

Update on Bursledon Windmill Business Plan Presented in February 2016

(Updates in bold within sections)

Bursledon Windmill

Business Plan 2016-19

Background

Over the last few years, in order to fix the broken windshaft, Heritage Lottery Funding grant assistance was sought and received. The windshaft was replaced and the Windmill is now back in service. Other remedial works were carried out as part of fitting the windshaft. Further detailed work to iron out teething troubles and to improve safety in operating the mill is on going. The HLF grant also paid for improvement in interpretation to make the offer at the mill more accessible and appealing.

A toilet and small volunteer room, part funded by HLF, is currently being built as part of this plan, with additional funding from EBC. This will enhance the attractiveness of the site both to volunteers towards maximising the support needed to run the site, and to schools and other groups who require better facilities to serve their clientele.

With a reduction in staffing through re-organisation of the Museums Service whilst within HCC, the Windmill cannot move to a more sustainable position with reliance on HCC, now HCT staff alone. It requires the impact of the wider development of the trust business planning to provide a stronger platform for development of the Windmill along with greater community involvement to more fully utilise the potential of the site.

Funding proposed by HCC for the trust and EBC for the Windmill will reduce over the coming years. Proposed EBC funding will reduce by c45% (£26.3K to £14.5K) by 19/20. HCC does not fund the Windmill directly, but rather funds HCT in order for HCT to run all of its operations. Funding from HCC will reduce by 2%, 2%, 10%, 2% over the next 4 years (£3.15m to £2.66m). HCT sees the strategy for future funding of the Windmill as dependent primarily on the trust's overarching fundraising plans more than on local developments, as the return on investment from more global plans is likely to be significantly greater, than through local development.

Trust Business Planning

In order to deal with the reduced funding from its core partners as well as from local partners such as EBC, the trust has plans that will broaden its funding base towards providing a sustainable way forward for its current offer. This approach is considered the best way to safeguard the trust's current offer, and indeed to help to renew where the opportunity exists to make it more fit for purpose for the future. It must do this with ambition, skill and some element of faith. A plan that

does not show ambition and that merely accepts the reductions in public funding as a fait accompli will inevitably result in reduced strength to the cultural offer.

Trust Business Planning will rely on local developments where there are strong local partnerships with the ambition to transform facilities. But it must also rely on the development of more strategic income opportunities. Although the trust is a new organisation, it has already embarked on ambitious plans to broaden its funding base as a way to safeguard its offer. It already has reason to be confident that this approach will succeed as it has made strides in all of the relevant areas of its plan.

Currently, the trust is working on plans to broaden its funding base via:

- Corporate Partners and Ambassadors
- Better Life Chances, Happenings and Trusts and Foundations
- Donations and Gift Aid
- Inspiring a Culture of Philanthropy

The return on investment that can benefit the Windmill is likely to be far stronger from these streams and provides a plan to sustain the operation of the site. This business plan can only reference these strands of work in broad terms as specific targets and successes can be commercially or partnership sensitive. Nevertheless, details are provided where the information is public or not considered sensitive.

Corporate Partners and Ambassadors

In its first year, HCT has welcomed 3 corporate partners, and 38 ambassadors. These companies and individuals have given substantial amounts of money in support of the trust and its aims. The trust expects this new area of funding to grow significantly over the coming years. Partners have different interests but the Windmill as a unique heritage site is a prominent attraction to would be partners. HCT Culture Cards also provide an increasing source of income to benefit the trust and all its activities.

Update: Since launching the scheme in April 2015, the trust has raised around £70,000 from Corporate and Ambassador sponsorship. This is a fantastic start to a new programme and we are rapidly growing our donor base allowing us to develop an innovative individual giving strategy. We have had a really positive start to the new financial year 16/17; securing an additional Corporate partner and increasing our donor pool by 5%, receiving over £13,000 in donations. The trust is working on an exciting programme of fundraising events and is on track to meet its ambitious targets for 2020.

Better Life Chances, Happenings, Trusts & Foundations

Better Life Chances is a major strand of work for the trust. It signals a different approach to engagement with targeted communities and will look to a more global view of funding and fundraising. In the past 2 months, this strand of work has received 3 grants from external bodies (Paul Hamlyn Foundation, HIOW Community Rehabilitation Company and HLF Young Roots) totalling over £400,000. All of these grants will help us to develop various venues and to fund posts. None are specific to the Windmill but there are opportunities for the Windmill to benefit from these and other applications can be specifically targeted to work at the mill. These are examples of a

fundraising strategy that can bring returns from a wider view that simply looking locally, site by site for the solution to the future funding equation.

Update: Better Life Chances has received 2 more funding awards in the past few months. These include an Arts Council award of £80,000 primarily for work with schools in north Hampshire. However, this project is likely to generate an excess of funds for this work and will be able to use its methodology and learning for work with schools around the county, including in Eastleigh.

Horizon 2020 is set to begin in September. This will include work with The Bridge Education Centre for 1 full day per week for the next 4 years, involving their young people in arts and cultural activity in order to raise young people's attainment, confidence and skills. A programme of CPD for teaching staff will also upskill the Centres' work in arts and culture. This project involves all 7 Education Centres in Hampshire and has a major research evaluation project running alongside it. The project aims to prove the ongoing need for arts and cultural interventions in the Education Centres long term, as a major force in the engagement of young people out of mainstream education. The direct investment in Eastleigh will be worth around £85,000, one seventh of a £600,000 project, funded by Paul Hamlyn Foundation and Hampshire Cultural Trust.

The partnership project with HIOW Community Rehabilitation Company (ex-Probation Service) begins in July. This project will take offenders aged 18-25 on a challenging drama based course over the summer months. This project will use the arts as a way to help rehabilitate offenders from the south of the county including Eastleigh, back into mainstream society. There may be opportunities for those involved to find further opportunities with the trust including volunteering at the Windmill.

Happenings is a programme of events that will take place in various locations around the county over the coming years. These events will encourage people to take part in unusual events in unusual places. The events will often meet the local agendas of partner authorities and local organisations. Already, partnership *Happenings* have taken place in Winchester, Fareham and Basingstoke and a major festival is being planned for 2020. These events can bring in substantial external investment that can benefit sites beyond the events themselves. An example is an Escape Room that has been running in Fareham since before Christmas 2015 and has drawn people to a shopping destination that was struggling. It has already attracted several hundred participants and taken several thousand pounds in income. This is just an example of creative Initiatives that could become features at the mill and generate both visitor numbers and income from external sources.

Update: European funding has been applied for, for partnership work on festival happenings around the county in the lead up to 2020. These events may happen in any locations, particularly where there are vibrant cultural programmes to liaise with.

ACE Kick Start funding of c£300,000 has provided the trust with funding to develop a number of strands of work. These include delivering against national and international ambitions in developing Big Themes, which will produce large scale exhibitions and events to benefit a range of trust venues; Culture Stops that will help connect museums with the wider creative economy including working with creative practitioners, and making retail and café improvements to a number of venues and Creative Collections will investigate how the collection can best be used to develop commercial advantage.

Update: As part of the Culture Stops project, in this financial year we will improve the retail offer at the Windmill, introducing better ranges and more products for the Hampshire Fare community. We will also investigate the viability of selling good quality hot drinks on site. The Director of Mozzo Coffee which is based in Southampton, will visit the mill in the coming weeks to provide an expert assessment and make recommendations. In addition the new Chief Operating Officer for the trust, Paul Sapwell, starts on the 1 August and he has significant experience in the food and beverage sector; the new Head of Experience and Business Development has a strong background in the heritage retail sector. Staff from the mill have benefited from the World Host Training on improving customer care skills provided through the Kick Start project.

Donations and Gift Aid

The trust will introduce new mechanisms to promote greater individual giving at sites and gift aid in order to increase these by almost double over the next 4 years. These will include increased opportunities for customers to donate as well as better information and encouragement for customers to give.

Update: HCT has created a new donations strategy which aligns with the creation of the new Gift Aid collateral, and the need for clear messaging, taking the opportunity to create new posters, donation box wraps and donations envelopes. This strategy will include:

- Overall donations strategy for the trust
- Gift Aid strategy for admission paying sites
- Gift Aid strategy for non-paying sites

Marketing colleagues are working on a new streamlined process for Gift Aid and hope to encourage further promotions in the new year. The trust has just signed up with the National Fundraising Scheme and is able to take donations on line and via SMS. The trust is also in the process of reviewing CRM/ticketing systems that will enable a donor management programme. Once this is in place we will promote online giving through all appropriate fundraising and marketing literature, driving prospects to our website.

Inspiring a Culture of Philanthropy (ICP)

HCT is already in receipt of a significant external grant from Heritage Lottery Fund (c£900,000 over 3 years) to enable it, along with the wider sector, to develop inward investment from philanthropic sources. HCT is awaiting a decision on further funding of c£150,000 to continue this work. This project aims to put both HCT and other partners in close contacts with potential givers of major sources of funding. There are various signs already that this can be an effective way of encouraging giving to support HCT and the wider cultural sector.

Update: ICP has played a key role in the development of essential fundraising skills and training for HCT and a broad range of the heritage sector across Hampshire. This will be integral to harnessing key skills and experience across the sector to allow a greater fundraising return and establishing effective and long term plans moving forwards.

Local Windmill Plans

Volunteer Development

HCT is planning a programme of volunteer development that will both more closely align volunteers to the aims of the trust by seeking to make better use of their skills and experience, and supporting them in developing their customer care skills and technical skills. This will be a trust wide initiative that will happen through 2016/17.

The volunteer room will hopefully have a significant impact on the trust's ability to attract volunteers as it will provide shelter and comfort that hasn't been available on what can be a cold and desolate site for much of the year.

Update: See Curator's Report.

Milling

Contact with other milling groups has been productive in raising the possibility of skilled millers from other sites being willing and available to give time to Bursledon. In order to move this on, we must first investigate getting the site prepared for food production. Erica has been giving time to this in recent months and this will move on in 16/17. It's hard to say when we can mill as it depends on who can be recruited when, but this will be an aim in 16/17.

Update: Cerian Trevan has recently started with us as the Community Museums Curator for the South East of Hampshire. Cerian is picking up the trail of flour production and will report further on this in the coming months. Gary Freeman, our miller, has been awaiting the right conditions for flour production and has produced the mill's first flour for some time. The possibility of producing flour for sale is being investigated by Cerian at the moment.

Windmill KPIs

The Windmill, along with other trust run facilities, is working to Key Performance Indicators in order to ensure that its performance is sustainable. As funding from HCC and EBC reduces, HCT will meet this shortfall via the range of strategies outlined in the sections above. The shortfall at the Windmill is modest compared to that of a range of other sites, and is therefore is not considered high risk.

Local strategies such as increasing admission charges, improved retail and support from new trust staff such as Visitor Experiences Manager, Visitor Experience and Business Development Manager will support development at the site.

	2016/17	2017/18	2018/19
Visitor Nos	3,200	3,300	3,400
Income	£	£	£
Admissions	6,300	6,500	6,700
Retail	400	400	500
Total Income	6,700	6,900	7,200
EBC	23,707	21,337	18,136
BPC	2,672	2,672	2,672
HCT/HCC	52,098	54,505	57,322
Total	95,077	95,614	95,930
Expenditure	95,077	95,614	95,930
Nett Expenditure	0	0	0

Bursledon Windmill will continue to be supported by HCT as part of its portfolio. However it is important to recognise that this on going support will be enable by wider trust strategies for future funding rather than looking at the Windmill in isolation. The journey to utilise the mill to its full potential is not straightforward and the future support of EBC and BPC along with the wider trust fundraising strategy will give this plan the best chance of success.

Update: In order to boost visitor numbers and secondary spend, we are trialling opening the mill for Saturdays and Sundays in the summer months and closing in the height of winter, when visitor numbers drop off. Along with improvements in café and retail, and the appointment of new posts that have greater retail and catering expertise, the foundations are being laid to increase visitor numbers and income.