

8 October 2012

NOTICE OF MEETING

EASTLEIGH MUSEUM JOINT MANAGEMENT COMMITTEE

will meet on
Wednesday, 17 October 2012
beginning at
10:00 am
in the
Room 4B, Civic Offices, Leigh Road, Eastleigh

TO: Councillors Bicknell, Irish and Mrs Sollitt
County Councillors A Broadhurst, Davidovitz and House

Tom de Witt	County Arts and Museums Service
Janet Owen	County Arts and Museums Service
Sue Wright	County Arts and Museums Service
Len Purchase	Friends of Eastleigh Museum
Guy Riddoch	Area Co-ordinator
Jean Roberts-Jones	One Community

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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 - 12)
4. Schools Service Review (Pages 13 - 16)
5. Budgets 2012/13 and Initial Proposal for 2013/14 (Pages 17 - 18)
6. A New Trust for Arts, Museums and Heritage in the Hampshire-Solent Area (Pages 19 - 24)
7. Date and Venue of Next Meeting

Agenda Item 2

EASTLEIGH MUSEUM JOINT MANAGEMENT COMMITTEE

Wednesday, 16 May 2012 (11:30 am – 12:40 pm)

The meeting was held at Bursledon Windmill

PRESENT:

Representing Eastleigh Borough Council - Councillors Bicknell, Irish and Mrs Sollitt

Representing Hampshire County Council – Councillors A Broadhurst and Davidovitz

Tom de Witt	- County Arts and Museums Service
Sue Wright	- County Arts and Museums Service
Len Purchase	- Friends of Eastleigh Museum
Guy Riddoch	- Area Co-ordinator
Jean Roberts-Jones	- One Community

Apologies for absence were received from Councillor Keith House and Janet Owen (County Arts and Museum Service)

1. APPOINTMENT OF CHAIRMAN

RESOLVED –

That Councillor Irish be appointed Chairman of the Committee for the year 2012-13.

2. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED -

That County Councillor Broadhurst be appointed Vice-Chairman of the Committee for the year 2012-13.

3. MINUTES

The Minutes of the meeting held on 25 January 2012 were agreed as a correct record.

4. CURATOR'S REPORT

The Area Curator introduced a report detailing the diverse programme of activities and events at the Museum between January and May 2012.

Temporary exhibitions and events included A Game of Two Halves, charting the rivalry between Southampton and Portsmouth Football Clubs. This was extended to 18 March by popular demand. Where's Spot? – celebrating 30

years of fun, was aimed at younger visitors and showed original artwork from Eric Hill's "Spot" books with an accompanying activities trail.

The gallery was to re-open on 29 May with Inspire! – Hampshire's stories of the Olympic Games. Including the story of Tommy Green, Eastleigh's hero from the 1932 Olympics.

A remarkable collection of British birds created by Thomas Atkinson Cotton, who lived at The Mount in Bishopstoke, had been transferred from Norwich Castle Museum to the County Arts and Museums Service. It was hoped that a selection of the 14 cases would be put on display at Eastleigh Museum at some stage. It was acknowledged that, if some of the birds were found to be now extinct, this could be an important collection and it was confirmed that Museums Service staff would look into this. In addition, the suggestion was made that the story of the collection's restoration process could tie in with the development of the Mount.

The Learning and Community Engagement Team had worked with three school groups between January and March 2012, with a total of 87 pupils. Over the whole year, 21 schools had visited, with 542 children. Positive feedback had been received.

Community activities had been attended by 149 people, with the Box of Delights project being particularly popular. The project was inspired by a time capsule found in storage at the Museum, from Rookwood School, which had closed in 2001. Outcomes of the project included a Town Treasure Open Day, offering conservation advice for looking after family treasures and a craft activity and treasure trail for children, the loan of school objects and photographs by a teacher at the school and interviews with participants which were recorded and transcribed for future use.

The Marketing Manager was working closely with the Museum to promote the service and to analyse visitors to feed into marketing plans. Promotional booklets for Museums and Archives continued to be distributed and over 30,000 subscribers now received the monthly e-newsletter, Showcase.

It was AGREED –

That the report be noted.

5. PARTNERSHIP ARRANGEMENTS WITH ONE COMMUNITY

The Strategic Manager for Community Engagement and Learning referred to a briefing note, previously circulated to Members, which contained an update on the progress made with the partnership arrangements between Hampshire County Council and One Community for the management of front of house services with volunteers at Eastleigh Museum for 2012/13. The briefing note showed the key milestones already achieved and those to take place in late May and June 2012. These included the completion of access improvements between 8 and 15 May, funded by the Borough

Council. The Museum was closed from 5 to 28 May and would re-open on 29 May with the opening of the Inspire! exhibition and the launch of the Queen's Diamond Jubilee family event programme.

At the previous meeting of the Committee, options had been discussed for the provision of front of house and voluntary arrangements which would provide a benefit to the local community. One Community had been keen to explore the possibility of a partnership where it could engage with the community and provide information and advice regarding voluntary services and it had been agreed that the proposed partnership should be progressed. The Service Level Agreement was to be completed on 15 May and a stakeholders launch would take place on 11 June.

The Strategic Manager for Community Engagement and Learning then introduced Jean Roberts-Jones, Chief Executive of One Community, who confirmed that the arrangement suited both One Community and the Museum Service's needs. One Community would have the opportunity to engage with the local community and provide advice on quality of life, leisure and other social issues. 14 volunteers had signed up, some of whom were interested in One Community's services and some in the Museums Service. It was hoped that a notice board could be provided, giving details of sports clubs, disabled sports and other activities, to encourage more visitors to the Museum. Exhibitions could also be linked to community activities. A Community Development worker from One Community would also visit and provide feedback to the County and Borough Councils.

Mr Purchase, representing the Friends of Eastleigh Museum, expressed concern at the staffing changes taking place at the Museum, which had resulted in a change of location for the meetings of the Friends. The Chief Executive, One Community, confirmed that, once the new arrangements had been finalised, the Friends would be welcome to use the Museum again. It was acknowledged that there was a wealth of knowledge amongst the Friends and those members who were available during the day were also welcome to volunteer at the Museum. It was pointed out that the Friends might also benefit from the changes as some of the volunteers at the Museum might join the organisation.

The Committee thanked the Strategic Manager for Community Engagement and the Chief Executive, One Community for their reports and welcomed the partnership, considering that benefits would accrue to both parties.

It was AGREED

That the verbal report be noted.

6. SERVICE PLAN 2012/2013

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

priorities and the Arts and Museum Service's objectives.

The Plan comprised the following key areas:

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

With regard to community engagement, the Chief Executive, One Community reported that the Museum had been contacted by two community groups which were looking at recording the spoken histories of local people and linking them to the Museum.

In addition, visitor statistics would continue to be maintained as previously, together with statistics for One Community visitors only and those visitors who contacted one Community after visiting the Museum.

Concerning marketing, the Area Co-ordinator confirmed that he would contact the Borough Council's communications team, and let them know the milestones contained in the Strategic Manager for Community Engagement and Learning's briefing note referred to in the previous item on this agenda.

It was AGREED -

That the Service Plan 2012/13 be noted.

7. ARTS AND MUSEUMS STRATEGIC PLAN

The Strategic Manager for Community Engagement and Learning provided a verbal report on the Arts and Museums Service's Strategic Plan.

Phase Two of the Arts and Museums Strategic Review had been implemented with effect from 4 May 2012.

For the Museum, this has meant an intense period of preparation to open under the new community partnership arrangement with One Community, as discussed under Item 5 on this agenda.

An updated Arts and Museums staff structure would be circulated to Borough Council officers in early June.

The option for a Fully Integrated Merger proposal between Southampton, Winchester and Hampshire was being looked at in detail over the next six months, but no decision would be made until late 2012. A business case specialist had been appointed to work with partners to test the proposals with representatives from the public and key external stakeholders. Staff were engaged in this process through a number of workshops and workstreams, such as visitor services, exhibitions and community

engagement and learning. Unions would be engaged as appropriate. Funding partners would be engaged through County Council officer conversations during the summer. A report would be provided at the next meeting of this Committee.

It was AGREED -

That the verbal report be noted.

8. DATE AND VENUE OF NEXT MEETING

It was agreed that the next meeting would be held on 17 October 2012 at 10 am at the Civic Offices.

M4953

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**Curator's Report - Eastleigh Museum
Joint Management Committee Meeting – 17 October 2012
(Covering period June-September 2012)**

1. Providing a welcoming and well maintained Museum

The Exhibitions Team have started the updating of displays at Eastleigh Museum with the installation of new panels for the 'Browns' room and the Kitchen. More new panels are in preparation for other areas. However, already this has made the existing displays in the museum more coherent and accessible to visitors.

This updating of existing displays is part of a longer term commitment to phased improvement of the display galleries and reception areas within the museum, working in close partnership with One Community.

The relationship between One Community and HCC Arts & Museums Service has been productive and has enabled the delivery of service to the Eastleigh community to grow. Visitor numbers, which dropped off following the transitional closure period during May, are steadily increasing, as can be seen in the visitor table below. The level of visitor satisfaction is high, with regular compliments to the service.

The final section of this report deals with the profile of visitors through postcode surveys. The ambition is a renewed community focus of this service will lead to the museum attracting new visitor groups in addition to existing service users. A substantial survey of this data is currently underway to provide evidence to establish if this is the case.

The Arts & Museums Service recognise that, in addition to enthusiasm and local commitment, One Community bring considerable new knowledge and experience to this service. This is already contributing to discussions around programming for the future to make maximum benefit for the local Eastleigh community and service users.

Visitor Figures

The visitor numbers are down on previous years, although this is likely to be as a result of the essential closure during May and the impact of this disruption on numbers in adjacent months. The numbers have been generally improving and it is anticipated that by the year end we will have seen a substantial recovery.

Totals	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Eastleigh 2009-2010 28,213	2179	1864	1521	2574	2693	2046	2401	1714	1300	3087	3598	3236
Eastleigh 2010-2011 24,041	2372	1567	1780	2493	3205	2091	2349	1881	1151	1236	2109	1759
Eastleigh 2011-2012 18,987	1713	1408	1516	2022	2322	1805	1542	1351	1297	1140	1550	1321
Eastleigh 2013-2013	923	163	1153	1131	1640	1213	Total to Sept 6,223					

Hosting special temporary exhibitions and related events

Inspire Exhibition 2 June to 8 September

Inspire! Hampshire's Stories of the Olympic Games

The Exhibitions team planned and project managed the Inspire! exhibition including production of the timetable and budget . They were primarily responsible for the core content which was replicated across all 7 sites. Detailed and extensive research led to the development of interpretive themes which formed the backbone of the exhibition. Images and film footage were researched and sourced and image licence fees paid to private photo archives. Staff visited the RAPTC Museum's Olympic collection to select images and objects. All core text was written, edited and produced by the team. Text produced by numerous local teams was collated and edited. The local Community Engagement staff worked closely with the Exhibitions team to produce a cohesive and comprehensive exhibition narrative. The team designed the overall look of the exhibition and printed and mounted much of the display material in-house. Text and interactives were supported by specified learning objectives based on a mix of learning styles and age-targets. Flexible design templates allowed each venue to create tailor-made labels and panels themselves. Ongoing liaison with LOCOG via Barry Kitcher, the Hampshire 2012 Co-ordinator, ensured that Olympic branding guidelines were maintained and the museum sites benefited from official 2012 'look' merchandise. With installation complete, the team then managed maintenance of displays and provided ongoing support. Posters, leaflets and press releases were designed and produced and online marketing and social media promotion undertaken. Deinstallation carried out September 2012.

Tea Tales Exhibition

The exhibition team are preparing the Tea Tales exhibition to open in Eastleigh on the 1st October. The exhibition will be an interactive, fascinating and fun look at Britain's favourite drink. We are assembling collections and planning installation.

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

As part of the induction programme for One Community, a visit to the headquarters of the Arts and Museums Service was arranged in September. Staff and volunteers met with the Collections Team and were shown around the stores, conservation studios and workshops at Chilcomb House in Winchester. This provided them with an opportunity to get to know the full range of collections, expertise and advice that is available to support them with the running of Eastleigh Museum. In addition one volunteer, currently undertaking an Open University Fine Art degree, is being supported by the Keeper of Art and is assisting in, and being given access to, the Arts Library as part of personal and academic skills development.

New guidance on the handling of objects deposited for identification, possible donation and expert advice has been agreed and circulated. Further support is being provided by the Collections Team in the deposition and processing of objects and local photographs. Objects formerly part of the local studies resource area and from the local collections store

have been brought back to Chilcomb House for safe storage and to enable them to be more appropriately stored and made accessible to a wider audience. A CD of all Eastleigh related photographs held at Chilcomb House has been provided for the museum to share with users of the local history files.

Table top safaris were also provided for the Eastleigh Mela.

4. Inspiring Learning and Community Engagement

4.1 Formal Education Provision

Over the 6 month period April to September 2012, the Learning and Community Engagement Team have worked with **5** school groups in the museum, a total of **121 pupils** in school groups.

Date	School	Key Stage & Year Group	No. of children	Type of workshop
19 June	Stoke Park Junior	KS2 Yr 6	23	Home From Home (Wartime)
21 June	Stoke Park Junior	KS2 Yr 6	25	Home From Home (Wartime)
21 June	Stoke Park Junior	KS2 Yr 6	25	Home From Home (Wartime)
17 July	Cherbourg Primary	KS2 Yr 4	24	Exhibition visit
17 July	Cherbourg Primary	KS2 Yr 4	24	Exhibition visit

The Community Engagement & Learning Officer has undertaken a review of schools' use of the museum over the last 3 years (see separate report), which includes an action plan to improve uptake of the offer.

4.2 Community Engagement and Learning

From April to June the CEL Team were developing all the local elements of the 'Inspire!' exhibition, liaising with borough officers, interviewing sportspeople, researching and producing text panels, organising the loan and display of objects and devising interactives and linked holiday activities. The majority of the community based engagement work over the reporting period involved working with local sports clubs, athletes past and present and the family of 1930s Olympian Tommy Green to achieve this.

In line with the Service Plan aim of widening participation, a diverse programme of activities in the museum was also offered over the 6 month period. A particular emphasis has been put on maintaining a good activity offer for local families. 364 people took part in the led activities (see table overleaf).

Activity/Event	Target Audience	Date	No. of participants
'Spotty Crafts' workshop linked to the 'Where's Spot?' exhibition	Families with young children	12 April	71
Spot the Dog Under 5's Story Time Fun	Children under 5 with parents/ carers	3 May	23
Exhibition visit	Pre-school children	3 May	20
Right Royal Fun Activity Day	Families	7 June	67
Kings & Queens Storytelling	Families	8 June	20
Reminiscence Workshop at Surrey Court	Older people	21 June	10
Olympic Animals Workshop	Families	2 August	75
Museum Decathlon Workshop	Families	15 August	43
Story Sacks Workshop by Hampshire Learning	Families	15 August	17
Local Heroes Workshop run by Curator as HL tutor ill!	Families	29 August	18

The CEL Team also provided self-led drop-in activities for all school holiday periods:

- Easter – Can you spot Spot? Trail
- June half term – Jubilee make and takes and 'You Joining In' activities linked to the Inspire! Exhibition
- Summer holiday, July – 'Healthy You' activities linked to Inspire!
- Summer holiday, August – 'Explorer You' activities linked to Inspire!
- Summer holiday and Saturdays, September – 'Challenge You' activities linked to Inspire!

The CEL Team have put together an activity programme linked to the Tea Tales exhibition, which includes a reminiscence offer for older people's groups. This will be reported on next quarter.

The Community Engagement and Learning Officer is also part of the project group looking at a possible 'reimagining' of Eastleigh Museum with grant funding for developments over the next two years. She has produced a project initiation document and is working on aims, objectives and a public consultation brief currently.

5. Marketing and management

Marketing

20,000 copies of 'What's On in Hampshire Museums and Archives', covering the period July to September, were distributed in June, which included events at museums across Hampshire. Distribution covered TICs, local museums, libraries and visitor attractions throughout the county.

20,000 copies of the new edition covering October to December was delivered in early September and is in the process of being distributed county-wide.

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 at Eastleigh Museum 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.

Social Media

The facebook page and twitter feed set up by the exhibitions team at Chilcomb House to promote exhibitions and events at Museums Service sites is becoming well established. Facebook now has over 400 "likes" and twitter nearly 550 followers.

Research

Postcodes are being collected from visitors to Eastleigh Museum from June onwards. These will be profiled in mosaic giving us an up-to-date picture of the types of people using the museum and where they come from. This information will feed into our service and marketing plans.

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Eastleigh Museum – School Service Review, September 2012

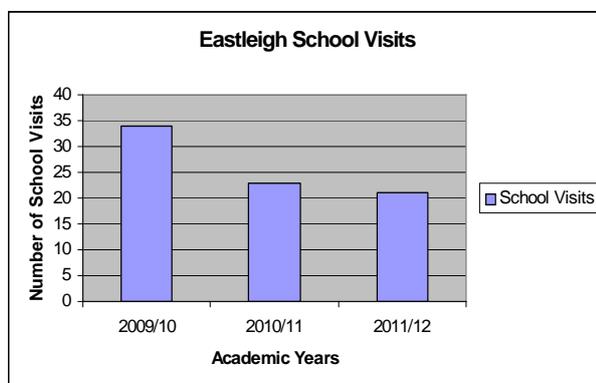
Introduction – Background and Context

With the implementation of Hampshire County Council Arts and Museums Service’s Phase 1 and 2 Restructures from June 2011, the scope and range of the Community Engagement and Learning Team (CEL) has broadened out considerably. At the peak of Renaissance funding in 2009/10 these roles were targeted towards schools programmes, and benefitted from Renaissance funding to support delivery of school services. During the subsequent transition years other priority audiences have been targeted as well as schools, with the aim of delivering a more balanced programme for local communities. The offer to schools has itself evolved over the last two years as our relationship with local schools has matured and resulted in a new emphasis on closer working partnerships and depth of engagement.

This review aims to look at the use made of the museum by its local schools at the height of Renaissance funding (2009/10) and during the transition years, and to suggest an action plan to ensure that we continue to offer a valued service to the regular visitors, re-engage any who have not visited recently, and increase visits from non-visiting schools. There are great opportunities to be gained from Museums and Arts now working together and it is timely to open a new dialogue with schools as the new National Curriculum is developed over the next two years and as the museum develops its new partnership operation model.

Section 1 – Summary of Schools’ Use of the Museum (last three academic years)

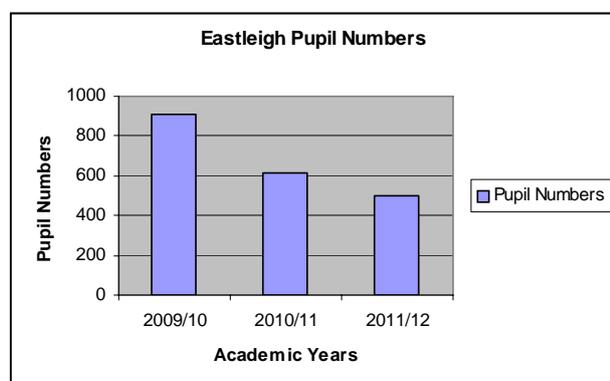
1.1 Number of School Sessions Run and Number of Participating Pupils



In 2009/10, 34 school sessions were run, boosted by 11 ‘Tudors’ sessions linked to a temporary exhibition.

2010/11 had 23 sessions.

2011/12 had 21 sessions.



In 2009/10, 912 pupils participated in museum education sessions, again boosted by the Tudor sessions.

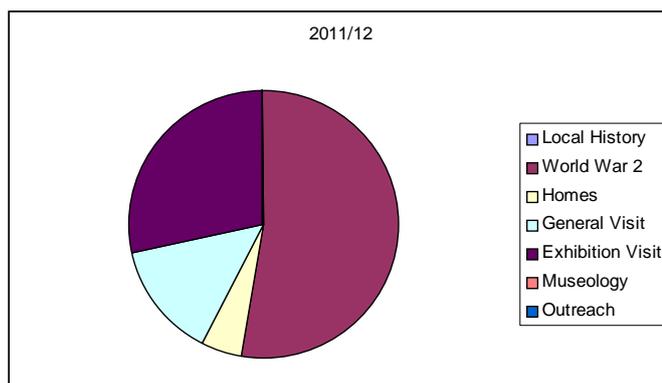
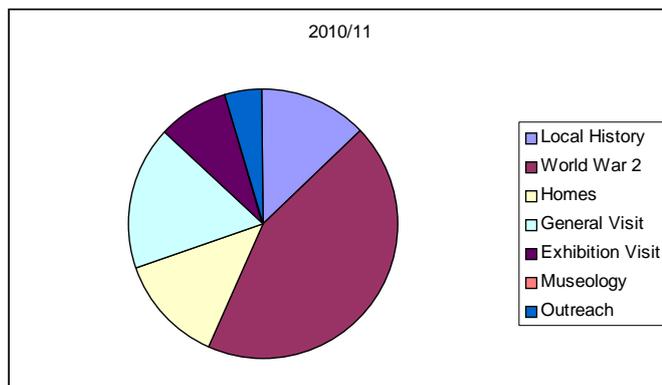
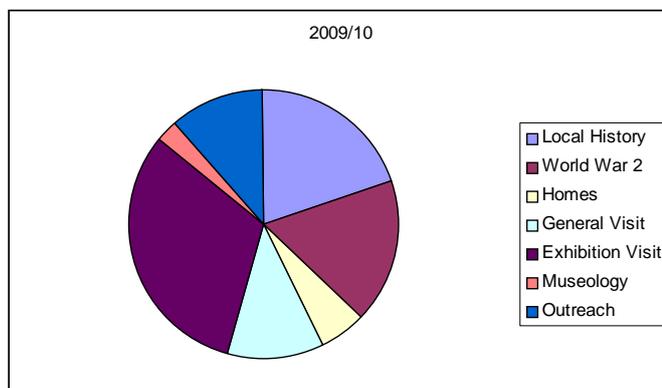
2010/11 had 611 pupils.

2011/12 had 504 pupils

These figures are slightly higher than the headline 'pupil numbers' on Hampshire's database, as these include outreach workshops. The figures are very similar to other similar size community museums in Hampshire such as The Curtis Museum in Alton and Westbury Manor Museum in Fareham. Looking at the figures without the Tudor exhibition sessions, there has been only a very slight drop in session and pupil numbers since the Renaissance peak of 2009/10 despite a general national trend towards less school visits in the recession and the re-balancing of the CEL Team's work programme towards meeting the needs of local priority audiences and local initiatives.

1.2 Types of Session Delivered

Eastleigh Museum offers local history and national social history (World War 2 and Homes in the Past) sessions, and also museological workshops in the museum or as outreach workshops in schools. There are also sessions linked to any temporary exhibition with a strong curriculum link (such as Tudors in 09/10 and the Forgotten Emperor exhibition in 2011/12). Sessions led by the CEL Officers or casual facilitator are charged at £26 per hour. Self-led visits, mainly showing up as General Visits on the charts below, are free.



Apart from the large percentage of exhibitions sessions in 2009/10, World War 2 sessions are taking over from Our Town in the Past sessions as the most popular service. The menu of sessions offered will be reviewed as part of the service planning process.

1.3 Schools Using Eastleigh Museum

As a local community museum, Eastleigh Museum aims to work with schools within Eastleigh Borough and would expect to get most visits from those town centre schools within walking distance. From outside the borough, the museum has worked with Twyford School (independent) and Owslebury Primary School from Winchester district which are nearer to the museum geographically than some schools in the borough; and 6 Southampton schools (3 for the Tudors exhibition, 1 for the Home Front session, and 2 for general self-led drop-in visits probably whilst they were on a geography locality study in the town centre). From further afield, schools from Andover and Reading came for the Tudors exhibition and St Francis Special School in Fareham made a general drop-in visit.

Of the 31 mainstream local authority primary schools in the borough, Eastleigh Museum has worked with 13 over the last 3 years (42%) and 5 out of the 6 within walking distance (83%). Schools beyond walking distance have to pay for transport, and the cost of a coach to go a few miles is not much less than the cost of a coach to go further afield. Of the 18 non-visiting local schools, 9 have visited other HCCMAS museums. 9 out of the 31 schools are not using HCCMAS museum services at all but may be engaging with our Arts services (research not yet done).

None of the 7 secondary schools in the borough are using the museum currently, which needs addressing in the service planning process. Wildern School has participated in two in-depth projects with the CEL Team, but using SEARCH at Gosport rather than Eastleigh Museum. Hamble College contributed to the Inspire! Exhibition. Two independent schools in the borough have used the museum. Lakeside Special School has not used our services to date.

The table below shows the schools in the borough who have used the museum for more than 2 sessions in the last 3 years (Shaded = schools within walking distance):

School	Number of sessions in 09/10	Number of sessions in 10/11	Number of sessions in 11/12	Total number of sessions in 3 years
Cherbourg Primary	4	7	6	17
Crescent Primary	0	7	0	7
Norwood Primary	2	2	2	6
Shakespeare Junior	5	0	1	6
Stoke Park Junior	0	0	6	6
Nightingale Primary	2	0	2	4
Fryern Junior	3	0	0	3
Hamble Primary	0	3	0	3

Section 2 – Planned Campaign to Increase Schools' Use of Eastleigh Museum

In the current economic climate, and with changes to the National Curriculum approaching, the challenge is to maintain the visits of the schools that have been using the museum, re-engage ones who used to visit and have lapsed, and to attract visits from the non-users.

2.1 Actions for Autumn Term 2012 and the rest of the Academic Year

- Conduct an interim review of the local workshop/session offer to schools based on the findings of the detailed 3 year analysis summarised above and the findings of a county wide review being undertaken. Begin to refine the programme of sessions and activities on offer, rebranding/refocusing in line with successful programmes at this site and elsewhere, and building in the findings from survey work with schools.
- Ensure web pages are current and are updated as changes are made, and use is made of teachers' web pages and bulletin boards.
- Concentrate initial action on the Primary Phase schools as our core audience, aiming to work with secondary schools on an individual project basis.
- By March, following the service planning process, finalise the revitalised schools offer to include:
 - A core of popular 'bread and butter' workshops, re-branded with clear new titles where appropriate (and casual session leaders fully trained to lead the revamped versions)
 - An offer for tailored work on school priority projects (led by ACELO)
 - Sessions linked to up-coming exhibitions with strong curriculum links
 - Sessions linked to national, regional and local themes such as National Science & Engineering Week and special events
 - An outreach offer for schools less able to come to the museum – with accompanying 'homework' tasks that encourage families to come into the museum
- Continue to involve schools in special in-depth projects such as local exhibitions and community initiatives
- Explore and develop cross-service opportunities for schools by working in partnership with Arts colleagues

2.2 Targets

Targets will be set for 2013/14 as part of the service planning process.

Janet Wildman, September 2012

Eastleigh Museum JMC and Bursledon Windmill JMC 2012/13 Budget

EASTLEIGH MUSEUM

EXPENDITURE

	Budget 2012/13	Actuals Q1 + Q2 2012/13	Proposed Budget 2013/14
	£		£
Community Curator (33%) and Venue Management	10,669	5,335	10,669
Front of House Staff	0	4,326	0
Renaissance Volunteer Coordinator	0	0	0
Essential Maintenance and Museum Venue Costs*	20,600	5,162	20,600
Exhibitions	23,699	11,850	23,699
Collections	40,991	20,496	40,991
Learning & Community Engagement	11,492	5,746	11,492
Management & Marketing	5,525	2,763	5,525
Total Expenditure	112,976	55,676	112,976
Income	7,000	0	5,000
Net Expenditure	105,976	55,676	107,976

BURSLEDON WINDMILL

	Budget 2012/13	Actuals Q1 + Q2 2012/13	Proposed Budget 2013/14
	£		£
Community Curator (33%) and Venue Management	10,669	5,335	10,669
Front of House Staff	9,500	4,750	9,500
Renaissance Volunteer Coordinator	0	5,509	0
Essential Maintenance and Museum Venue Costs*	5,000	3,604	5,000
Exhibitions	5,000	2,500	5,000
Collections	2,000	1,000	2,000
Learning & Community Engagement	22,983	11,492	22,983
Management & Marketing	5,525	2,763	5,525
Total Expenditure	60,677	36,951	60,677
Income	3,000	779	1,500
Net Expenditure	57,677	36,172	59,177

Total Eastleigh Museum	105,976	55,676	107,976
Total Bursledon Windmill	57,677	36,172	59,177
TOTAL NET EXPENDITURE	163,653	91,848	167,153

INCOME

	2012/13	2012/13	2013/14
HCC Contribution	103,253	103,253	106,753
EBC Contribution - Eastleigh Museum	30,000	0	30,000
EBC Contribution - Bursledon Windmill	27,728	0	27,728
BPC Contribution - Bursledon Windmill	2,672	0	2,672
Total Income	163,653	103,253	167,153

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A NEW TRUST FOR ARTS, MUSEUMS AND HERITAGE IN THE HAMPSHIRE-SOLENT AREA

What might it look like for Arts and Museums Services in Eastleigh?

Introduction

The Connecting Communities to Excellence Arts and Museums Strategic Plan, 2012-15, issued by Hampshire County Council outlined the intention to explore the creation of a new charitable company limited by guarantee to deliver arts, museums and heritage services on behalf of Hampshire County Council, Southampton City Council and Winchester City Council. Detailed investigation of this proposition is being undertaken at present and this briefing note has been prepared to outline how the proposed New Trust might look for arts and museums services provided by Hampshire County Council in Eastleigh.

All services currently delivered by Hampshire County Council Arts and Museums Service will be transferred to the New Trust. These include the delivery and development of services at Eastleigh Museum and Bursledon Windmill, as well as arts and museums engagement programmes taking place in the wider community. This transfer will not involve any change to current service levels for the public and it is anticipated that frontline staff teams will transfer under TUPE¹ as per current organisational arrangements.

The New Trust will evolve over a 5-year period to become a strong and resilient organisation for the future that will be in the best position to maintain and develop arts and museums services in Eastleigh in accordance with local need. There will be both short-term and longer-term benefits for the joint cultural ambitions of Eastleigh Borough Council, Hampshire County Council, Bursledon Parish Council and their wider strategic partners.

This short briefing note summarises these specific service benefits and identifies the key issues for consideration regarding the current strategic partnerships between Hampshire County Council, Eastleigh Borough Council, Bursledon Parish Council and One Community.

The New Trust

The Appendix provides further detail on the proposed New Trust informed by the draft Business Case currently in preparation. This Business Case will be finalised during the autumn, and it is anticipated that Hampshire County Council, Southampton City Council and Winchester City Council will make a decision regarding whether to proceed in the December 2012/ January 2013 period.

If a decision is made to proceed, it is intended that the New Trust will be established during 2013/14 and that services would be transferred from

¹ TUPE – Transfer of Undertakings (Protection of Employment)

2014/15 onwards. During 2013/14, Hampshire County Council Arts and Museums services will continue to be delivered as per the current arrangements.

Potential Benefits

Realised increasingly during the next five years include:

1. Promotion of venues and services via a dedicated website and e-marketing strategy designed specifically to meet the needs of a cultural attraction business
2. Member of a wider family currently reaching a market of over 850,000 arts, museum and heritage lovers per annum that can be encouraged to visit other venues in the portfolio – including over 200,000 visitors to SeaCity Museum, Southampton Art Gallery and Tudor House in nearby Southampton
3. Access to the wider fundraising and income generating opportunities and capacity of the New Trust, adding value to continued local authority funding in support of innovative community-centred activity programming targeted at specific social and economic outcomes and better enabling future capital development ambitions
4. Being part of an ambitious and innovative forward programme which will develop opportunities to participate in annual festival-style Big Theme Events in addition to Local Spotlight programmes. The first of these Big Events is planned for 2014 with a theme of ‘World War I 100 Years’
5. Wider community engagement in the delivery of arts and museums services at all levels of activity and decision-making
6. Being part of a flexible and enterprising Third Sector business enterprise that is fleet of foot and over time becomes resilient and better able to handle future public sector funding pressures before impacting on levels of service delivery
7. Access to one of the best arts and museums professional teams in the country who work on a daily basis with Hampshire communities
8. Better levels of collections and heritage stewardship and an improved ability to maintain Accreditation and National Archives standards

Supporting Eastleigh Borough Council, Bursledon Parish Council and One Community Cultural Ambitions

The New Trust would be a willing partner in helping Eastleigh Borough Council, Bursledon Parish Council and One Community achieve their wider cultural ambitions for example in the areas of:

- Providing strategic and fundraising support for capital development projects, including any future development of Eastleigh museum provision
- Developing the economic benefits of the Arts in terms of the Creative Industries and Public Art
- Preserving the character of the conservation area of old Bursledon and Bursledon Windmill, and improving visitor facilities and community engagement in the heritage of this historic site

Key Issues

1. Funding Partnership Arrangements:

It is proposed that the arrangements for 2013/14, including funding contributions from Eastleigh Borough Council and Bursledon Parish Council, are as for 2012/13.

For 2014/15 onwards, it is proposed that a 3-year funding agreement is confirmed between Eastleigh Borough Council, Bursledon Parish Council and Hampshire County Council with the New Trust delivering services on behalf of Hampshire County Council. Similar joint management arrangements would continue with the New Trust reporting to the partnership quarterly or six monthly to Hampshire County Council, Eastleigh Borough Council and Bursledon Parish Council via a monitoring meeting(s) considering both Eastleigh Museum and Bursledon Windmill.

2. Setting Up a Sustainable Organisation:

It is proposed that the new organisation is given the best opportunity to find its feet in the first few years of development, and Eastleigh Borough Council and Bursledon Parish Council are asked to commit to the current levels of Bursledon Windmill and Eastleigh Museum funding for the period 2013/14 – 2016/17 in order to support this ambition. The New Trust will have the potential to attract new funding into current provision and support their development which will benefit the longer-term ambitions of Eastleigh Borough Council and Bursledon Parish Council. Hampshire County Council is not proposing to ask for an increase in the level of funding from Eastleigh Borough Council and Bursledon Parish Council, nor is it asking for a contribution towards the set up costs for the New Trust which would be picked up by Hampshire County Council, Southampton City Council and Winchester City Council.

A review to consider the level of funding for the period 2017/18-2019/20 would be undertaken during the year 2015/16 informed by future ambitions regarding the role of arts and museums in wider town centre and community planning.

NB: This proposal relates to the long-term partnership arrangements between Hampshire County Council and Eastleigh Borough Council regarding delivery of arts and museums core services. The New Trust may continue to seek ongoing one-off funding and partnership support from

Eastleigh Borough Council, Bursledon Parish Council and Hampshire County Council for special cultural projects, adding value to these core services.

3. Bursledon Windmill Lease Arrangements:

Bursledon Windmill is owned by Hampshire Buildings Preservation Trust (HBPT), is leased to Hampshire County Council and managed by a Joint Management Agreement between HCC and EBC. The current lease expires on 31 March 2015 and it may be appropriate to consider new lease arrangements between HBPT, HCC and the New Trust that reflect future occupancy arrangements.

4. One Community Partnership at Eastleigh Museum:

In May 2012, Hampshire County Council and Eastleigh Borough Council entered into partnership with One Community to deliver front-of-house operations at Eastleigh Museum. The current agreement period is for the period 29 May 2012-29 November 2013. It is proposed that this agreement is renewed for the period up to 31st March 2017.

Conclusion

At this stage Hampshire County Council seeks:

- General feedback regarding the New Trust proposal from Eastleigh Museum and Bursledon Windmill Joint Management Committees, Eastleigh Borough Council, Bursledon Parish Council, Hampshire Buildings Preservation Trust and One Community
- Comment on the proposals outlined in the Key Issues section, including agreement in principle as appropriate

A NEW TRUST FOR ARTS, MUSEUMS AND HERITAGE IN THE HAMPSHIRE-SOLENT AREA

General Briefing Update, 1st October 2012

**“Inspiring everyone to engage with the richness of Hampshire’s
arts, creativity and heritage”**

The proposed new Trust¹ would be Hampshire’s leading cultural organisation. Using the partners’² vast expertise, enterprise and innovative approach, the **mission** will be to provide outstanding arts and heritage experiences, working closely with local communities, businesses, schools and organisations.

A five-year strategy will be developed to deliver the following draft **objectives**:

- To raise the national and international profile of Hampshire’s arts and heritage by promoting its collective national and international importance
- To celebrate and promote excellence through Hampshire’s innovative flagship and community projects
- To increase and diversify local and regional audiences by enhancing the physical and digital offer
- To embed learning and community engagement across our services by creating an inclusive portfolio that supports social and economic objectives
- To increase access to regional, national and international collections and installations
- To develop creative new approaches to joint working through partnerships
- To maximise trading opportunities for reinvestment by improving quality of offer
- To attract external investment from public and private funding sources
- To minimise the impact of reducing local authority subsidies

Key themes of the emerging forward programme include:

- An annual **Big Theme Event** delivering a festival-style programme of flagship and community exhibitions, performance, installations, events and digital opportunities
- State of the art **digital technology** will drive dynamic marketing, resources, community engagement, ticketing and online retail
- An annual **Local Spotlight** programme of community-centred exhibitions, performance and events delivered in partnership with local stakeholders
- A programme of ongoing **capital re-investment** in priority flagship and community infrastructure, including a joint collections resource

¹ The proposed ‘new Trust’ (to be named) would take the form of a charitable company limited by guarantee

² Founding partners: Hampshire County Council, Southampton City Council & Winchester City Council

- New exciting opportunities will be created across **schools, adult learning, community engagement, family events and creative industries**

What would the proposed new Trust look like?

The new Trust will be a charitable company limited by guarantee independently governed by a group of trustees primarily from the local community and business world.

The Business Case is currently in the final stages of development and it assumes that the new Trust will be accorded certain financial and operational conditions that will offer the best chance of success. In order to achieve this, proposals are being finalised in the following areas:

- The **property and collections** in the ownership and stewardship of Hampshire County Council (HCC), Southampton City Council (SCC) and Winchester City Council (WCC) would be provided on long-term lease at peppercorn (or similar) rent (property)/ long-term loan (collections) for a period that provides a security of tenure appropriate to maximise opportunities for the new Trust to succeed in attracting external investment from trusts, foundations and other sources
- HCC, SCC and WCC would create individual **grant funding agreements** with the new Trust for an appropriate period of time to ensure the business can find its feet in the early years
- HCC, SCC and WCC would ensure appropriate funded arrangements are in place for providing **central support services** to the new Trust, including property maintenance, finance, HR and IT
- It is anticipated that staff across the 3 services will transfer into the New Trust during late 2013.
- The forward programme will prioritise realising the benefit of a charitable trust model by improving capacity to **harness new sources of money** for re-investment in services. These include activities that increase audiences, develop new potential income and grant-aid strands, maximise tax relief opportunities and improve the efficient use of resources

The Business Case is being informed by learning from cultural mergers and trust organisations elsewhere in the UK, including for example the exit strategy arrangements we need to consider if one of the partners makes a future decision to withdraw from their funding agreement with the Trust.

What happens next?

HCC, SCC and WCC will make a decision regarding whether to proceed with the establishment of a new Trust in December 2012-January 2013.

If a decision is made to proceed, the new Trust would be set up during the period February 2013-March 2014. The Business Case project is currently scoping the body of work to be undertaken in establishing the proposed new Trust and identifying associated costs.