

## Cultural Strategy - Delivery Plan (V6 FINAL)

### Introduction / Objectives

Over the last few years it has become increasingly apparent that the Isle of Wight's heritage and cultural sector faces acute dangers. The economic climate has given rise to a cycle of cuts, service reductions and redundancies. Without appropriate remodelling, it will not be long before whole collections, capacity and organisations are lost.

There are however many strengths. The Island's cultural asset base is deep. There is a highly skilled workforce and the Island's geography and history makes for a strong marketable identity and a unique tourism offer. Ironically, the level of economic threat has engendered a shared sense of purpose amongst heritage and cultural organisations that might have been difficult to achieve in less critical times.

In July 2016 a group of heritage / cultural organisations from the Isle of Wight were successful with a collaborative bid to the Arts Council of England Museums' Resilience Fund. The bid's stated objective was to: *"... identify a new, collaborative, fit-for-purpose, business model capable of challenging and changing the Isle of Wight cultural sector's current direction of travel."*

At the core of the bid was an undertaking to commission a study to bring forward recommendations for collaborative working and new practices that would radically improve the reach, fortunes and resilience of the Island's heritage and cultural sector.

The partnered organisations behind the successful bid are:

- Trusts: Carisbrooke Castle Museum, Classic Boat Museum, Dimbola Museum and Galleries, Quay Arts Centre
- Public Sector: Isle of Wight Council Heritage Service: Dinosaur Isle, Cowes Maritime Museum, Newport Roman Villa, Museum of Island History (and the stores at Cothey Bottom)

The work is guided by the Project Management Board made up from those organisations and the South East Museum Development Programme. The Lead Partner is Carisbrooke Castle Museum.

## Activity to Date

On 16<sup>th</sup> November 2016, tourism heritage and culture practitioners, Connor & Co / Meredith Associates, were engaged by the Partnership to deliver three strands of activity:

- A forensic audit of the partnered organisations to build up a detailed understanding of their existing operations, structures, assets, strengths and weaknesses
- A consultation with other IW organisations outside of the “partnered umbrella”
- The collection of information demonstrating the existing and potential economic value of the Isle of Wight’s heritage and cultural sector

On 23<sup>rd</sup> March 2017 Connor & Co / Meredith Associates delivered four reports to the Partnership as follows:

- **Cultural Strategy Strategic Context:** an analysis of the wider local, regional and national background (sectoral strategies, economic / lifestyle trends, island visitor surveys, outline profile of known stock of heritage and culture assets etc.)
- **Cultural Strategy Positioning Statement:** a qualitative snapshot of how the partners felt at the beginning of the project with additional commentary from fellow sector travellers based on site visits, staff / volunteer / trustee meetings and facilitated workshops.
- **Cultural Strategy Data-Sets:** a set of quantitative key performance indicators together with an economic impact assessment using AIM’s toolkit.
- **Cultural Strategy Delivery Plan (V5):** a programme of strategic recommendations based around four Activity Clusters (Audiences, Business, Learning & Collections).

On 30<sup>th</sup> March the Partners met to discuss the consultants’ Delivery Plan in detail prior to making revisions and taking ownership. Following further consideration on 27<sup>th</sup> April 2017 a final Delivery Plan (version V6) was formally adopted on 22<sup>nd</sup> May.

The Delivery Plan follows the structure set out in Connor & Co’s ‘Positioning Statement’: which identified four collaborative ‘clusters’ of activity. Each cluster contained a set of strategic actions and a set of tactical actions. The overall priority being to address the strategic actions.

## Activity Clusters

<b>Audiences</b>	<b>Cultural Learning</b>	<b>Business / Management</b>	<b>Collections</b>
Branding	Education	Investment	Care
Marketing	Outreach	Business planning	Conservation
Promotions	Volunteering	Grant sourcing and bids	Restoration
Events and festivals	Training	Donations	Management
Web and social media	Skill-sets	Sponsorship	Documentation
Customer care	Building capacity	Procurement and purchasing	Records
Loyalty and repeat visits	Apprenticeships	Health and safety	Digitalisation
User research	Knowledge exchanges	Business diversification	Loans and acquisitions
Cross-promotions	Cross mentoring	Trustee succession planning	
Themes and trails			
Cohesive tourist offers			

Much of the recommended activity in the Audience Cluster is already being pursued through the ACE Resilience Fund Award ('Hidden Heroes'). Other key recommendations within the Business, Learning and Collections activity clusters are hoped to be pursued through a 2017 application to the HLF's 'Resilient Heritage' Fund. Other recommendations - primarily those without significant resource implications – are being incorporated into the Partners' respective Action Plans.

## 1. Audience Cluster

No.	Action	Resourcing	Who	When
1.a.	<b>Strategic: Establish an identity / brand for the Island's cultural sector (combined arts &amp; heritage) to be used in communications and marketing.</b>	Being delivered via Hidden Heroes	Partners / Engagement Commission	Before Sep 17
1.a.i	Tactical: Deliver identity / brand through workshops and a brand manual / toolkit and launch event.	Being delivered via Hidden Heroes	Partners / Engagement Commission	Sep 17
1.a.ii	Tactical: Position 'Hidden Heroes' as a sub-brand (a campaign) within this wider identity / brand.	Being delivered via Hidden Heroes	Partners / Engagement Commission	Sep 17
1.b	<b>Strategic: Gain a deeper insight into audiences (specifically: local communities, visitors on-island and prospective tourists, off-island).</b>	Being delivered via Hidden Heroes	Partners / Engagement Commission	End 2017
1.b.i	Tactical: Collect and analyse audience data to identify audience behaviour, motivators, market penetration and the levels and frequency of visits.	Being delivered via Hidden Heroes	Partners	
1.b.ii	Tactical: Work with tourism partners to understand how heritage and culture can motivate people to visit the island and gain a more sophisticated understanding of the economic impact of the sector.	Being delivered via Hidden Heroes	Partners / Visit IW	Mar 18
1.c	<b>Strategic: Take a standardised approach to audience data collection with organisations making use of the same or compatible software.</b>	Being delivered via Hidden Heroes	Partners	End 2017
1.c.i	Tactical: Create standardised self-completion / interview questionnaires at partner venues – providing appropriate templates and toolkits for site operators.	Being delivered via Hidden Heroes	Partners / Engagement	Sep 17

			Commission	
1.c.i	Tactical: Initiate postcode / email collection to enable audience profiling and targeted follow-up.	Being delivered via Hidden Heroes	Partners	End 2017
1.d	<b>Strategic: Prepare and deliver a collaborative annual marketing plan – covering print and distribution, PR, promotions, online and social media presence, advertising and themed / linked activity.</b>	Being delivered via Hidden Heroes	Partners / Engagement Commission	Sep 17
1.d.i	Tactical: Use Hidden Heroes as a pilot for this.	Being delivered via Hidden Heroes	Partners / Engagement Commission	Mar 18
1.d.ii	Tactical: Create a joint toolkit on how to use and monitor social media.	Being delivered via Hidden Heroes	Partners / Engagement Commission	Mar 18
1.d.iii	Tactical: Create a branded pop-up exhibition module that can be used by partners to cross-promote each other and off-site at events and festivals - to build awareness and encourage audience cross-over - helping the delivery of the island's cultural brand.	Being delivered via Hidden Heroes	Partners / Engagement Commission	Mar 18

## 2. Learning Cluster

No.	Action	Resourcing	Who	When
2.a.	<b>Strategic: Working closely with the, newly launched, IW Cultural Education Partnership, undertake a review of the sector's educational offering.</b>	Partners / Cultural Education Partnership	Partners / Engagement Commission	Autumn 2017
2.a.i	Tactical: Undertake a 'mapping and gapping' exercise to audit the activities of heritage and cultural education providers (specialisms, resources and skills, costs, gaps and duplication etc.)		Partners / Engagement Commission	Autumn 2017
2.a.ii	Tactical: Create a register of those seeking learning services, and consult with them on their requirements.		Partners / Engagement Commission	Autumn 2017
2.b	<b>Strategic: Use this information to undertake a complete sector service, re-design. Seek to</b>	Resilient Heritage	TBC	2018

	<b>collaboratively transform the sector's offering make it more relevant, marketable, and cost effective.</b>	Bid		
<b>3.a.</b>	<b>Strategic: Take a collaborative approach to apprenticeships, work experience programmes and volunteer management and development: seeking opportunities to share resources and best practice.</b>	Resilient Heritage Bid	TBC	2018
3.a.i	Tactical: Position Hidden Heroes as a (pilot) cultural learning resource.	Being delivered via Hidden Heroes	Partners / Engagement Commission	Mar 17

### 3. Commercial / Management Cluster

No.	Action			
<b>3.a.</b>	<b>Strategic: Continue the process of a coming together of minds between IW heritage &amp; cultural organisations.</b>	Resilient Heritage Bid	TBC	2018-19
3.a.i	Tactical: Encourage familiarisation with each other's aims, work and resources.	Partners (and Fellow Travellers)	Partners (and Fellow Travellers)	2017-18
3.a.ii	Tactical: Seek to identify best practice, synergies and joint opportunities.	Partners (and Fellow Travellers)	Partners (and Fellow Travellers)	2017-18
3.a.iii	Tactical: Adopt a collaborative approach to aims, objectives and priorities to co-ordinate the overall strategic direction of the sector.	Resilient Heritage Bid	TBC	2018-19
3.a.iv	Tactical: Create a 'Leader's Summit' to bring together trustees and leaders to meet, talk through, share and understand each other's driving forces ("a launch event of an opportunity not a structure"). Discuss way in which the sector might move towards a more formal collaborative model (featuring, perhaps, core / member / associate levels).	Resilient Heritage Bid	TBC	2018
3.a.v	Tactical: Share managerial experience through knowledge swapping / talking shop sessions. Offering masterclasses / networking in specific operational areas such as financial	Partners (and Fellow Travellers)	Partners (and Fellow	2017-18

	administration, governance, health and safety, suppliers, IT, emergency planning etc.		Travellers)	
3.a.vi	Tactical: To seek to identify and apply consistent sector methodologies.	Resilient Heritage Bid	TBC	2017-18
3.a.vii	Tactical: Use Hidden Heroes as a means of initiating joint activity.	Being delivered via Hidden Heroes	Partners	Mar 17
<b>3.b</b>	<b>Strategic: Seek to establish an IW cultural investment board - linked to the Council's new regeneration initiative - to collaborate on funding bids and commercial opportunities.</b>	Resilient Heritage Bid	TBC	2019
<b>3.c</b>	<b>Strategic: Share information between Friends and Volunteer Groups. To consider opportunities for joint communications and cross-overs.</b>	Resilient Heritage Bid	TBC	2018

#### 4. Assets / Collections Cluster

No.	Action	Resourcing	Who	When
4.a	<b>Strategic: Undertake an island-wide museum collections review to identify what has been collectively acquired and assess storage, conservation, documentation, access and security.</b>	Resilient Heritage Bid	TBC	2018
4.b	<b>Strategic: Undertake an island-wide audit of museum acquisition and disposal policies to rationalise activity and identify priorities for future collecting: ensuring collections are representative of, and relevant to, local communities.</b>	Resilient Heritage Bid	TBC	2018
4.c	<b>Strategic: Carry out a collaborative oral history project designed to fill gaps in collections - particularly in respect of underrepresented IW communities.</b>	Celebrating Age Bid	TBC	2017-18
4.d	<b>Strategic: Create a digital and web catalogue for all collections and stores, leading towards harmonisation of back office functions and a searchable web-hub based around themes.</b>	Resilient Heritage Bid	TBC	2019
4.e	<b>Strategic: Work in collaboration on exhibitions and displays by establishing themes with shared relevance and borrowing and loaning material.</b>	Resilient Heritage Bid	TBC	2017-19

## **Delivery Structure**

The Project Management Board has taken responsibility for the Resilience Project to date. A formal partnership agreement is in place for the duration of the project but, essentially, the structure has been voluntary and there has been no desire to set-up a separate Resilience Project structure. A key goal of the Commercial / Management Cluster (3.a.iv / 3. b), however, is to identify an appropriate, more formal, collaborative model that will best serve the sector. This model will not be exclusive to the current partnership and may well have a different membership - including current 'fellow travellers' from the cultural sector. The vision / branding to underpin this model is currently being developed via current Audience Activity Cluster (1.a).

VP 26.05.17