people enjoyed a spooky night time trail (albeit with proper historical interpretation as well as frights!). This innovative access opportunity gave visitors a very different experience of the Windmill, and allowed us trial all the lighting, parking and supervision issues connected with this type of event.
- The Pilands Mini Museum Project where the LCE Officers ran an in depth project with a sector of the local community who were researching their own untold history and are hoping to display their outputs at the Windmill.

These activities have also given local people and other visitors access to collections from the Hampshire Museum Collections, brought to the Windmill for the events.

2012/13 has started well for LCE activity, with two days of 'Bunny Hunts' for children and a community open day – details in the next quarter's report.

3.3 Information on schools sessions:

Below is reproduced information that promotes sessions at the Windmill

4. Marketing and management

Marketing:

40,000 copies of a special bumper edition of 'Enjoy Hampshire Museums and Archives' were produced that includes museums in the Hampshire-Solent Alliance and designed to appeal to the types of people who are most attracted to our museums. It is now being distributed county-wide and in particular to those residential areas with the greatest concentrations of potential visitors.

20,000 copies of 'What's On in Hampshire Museums and Archives', covering the period January to March 2011, were distributed this Winter, which included events at museums across Hampshire. Distribution covered TICs, local museums, libraries and visitor attractions throughout the county. A further edition for March to June 2012, with a print run of 15,000, was printed and distributed in February.

Posters were circulated locally for each new exhibition and press releases are produced and circulated to the local media for each show.

Online marketing:

Events were promoted on a monthly basis via the Hampshire County Council cultural e-newsletter, Showcase. With new people signing up all the time, Showcase is now reaching over 30,000 subscribers. It regularly features both an exhibition and an object of the month as well as signposting recipients to events in their local area. In addition, the monthly e-newsletter

Museums Monthly is sent to over 12,000 subscribers who have asked to receive museums specific information.

Other promotional activity

On the 27th March Bursledon Windmill was the subject of a 5 minute slot on ITV Meridian Tonight, in a feature that showed the sails being lifted off with a crane and a live interview with Area Curator, Tom de Wit, looking at the history of the Mill and the ongoing restoration work and plans for the future.

The windmill also received considerable coverage in The News and the Daily Echo on 28th March covering the first stage of restoration work.

Research:

Postcodes are now routinely collected from visitors at key which are profiled using Mosaic software. These provide ongoing information on which groups of people are using and not using our services and how individual visitor profiles compare to the local area. This feeds into the service and marketing planning processes.

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Bursledon Windmill

Outline Conservation Statement

February 2012

DRAFT FOR DISCUSSION

Rev P4

Historic Buildings Team
HCC Property Services
Hampshire County Council
Three Minsters House
76, High Street
Winchester
SO23 8UL

Bursledon Windmill
Windmill Lane
Bursledon
Southampton
SO31 8BG

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8. Outline cost plan and funding	21

Appendices

- 1. Listed building entries & site designations**
- 2. Plan showing scope of proposed project**
- 3. Development programme**

1. Introduction

This document has been prepared by the Historic Buildings Group in Hampshire County Council Property Services on behalf of Arts and Museum Service, Hampshire County Council's Culture, Communities & Business Services department.

The Statement focuses on understanding the significance of Bursledon Windmill and considering how best to approach the on-going conservation, use and management of the site as defined in the conservation Management Planning guidance published by the Heritage Lottery Fund (April 2008)

The need for action in the form of a funding bid is driven by the condition of the Windmill, in particular problems relating to the significant decay of the windshaft which now prevents the operation of the windmill, impacting on its use as an educational resource and a visitor attraction.

Contributors

Those involved in contributing to this conservation statement are:

Giles Pritchard	Specialist Conservation Architect Historic Buildings Group Manager, Hampshire County Council Property Services
Godfrey Alner	Building Surveyor Hampshire County Council Property Services
Sue Wright	Assistant Service Manager - Museums Hampshire County Council, Arts and Museums Service
Diccon Bright	Area Co-ordinator, Bursledon, Hamble-Le-Rice and Hound Eastleigh Borough Council
Bill Fergie	Chairman Hampshire Buildings Preservation Trust (comments and contribution to be sought)

2. Understanding the heritage

Location

Bursledon Windmill is sited on a hilltop location in what would have originally been a very exposed position. It is located between the M27 and A27 Bursledon Road to the south east of Windhover roundabout. Access is by road via Windmill Lane. The Windmill sits in a small clearing with the ancillary buildings, pond, car park, access road and adjoining woodland.

Description

Bursledon Windmill was built in 1813-1814 on the site of a post mill. It is an example of an early tower mill and is unusual in Hampshire as most mills were water powered. It is five stories high and the main structure is a circular brick tower with tapering sides. Internally, it contains a full set of working machinery which is virtually unaltered since it was built and is of national importance.

The windmill fell out of use in 1907 and become derelict. The original cap, sails, chain gear and gallery disappeared but were restored in 1977 by Hampshire Buildings Preservation Trust.

The cedar windmill cap at the top of the tower is turned to keep the sails facing into the wind.



This is done by a simple manually operated mechanism known as a endless chain gear where as most surviving English tower mills have a fantail which automatically keeps the sails facing into the wind. Around the first floor level of the windmill is the reefing stage which is a control platform accessed from the millstone floor level. From here the miller would be able to access the sails from the reefing stage and also operate the endless chain gear and pull the brake rope.

The milling process at Bursledon is typical of English flour mills between about 1750 and 1870. Grain on the bin floor drops through a spout to a hopper on the millstone assembly. It is then fed into the millstones and bagged off as wholemeal below. The sacks of wholemeal are then hoisted back to the bin floor and the wholemeal fed into a wire machine located on the millstone floor. The wire machine is used to dress the meal. It is a mechanical sieve which removes the bran (skin of the wheat grain) to make white flour. The sieved products are then bagged-off on the ground floor.

The immediate surroundings of the mill are largely unspoilt by development and there are two buildings within the site boundary that are used as part of the museum. The Granary is a late eighteenth century timber framed building which sits on 9 staddle stones. It was originally located a Hiltonbury Farmhouse before being moved to the site in 1984. The visitor facilities are located in the other building, a 16th century barn that was also moved at this time from a farm in Chineham, Basingstoke. The landscaping around the barn is poor and does little to contribute to the historic setting of the mill.



Beyond the immediate site but within the Bursledon Windmill Conservation Area, are four residential properties of varying dates. To the east is a wooded area which has grown since the 1880's to create tall, dense screening, hiding the view of the mill from several distance views and affecting the wind power needed to turn the sails.

History of the building

Bursledon Windmill is a rare surviving example of a traditional tower mill containing its original timber machinery. Constructed before the introduction of cast-iron machinery, the mill was considered archaic by Victorian standards and following a short working life fell into disuse in 1885.

The original windmill was a post mill erected in 1766 by a William Fry on a 'barren heath called Freehill', following a request to the Bishop of Winchester for a windmill, 'where such a convenience is wanted'. In the years that followed the windmill was well used and was operated by a series of millers until 1787 when William Langtry and his wife Phoebe took over the building.

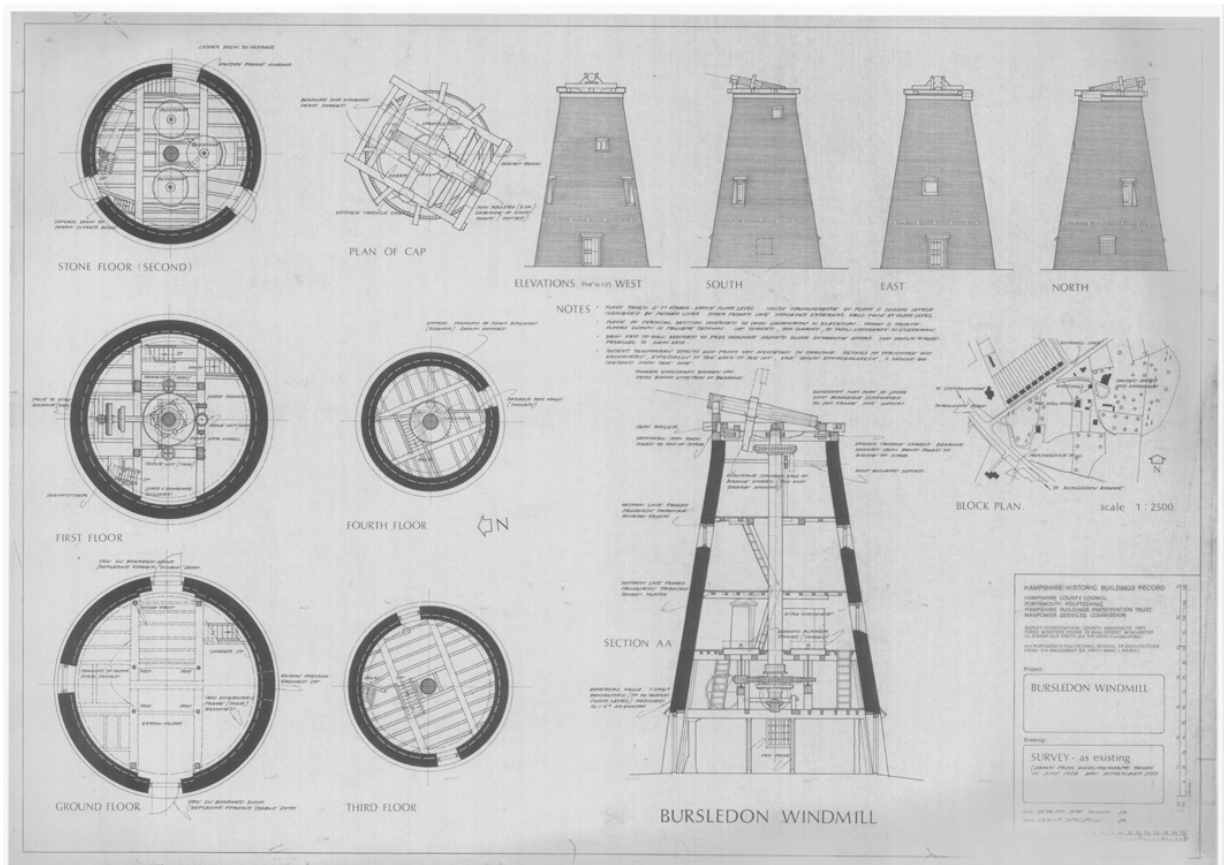
In 1814 Phoebe Langtry asked the Bishop for a grant of 30 poles of land (approximately 750m²) 'on top of the free hill in Bursledon upon which lately stood a windmill'. It seems William took no part in the project as legal papers drawn up stated the scheme was "independent of any husband".

In the same month the mill was mortgaged for £800 by William Langtry, Phoebe's son, who is believed to have become the miller. The Langtrys failed to redeem the mortgage, possibly because of the depression in agriculture that lasted from 1812 to the early 1820s. In May, 1820 the mill, house, piggeries and other outbuildings were offered for sale and records suggest that for most of the rest of the century, the five-storey windmill remained unchanged. At the end of its working life the mill was owned by the Gosling family who took over the mill in 1872. A Methodist lay preacher, Gosling, who had five more children over the years, had a reputation for kindness and allowed the local poor to mill their grain free of charge.

A long decline in agriculture and the need for major building work meant the windmill fell into disrepair. A temporary roof structure was built over the cap top in the 1930s thereby ensuring the preservation of the mill and particularly the internal mill machinery. It was not until the end of the 1970s that restoration gathered pace to save the building.

The mill was acquired by Hampshire Buildings Preservation Trust from the former owners, Mr and Mrs J.D. Jenkins, for a 'peppercorn' price and emergency repairs were undertaken to avoid the windmill's collapse. Since acquisition the Hampshire's Buildings Preservation Trust have completed a comprehensive restoration programme (1976-91) retaining as much of the original fabric as possible, to re-establish the windmill as a working mill able to produce stoneground flour.

Bursledon windmill is one of only a handful of operational windmills in Great Britain and as a Grade II* listed building of national significance represents a link with Bursledon's industrial past. It is also the only windmill in Hampshire in working order.



Managing the Windmill today

Joint Management Arrangements and Community Partnerships

Bursledon Windmill is leased by Hampshire Buildings Preservation Trust to Hampshire County Council until 2015. The Windmill is managed through Joint Management Arrangements with Eastleigh Borough Council and Bursledon Parish Council.

Phase 1 of the Arts and Museums Review implemented from the 1st July 2011 has involved the introduction of a new operational team at Bursledon, the induction and training of volunteers and the formation of a new community partnership to engage the community more widely in the future development and operation of the windmill.

The Community Partnership chaired by Eastleigh Borough Council to date has engaged in the defining of the core purpose and vision for the windmill and agreed the absolute desire to retain the working capacity of the windmill to operate both as a visitor attraction and educational resource. There is also recognition of the fact the visitor facilities are basic. With only one shared staff and public toilet and limited hand washing facilities there is a pressing need to improve the basics to support increased use of the site for volunteers, visitors and the local community.

To this end a scheme has been worked up by HCC Property Services with the Community Partnership and in keeping with the historic environment to provide an extra toilet and hand washing facilities in the form of a "lean to" extension on the barn, (Appendix 2 plan 5) This proposal has now been subsumed into the overall development plan.

There is also a wish to reflect more of the local community history of Bursledon on the Windmill site and this will be addressed during 2012. During 2012 the Community Partnership will engage with and support the restoration programme.

During 2011/2012 Renaissance Operational Plan funding has enabled the appointment of a volunteer coordinator until the 31/3/2012 to drive the initial volunteer programme.

In addition Renaissance funding has supported the development of the interpretation plan with new audio visual and web resources planned for launch in the Summer of 2012.

The volunteer team are supported by professional staff, area curator, learning, collections and exhibitions teams and together offer an innovative programme of events and activities both for schools and the wider public.

Vision

The primary vision for Bursledon Windmill is to further develop it as a community asset, learning resource and visitor attraction. This would build on the current set-up of a working mill and museum by extending and developing opportunities for increased public access. The implications for this vision are:

- i. A review of the current management agreement to support the operation of the Windmill as a visitor attraction.
- ii. Access to the site is limited due to the narrow, private lane and the capacity of the site car park, the capacity of the Windmill and the site. Extension and development of the site would need to consider these limitations in any planning for expansion for enhanced facilities.
- iii. Maximise Income from visitor expenditure, and the development of other income sources including local sponsorship, fundraising and the development of partner initiatives, and sponsors.
- iv. Increase visitor access to the site and to extend opening times by developing a team of volunteers, which will offer opportunities for local community engagement with the Windmill.
- v. The interpretation of the site needs to be increased and updated, and the Barn improved to become a visitor centre, this could include extending the interpretation beyond the Windmill and exploring the natural environment, local food production and develop links with the local arts organisations, venues and artists.
- vi. Increased opening hours for visitors will mean decreased operating hours for the Windmill to mill.
- vii. The development of partnerships with other local attractions and increase partnership opportunities, for example joint ticketing, marketing, events and activities. Further

strong links should be developed with Manor Farm and Bursledon Brickworks for attracting visitors.

- viii. To promote the windmill as an opportunity for learning a wide variety of knowledge, information, and skills for all ages (including local heritage, basic skills, flour production and food technology)
- ix. The local communities of Bursledon and surrounding settlements should be a major component of the audience for the Windmill, to ensure the sustainability of the Windmill, while also appealing to visitors from further afield.

The secondary visions of the windmill are:

- i. **To develop Bursledon Windmill as an asset for hire.** This means using the site as a venue for hire for community events, activities and other uses not directly associated with the heritage of the Windmill or as a working mill. While the site is an attractive venue, it has limited parking and cold-weather usage. The heritage aspects of the site itself are important, and the site could be developed as a centre for other aspects of Bursledon heritage.
- ii. **To maintain Bursledon Windmill as a commercial working mill.** It is felt important that the Windmill 'works' i.e. that it is capable of producing flour and it can vividly demonstrate historic methods of flour production as part of the visitor attraction. The visitor experience is further enhanced by being able to purchase flour milled by the Windmill as a memento. Milled flour may also be distributed for sale locally for marketing purposes. Only a modest income is expected from these sales. Commercial flour production is not viable, nor is it felt that the Windmill should ever be closed to visitors due to the need to produce flour.

This vision will guide development of the site and drive decisions on investment, operations and community engagement. The vision should be reviewed after 3 years.

3. Statement of significance

Bursledon Windmill is one of few operational windmills within Great Britain and is the only windmill in Hampshire in full working order. Its historic significance was recognised in 1983 with a Grade II* Listing [now under Planning Listed Buildings and Conservation Areas Act 1990]. See Appendix 1 for details.

Historic Interest

Thanks to the methodical and carefully judged restoration work carried out by Hampshire Buildings Preservation Trust between 1976 – 1991, much of the original fabric has been retained to establish a working mill which is still able to produce stone ground flour.

Natural or Scientific Interest

The main biodiversity value around the windmill is to found in Windmill Fields Wood to the northeast of the mill. This woodland has been designated a site of interest for nature conservation (SINC). Despite being relatively small in size, it is diverse in terms of its structure and species content. It contains Oak, Birch, Ash, Wild Cherry and Aspen. The shrub layer includes Coppiced Hazel, Crab apple, Rowan and Whitebeam. The wood has 12 ancient woodland plant indicator species, including locally abundant bluebells.

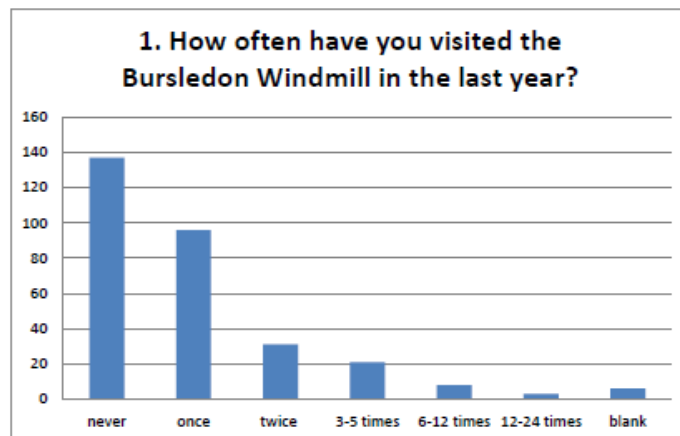
Architectural Interest.

As already mentioned this is an example of an early tower mill, a comparatively rare structure within a county rich in water mills. It is five stories high and the main structure is a circular tapering brick tower. The interior contains a full set of timber machinery virtually unaltered and is of national importance. The original external features (cap, sails, chain gear and timber gallery) are replacements, the original structures having gone since the termination of use in 1907. It listing is starred for its early date, and rare machinery.

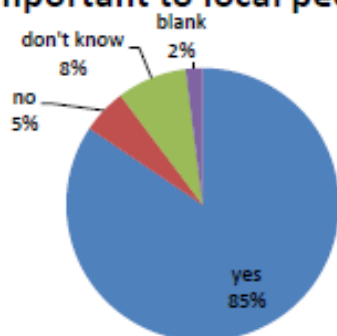
Social and community value

As part of the 3rd Bursledon Parish Plan survey, a number of questions were asked to local residents to understand the importance of the windmill to them. The results were based on the responses of 302 residents.

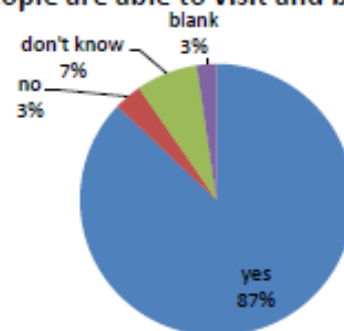
249 respondents (82.5%) selected 'Bursledon Windmill' as one of the features they would like to see protected and preserved. 30% included the Windmill in their selections of the heritage features that contribute most to their enjoyment of living in Bursledon.



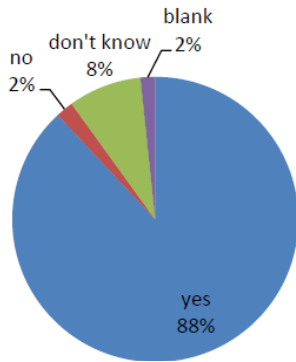
2. Do you consider that the Windmill is important to local people?



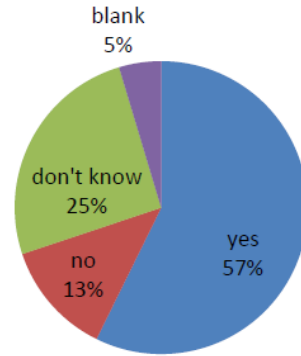
3. Do you consider it important that the Windmill continues to mill and is open to the public, so that people are able to visit and buy flour?



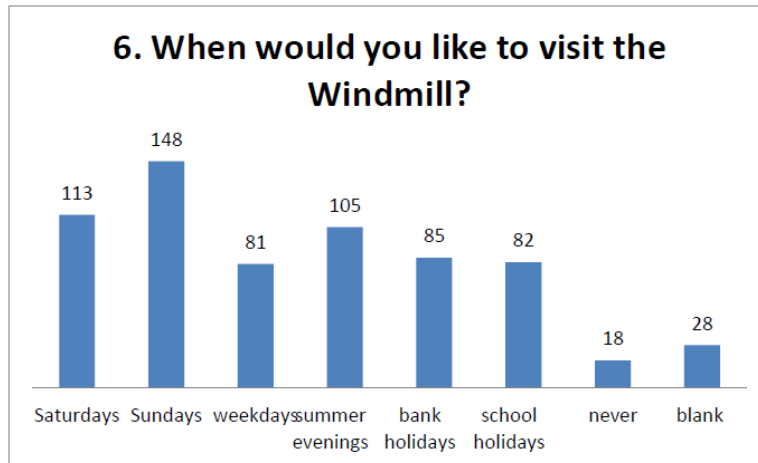
4. Do you think that flour milled at the Windmill should be on sale locally?



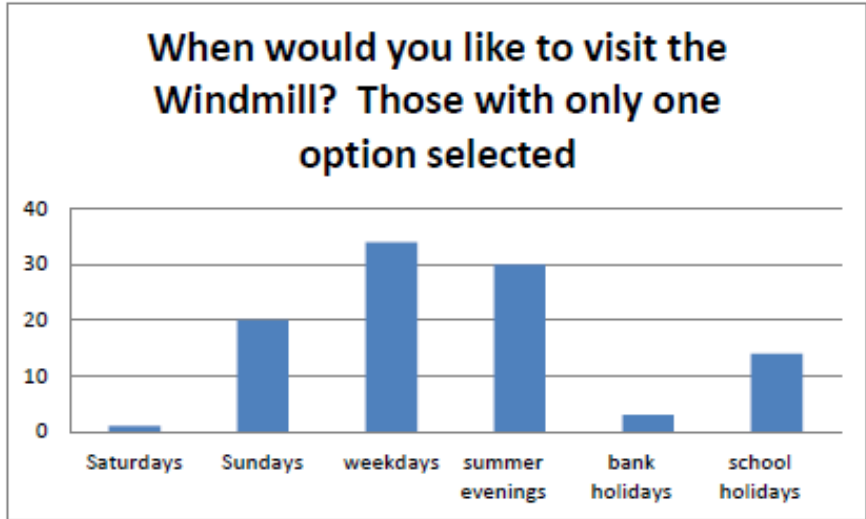
5. Do you think refreshments should be available at the Windmill?



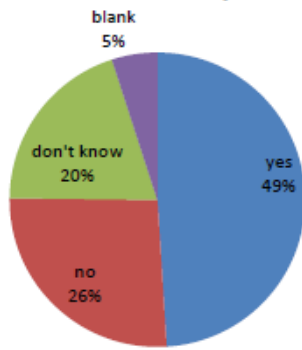
6. When would you like to visit the Windmill?



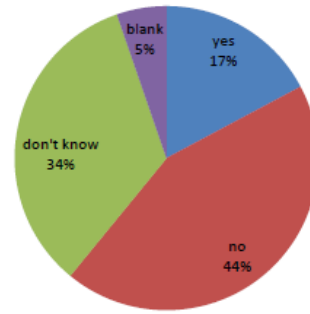
The most popular choice of day for being able to visit the Windmill is Sundays, followed by Saturdays and summer evenings, with weekdays, bank holidays and school holidays not far behind. The popularity of Sundays probably reflects current opening times. The number of respondents selecting summer evenings suggests that events at such times may be popular. As respondents could select multiple choices, we have also considered separately those who only selected one option. This reflects the numbers that may be prevented from visiting due to limited opening times and the results are given below.



7. Do you think the Windmill should be paid for out of the public purse?



8. Would you be willing to volunteer to help to keep the Windmill open?



The 17% who said they would be willing to volunteer to help keep the Windmill open is 52 respondents, suggesting that there is a good pool of potential volunteers.

4. Risks to the future operation of Bursledon Windmill as a visitor attraction and educational resource.

Risk	How likely? L/M/H	How serious? L/M/H	Consequence	Action taken to date to reduce risk	Action proposed to reduce risk to acceptable level
1. Dilapidation of building fabric – windshaft	H	H	Windmill will no longer be able to operate. Sails and stocks will need to be removed.	Condition Surveys undertaken by Millwright 2010 Timber decay survey complete 2011	Sails to be removed and stored on site in short term to reduce the risk of failure and collapse. Implementation of repair and conservation works
2 Loss of JMC support 3 Dissolution of Community partnership	M	M	Loss of EBC and BPC income, increase in reliance of subsidy, risk of reduced opening hours or closure	Introduction of new team with volunteers and new programme of events and activities. Engagement of the wider community through the community partnership especially in relation to the restoration work. Development of new interpretation for Summer of 2012. Planned programme to fully scope the restoration plan as a precursor to fundraising campaign. Next steps Proposals for an HLF bid for project to restore fabric and improve visitor experience.	Implement project to restore windshaft, improve visitor experience and improve facilities to increase visitor numbers.

4. Decline in visitor numbers	M	H	Loss of income, increase in reliance of subsidy, risk of reduced opening hours or closure	<p>Introduction of new team with volunteers and new programme of events and activities.</p> <p>Engagement of the wider community through the community partnership especially in relation to the restoration work.</p> <p>Development of new interpretation for Summer of 2012.</p> <p>Planned programme to fully scope the restoration plan as a precursor to fundraising campaign.</p> <p>Next steps</p> <p>Proposals for an HLF bid for project to restore fabric and improve visitor experience.</p>	Implement project to restore windshaft, improve visitor experience and improve facilities to increase visitor numbers.
5. Visitor experience not meeting expectations	M	M	Erosion of reputation of venue by review, word of mouth. Reduction of visitor numbers	<p>See above new interpretation and activities/events for 2012.</p> <p>Volunteer training to support the visitor experience.</p> <p>Further develop interpretation as part of the restoration campaign</p> <p>Identification of specific opportunities for improving interpretation of building and exhibitions</p>	<p>Develop Communication Plan</p> <p>Community Engagement</p>

6. Learning and participation not meeting expectations	M	M	Reduced number of school and adult group visits resulting in loss of income	Identification of specific opportunities for learning during the restoration works including traditional skills. Ability to continue to make an education offer with the windmill as a static exhibit.	Implement project to restore windshaft, improve visitor experience and improve facilities to increase visitor numbers.
7. Visitor facilities and toilets poor	M	L	Discouragement of visitors generally. Reduction of visitor numbers. Loss of income.	Identification of specific opportunities for improving facilities within building: Catering facilities, toilets, etc	Implementation within project
8. Failure to compete with equivalent attractions in same catchment area	M	M	Reduction of visitor numbers. Loss of income.	Identification of measures to make venue marketable as a significantly more attractive destination.	Implementation of measures within project
9. Failure to secure funding for repairs	M	H	Windshaft will not be repaired. Visitor access and understanding dramatically reduced. Loss of income and risk to future operation.	Early consultation with potential funding partners.	Continue to building relationships with potential funders.

5. Conservation and management aims

Conservation aims

The aim is to understand the causes of particular failures such as the decay to the windshaft as identified in the Condition survey. Once these causes have been identified the remedial works will, if possible, be designed in such a way that the same problems will not reoccur, or at least over a longer timescale. The goal is to greatly increase the period between this work and subsequent maintenance campaigns.

Materials used will be appropriate to the context, where necessary closely matching existing fabric as in brick, mortars, timber, ironmongery etc. Original fabric will be retained in-situ and be conserved and repaired with replacement only done as a last resort.

Management aims

The Windmill is a cultural leisure and educational asset which, if appropriately exploited, should be able to generate sufficient income to support a sustainable operational future through the professional/ volunteer model and emerging community partnership.

Bursledon Windmill will continue to be managed by Hampshire County Council Arts and Museum Service, however its improved physical condition, better facilities, re-worked interpretation and exhibitions will mean that it can be proactively promoted and used as a site to showcase this kind of industrial heritage. Improving the offer for visitors will bring higher numbers and therefore increased income.

6. Outline action plan

- Use the JMC meetings to regularly update on the restoration programme. Bring together Elected members, HCC Arts and Museum Service, Property Services, Eastleigh Borough Council, Bursledon Parish Council and Hampshire Buildings Preservation Trust.
- Involvement of the Community Partnership Group
- Prepare and maintain a design guide detailing appropriate materials, finishes and identity to inform future maintenance and alterations
- Implement and update a 10 year conservation management and maintenance plan
- Undertake regular inspection of the windmill to pick up signs of decay and attend to repairs promptly and in an appropriate manner.
- Ensure that all repairs and alterations are fully recorded and that updates are provided for the H.E.R.
- Develop training programmes for ensuring the skills of milling are retained and shared within the volunteer work force.
- Develop training programmes related to conservation work happening on the windmill.
- Continue to develop education programmes which use the heritage asset effectively
- Develop seasonal events to draw in family participation outside the formal context of schools visits.
- Ensure that the site is effectively publicised and that information in all media is regularly updated

7. Next Steps

7.1 Urgent safety works – removal of sails to be funded by Hampshire County Council

Date	Work to be carried out	Work undertaken by	Managed by
March 2012	Media communication prepared for removal of sails and conversation with JMC partners.	HCC Museums Service/ Property Services	HCC Museums Service
	Erect scaffolding in car park to support sails	Framework contractor (Tew Brothers)	HCC Property Services
	Add information to the Bursledon web site to excite visitors about the restoration programme.	HCC Museums Service	HCC Museums Service
	Plan for public interpretation of sails once at ground level on scaffolding. for all visitors		
	Plan for volunteer to help with any restoration/cleaning of sails		
27/28 March 2012	Removal of sails to stabilise the condition of the windmill and significantly reduce risk until the removal of the wind shaft. To be placed on supporting scaffold frame in car park.	Ian Clark Restoration	HCC Property Services

7.2 Identify and prepare funding bids

Date	Work to be carried out	Work undertaken by	Managed by
March 2012	Finalise scope of project	HCC Museums Service/ Property Services/ Eastleigh Borough Council	HCC Museums Service
	Identify potential funding sources		
April 2012	Submit HLF pre-app	HCC Museums Service/ Property Services	HCC Property Services
	Approach other funding bodies		
June 2012	Submit HLF Round 1 application	HCC Museums Service/ Property Services	HCC Property Services

7.3 Development phase (subject to funding)

	Existing information available (recent)	Work to be commissioned	Consultants
Autumn/ Winter 2012	Periodic Condition Survey by Ian Clark Restoration – April 2010	Full condition survey of the mill and surrounding buildings	Specialist Conservation Architect inc design team consultants
	Hutton & Rostron Timber decay survey 2011	Detailed schedule of repairs	Specialist Conservation Architect inc design team consultants
Condition survey of working machinery		Specialist Millwright	
Cost Plan		Quantity Surveyor	
Ecology Survey		Ecologist	
Activity Plan		Specialist consultant	
	Management and Maintenance Plan	Specialist Conservation Architect inc design team consultants	

8. Outline cost plan and funding

Whilst the primary driver for the funding bid is for the replacement of the wind shaft to restore the windmill to full working order, the intention of the development programme is to secure the sustainable future of the windmill and in so doing realise the vision that has been articulated by the community partnership.

Without such strong community support to secure the future operation of the windmill the bid for the windshaft alone would be considerably weaker and have less chance of success.

Therefore the funding proposal is based upon the restoration of the windmill set within an operational framework –supported by volunteers and by partner organisations.

Outline costs

Capital costs:

Repairs to the windshaft

Minor repairs to the sails

External redecoration

New lean-to structure to provide access WC and kitchenette

Landscaping improvements

Professional fees relating to above

Design team

Specialist surveys

TOTAL £115,000

Activity costs:

Activity costs based upon the development of volunteer workforce and an activity plan that secures increased visiting through the provision of high quality family activities, guided tours for all, specialist guided tours and adult craft workshops that use the historic environment and facilities as sources of inspiration. The production of an activity plan is prerequisite of HLF funding.

TOTAL £40,000

Other costs:

Managing the project

Inflation to 4Q 2013 (8%)

Volunteer time

Contingency (15%)

TOTAL £35,000

ESTIMATED TOTAL PROJECT COST £190,000

Funding

Confirmed funding from Hampshire County Council

Capital repairs	£30,000
External redecorations	£3,000
P&R Access budget	£10,000
Volunteer time	£5,000
TOTAL	£48,000

Shortfall £142, 000

Other potential funding sources

HLF Your Heritage (**see note below)	£99,000
Ellis Campbell Charitable Foundation	£10,000
Doris Campbell Foundation	£3,000
Public donations	£3,000
Landfill tax	£5,000

We anticipate and welcome ongoing partnership discussions about the principle of financial commitment to achieving the full restoration programme for Bursledon Windmill by 2014 within the context of this fundraising campaign.

*****HLF Funding**

Criteria for HLF Funding

- Conserve the UK's diverse heritage for present and future generations to experience and enjoy
- Help more people, and a wider range of people, to take an active part in and make decisions about their heritage
- Help people to learn about their own and other people's heritage
- £3,000 -£10000 HLF general small grants programme for all types of heritage projects. It is a flexible programme particularly designed for voluntary and community groups and first-time applicants.

- Above £100,000 HLF main programme for grants above £100,000 for all kinds of heritage that relate to the national, regional and local heritage of the UK. It is open to all not-for-profit organisations.

There is strong competition for HLF grant funding –the under £100,000 grant is processed through a faster time scale and has increased chance of success with strong demonstration of community engagement and learning together with matched funding from committed partner organisations.

Appendix 1

Listing building entries and site designations

Bursledon Windmill

Listed: Grade II*

1741. Built on the site of a post-mill, this is an example of an early tower mill, a comparatively rare structure within a county rich in water mills. Of 5 storeys, the main structure is a circular tapering brick tower. The interior contains a full set of timber machinery virtually unaltered and of national importance the external features (cap, sails, chain gear and timber gallery) having gone since the termination of use in 1907. Restoration scheme in progress 1979. Starred for its early date, and rare machinery.

Listing NGR: SU4825010796

Granary

Listed: Grade II

Granary in Conservation Area. [note: relocated granary from Hiltingbury Farmhouse, Chandlers Ford. Joint project, with the Hampshire Buildings Preservation Trust]. PRN of original siting is 5703. Original listing still in effect.

Bursledon Windmill Conservation Area

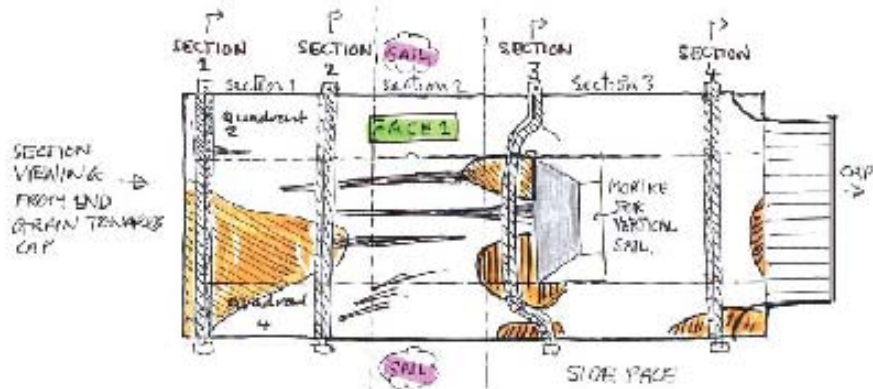
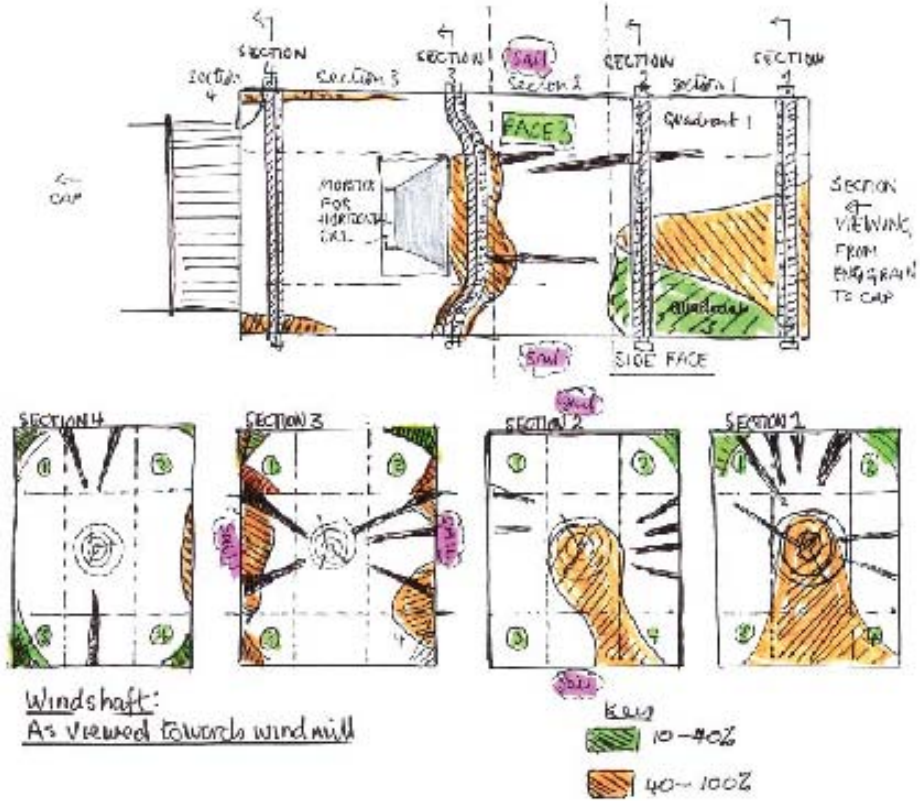
The Bursledon Windmill Conservation Area was designated on 25 January 1990. Bursledon Windmill Conservation Area Appraisal and Management Proposals SPD was formally adopted by the Borough Council in December 2011

Appendix 2

Plans showing scope of proposed project

1. Measured survey of windshaft
2. Extract from Hutton and Rostron survey showing decay of windshaft
3. Plan showing removal of sails
4. Plan showing scope of project
5. Proposed lean-to extension to provide ancillary accommodation

NOTES: Structural wet rot fungal decay occurs at the endgrain and to the lower section No.4.
Decay also occurs around the mortices



*Site note sketch, not to scale
An approximation of the extent of decay, November 2011.*



Burlesden Windmill - Windshaft (site note sketch)

9 November 2011
Not to scale

Hutton + Rostron Environmental Investigations Ltd, Netley House, Gomshall, Surrey, GU5 9QA
Tel: 01483 203221 Fax: 01483 202911 email: ei@handr.co.uk
418-58 Report November 2011 Page1 © Copyright Hutton+Rostron 2011

Appendix 3
Development programme

Outline programme

The following programme is based on a grant application to the HLF

March 2012	Urgent safety works to remove sails
Spring 2012	Submit HLF pre-app and prepare funding bids including Round 1 HLF bid
June 2012	Submit Round 1 HLF bid Identified potential sources of oak for windshaft
Autumn 2012	HLF committee approval
Subject to approval	
Autumn 2012	Undertake detailed surveys & prepare activity plan
Winter 2012	Submit Listed Building Consent application Prepare tender documents Tender capital works
Spring 2013	Listed Building Consent decision Appoint contractor
Summer 2013	Procure oak and manufacture windshaft Works on site
2014	Site re-launched

Supporting Hampshire County Council's corporate priorities

Corporate Priorities	Key Activity	Action No.
1 Hampshire safer and more secure for all	Maintenance and Health and Safety & Marketing activities Volunteering opportunities at the windmill	1.4 5.1 1.2
2 Maximizing well-being	special events strategic support Volunteering	4.3 5.2 4.3
3 Enhancing our quality of place	Public access Income generation Local exhibitions Digital archive collections School programme Family activities Volunteering opportunities	1.1 & 1.2 1.4 2.1 3.1 4.1 4.2 1.2 & 4.3
Arts & Museum Service Objectives		
i) Inspiring a greater sense of place - creating a Hampshire where people want to live and invest	Public access Marketing activity	1.1 & 1.2 5.1
ii) Supporting the Hampshire visitor economy and creative industries	Local exhibitions Special events	2.1 4.3
iii) Contributing towards raising the educational attainment of young people and supporting their transition into successful adulthood	School programme Family activities	4.1 4.2
iv) Improving the health and wellbeing of older Hampshire residents	Digital archive collections	3.1
v) Generating income and improving sustainability	Income generation Health & Safety	1.4 1.4

Supporting Eastleigh Borough Council's Corporate Priorities

Corporate /Departmental priorities	Key Activity	Action No.
A: A Green Borough: safeguarding our environment for future generations	Income generation Health & Safety Strategic management	1.4 5.2
B: A Prosperous Place: where business can flourish and everyone is able to share in prosperity	Public access Local display	1.1 & 1.2 2.1
C: A Healthy Community: active and lively with a spirit of togetherness, health and wellbeing	Digital archive School programme Family activities Special events Marketing Volunteering Opportunities	3.1 4.1 4.2 4.3 5.1 1.2 & 4.3

Key Staff

Curator

Visitor Service Assistant (VSA)

Community Engagement & Learning Team (CE & L)

Collections Team

Marketing Officer

Exhibition Manager

Strategic Team Manager - Visitor Services

Area Arts & Museums Manager

Volunteers

Service Area 1: Providing a welcoming and well maintained Windmill and site

No	Key Activity	Budget	Lead Officer	Target	HCC priority/ objective	EBC priority
	Welcoming and well maintained windmill and site	£25,169				
1.1	Manage public access to the windmill 2012/2013				3 i)	B
	A Manage the restoration of the windmill with the removal of the stock and wind shaft during the first half of 2012.		Curator & HCC Property Services			
	B Develop the fundraising plan and restoration plan – including conservation statement during 2012. Initiate full restoration project(subject to successful fundraising during 2013) as set out in the conservation statement .		Curator, Senior management and HCC Property Services	Achieve fundraising plan for restoration works.		
	The restoration work will cause some restrictions around the opening of the windmill. The intention is to minimise this disruption. It is also the intention to seize the opportunity to engage community interest in this work.		Curator Senior management and HCC Property Services	Maintain Sunday opening to the public (weather dependent) for 52 weeks .		
1.2	Develop public access to the Windmill through the development of a new sustainable				3 i)	B

	community partnership model.					
	To realise - with EBC, BPC, HBPT and other key stakeholders and the community partnership - the vision for the future of the windmill.		Curator	See above		
	To work with partners and local community groups to develop greater use of the site.		Curator	See above		
No	Key Activity	Budget	Lead Officer	Target	HCC	EBC
	Welcoming and well maintained windmill and site (continued)					
	To continue to build a team of volunteers and sustain current volunteers to support and enhance public access within the context of the emerging community partnership model. Develop skills of volunteers to lead events programmes.		Volunteer coordinator Curator, VSA Community Engagement & Learning team	Develop vol skills to lead family events Develop 2 types of guided tours 2012/13		
	Pilot regular tours led by volunteers on particular aspects of the site including the technology, natural habitat and local history.		Volunteer coordinator VSA	Develop 2 types of guided tours 2012/13		
	Through fundraising enable the improvements to the windmill site be accessible to the public and facilitate the partnership group to maximise the use of on site improvements (oven, tables and building work). Now incorporated into the conservation plan.		Volunteer Coordinator Curator/ VSA HCC Property Services			
	Support the community partnership group to realise any additional phased work that maybe required to improve access and sustainability to the site.		Area Curator			
1.3	Develop income for the site				3 v)	A

	Develop the retail offer of the site for visitors, pilot Chip and Pin technology and use new shop stock to grow retail offer.		Curator/ VSA			
	Revitalise the catering offer and ensure visitors can be provided with improved refreshments.		Curator/ VSA			
No	Key Activity	Budget	Lead Officer	Target	HCC	EBC
	Welcoming and well maintained windmill and site (continued)					
1.4	Maintenance and Health and Safety				1 v)	A
	Manage all health and Safety requirements involved in the wind shaft restoration.		Curator	Ensure H/S regime is met. Ongoing		
	Maintain the risk register and ensure safe operating of the site and mill with reference to the operational procedures manual.		Curator/ VSA/volunteers	Ensure H/S regime is met. Ongoing		
	Ensure appropriate training provided for Front of House staff and volunteers in both customer service and Health and Safety.		Curator/ VSA/ volunteers and CE & L team	Ensure H/S regime is met. Ongoing		
	Ensure annual regime for health and safety maintenance and pest control is in place.		Curator	Ensure H/S regime is met. Ongoing		
	Monitor weather conditions as part of the H & S regime to turn sails in adverse weather conditions.		Curator/ VSA	Ensure H/S regime is		

	And ensure the windmill is adequately prepared.			met. Ongoing		
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Service Area 2: Hosting Special temporary exhibitions & related events

No	Key Activity	Budget	Lead Officer	Target	HCC	EBC
	Exhibitions	£5000				
2.1	Explore the options for developing a local temporary exhibition space for community groups to display. This was expressed as of great interest at the community partnership meeting in November 2011. An exhibition system would be installed allowing local groups to present their displays with support from the museums service.		Exhibitions Manager	Support pilot exhibition on local history.	3 ii)	B
2.2	Explore options for the installation of small scale changing exhibitions within the Barn space. It will include converting one corner of the barn into a small gallery space complete with energy efficient LED lights and a sound system for oral history audio presentations and music. The panels will be removable to reveal the original fabric of the building.		Exhibitions Manager, Community Engagement & Learning team	Support pilot exhibition on local history.		

Service Area 3: Caring for collections & providing specialist knowledge & advice

No	Key Activity	Budget	Lead Officer	Target	HCC	EBC
	Collections	£2000				
3.1	Explore options for developing a local digital archive to showcase local collections relevant to the area selected and researched by local groups.		Collections Team		3 iv)	C

Service Area 4: Inspiring Learning and Community Engagement

No	Key Activity	Budget	Lead Officer	Target	HCC	EBC
	Learning and Community Engagement	£22,983				
4.1	Continue to build relationships with schools and community groups in order to increase use of the Windmill and further outreach.		Community Engagement & Learning Officer		3 iii)	C
	Promote the full range of KS1&2 school workshops across the curriculum developed and trialled during 2011/12, aiming to exceed last year's school visit no. of 135 pupils on site.		CE&L Team	200 pupils – 9 sessions		
	Develop closer links with the most local schools, through outreach sessions to raise awareness and engage interest in the restoration project: Bursledon Infant & Junior Sarisbury Infant & Junior Netley Abbey Infant & Junior Hamble Primary		CE&L Team	Approach all 9 & achieve outreach sessions in at least 3		

	Park Gate Primary King's Copse Primary					
	Continue to offer out of hours visits and talks for community groups of children and adults. E.g. U3A, Cubs/Brownies.		CE&L Team			
	Develop at least one 'Mini Museum' project to provide in-depth learning opportunities for one or more of four potential audiences: schools, families, youth and adults/older people.		CE&L Team			
4.2	Continue to provide holiday activities for family groups & young people.				3 iii)	C
	Work with the arts colleagues to explore the opportunity for developing an arts project focusing on Phoebe Langtry as a key person in the story of the windmill and how this might be presented through an arts programme.		CE & L Team & VSA Additional £2,000 Arts Budget			
	Develop a model for the volunteers to deliver hands-on family learning activity for holiday programmes.		CE & L Team & VSA Volunteers			
	Provide extra activities during Sunday openings in school holidays and for special themes such as National Science & Engineering Week. E.g: Easter Bunny Trails 1 & 8 April Mill Summer Murders 5 August Great Bursledon Bake Off 19 August Harvest Crafts 23 September		CE & L Team & VSA			
4.3	Plan for 2 special events in 2012/13 that could take place out of regular hours				2 ii)	C
	Deliver a series of special events throughout the year some in conjunction with partner groups including Bursledon Brickworks, Manor Farm, Bursledon community groups. E.g: Victorian Day with Brickworks, 15 July		CE & L Team & VSA & volunteers			

Service Area 5: Marketing and Management

No	Key Activity	Budget	Lead Officer	Target	HCC	EBC
5.1	Maintain Marketing activities	£5,525			1 i)	C
	Continue to collect information about visitors using MOSAIC and Visitor Surveys and produce an updated plan to target groups including local day visitors in the immediate area and South Hampshire		Curator & Marketing Officer	Twice yearly		
	Develop branding for the windmill.		Curator & Marketing Officer	Incorporate as part of restoration programme,		
	Undertake visitor postcode collections as required		VSA and Marketing officer	Twice yearly		
	Develop marketing mechanisms through countywide material and local flyers to promote the site		Curator and Marketing Officer	Ongoing		
	Work with Marketing Officer and Web manager to update and improve websites to appeal to target audiences through e campaigns and specific e mailing		Marketing/ curator	Ongoing		
5.2	Provide strategic management for the windmill in relation to Joint Management Committee, wider partnerships and forward planning		Strategic Team Manager - Visitor Services & Area Arts & Museums Manager	Ongoing	2 v)	A