

Bursledon Windmill DRAFT Venue Plan, 2016-17



ABOUT HAMPSHIRE CULTURAL TRUST

Hampshire arts and museums are operated and funded by Hampshire Cultural Trust. The Trust champions world-class culture and exists to showcase, connect and empower Hampshire's creative economy. This independent charity works collaboratively to bring organisations, people and ideas together for greater impact. It's an exciting time for culture in our county. To find out more and get involved visit: www.hampshireculturaltrust.org.uk

OUR VISION

We will all strive to be the **champion** of **world-class** culture in Hampshire

OUR MISSION

We will **showcase**, **connect** and **empower** Hampshire's culture and creative economy

Bursledon Windmill Venue Plan in context:

Delivering against the key objectives above will ensure that Hampshire Cultural Trust and individual venues like **Bursledon Windmill** continue to contribute to the overarching strategic frameworks of their primary funders.

Glossary of Positions and post holders:

Initials	Position
ACC	Area Community Curator
CEL	Community Engagement and Learning
BLC	Better Life Chances
HoC	Head of Collections and Programme Delivery
PC	Principal Conservator
EM	Exhibitions Manager
C	Curators in Collections and Programme Delivery Team

DRAFT Venue Plan, 2016-2017

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Eastleigh Borough Council outcomes
1.	Public programmes						
	Design and deliver large scale community event 1 x special event per year	ACC	150 visitors £300 income generated	Windmill profile raised with local and regional audiences		HCT1 HCT2	EBC2 EBC3

2.	Community Learning and Engagement -						
	Schools Offer a programme of led curriculum-based workshops for schools, especially Key Stages 1 & 2	CEL team	400 pupil interactions £1000 income	Pupils display an increased knowledge of the subject matter. Pupils are more actively engaged in the subject matter at school		HCT1 HCT2	
	Families Offer family learning activities in line with the HLF Action Plan, both on Sundays and a range of out-of-hours open days and workshops in school holidays.	CEL team	150 participants £600 income	Increase in repeat visits to the windmill. Profile raised as a place to experience		HCT1 HCT2	EBC2 EBC3

	<ul style="list-style-type: none"> • 5 x Windmill Wednesdays – led drop-in workshops during school holidays • 6 X Special Sunday family activities during normal opening hours 			natural science and craft led activities. Families report high levels of satisfaction with the offer.			
	<p>Adults Promote and develop workshops and activities for adults on the site</p> <ul style="list-style-type: none"> • 1 x tutor-led long course (full day) • 3 x tutor led short courses (half day) • 2 x adult targeted Special Sundays (NSEW, demos, etc) 	ACC	50 participants £150 income	Raise profile of the windmill as a learning venue for adults		HCT2	EBC3

Additional activities may take place as part of Hampshire’s Big Theme programme via the Collections and Programme Delivery Team, venue team, CEL/BLC team. Innovations Lab or other HCT departments.

3. Collections						
Manage storage, documentation, digitisation, conservation of and access to collections associated with Bursledon Windmill and all related information at Chilcomb House	HoC	Ongoing	Objects remain in good condition and easy access provided		HCT1	EBC3
Provide an emergency conservation service for collections on display in event of flood, fire or other disaster	PC	As required	Appropriate level of response provided		HCT1	EBC3
Continue monitoring the environment and pest management	PC	Ongoing	Damage prevented		HCT1	EBC3
Continue to monitor security of the objects on display	PC	Ongoing	No losses		HCT1	EBC3
Support events through the supply of specialist knowledge and objects/specimens from the collections including natural science and social and industrial history	C	As required	Increase in visits to site		HCT1	EBC3
Ensure Bursledon Windmill retains Accreditation as part of the Hampshire Cultural Trust submissions	HoC	April 2017	Museum continues to meet national standard		HCT1	EBC3
Continue to develop concept and prepare for a Collections Centre for Hampshire Cultural Trust	HoC	March 2017	Funding secured for next stage of development		HCT1	EBC3

4.	Local Priorities						
	Develop or contribute to partnership events, e.g. with Brickworks and local Country Parks, or focussing on local producers/suppliers <ul style="list-style-type: none"> • 1 x special event per year 	ACC	100 visitors	Develop working partnerships with other similar venues. Develop group visits on the site.		HCT1 HCT2	EBC2 EBC3
	Be present at local community events through stalls and talks <ul style="list-style-type: none"> • 1 x stall at a local fete/event • 1 x outreach talk 	ACC	100 min. people engaged	Profile and visibility of windmill raised as a significant local site		HCT2 HCT2	EBC3
	Offer a group visit and outreach service for organised groups within the community (e.g. Scouts, U3A, special interest groups) <ul style="list-style-type: none"> • 8 adult groups per year • 5 children groups per year 	CEL team & ACC	130 min. participants £650 income	Profile of the windmill raised as an engaging and educational place for group visits		HCT2	EBC2 EBC3

5.	Business Development						
	Strategic management of Bursledon Windmill focusing on increasing visitors, generating investment and increasing trading income.					HCT2	EBC2
	Develop annual Venue Plans and manage relationships and processes with JMC.					HCT2	EBC2
	Collect postcode data and use Mosaic profiles and maps to target groups and local cold spots with specific campaigns.		Minimum 3% increase in audiences from previous year. Target Groups F, B, G.	More local visitors from target groups visiting more often.		HCT2	EBC2
	Produce and distribute 'What's On' guides three times per year as means of marketing events programme. Additional marketing activity including on social media, internet, email, PR and print.		12,500 print run with local and regional distribution	Strong local awareness of windmill's programme leading to more local visitors visiting more often		HCT2	EBC2

6.	Venue management						
	<p>Continue to improve customer service through the staff/volunteer Front of House team to ensure a warm and friendly welcome at all times</p> <p>Staff/Volunteer Development programme designed and implemented</p>	ACC	3,500 visitors	<p>90% of customers surveyed said the museum was good or excellent</p> <p>Positive reviews on TripAdvisor and Facebook</p>		HCT1	EBC2
	Develop and train volunteer team to enable effective service delivery	ACC	Volunteer hours increased to 1000 per annum and mill operation team established	Hours of site activity increase by 10% on pre-HLF restoration figures		HCT1	EBC2
	<p>Building is safe and adequately maintained at all times through regular H&S reviews, cleaning schedules, pest control etc.</p> <p>All building issues reported to relevant contractors within 4 hours</p>	ACC	Venue open & safe when scheduled and as advertised	Visitors report satisfaction with the standard of the building		HCT1	EBC2

	Review and improve retail space. Ensure the stock buying aligns to the key programmes and campaigns	ACC	Minimum 3% increase in earned income from previous year	Increased secondary spend figure		HCT2	EBC3
	Continue development of hirings on site, eg. wedding receptions, film locations and corporate events	ACC	1 x commercial hire	Increased income to site		HCT2	EBC3

Date/Meeting where Plan was approved:

Date of next review:

4. Added value activities i.e. activities falling outside the specific Venue budget but are of operational or strategic value to the museum services at Bursledon Windmill

	Key actions	Lead	Target	Outcome	Budget	Link to HCT goals	Link to Eastleigh Borough Council outcomes
	Funding sourced from Hampshire Futures to support learning at Bursledon Windmill	BLC	300 learning hours £1000 income	New audiences developed for the windmill site		HCT1 HCT2	EBC2

Appendix 1: Hampshire Cultural Trust Goal and Local Authority Priorities

Hampshire Cultural Trust Goals	Eastleigh Borough Council’s Corporate Strategy identifies three priorities
<p>In order to achieve our vision, in the first five years (2015-2020) we will,</p> <ol style="list-style-type: none"> 1. Re-focus our own business to deliver excellence and build a world class arts and museums portfolio which has the power to transform people’s lives 2. Ensure the Trust grows as a successful and resilient not for profit business 3. Inspire a dynamic partnership to achieve the shared cultural vision for Hampshire 	<p>EBC1. A green borough – Safeguarding our environment for future generations</p> <p>EBC2. A prosperous place – where business can flourish and everyone can share in prosperity.</p> <p>EBC3. A healthy community – active and lively with a spirit of togetherness, health and wellbeing.</p>