

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

General Briefing Update, 1<sup>st</sup> October 2012

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

The proposed new Trust<sup>1</sup> would be Hampshire’s leading cultural organisation. Using the partners’<sup>2</sup> 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

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

<sup>2</sup> 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.