

PARTNERSHIP FOR URBAN SOUTH HAMPSHIRE

A Cultural Strategy for the Quality Place Delivery Panel



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Chapter 1: INTRODUCTION

What is the Cultural Strategy?

- 1.1. This Cultural Strategy is put forward to the Quality Place Delivery Panel to enable it to formulate its agenda and work programme, identifying the areas which need collective support. It sets out the ways in which culture can help to achieve the sustainable growth and economic development of South Hampshire and thus support the overall key objectives of the Partnership for Urban South Hampshire (PUSH). It sets a context of the value of culture and the important principle of subsidiarity: so much is happening and will continue to be realised at the local level.
- 1.2. However, PUSH recognises the benefits of working together so the Cultural Strategy helps to identify where this can add value to culture as well as where working together on culture can add value to the economic and growth agenda. The Strategy sets out a number of areas for joint working, leadership, co-operation, agreement on policies and practices to be delivered locally and the international and sub-regional infrastructure which should be recognised, implemented and supported by every member of PUSH and the Quality Place Delivery Panel. It will help the Quality Place Delivery Panel to identify not only a manageable list of areas where it should focus its efforts but also the places where it should keep out of the way of local effort.
- 1.3. The role of the Quality Place Delivery Panel should be to identify the important and deliverable themes which need joint working, drive these forward in a co-ordinated way, share good practice, bring in stakeholders and cultural agencies as needed but not to manage local delivery. Each partner remains independent but joins on a voluntary, co-operative basis in the areas where it recognises that an integrated approach is beneficial.
- 1.4. South Hampshire has been identified by Living Places as one of five priority places for the improvement of the cultural offer. This means the cultural agencies have a special interest in South Hampshire and the Cultural Strategy will help the Delivery Panel to present its agenda to Living Places and request resources.
- 1.5. This study is qualitative, based on interviews with forty knowledgeable people in the area, set within the wider context of PUSH, the MAA, the Regional Economic Strategy and the Regional Spatial Strategy and including experience of what works elsewhere. It is not a detailed quantitative

infrastructure plan although it sets out proposals for a hierarchy of infrastructure. It does not cover green issues as other consultants are working on this aspect.

Defining Culture

“Culture is the public expression of identity”, says Paul Grover from The Solent Centre for Architecture and Design.

1.6. This Cultural Strategy uses the wide definition of culture set out by the Department for Culture, Media and Sport.

1.7. The DCMS defines culture as:

- The performing and visual arts, craft and fashion
- Libraries, literature, writing and publishing
- Museums, artefacts, archives and design
- Built heritage, architecture, landscape and archaeology
- Sports events, facilities and development
- Media, film, television, video and language
- Parks, open spaces, wildlife habitats, water environment and countryside recreation
- Children’s play, playgrounds and play activities
- Tourism, festivals and attractions
- Informal leisure pursuits
- To which we would add the cultural and creative industries

South Hampshire

1.8. South Hampshire is the largest urban area in South East England, home to over 1 million people. The area is framed by the South Downs and the Solent, and has a polycentric pattern of cities and towns. The government has identified South Hampshire as a new growth point with 80,000 new homes to

be delivered over the period up to 2026 together with 2,000,000 sqm of new employment floorspace.

Partnership for Urban South Hampshire

1.9. Eleven local authorities make up the Partnership for Urban South Hampshire and their vision, shared by other stakeholders, is that “over the next 20 years South Hampshire will gain renown as an area offering prosperity and a high quality of life for residents, as a location of choice for growing businesses, as a major centre of excellence in innovation and technology enabling smarter and more sustainable growth and as a place where the benefits of growth are shared by all sectors and communities. This brighter future will be based on a strengthened economy.” The purpose of the Quality Place Delivery Panel is to assist the PUSH joint committee in delivering the overall vision and its 5 key objectives. A later section shows how this Cultural Strategy will enable the Delivery Panel to do so in more detail. However, the overall aim of economic growth with significant new businesses is at the heart of the Cultural Strategy.

“We need the cultural infrastructure of South Hampshire to provide the landscape for a successful economy.”

Stella Bellem, Head of Cultural Policy, SEEDA

1.10. A strong cultural offer in South Hampshire is vital to attract and support economic growth. “Inward investors are looking for well qualified labour and high quality stock ... After these basics they will look for quality of life” (John Adlen, Development Director at DTZ).

The Multi-Area Agreement

1.11. The Multi-Area Agreement (MAA) for South Hampshire was signed in July 2008 but is due to be refreshed in early 2009. Culture was not specifically mentioned but the approved MAA also listed 9 further outcomes as a starting point for the development and the next version of the MAA. One of these (g) was: “Identify the support PUSH needs to help make new and existing communities (Quality Places) with the highest standards of culture and sporting provision for residents and visitors alike. The Cultural Strategy therefore helps PUSH and the Delivery Panel to make the case for retaining

and firming up this as an MAA outcome. The National Indicators on participation levels could then be used as the MAA indicators.

Conclusion

1.12. The Cultural Strategy will help the Quality Place Delivery Panel to identify the main themes emerging from the research and interviews and put them in their strategic context relating to the PUSH Joint Committee, Living Places and the MAA. There are 3 different ways in which culture can be of value to regeneration and these are explored in the next chapter.

Chapter 2: THE VALUE OF CULTURE

- 2.1. If you ask ten different people what cultural offer they would like to see in a given area, the chances are there will be some basic similarities between the responses, but then a diversity of views will be expressed, dependant upon personal interests. Residents, both indigenous and incoming, in the Partnership for Urban South Hampshire (PUSH) area will be no different and a strategic approach to the production of a cultural strategy will need to be adopted that ensures the cultural infrastructure developed, maintained or enhanced, adds value to the PUSH area, both in terms of community happiness and wellbeing, and in sustainable economic growth.

“We need to wake up to where we want the economy to be in thirty years’ time. We need the base for a new type of economy to compete with the Pacific Rim. Portsmouth is no longer a dockyard city and needs to compare itself with other sub-regions across the globe and use its global links.”

Steve Baily, Head of Culture, Portsmouth City Council

- 2.2. There are many high-profile examples of where artistic or sporting activities have led to large-scale economic regeneration and wealth creation, and examples in equal or even greater measure where results have been disappointing, such as the garden festivals of the 1980s, the legacy of the Sydney Olympics, the Millennium Dome and some areas of London Docklands. For example, in the London Borough of Newham, where the London Docklands Development Corporation, City Challenge and the private sector all made considerable investment in the area only to find that Newham has today become still more deprived. Since 2004, according to the latest Index of Deprivation, Newham has become the sixth most deprived district in England, having previously been the eleventh most deprived. The jury is currently out on how the legacy from 2012 will affect this borough, but it will certainly have an impact upon Newham, be it for good or ill. For the PUSH area, it is important that lessons are learned from unsuccessful cultural regeneration schemes and that the Partnership for Urban South Hampshire draws upon evidence gained from successful schemes. Cultural regeneration only works if it does not pre-empt and siphon off existing audiences or philanthropic resources rather than generate new ones (Ellis, 2004)
- 2.3. As long ago as the 1980s, David Fuegi, then the Principal Assistant Librarian with Essex Libraries, was advocating the economic benefits of placing libraries at the heart of town centre regeneration and evidence of the success of this policy

can be seen throughout Essex, from Colchester to Saffron Walden. Indeed, today the key component of the renewal proposals for Southend on Sea town centre (part of the Thames Gateway growth area) is the location of a new Southend central library to be placed at the very heart of the High Street area. Likewise, the London Borough of Southwark is placing a library at the heart of the Canada Water Regeneration area.

- 2.4. Libraries generate footfall. In the 1980s, that footfall was predominantly made up of the socioeconomic groups A to C1 and businesses clustered around libraries accordingly. Today, good libraries are much more inclusive and multi-cultural, and a wider range of businesses seek to be located in close proximity; from cafes and restaurants to sports and clothes shops, as well as the traditional banks and building societies
- 2.5. An excellent example of what works today is the Jubilee Library at Brighton, which is a model that PUSH could consider. In the 1970s and 80s, Brighton was a city in decline and, although a number of attempts had been made by the old Brighton Council, and the new Unitary Council established in 1997, to regenerate Brighton, the old library and car park in Jubilee Street had been awaiting redevelopment for some 40 years
- 2.6. The Council had a wide range of objectives for the library regeneration project including the requirement that it should act as a catalyst for private investment in the area. At the same time, they were far-thinking enough to commission Hill Smith Associates and the School of the Environment at the University of Brighton to produce both qualitative and quantitative research looking at the city-wide effects of the development, including the impact on the city's gross domestic product. The study also focused on the effects the scheme had on the city's existing cultural quarter: just the kind of hard evidence that the cultural sector is so remiss in producing. By all measures, Jubilee Library is an outstanding success. It will, when the whole scheme for the area is completed, have created between 400 and 700 full time sustainable jobs, adding over £16 million to the city's economy a year, given over one-third of all construction contracts to local firms, generated an additional £440,000 household expenditure per year into the local economy, and helped to generate an additional £4.4 million of visitor expenditure in the city
- 2.7. "The Council's investment, including the residential land value of the site, amounts to £1.6 million/year. In addition to providing the community with a modern library facility and town square it is estimated that it will facilitate additional value to the local economy worth £17 to £21 million/year at current

prices; a ten to 13-fold return on its public sector investment." (Demonstrating the Case for Culture, SEEDA, 2007)

- 2.8. The Baltic Centre for Contemporary Arts in Gateshead is part of the overall regeneration across Gateshead and Newcastle, which includes the Gateshead Millennium Bridge and the Gormley Angel of the North. Writing about Gateshead Council after studying the evidence, the Audit Commission concluded that "the use of landmark projects raises the area's profile and builds confidence, stimulating regeneration through developments such as the Baltic, Angel of the North, and the Gateshead Millennium Bridge"
- 2.9. Indeed, the Angel of the North and the Gateshead Quays development is predicted to create 6,000 jobs, whilst Gateshead and Newcastle have engaged in joint branding on a number of regional cultural activities to bring about joint results which would not be possible for either authority working alone. There are many other schemes which could be used as evidence to support PUSH as the partnership seeks to produce a realistic, high-level cultural strategy. Not all cultural initiatives have to be iconic or even building-based but, before including schemes of all types, it would be advisable to study existing evidence derived from successful schemes such as the Eden Project, which attracts 1.2 million visitors per annum; Tate Modern, which generates £260 million per annum for the local economy and is the most popular modern art museum in the United Kingdom; the Guggenheim in Bilbao; Lille and the residual impact of the European City of Culture; the Carnival Factory in Nantes, employing 60 people and constructs exhibits such as the Sultan's Elephant; the Fish Quay Festival in Sunderland; Scarborough Theatre Development with Alan Ayckbourn; Salts Mill at Saltaire, with David Hockney; Hays-on-Wye Book Festival and Richard Booth; Christmas markets such as Birmingham's Frankfurt Market which is the largest outside of Germany or Austria, Bankside's Frost Fair, London's largest free winter festival; and of course the Great South Run in Portsmouth (Nova International) which brings an estimated £1 million to the local economy and raises £1.5 million for charity. After all, landmark buildings do not have to be big to be of high quality (DCMS, 2005)
- 2.10. In addition, there are major studies under way such as the European Capital of Culture Research Programme, "Impacts 08" an innovative project to measure Liverpool's Capital of Culture wider effects, commissioned by Liverpool City Council from Liverpool's Don Moore's University, and Manchester Trafford Park's 20-year regeneration plan which seeks to keep industrial and other businesses in the Trafford Park area whilst making use of the neighbourhood's fantastic cultural and leisure assets, which include a new 190-bed, 4-star hotel

next to Manchester United's Old Trafford Stadium and the Old Trafford Cricket Ground. Plans here are at a relatively early stage but there are similarities with the PUSH area and lessons could be learned from Manchester's consortium approach and master planning processes

2.11. Basically, there are three ways in which culture can be of value to regeneration

- Culture-led regeneration, in which cultural activity is the catalyst and engine of regeneration
- Cultural regeneration, in which culture is fully integrated into an area of regeneration strategy alongside other activities
- Culture and regeneration, where cultural activity is part of the bigger picture but not integral to planning or development processes

2.12. The DCMS consultation "Culture at the Heart of Regeneration", 2004, makes it clear that visionary individuals are essential in leading projects to completion. In many cases it is the work of the few influential and driven individuals who add the real value to cultural regeneration, delivering results on the ground. This could well be the case for the Partnership for Urban South Hampshire. Is there a Wayne Hemmings, David Beckham or Damian Hurst waiting in the wings who will add value and credibility to PUSH's high level cultural proposals?

2.13. After all, culture is seen by some policy makers and planners as an insurance policy against future decline, and by some investors, public and private, as value-added distinction to accelerate development. Other sections of this work document the opportunities available in the PUSH area. How fortunate this sub region is to have such attractions as the Mary Rose, the Southampton Boat Show, The Quays – diving, the Mayflower Theatre, the Rose Bowl, Gosport Discovery Centre, the Theatre Royal, Calshot Activity Centre, two football clubs, Maritime Heritage and the Spinnaker Tower already in place.

"I believe that Southampton and the sub-region have a strong cultural offer and the capability of building that into a nationally and internationally outstanding offer. I believe that arts and culture must be at the heart of our aspirations for our communities if they are to be truly sustainable."

Adrian Vinson, Former Liberal Democrat Leader, Southampton City Council, Board Member of Arts Council England, South East.

Chapter 3: VISION AND KEY OBJECTIVES

3.1. What could be agreed as a vision for culture in South Hampshire? What would South Hampshire be like if the work of the Quality Places Delivery Panel succeeds? Informed by the aspirations and vision expressed in the interviews, the following is proposed, to sit below the overall vision of PUSH.

3.2. **Over the next 20 years, South Hampshire will gain renown as a quality place offering prosperity and a high quality of life for residents:**

- **An International Capital of Culture, built on current strengths but now recognised globally and nationally for world-class maritime heritage, visual arts and international cricket**
- **The next “happening place” in culture – a place to move to, work in or visit.**
- **A place its residents are proud of and want to understand and protect.**
- **People living in the area and across the world will be able to find out easily everything that is on offer and be able to access it.**
- **A high proportion of local people will take part in inclusive cultural activities.**
- **World-class centres of excellence will operate at a global level but will also very actively involve local people.**
- **“Star” venues will serve the whole area providing agreed specialisms in imaginative ways.**
- **Shared buildings and spaces will form the cultural heart of communities old and new and raise their aspirations through activities and events.**
- **All manner of businesses will be attracted and stimulated by the cultural offer and the creative and cultural industries will flourish.**
- **New buildings and spaces will be people-friendly and show sensitive design.**

3.3. The cultural offer from the Quality Place Delivery Panel will seek to put quality of life in the sub-region centre stage. Cultural activities in their widest sense, both public sector and commercial, will play a major role in providing wide ranging benefits. There will be a positive impact on economic regeneration, health, well-being, educational attainment and achievement, community safety, the environment, social inclusion and economic activity.

“PUSH needs to think in the long term – you can’t let short term risks overturn your vision.”

Janet Owen, Arts and Heritage Manager, Southampton City Council

- 3.4. In order to achieve this for both existing residents and those who will occupy the 80,000 new homes to be built in PUSH by 2026, the Partnership will charge the theme group with putting forward a vision for cultural development through to 2026 with which all PUSH partners are happy to engage and actively promote as a key component of the sub-region's future.
- 3.5. How will this be done? This Strategy is designed to drive action. It is a tool to unlock the existing and future cultural resources and potential of the sub-region together with a realistic and achievable approach towards strategic objectives. It acknowledges the inequalities of scale between the communities and administrative areas that make up the sub-region whilst laying down an approach which is planned to benefit all areas.
- 3.6. South Hampshire is a unique sub-region. What sets it apart from other areas facing major regeneration is the richness of the existing cultural offer. South Hampshire is not a blank canvas. It has some superb cultural attractions from the Rose Bowl to the Mary Rose, from two world-renowned football clubs to The Point at Eastleigh. Those charged with the governance of the area have world-class plans for future attractions using internationally renowned architects. However, major cultural attractions are only a part of the cultural ecology. Dig deeper into South Hampshire and there are some challenges that need to be addressed if the area is to fulfil its real cultural potential by 2026.

Key themes for Quality Place Delivery Panel

- 3.7. The Cultural Strategy is about identifying the key areas where, by working together, the 11 authorities can genuinely add to the cultural agenda, enhance the economic performance of the sub-region and envisage a future in which they can see how they will contribute.
- 3.8. There are 5 key areas for attention:
- Cultural infrastructure, gaps and agreed hierarchy
 - Communication and access
 - Developing joint action and sub-regional plans
 - Securing funding and implementation
 - Finding a practical way of organising delivery

"Exciting. Ground breaking and a true spirit of partnership"

Joy Okwuadigbo, Head of Regeneration, Havant Borough Council

3.9. The following list of suggested actions is designed to be manageable as well as aspirational. A full list is in the Chapter on “Proposals”.

3.9.1. Cultural Infrastructure

- It is important for QPDP to agree on, improve and support the *global offer* which is
 - Portsmouth Harbour – Maritime Heritage
 - Southampton – Port to Art
 - The Rose Bowl – Test cricket, music and business tourism
- QPDP should pursue and support two bids:
 - For World Heritage Site status for Portsmouth and the Solent seabed
 - For South Hampshire to be recognised as an international capital of culture
- QPDP should agree support and signpost the “stars” of the sub-region to form a sophisticated range of specialisms, e.g.
 - The Point at Eastleigh – contemporary dance and choreography
 - Diving at The Quays, Southampton
 - Ice skating at Gosport
 - Football clubs at Portsmouth and Southampton
 - Competitive swimming at Portsmouth
 - Calshot Activities Centre
 - Discovery Centre at Gosport
 - Southampton University – Nuffield Theatre, Turner Sims Concert Hall, existing and planned sports facilities.
 - Titchfield Haven National Nature Reserve
- QPDP could consider the following proposals or ideas to increase the network of “stars”
 - Discovery Centre at Eastleigh
 - Replacement library in Portsmouth City Centre
 - Arts project at The Kings Theatre, Portsmouth
 - A judo kwai
 - A bird-watching and environmental centre
 - Havant Cultural Centre

- Building Schools for the Future (BSF) is a programme of rebuilding or refurbishing schools. Participating schools have to show linkages to the local community and this represents a great opportunities to provide new facilities for joint use (eg drama studios). Active links should be made with the programme in South Hampshire.
- *At a local level*, planned growth will be through new neighbourhoods which should each have their own social infrastructure and may occasionally provide a facility for wider use. ATLAS have been studying what should be provided in new neighbourhoods and it is suggested QPDP could work with ATLAS to establish a base level of social infrastructure provision in new communities. Each new community should have a multi-purpose community hub.

3.9.2. Communication and Access

- It is important that residents and people who could visit the area are easily able to find out what is on offer. This could be done by a portal linking existing websites. Some co-ordinated marketing could pick up themes across the area such as a heritage trail around Portsmouth Harbour, an A27 route for tourists or suggestions for free activities or visits; free magazines could target the cultural and youth markets. There is a lot of expertise in the area in outreach and audience development, especially to hard-to-reach groups, and this needs to be harnessed, embedded consistently and improved.
 - Develop a PUSH portal for communication
 - Invest in some co-ordinated marketing and signposting, more focussed on market segments
 - Consider a branding exercise
 - Find a way to share the significant expertise in outreach which exists in the area and improve further

3.9.3. Joint Action and Sub Regional Plans

- There are some things which the QPDP could agree to do jointly, some things which it could ask all PUSH members to do and a number of implementation plans it could prepare over time for individual aspects of South Hampshire's cultural offer.
- QPDP could immediately support the "additional opportunities" for culture set out in the changes to the Regional Spatial Strategy.
- It could lobby for the MAA refresh to include an outcome on Quality Places.
- It could ask the 11 authorities to ensure that each has culture as a part of its vision, that each prepares a cultural strategy and makes the link to its Local

Development Framework (LDF). This is not local interference but asking for acceptance of a principle to be implemented locally.

- Develop cultural planning as an activity sub-regionally and locally.
- It could commission Solent Centre for Architecture and Design to prepare a Design Pact for South Hampshire; meanwhile it could promote "Where We Live: a Guidebook to Urban Design".
- Lobby public sector landowners to include cultural elements in their development proposals.
- Consider a programme of joint plans covering topics such as theatres, tourism, major events.
- QPDP is already active in promoting creative and cultural industries. This should continue to be an important element of sub-regional work.

3.9.4. Funding and Implementation

- As always, it is harder to find quick wins in this area; however, a shift from subsidy dependence towards commercial reality needs to continue throughout the public cultural sector.
- QPDP should discuss with Living Places what strategic support its members can give.
- QPDP should consider creating a sub-regional cultural funding unit to seek funding sources and prepare bids.
- QPDP could promote a call-down contract for leisure management across PUSH. This could be started by one or two councils and the contract designed so that others could join.
- Consider creating a section of the Hampshire Community Trust to hold and run buildings such as community hubs.
- Make best use of the voluntary and community sector and the area's tradition of self-help.
- Use of BSF could be important in implementation.

3.9.5 Framework for Delivery

- The existing framework of the QPDP sitting below the PUSH Joint Committee appears clear and effective. However, a more extensive and flexible framework may be needed for implementation.
- At the visionary and lobbying level, a champion or group of cultural champions could be created to promote culture in South Hampshire, both within the area and to the wider world and to bring ideas to the QPDP.
- At the operational level, a number of task groups should co-ordinate the delivery of projects, reporting back to the QPDP.

- It would be helpful to appoint a cultural co-ordinator to do programme management.

Achieving the Key Objectives of PUSH

3.10 PUSH has a set of key objectives and the work and agenda of the QPDP contributes to each of them.

- “Promoting economic success by seeking to create a diverse economy where business, enterprise and individuals can flourish, underpinned by modern skills”. A good cultural offer is vital to attract business. The QPDP can also work to develop the creative and cultural industries, the visitor economy and sport related industry.
- “Providing the homes we need in sustainable communities”. Cultural activity helps to build sustainable communities so cultural facilities for new neighbourhoods are essential and QPDP will look to provide guidance. The whole process of design including heritage appraisal should be guided by a Design Pact, another QPDP initiative.
- “Building more cohesive communities and reducing inequalities, closing the gap between deprived areas and the economic performance of the PUSH sub-region”. Cultural activity builds community capacity and skills. QPDP will seek to build and extend the very significant outreach done by the area’s cultural and sporting organisations.
- “Investing in infrastructure and sustainable solutions”. The QPDP has proposals for a hierarchy of cultural infrastructure to help sustain the sub-regional economy.
- “Promoting a better quality of life by safeguarding our environment and investing in our urban areas”. All the work of the QPDP relates to this objective, particularly a Design Pact, heritage protection and culture as an element in regeneration.

Chapter 4: SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS AND RISKS

- 4.1. The interviewees were asked what they perceived to be the strengths, weaknesses, opportunities, threats and risks for South Hampshire. This section reflects and analyses their perception of the area as knowledgeable professionals involved with South Hampshire, to which we have added our perceptions and comments. The full list is in the appendix.

Strengths

- 4.2. The sub-region has enormous strengths which really are distinctive and individual to South Hampshire. The list for North Kent, for instance, would be much smaller and very different. It is important for the professionals in the area to be aware of the amazing range and quality of the area's assets; one interviewee called it "an asset base to dream of". Most have maritime connections. The major strengths are grouped around Portsmouth Harbour and in Southampton and the strategy seeks to build on these.
- 4.3. The strengths in maritime heritage plus an almost indefinable flavour of "Englishness" (language, cricket, Dickens, Conan Doyle, New Forest, cosmopolitan communities and entrepreneurial skills) give it a very brandable image ("This scepter'd isle"?) and it is proposed that QPDP, or PUSH as a whole, should undertake a branding exercise.
- 4.4. The area's assets give it excellent tourist potential which QPDP could exploit through a sub-regional plan to make better use of visitor destinations in a coordinated way. We have suggested, for example, that the assets around Portsmouth Harbour should be promoted as a package as should the destinations and events within Southampton.
- 4.5. There is a very strong cultural infrastructure of specialist facilities which serve the whole sub-region but it needs to be recognised as a defined sub-regional network of "Stars", supported and promoted as such. The Universities of Portsmouth, Southampton and Solent are also a huge resource for the area in terms of their courses, their graduates, the facilities they provide for the community and their support to creative and cultural industries, eg Portsmouth University through CIBAS.
- 4.6. Increasing participation is very important to the sub-region and its outreach and development work is a great strength in many areas. This needs to be recognised as a sub-regional expertise, drawn together so that practitioners can

support each other and promoted beyond the sub-region as learning for other deprived areas. The strong tradition of self-help is also seen as a strength and the community and voluntary sector should be encouraged and fostered.

- 4.7. PUSH itself is seen as a strength and the QPDP should disseminate how it can help the cultural professionals in the area, for example by exercising high level influence, lobbying, expanding the MAA and providing mechanisms for joint working. The local authorities are also seen as a strength in their cross-party commitment to culture, the varied skills they can offer and the number of activities and venues they provide and support.

Weaknesses

- 4.8. Interviewees perceived that professionals were focused on their own specialism and did not consider what was best for South Hampshire as a whole. "Big thinking is stunted". This strategy therefore presents a package to the QPDP which is challenging: to take a South Hampshire perspective and tackle these issues insularity. It presents international and sub-regional packages for support and sets out the sub-regional plans which should be jointly developed. Lack of leadership is being addressed by the new structure of QPDP but additional champions could still be sought.
- 4.9. The quality of much of the cultural infrastructure is seen as a weakness, such as the 1970s leisure centres and the theatres in need of refurbishment, as is the lack of depth in provision; for examples destinations are not supported by quality hotels.
- 4.10. The relationship to the town planning system is seen as less productive than it should be. Culture is not sufficiently integrated into planning and the planning system does not produce enough cultural deliverables though there are some good examples such as SNAC. The PUSH authorities need a collective approach to planning for culture and we suggest how this should be done by linking cultural strategies to LDFs and by producing supplementary planning documents on S106 Agreements; also by progressing a design pact. Local authorities need to take a tough and consistent line on design and use Design Review Panels supported by SCAD. In terms of future-proofing, it is suggested that QPDP should work with the Advisory Team for Large Applications (ATLAS) on planning for the cultural needs of the new communities.
- 4.11. Nearly every interviewee saw marketing and communications as a weakness and the strategy has proposals to address this.

Opportunities

- 4.12. The opportunities for South Hampshire were seen as huge and the full list forms an ideas bank for QPDP to examine and use as a resource. Many suggestions have been picked up and woven into the strategy.
- 4.13. PUSH/QPDP is seen as an effective way of adding value to a number of opportunities by using its joint muscle:
- Bid for World Heritage Site
 - Bid for Capital of Culture
 - Co-ordinate funding bids to be complementary, not rivalrous
 - Use PUSH joint purchasing power, eg for contracts
 - Lobby to include culture and participation in the MAA
 - Set up a common publicity portal.
- 4.14. The growth to take place in South Hampshire offers a great opportunity to use the planning system to obtain cultural deliverables and improve design. The changes to the regional spatial strategy have been very helpful and now the authorities have the chance to use the planning process to offer joined-up policies and a united front to developers. In planning for new communities, authorities could work across boundaries in considering provision and this will be a challenge. SCAD and SCDF are great resources for the area.
- 4.15. The extensive public sector property holdings in the area represent another good opportunity which could be increased by selective purchases during the recession. The cultural industries could make use of redundant heritage buildings, public sector developments could include cultural elements, some buildings could be sold to create funds and shared use will become more important.
- 4.16. A number of current projects offer opportunities to be grasped. For example,
- Opportunities around 2012 such as yachting at nearby Weymouth and training for archery, as well as the Cultural Olympiad.
 - Building Schools for the Future is a programme of new and remodelled schools starting 2010-11 in Havant with a vision for "schools at the heart of their community". BSF will consider co-location (eg of libraries, music or sports facilities) or joint use of school facilities by the community. Grasping this

opportunity will need close district/county working and integration of culture into the BSF programme.

- A pilot has been established for “5 hours for culture” and this opportunity needs a mechanism to migrate success in the pilot to the mainstream PUSH programme.
- Discovery Centres are seen as a great success (eg Gosport) and roll-out to Havant and Eastleigh should be secured.
- Sea Change, a grants programme of £45million over 3 years, run by CABE for seaside resorts, could benefit PUSH, eg in Southsea, Hayling Island or Gosport Beach Hut Project.
- Renaissance in the Regions gives £1million to Hampshire for museums and could work across South Hampshire on outreach and touring exhibitions.

These projects are really important as they are things happening or available now and offer impetus which can be used.

4.17. Opportunities were seen for new tourist markets, internationally and within the UK. The Universities attract students globally and their families could be visitors. The proximity to France is under-exploited. New markets are arising from the use of free bus passes, the Hindhead Tunnel expanding the catchment towards London, the chance to capture cruise and continental ferry passengers and the clients of planned new hotels.

Threats

4.18. The biggest threats are financial: cuts in the public sector and the recession. There is also a possibility that the partnership may not hold together, may lack leadership or may not deliver the output. The right links may not be made to planning and regeneration, heritage could be lost and reduce the area's attraction. Finally, culture may not be seen as important, especially in a recession; priorities could change and freeze it out.

Risks

4.19. Risks are seen as financial, political, especially failure to recognise that the two cities form one “knowledge hub”, fragility of the cultural offer in public and private sectors. Finally, there are risks associated with PUSH: it may not be able to agree a strategic plan, some partners may become detached or focus could be diluted.

Chapter 5: KEY STRATEGIES

- 5.1. The Cultural Strategy is about identifying the key areas where, by working together, the 11 Authorities can genuinely add to the cultural agenda, enhance the economic performance of the sub-region and envisage a future in which they can see the way they will contribute. This is not a detailed cultural infrastructure plan, though of course this aspect is important and the one to be explored first.
- 5.2. The elements of the Strategy to fulfil the vision, achieve the objectives and address the SWOT analysis are:
- Cultural infrastructure and gaps
 - Access and branding, including outreach
 - Strategies, programmes and plans
 - Funding, commercial culture, implementation and recession-proofing
 - Framework for delivery

Each of these is explained in more detail in the following chapters.

Chapter 6: CULTURAL INFRASTRUCTURE AND GAP ANALYSIS

"It is all about joining up the aspirations and integrating culture into public life, ranging from the international level to community participation."

Stephen Foster, Director, John Hansard Gallery, Southampton

- 6.1. South Hampshire has an ambition to figure on the world stage and it therefore needs a hierarchy of provision which includes an international level. The hierarchy should be:
 - Global – two major multi-aspect destinations
One major events/business/conference offer
 - Sub-regional – town centre and "star" facilities
 - Local – strong neighbourhood provision
- 6.2. There are gaps at the global level. None of the proposed three global destinations is currently in position though there is potential which can be developed to achieve them. No facility in South Hampshire is currently recognised as world-class.
- 6.3. Similarly, at sub-regional level, most of the town centres are struggling, in need of regeneration which could culturally led. Libraries and sports centres in ageing buildings need replacement in a rational framework. Each town centre should have at least one "star" specialism and some of these are in place.
- 6.4. Local facilities should be in a community hub. These levels are discussed in more detail below. Where are they deficient and where should they be strengthened?

Global

- 6.5. It is clearly an ambition within South Hampshire to strengthen recognition in the global arena and to have significant world-class facilities. Currently it is not easy to identify any world-class infrastructure in the area other than the Portsmouth Maritime Heritage complex. What else would make South Hampshire an international destination? For two weeks in the year, the Boat Show attracts to Southampton and if the Rose Bowl, beautifully situated and designed, can achieve its planned facilities for Test Cricket then this will be a second. These are slender threads on which to hang a global menu but it should be part of the

Strategy to further develop the Boat Show and to secure the Rose Bowl expansion. However, more is needed.

- 6.6. First, to establish it on the global scene, there need to be two major international cultural destinations in South Hampshire, each of which needs underpinning with luxury hotels. Each needs a grouping of high quality places to visit. For example, in Cornwall the grouping would be Tate St Ives, Barbara Hepworth Museum and three Galleries – Newlyn, Penlee House and Falmouth. In Sussex it would be Petworth, Parham, Brighton Museum and Gallery, the Royal Pavilion, Chichester Cathedral and Pallant House Gallery. In South Hampshire the strategy should be expansion and strengthening of the international cultural offer based on the two cities. This will give the two major destinations but there should also be a major events facility with a business and conference offer. This could be the Rose Bowl if its potential is achieved but other possibilities could be considered.
- 6.7. An obvious gap in the area's cultural infrastructure is the lack of a prestigious year-round venue for opera and ballet, the high level cultural events. It is an option to aim for a new opera house on the lines of Oslo or Cardiff. However, the Mayflower is a 2,000+ seat theatre of Matcham design and with radical refurbishment on the lines of the Coliseum and reprogramming allowed by Arts Council England, it could fulfil the higher level role. If this is not considered practical, then a new venue should be the aim, possibly in an out-of-city location. It needs to be recognised that competition from an iconic new venue could render the Mayflower, currently running with no public subsidy, unviable without subsidy.
- 6.8. To help make a quality place at international level, landmark capital projects should be completed, cultural icons to define the wealth of the area and its aspirations as the new opera houses do for Copenhagen and Oslo. It would be possible to use current projects with potential; for example Southampton Arts Centre (SNAC), Discovery Centres at Eastleigh and Fareham, Rose Bowl extension, Mayflower Theatre renovation, Portsmouth Museums and Portsmouth Football Stadium to add to the existing Spinnaker Tower. Quality will be key.

"Unlock the potential which exists."

Mike Harris, Head of Leisure and Culture, Southampton City Council

6.9. The three major global elements are now explored in more detail.

- Portsmouth Harbour
- Southampton – Port to Art

- Destination venue for tourism, events and conferences

Portsmouth Harbour

6.10. Portsmouth Maritime Heritage complex must be the first achievement. It is being extended with the new museum for the Mary Rose, the only 16th century warship on display in the world, with a £21m grant from the Heritage Lottery Fund. However, to secure this as an international destination, there needs to be a linked offer around Portsmouth Harbour, with Fort Nelson, the forts at Gosport, Portchester – the highest Roman walls in northern Europe – the Conan Doyle Collection at the Portsmouth Museum, the Spinnaker Tower and the two Matcham theatres. Developing the studio spaces behind the New Theatre Royal will be important and improving the 1300-seat Kings Theatre. The connections with Charles Dickens and Conan Doyle are also viable globally. The new Pompey Stadium by Herzog and deMeuron will be another asset offering both local colour and an architectural icon. This offer needs to be developed as a coherent whole around Portsmouth Harbour. A world-class destination has to have depth of offer. The concept of a World Heritage Site, stretching from Portsmouth over the sea bed to the Isle of Wight is part of this and should be supported. The whole needs underpinning with some first-class hotels. While the Royal Navy is operating from Portsmouth, it is part of the attraction; if it should release land, then this would be an opportunity. Portsmouth could then offer something of which residents would be proud, which they would use, which would attract international visitors, help revive the local economy and provide a fertile area for enterprise to locate. However, it will take real effort to integrate these elements into a combined offer. Fort Nelson and Portchester, for instance, are accustomed to operating independently. PUSH should set up a Portsmouth Harbour Task Group to tackle this.

Southampton Port to Art

6.11. Secondly, and probably on a longer timeframe, Southampton needs to take a similarly coherent approach to become the second cultural destination at an international level, majoring on the arts and city heritage. There is already a plan to create the Southampton Arts Complex in the town centre, bringing the John Hansard Gallery with its cutting edge contemporary work into the city from the University. This needs to come to fruition and the large public subsidy should be used to keep it on track. The excellent City arts collection will continue to be held in the dignified City Art Gallery. The Mayflower Theatre, the fourth largest in the United Kingdom and also by Matcham, should be part of the arts offer. It needs major refurbishment, focussing on the Matcham link and public space linkage to the rest of the city centre. At present visiting it feels like

an expedition to an undesirable area. Arts Council England need to revise their touring policy and allow the Mayflower more weeks of ballet and opera as its current programme is not world-class. The waterfront needs to be brought into the Southampton offer with an improved Mayflower Park and refurbished pier. All need to be linked with improved public realm, which could include routes through the fabulous medieval city. Again, first-class hotels, some already planned, are essential support infrastructure. Southampton's excellent City Vision project, run by Solent Centre for Architecture and Design, gives glimpses of a different future. Some delivery is now needed.

- 6.12. It would be good to fit the area's other assets into the offer, namely The Point at Eastleigh (dance), the Nuffield (producing theatre) and the Turner Sims Concert Hall. However, the approach to all three would need substantial improvement.
- 6.13. If this integrated package can be delivered, then cruise ship passengers would have local destinations, more visits could be attracted both in connection with the Boat Show and all the year round, and local people would have a city culture to be proud of.

Destination for Tourism, Events and Conferences

- 6.14. Third in the global package is a major tourist attraction and events facility to make South Hampshire more attractive for business and conference tourism.

"The Rose Bowl could serve a very important role in the region as it is non-parochial. The whole region could take pride in what it is and what it can become."

Glen Delve, Director, The Rose Bowl, Eastleigh

- 6.15. This could be the Rose Bowl, the home of the Hampshire Cricket Club, which has the potential. It already has a distinguished modern building by Sir Michael Hopkins and plans to host its first Test Match in 2011. This will move it up to the global league and not only make it viable but benefit the local economy (the 2005 Ashes at Edgbaston contributed £5m to the local economy). However, the Rose Bowl needs to expand its stands and facility and has plans for 175-bed, 4-star hotel and conference centre with a new 18-hole golf course. The aspiration for the hotel should possibly be upgraded to 5-star to match the Celtic Manor new hotel at Newport which will host the Ryder Cup in 2010. With all this, it could host not only test matches and one-day internationals, but conferences, exhibitions and large-scale music events. It has a fabulous location high on the South Downs and is well placed in South Hampshire. Overall, it could

bring £15-20m a year to the local economy. It will need to provide more on-site parking and would be greatly helped by a strategic bus system.

- 6.16. If the Rose Bowl is not considered, for planning or other reasons, capable of fulfilling this role, then other major projects should be considered but are likely to prove more expensive and need private sector initiative.
- A major new tourist attraction on the lines the Eden Project together with hotels, conference centre, possibly studio or office space and residential, perhaps serviced apartments as part of an hotel complex. Could Marwell be developed in this way? Bristol Zoo Gardens are proposing a 55-hectare National Wildlife Park which would be the first conservation led animal visitor attraction in the UK. The scheme is designed to link eco-systems and conservation programmes across the world. A similar project could be a possibility for South Hampshire.
 - The nearest racecourse is at Salisbury. Modern racecourse stands are multi-functional used for exhibitions, trade fairs and conferences. An hotel could be part of the complex. If a private investor could be attracted, possibly from the Middle East, an all-weather track with first class facilities might be a possibility, although local development frameworks would need to accommodate it, possibly in the countryside near Wickham. However, a new racecourse is a huge and risky venture and only one has been built in the UK in the last 80 years, at Great Leighs, in Essex, which opened in early 2008 and has 45 meetings this year.

Support for the Global Level

6.17. This is the main strategic level at which PUSH should be operating. It needs to be recognised in PUSH that the desired global framework is

- Portsmouth Harbour – Maritime Heritage
- Southampton Arts and Medieval Waterfront
- Rose Bowl – Cricket, Music and Business Tourism

The two cities will then be credible cultural destinations.

6.18. Councils and organisations within South Hampshire need to consider how they can contribute to this global package and benefit from it. For instance, first-class country or marina hotels/spas could support the global pitch.

- 6.19. PUSH should pursue a bid for recognition as an International City of Culture and possibly European City of Culture after 2018. Southampton is currently leading on this and may be supported by Portsmouth. Eastleigh and Gosport should also be involved and preferably PUSH as a whole. There could be substantial benefits in international profile and local activity as demonstrated in Liverpool and Lille. Note that the successful Lille bid for European City of Culture included the whole Lille-Tourcoing-Roubaix conurbation.

Sub-Regional

- 6.20. Here the model is polycentric. Sub-regional provision is mainly through local elements often based in a town or city which have such a strong specialism that they serve the sub-region as well as the immediate area. Sometimes they have grown from local enthusiasm and vision, sometimes from an informal agreement between local authorities. They are all "stars" in the sub-region and could form a sophisticated range of specialisms in addition to the facilities forming part of the three global packages.

"I would like to see The Point as a hub for the sub-region. We need to build on existing success and look at the enormous potential of The Point and the expertise it contains."

Greg Nash, Director, The Point, Eastleigh

- 6.21. Particular attention is drawn to the following:
- The Point at Eastleigh – contemporary dance and choreography
 - Diving at The Quays, Southampton
 - Ice skating at Gosport
 - Football clubs at Portsmouth and Southampton
 - Competitive swimming at Portsmouth
 - Calshot Activities Centre
 - Discovery Centre at Gosport
 - Southampton University – Nuffield Theatre, Turner Sims Concert Hall, existing and planned sports facilities.
 - Titchfield Haven National Nature Reserve
 - Possible Discovery Centre at Eastleigh

- Planned Cultural Complex at Havant

6.22. The ice rink at Gosport currently serves the sub-region but it is only three-quarter size and the sub-region needs a full size, either at Gosport or elsewhere.

6.23. Each "star" should also be embedded locally and do extensive outreach and audience development.

6.24. This sub-regional network also needs to be recognised so that it can be supported by cooperation, not threatened by competition. Ideally, each town centre should house one or more "star" facilities.

6.25. A city of about 250,000 such as Newcastle or Liverpool normally provides the following facilities on the arts side. The table below compares this with current provision in South Hampshire.

Facility	South Hampshire	Comment
Large concert hall	Portsmouth Guildhall Turner Sims Concert Hall	Not purpose-built and used for other purposes On University campus and only seats 450.
Large scale theatre	Mayflower, Southampton	Needs refurbishment and links to city centre
Mid scale theatre	New Theatre Royal, Portsmouth The Kings Theatre, Portsmouth	Needs refurbishment Requires completion of project on site behind the theatre.
Arts centre	Ashcroft Arts Centre, Fareham	No large arts centre. Deficiency will be rectified by Southampton Arts Complex project (SNAC)
Major gallery	John Hansard Gallery	On University campus

	Southampton City Art Gallery Aspex Gallery, Portsmouth	but will move to SNAC Small in size but with a large reputation
Major museum	Portsmouth complex	Of international importance
Informal music venue	The Point, Eastleigh The Rose Bowl	Consider whether others are needed

6.26. South Hampshire therefore does not so much present outright gaps in provision except for an informal music venue but has problems over quality which should be rectified.

6.27. Main libraries, museums and archives, particularly the popular local family history and research rooms, are another sub-regional town centre resource. We suggest that the Discovery Centres at Winchester and Gosport, though different, are so successful that "Discovery Centre" should be rolled out as a brand name with local ingredients into Havant, Portsmouth, Fareham, Eastleigh and Southampton, most of which are already planning mixed use redevelopments including a cultural centre. The Central Library in Portsmouth is particularly substandard and needs replacement. The vision should be for each town centre to have its own discovery centre in an exciting new building with a range of uses which could include library, museum, archives, arts, performance, sports, health and information.

"South Hampshire is home to some of the country's finest museums, libraries and archives. By working together across the PUSH area they will be able to offer residents and people moving into the area an even greater sense of community and to create a fantastic range of inspiring opportunities to spend their leisure time."

Jo Bailey, MLA South East

6.28. Commercial leisure is also extremely valuable in providing cultural services and stimulating town centre regeneration. For example, in Eastleigh a £25m contemporary leisure development is being built to extend the Swan Shopping

Centre. It will contain a 9-screen multiplex cinema, a 20-lane bowling centre, bars and restaurants. This is a useful model.

- 6.29. In terms of sporting venues, the area does not need each local authority to have one of everything but there needs to be agreement, perhaps through the County Sports Partnership or through the Multi Area Agreement, as to which local authorities will deliver or facilitate which function, such as competitive swimming, diving, fencing, judo or a BMX track. It is a noticeable gap that there is no judo kwai in South Hampshire whereas the new one at Dartford has been extremely successful. A judo kwai could be a worthwhile addition to the sub-region.
- 6.30. A further identifiable gap is that although the Visitor Centre at Titchfield haven National Nature Reserve is well-run and successful, other regions benefit from specialist birdwatching and environmental education centres such as at Welney, near Cambridge (Wildfowl and Wetlands Trust), Barnes Reservoir in London (WWT) and Rainham Marshes London (Royal Society for the Protection of Birds). The potential for a specialist centre should be examined with WWT and RSPB. Farlington Marshes might be a possible site.
- 6.31. The model should be centres of excellence with strong grass roots outreach, use the expertise for example of The Point, to advise others. See section on Access.
- 6.32. 80,000 new homes in the area by 2026 will generate around 200,000 people to add to the existing population of 1,000,000. This is a scale which will help to revive and sustain existing facilities but not of itself support major new regional facilities such as an opera house. However, the growth areas will need their own high standard local facilities and incomers may have high expectations. A focussed survey of the attitudes of people in one of the newly completed residential areas will give a guide.

“We need to enhance the assets of the sub-region and use growth to give quality, opportunity, investment, new facilities and retain businesses.”

Richard Longman, PUSH Project Director

- 6.33. PUSH should ensure (see section on Strategies) that each authority prepares its own cultural strategy. At this level the cultural strategies for each authority should identify more local gaps and weaknesses. Weaknesses include the many sports centres built in the 1970s and 1980s, now tired and in need of radical refurbishment or replacement. The principles for filling the gaps should be

- consider commercial provision, for examples of gyms or tennis centres, including the new low-cost pay and work out fitness centres.
- Consider the location of the growth areas and whether joint provision can be made in a new location to serve existing and new communities
- take a hard look at existing buildings, especially single purpose ones, over 25 years old. What could be sold to raise capital for new joint provision? This will need to be done jointly in the two-tier areas. Each authority as part of its cultural strategy needs an asset management plan agreed with its planners and incorporated into the LDF as needed. This should help the sports centres which urgently need investment.

Local

6.34. This is where the local cultural strategies informed by guidance from bodies such as the Living Places Partnership, MLA and Sport England will set the ground rules for what is needed. There should be a base level of provision in every community. This is well understood by planners in terms of schools and open space but should be extended to include at least a community hub for every 2000 dwellings to include a range of functions – meeting space, performance, exercise, deposit collection or innovative mobile library/information, display space, digital cinema, etc. This could be part of a school if rebuilding is planned under Building Schools for the Future or part of a joint provision with health. ATLAS has recently provided advice on provision for new communities. QPDP should work with ATLAS on a model for cultural and community provision in the new communities of South Hampshire.

Chapter 7: ACCESS AND BRANDING

7.1. If the National Indicators on participation are to be used on the refreshed MAA then it is important to raise participation levels and this section discusses how to do that.

7.2. To increase take-up of the reconfigured cultural offer you need:

- To give people information about what is available
- To encourage take-up by marketing the area and its offer
- To reach out to new audiences and participants
- To enable people to get to the activities on offer

7.3. This section therefore covers information and how it can be disseminated, branding and marketing, audience development, outreach work and transport.

PUSH portal for publicity and marketing

7.4. The one thing that virtually every interviewee said that it was difficult for residents or potential visitors to find out what was on offer. Glen Delve of the Rose Bowl said "South Hampshire should have a marketing website with hotlinks to all sites". Tourism South East wanted "a web portal with connectivity and automatic data feed". No-one mentioned that "Visit Hampshire" already exists, managed by Hampshire County Council, but it may be the foundation for such a portal. Real Essex (www.realessex.co.uk) is perhaps a better comparison. PUSH needs a web portal for culture through which information about the region, its permanent and temporary attractions would be available to all visitors, residents and incomers. Its architecture would link in all the relevant existing websites, eg theatres, museums, sports, events, etc, which would be updated individually. The front end would be used by PUSH jointly to market South Hampshire to invest, visit or live in. PUSH could use Southampton's framework contract to procure this from Capita. Some funding could be available if the Interreg bid for culture and festivals succeeds. Alternatively, it could be commissioned by Hampshire County Council for the area. This was something which everyone asked for and would use as a marketing tool.

7.5. A Facebook and/or Bebo page could be created to tell young people about cultural activities which might interest them in South Hampshire.

7.6. The cultural facilities audit undertaken by Arts Marketing Hampshire could potentially be used to create a GIS based link to each website for permanent

facilities. It may be possible to have a section for community groups to publicise their activities. One very useful link will be to Solent Centre of Architecture and Design's web record of heritage buildings and quality new ones. Visitors will be able to use the site to devise their own itineraries to see the things which interest them.

- 7.7. It should be possible for the mailing lists of each cultural venue to be held centrally to enable targeted, proactive marketing to a wider audience.

Magazines

- 7.8. To supplement the portal, a free glossy monthly magazine could be produced for South Hampshire similar to "The MUSE" in Wessex. It would communicate as much as possible of the current offer, programmes and venues. It could be paid for largely by advertising with a small payment from each PUSH authority. There could also be a magazine for young people with the places and events of particular interest to them.

Branding for Marketing and Communication

- 7.9. Branding is no longer about a strapline or a logo. It is about a set of themes which together describe your message but which can be used individually in many different ways, from marketing to designing public realm. The work that Corporate Edge Branding and Communication Consultants are doing for Thames Gateway is typical.

- 7.10. In South Hampshire, as in Thames Gateway, the marketing story has been highly fragmented and positioning South Hampshire as a good place to do business, live in, work in or visit, is a critical factor in attracting tourism, inward investment and beneficial growth. We suggest South Hampshire needs consultants to create a unified strategic platform which will support and drive communications to a wide range of audiences. This exercise could be led from the Quality Place Group as the cultural character and aspirations of South Hampshire are vital parts of the softer location brand positioning, eg heritage activities and coastline.

- 7.11. The branding challenges are (as described by Corporate Edge)

- How to create a sense of place for a virtual location?
- How to develop a personality that is attractive and meaningful for diverse audiences?
- How to make distinctive offers to tourism and investment?

- How to get everyone aligned behind a unified identity?
- Purely as an example of applying a technique, a result for South Hampshire might be

Location positioning	Portal to England
Value co-ordinates	Innovative Historic Marine
Proposition	Rocked by the Sea
Sector messages	
Tourism	England's historic ports Best of contemporary arts
Inward investment	Leading edge universities Quality place for your skilled workers
Diverse communities	Add to our history Enjoy our facilities
Incomers	Range of first-class arts Your children can learn at first-class sports venues

Of course, in reality all this would be derived from discussion and consultation.

7.12. The Quality Place Theme Group intend to commission a consultant to help create some branding themes which everyone can then adapt and use in their own way. For example, one of the themes for Zurich is "machine in a garden". PUSH might include things like "cities on the sea", "excellence in contemporary culture", "cradle of Englishness" or the things set out in the example above.

7.13. Relationship to the sea in many different ways will be a part of this – seaside at Hayling island and Southsea, Navy at Portsmouth and Gosport, yachting at Hamble, Boat Show, design and building at Southampton,

Southampton Docks and liners, World Heritage Site from Portsmouth to Isle of Wight, and The Solent.

- 7.14. When identified, the branding themes need to be used in cultural promotion, tourism, inward investment and for residents.

Improved Marketing to Residents and Visitors

- 7.15. PUSH needs to do joint or at least coordinated marketing of South Hampshire as an area to invest in, visit or live in. For example, Essex County Council advertises visits to the county in full page advertisements in national magazines, eg that of the Wetland and Wildlife Trust, and it refers to its suite of published guides: Real Essex, Essex Gardens and Parks, Essex Churches and Essex Museums.

- 7.16. Marketing needs to promote the whole area to be coordinated across South Hampshire and more focussed on market segments, for example:

- Seaside history trail across South Hampshire
- A27 route for tourists – what can be accessed from the A27 in a day
- Activities across South Hampshire for young people
- Suggestions for FREE activities or visits in South Hampshire
- Places for bus pass tourists to visit
- A suite of guides similar to the Essex ones would also be helpful.

- 7.17. It should be possible for the mailing lists of each cultural venue to be held centrally to enable targeted proactive marketing to a wider audience.

- 7.18. As set out earlier, PUSH should support or pursue a bid for International City of Culture status and use this for marketing.

Access, Outreach and Increased Participation

- 7.19. This is hugely important as increased participation in every type of activity was seen as vital by all the interviewees. It figures in the National Indicators and in Local Area Agreements and should be part of the Multi-Area Agreement. We are mainly considering here participation by residents, though there may be spin-off into visitors.

“The cultural offer should make a real difference through affordable and accessible opportunities for everyone.”

Suki Sitaram, Head of Communities and Regeneration, Southampton City Council

7.20. Within South Hampshire there is real expertise in outreach, especially to deprived areas and hard to reach groups, for example in the Eastleigh Arts Development Team, The Point, Aspex Gallery in Portsmouth, the Portsmouth Library Service, the Theatre Royal Portsmouth, Southampton Football Club, the Rose Bowl and Music Fusion at Havant.

7.21. This expertise needs to be recognised, developed, shared and consistently used across South Hampshire. In our experience, the expertise is sufficiently striking to be a model of excellence, perhaps to be promoted by Living Places. It would, for instance, benefit the Thames Gateway. Living Places should be invited to host a learning event or conference.

7.22. However, there is always room for improvement. For the Head of Communities and Regeneration in Southampton, success would be “an interlinked offer of lots of affordable things to do across the whole region suitable for all ethnic groups”. It needs to be easy for people to access events, for instance to be able to come and go rather than sit in a seat for a whole evening. The top class facilities could extend their outreach, going out into communities to work there and offer deprived people an opportunity to develop their talent. That means there must be spaces in neighbourhoods for community activities and events but space can be borrowed as Borders Bookshop shows in its provision of a bookable central space for community use in Southampton.

7.23. The aim should be progressive pathways for individuals and lifelong participation. For instance, people may just want to learn dancing perhaps for fitness, but young people should be able to progress to a professional level and also train in choreography.

7.24. The Youth Cultural Offer pilot, which has £2m to be spent on 5 hours a week of high class culture for school children, should be used not only to raise educational standards in deprived areas but to increase participation and start a process of lifelong interest in culture. Learning from the pilot needs to be made available widely as this could be developed in future years. The project needs to be used to maximise long-term benefit for PUSH.

“I want to give children the opportunity to make an informed choice about which sport to choose. Every child should be able to see what is on offer.”

Annie Clewlow, Chair, Southampton Diving Academy, The Quays

- 7.25. The BSF programme can also be a form of outreach, bringing good architecture and cultural facilities into new areas. We recommend you should use the BSF programme to develop cultural specialities and new joint facilities such as the modern dual use sports facilities and theatre planned at Hedge End and also to improve architecture.
- 7.26. Heritage interpretation is a new duty upon local authorities and is important for visitors and newcomers to orient themselves and for residents to understand and value their area more. PUSH needs to examine innovative ways of doing this in conjunction with English Heritage, for example, self-generated itineraries from website information or use of mobile phones. This is all part of increasing access.

Transport

- 7.27. Transport and connectivity in South Hampshire was universally mentioned and the cultural economy cannot flourish fully without it. An M27 corridor study may be needed to include design and public realm as well as functioning of the corridor and its links into the wider network. SEERA's bid for £35m from the Community Infrastructure Fund for a new junction on the M275 in Portsmouth should be supported, as should the bid for £20m for a rapid transit bus service between Gosport and Fareham.
- 7.28. There appears to be a real difficulty in transporting young people to sporting activities; investment in community transport and voluntary drivers will be investigated to overcome some of these problems. PUSH should examine the Fast Track bus network in Thames Gateway North Kent and see if a similar scheme could be implemented in South Hampshire. Although cheaper than light rail, there is nonetheless enough infrastructure to give investors confidence. Fast Track can also be used directly for culture; the intention in Ebbsfleet for example is to use bus shelters as a linear gallery.

Chapter 8: JOINT ACTION AND SUB-REGIONAL PLANS

8.1. This Cultural Strategy is high level and will not dictate what is needed on an individual site. It is not a cultural infrastructure plan. However, there is a hierarchy and network of strategies and programmes which the PUSH authorities should agree to implement as part of adopting the Cultural Strategy.

"Develop the cultural offer through people and infrastructure"
Julie Amies, Head of Sport Development, Hampshire County Council

Links to the Planning Framework

Regional/Sub-regional

8.2. The PUSH authorities should note the support given to culture in the PUSH sub-regional section of the Regional Spatial Strategy (July 08 changes) and agree to implement it, as described in the section on cultural infrastructure. The revised RSS particularly mentions "additional opportunities" which we recommend the Quality Place Group should support fully.

- "Commercial leisure in the two city centres and within mixed use schemes in the town centres of Southsea, Eastleigh, Havant, Gosport and Fareham.
- "One or two major new strategic leisure destinations in South Hampshire over the next 15 to 20 years.
- "A major tourist attraction and events facility to develop the attractiveness of the area for business and conference tourism.
- "Hotel representation in the two cities including upper tier/luxury hotels as part of a wider leisure and destination strategy."

8.3. If this sub-regional framework can be agreed, then things start to fall into place. Its physical interpretation could be envisioned through SCAD, who could extend Southampton's City Vision project to South Hampshire at an appropriate scale and commission artists and designers to work with them to produce a physical vision for the area.

LDFs and the Cultural Model

8.4. A great deal now hangs from the LDFs, not only land allocations but also infrastructure plans for all sectors including culture and SPDs on developer contributions which will form the basis for cash allocation in the Community

Infrastructure Levy and therefore vital to achieving aspirations for culture. LDFs are evidence-based and evidence from the cultural sector is often poor. Sport England's web-based guidance and MLA's library tariff are beacons of good practice and the Arts Council England is currently preparing similar evidence.

- 8.5. The answer lies in a simple model. Each local authority must adopt culture as part of its corporate vision and produce a cultural strategy of its own which will form part of the evidence base for its LDF. The cultural strategy will take account of the PUSH strategy and of local needs and aspirations including for the growth areas. From these will come an SPD on developer contributions which should contain cultural deliverables. This is a vital piece of work.
- 8.6. PUSH's role here is to secure agreement to this Cultural Model from each authority. PUSH could act as a high level facilitator to ensure cultural strategies are prepared. PUSH could issue guidance, for example a cultural framework and toolkit, guidance on preparing local cultural strategies and on culture in the planning process including developer contributions. PUSH authorities need to reinforce the links between culture and planning as the cultural ambitions are not always coming through the development process.

"Growth in South Hampshire will generate opportunities to regenerate the libraries and build new ones."

Lindy Elliott, Head of Library Service, Portsmouth City Council

A Design Pact

- 8.7. "By design quality, we are talking about creating places that work well, not about architectural style" (CABE Actions for Housing Growth 2007)
- 8.8. There is a great need to raise urban design standards dramatically if PUSH is to raise its economic and cultural profile. "Where We Live: A Guidebook to Urban Design" published in 2008 by the Solent Centre for Architecture and Design is an excellent and attractive document which PUSH supports and intends to promote. However, it is intended to go further. Part of design is providing appropriate cultural infrastructure using the Cultural Model.

"This is the ideal time to try and get quality and sustainability of design and put it at the forefront."

Nicola Horsey, Acting Head of Library and Information Service, Hampshire County Council

8.9. One way of doing this is to engage all the PUSH authorities and other stakeholders in a design pact which SCAD could be invited to prepare, perhaps in conjunction with CABI which has recent experience in the Thames Gateway. The very act of creating and signing up to a pact raises the profile of culture and design and gains commitment from leaders and stakeholders. A design pact would help achieve a Quality Place by reinforcing local distinctiveness. In Thames Gateway the three principles are:

- “Reconnect with nature: celebrate the role of the river and estuarine landscape
- “Redefine work: provide the right conditions for businesses to thrive
- “Re-assert cultural identity and cohesion: recognise and maximise the value of the cultural diversity of places and people in the Gateway”.

8.10. Parallels to South Hampshire are immediately obvious. In South Hampshire a design pact might aim to

- Open up and exploit the waterfronts (eg extend and properly design Mayflower Park as a permanent home for the Boat Show with all year round attractive planting and hard landscaping)
- Ensure that all local authorities have access to a local Design Review Panel. Consider using SCAD and local RIBA to set up a PUSH DRP to discuss and improve important planning applications.
- Agree a vision that every new building in PUSH should be of exhibition standard and the area specialises in leading-edge modern architecture which people would visit for itself. There may be a need for one Bilbao Guggenheim building – could this be the planned Grimshaw at Southampton University or the Herzog and deMeuron Football Stadium in Portsmouth?
- All local authorities should agree the importance of urban design and incorporate it in their LDFs. The pact would ensure that quality architecture is demanded by all local planning authorities in PUSH so that there are no soft spots.
- Strengthen the role of design champions by further training and networking.
- Special focus on the growth areas – guidance is needed on all aspects, for example heritage audit, involvement of an artist, urban design, public realm and cultural infrastructure.

- Suggest how to use the downturn to design up – build to the highest standards and create a prized asset.
- Recognise the role of design in the planning process and embed it through the LDF core strategies and supporting development plan documents.
- The master planning process should be accepted as vital to good design. There are good examples in Havant Civic Campus and Hayling Island seafront.

8.11. An important element of Thames Gateway Pact is to insist on a master plan for land in public ownership before disposal. This would bring the opportunity to allocate parts of these sites for cultural uses including creative industries. There is great potential here – consider SEEDA and MOD landholdings, for example, or the smaller sites such as the 1.7 acre site in Lower High Street, Southampton, currently for sale by the City Council.

Suite of Focussed Sub-regional Plans

8.12. Spinning from this cultural strategy, it would be helpful to have a series of sub-regional topic plans. For example, we would envisage the suite could currently include

- A heritage plan which would specially examine the heritage at risk, the government or agency assets which should be brought forward for re-use, preservation and access, the local management of local heritage and how heritage can be interpreted and made intellectually as well as physically accessible.

“South Hampshire has got a fantastic historic environment with a huge opportunity to contribute to social and economic prosperity as well as to the environment, that is, the three strands of sustainability.”

Andy Brown, Regional Director for the South East, English Heritage

- A green framework similar to the Green Grid for North Kent, would identify and link important open spaces.
- A shoreline management plan for improvement, protection and increased access to the whole shoreline.

- A plan for theatres ' joint packaging and complementary programming. The practice of directors of performing venues meeting to coordinate programmes as far as possible should be revived. As part of this, they should consider the scope for themed visits, for example to the three Matcham theatres or to dance at The Point and the Mayflower.
- Ensure culture is part of South Hampshire's inward investment strategy.
- A tourism plan. Tourism is already worth big money in South Hampshire, more than in any of the other growth areas, but more could be done. The attraction of the whole is greater than any of the parts so it needs planning across the sub-region using market segments. Tourism needs branding and holistic marketing, more hotels, especially 4 and 5-star, bigger conference centres and development of the short break market including people embarking on a cruise or ferry. It needs to use existing campaigns to the maximum, for example the family fun and cosmopolitan campaigns of Tourism South East.
- A major events plan. The aim should be to have a suite of major events which attract people to South Hampshire and benefit its residents throughout the year. This calendar needs to be brought together and owned by the Quality Place Group, obviously using existing events such as the Boat Show as fixed points in the calendar. A good spread of major events through the year will benefit tourism and hotels as well as the retail sector and provide a good service for residents. Examples could be a film festival, a design festival and expansion of open studios. The plan should look to maximise the benefit of each event by using it to create or connect to a panoply of spin-off events around it. One immediate example is the Boat Show which could be the kernel of a package involving many smaller events.

"I would like to see an attractive offer for local film and media companies to grow through direct support and investment. You would then have a real flowering."

Jo Nolan, Chief Executive, Screen South

8.13. *Investment plan for creative and cultural industries.* All interviewees wanted to retain and foster CCIs but this needs some reality and a sustainable investment plan. Workspace for CCIs is needed on all scales. You need active policies, interventions, protection and imagination, for example to work with the heritage sector to use redundant buildings such as the forts around Portsmouth or the medieval cellars in Southampton. We recommend you consider creating

a trust to hold workspaces or use existing organisations such as A Space. A good example in North Kent is Fort Horsted, one of 5 Napoleonic forts protecting Chatham on the landward side. It has been renovated since 2003 by a local businessman. It now offers a comprehensive business centre with units starting at 500sqft suitable for small businesses such as CCl's. There is also a training academy and a rehearsal and recording studio. All profit goes back into renovating Fort Horsted. A second good example, this time of new build, is the Creative Exchange at St Neots, funded by Huntingdonshire District Council, DCLG and East of England Development Agency, which provides 14 units and desk spaces for creative businesses on easy in - easy out terms.

- 8.14. Support for CCl's needs to be more consistent. Creative Industries Business Advisers (CIBAs) is operating well at Portsmouth University but cover needs to extend to the rest of South Hampshire. Could this be done through Southampton or Solent Universities? The QPDP is already working strongly on CCl's and has expertise in the area. This could be a leading activity and links to the economic development agenda.

"South Hampshire should be seen as an area which develops creativity and where cultural industries can flourish."

Cheryl Butler, Head of Arts Development, Eastleigh Borough Council

"A key theme is supporting and nurturing the creative industries."

Daniel Crow, Director, A Space, Southampton

- 8.15. The issue of the role which design can play in adding value to businesses needs further exploration in the plan. South Coast Design Forum is well placed to help.

"South Coast Design Forum has an important role to play in improving the profile of design and the benefits that design can bring to businesses and communities in South Hampshire. We want to be a part of it and we are ready to be involved."

Peter Spence, Director, South Coast Design Forum

- 8.16. *Delivery.* Each of these topic plans would need to be devised by a task group led from the Quality Place theme group and each local authority would need to commit to each plan. This links to the later section on "Structures".

8.17. Together, these plans would form an important means of delivering the wider cultural strategy.

"The PUSH area has some fantastic building blocks as it moves towards creating a cultural strategy: established arts organisations producing high quality work, committed local authorities and universities, a wide range of spaces and development opportunities, many creative individuals, diverse communities and the promise of major investment. The trick now has to be to find a way to join up these various opportunities and assets into a cultural offer that simply can't be ignored."

Felicity Harvest, Executive Director, Arts Council England, South East

Joint Policies

8.18. Joint policies will come from joint working on issues such as a design pact and from the sub-regional plans.

What is needed at this stage is commitment by each partner to

- A design pact
- Deliver the Cultural Model
- Support the International City of Culture concept
- Join in the production of sub-regional plans
- Contribute to the cultural portal, branding and marketing.

"Key access to funding knowledge would really make our expertise go further."

Tom Barrett, Community Education Officer, Southampton Football Club

Chapter 9: FUNDING AND IMPLEMENTATION

9.1. Throughout South Hampshire there is a variety of funding difficulties from major needs for capital investment in existing facilities to time limited funding coming to an end, for example, BMI sponsorship of youth work at Southampton Football Club. The recession has made this more poignant. There is a number of ways of tackling this problem.

- Cultural sites and buildings need to be seen as property assets to be managed as a commercial portfolio. Investment needs to be forecast and planned using disposals to provide capital as needed. We suggest you consider whether SEEDA could lead a team to look at the portfolio in each local authority. Ideally, this work would be extended to the rest of the public sector, eg English Heritage and MOD.
- PUSH should set up a sub-regional external funding unit dedicated to the search for funding across the whole spectrum of culture to benefit South Hampshire. Ideally it would have three staff, a lead officer and two good project officers. The unit would sit alongside local authority staff to help produce good bids. Some agencies are dismissive of small bids so joint bids might be more successful, such as a bid to restore three Matcham theatres as part of a linked programme for historic theatres. The unit could be housed at Hampshire County Council or in Southampton as part of PUSH. You could consider whether a unit could be part of a pilot Multi-Area Agreement.
- South Hampshire should be well positioned as a “Priority Place” to succeed in bids and should use its political muscle to lobby for resources and projects to come to South Hampshire and for mainstream programmes to be piloted in, or directed towards, the sub-region.
- Consideration will be given to a call-down contract for leisure management with or without a local leisure trust. The best way to deal with 1970s and 1980s leisure centres is for a private company to manage them on a long contract. The contractor may bring capital or a local authority may borrow and reflect the investment in a lower management fee. Using the Regional Procurement Centre of Excellence or a lead authority such as Southampton will be investigated. It is possible to overcome the problem of non-renewing contractors providing a deteriorating service by contracting the incomer to provide additional monitoring during the latter days of the old contract.
- There could be scope to investigate outsourcing the management and programming of multi-purpose halls and venues. Whilst an open tendering

exercise in one local authority in South Hampshire did not yield results, in North Kent a similar exercise produced three interested and viable proposals including management by another local authority. This investigation could improve both quality and value for money.

- In South Hampshire the Mayflower Theatre in Southampton runs with no revenue subsidy and has amassed expertise in doing so. Its commercial approach could help others such as the theatres in Portsmouth and it should be used as a resource for advice.

“As the fourth largest theatre in the United Kingdom, we have a fantastic wealth of commercial experience which could benefit theatre throughout South Hampshire.”

Dennis Hall, Manager of the Mayflower Theatre, Southampton

- We suggest more use of the commercial leisure sector. Eastleigh is cleverly using commercial leisure (multiplex, bowling, bars and restaurants) to lead regeneration of the Swan Shopping Centre. Commercial leisure is a part of culture, not an inferior species. There is room to look at closer working with the private sector, for example, could space for small libraries be made available in supermarkets as a “franchise”? The multi-purpose space provided by Borders in Southampton has already been noted. Incorporating commercial fitness can provide investment into a public service, for example the leisure centre at Haywards Heath.
- In general, the cultural sector should consider itself a business rather than a subsidised service and always consider the commercial reality of what it wants to do.
- Make use of the programme for Building Schools for the Future.

“We need to build aspiration into the life of the community; schools can help to meet local leisure needs identified by the community.”

Bob Eardley, Head of Strategic Planning, Childrens’ Services, Hampshire County Council

- PUSH could consider creating a section of the Hampshire Community Trust to hold and run buildings such as community hubs. There could be benefits in terms of business rates and ability to use volunteers. The voluntary and community sector is a strength in South Hampshire which can give cost-effective delivery.

- Supplementary Planning Documents on developer contributions should be prepared and used to secure cultural deliverables.

Chapter 10: FRAMEWORK FOR DELIVERY

10.1. This strategy suggests embarking on or consolidating a package of activities. It requires an elegant framework or structure which the Quality Place theme group is best placed to design. The structure will have a number of components, each focussing on what it does best and overall adding value to existing activity.

i) High level – the PUSH Joint Committee

10.2. The Quality Places theme group sits below the PUSH Joint Committee which includes all eleven councils, and which should have a national voice to influence bigger issues for PUSH as a whole. It should

- Promote PUSH and its usefulness
- Negotiate with national or regional government, bodies or agencies
- Effectively support bids
- Lobby for resources, projects and programme prioritisation to come to PUSH as a Priority Place
- Raise the profile of the area
- Promote the area to the Local Government Association (stand at conference, fringe meeting to showcase PUSH as a Living Place best practice example), GOSE, SEERA, SEEDA and others as a cultural powerhouse
- Act as a forum for negotiating Multi-Area Agreements
- Negotiate or mediate internally to achieve collaboration
- Develop a rapport and understanding with businesses and developers in the private sector so that South Hampshire is seen as a good area in which to invest and do business
- Build awareness of South Hampshire in advance of the next general election. Ensure it features in briefing papers for incoming minister.

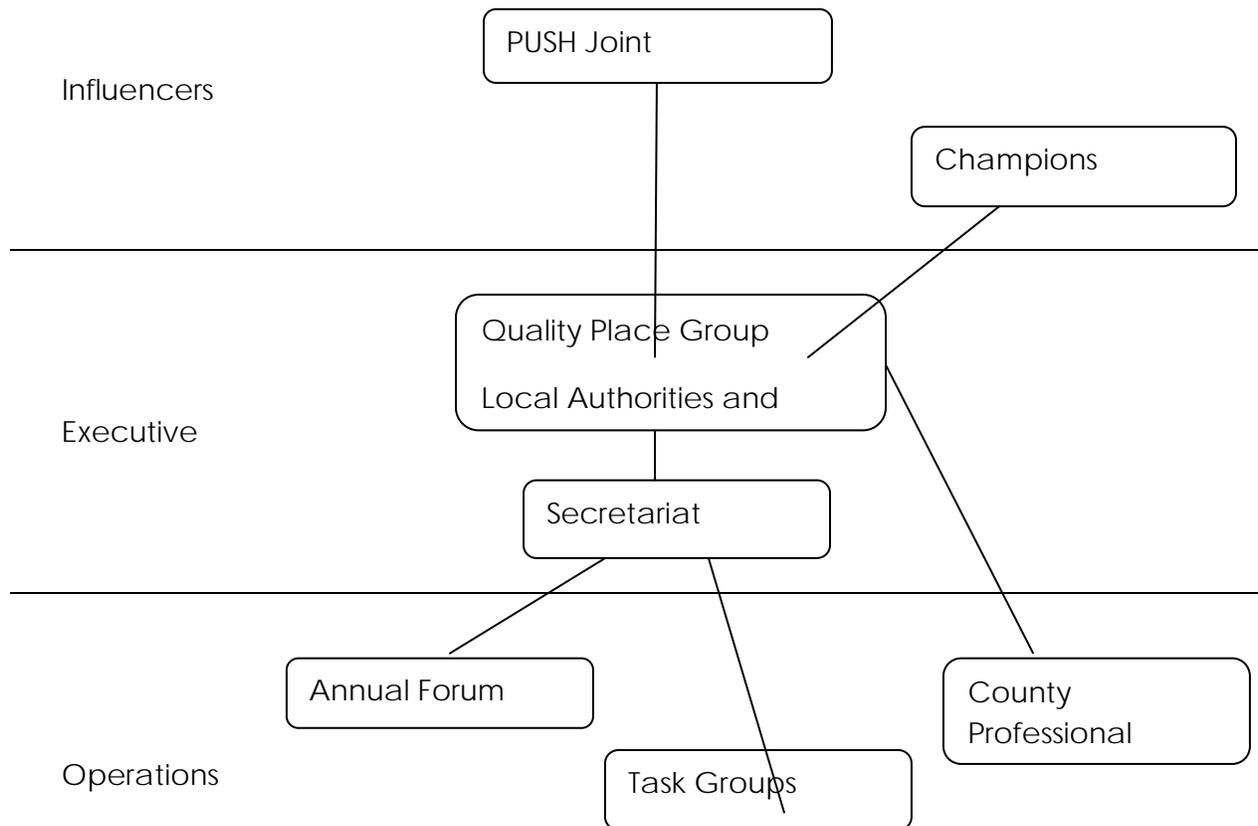
ii) The Quality Place Structure

10.3. This is the structure which the Quality Place theme group needs to refine from its local knowledge. Suggestions for consideration follow.

10.4. Successful structures generally have three elements:

- Influencers/champions
- Executive
- Operations

In South Hampshire, as a Quality Place, this could give the structure in the diagram.



- Influencers/champions – PUSH needs cultural champions and leaders, some well-known at a national level such as Stephen Foster of the John Hansard Gallery, Dennis Hill of the Mayflower, Sheila Hancock of Portsmouth University and Keith House of Eastleigh, and some at a more local level. It needs a heavyweight cultural political champion which the group should aim to enlist. For example, the new City Development Company for the North East (Newcastle and Gateshead) has appointed Lord Falconer as its chair, despite having no local connections, to act as a champion for the area. A group of champions could be convened with an open-ended brief but a request that they
 - o Promote a broad definition of culture and the concept of a cultural package across South Hampshire

- Promote culture in South Hampshire to the wider world
- Offer ideas to the Quality Place theme group.
- Executive – Quality Place theme group. This group is well-established and functioning well as an executive group. Its legitimacy comes from the PUSH Joint Committee on which all eleven authorities sit. It therefore needs to comprise representatives of the main councils and of the stakeholder agencies, ie, SEEDA, GOSE, Tourism South East and the Living Places agencies. The stakeholder agencies should be pressed to say how they plan to deliver their objectives for South Hampshire as a designated growth point and Priority Place. A mechanism needs to be established for the six local authorities not on the Quality Place theme group to receive briefings, perhaps by a system of pairing.

10.5. The theme group should be linked to the professional groups in Hampshire such as the Chief Leisure Officers Association, the Arts Officers Group and the Librarians Group which should receive its minutes and have a standing item on their agendas for South Hampshire as a Priority Place. Requests could be made to the professional groups for reports, views or implementation. The Quality Place group should be supported by a small secretariat comprising at least a cultural co-ordinator and an administrator/secretary. They could be managed by the PUSH director as a specialist section of the PUSH staff. The agencies could be asked jointly to pay these salaries as part of their direction of resources to Priority Places. A small secretariat would use programme management to make delivery less risky and enable a wider effort to be harnessed. The Quality Place group should achieve its deliverables through a number of task groups drawn from its own membership but also much more widely from the operational level. Each Quality Place group member will be the lead for one or more delivery elements.

10.6. Operations – this level comprises all the front-line managers in the cultural sector, public and private. They are the grass roots of your organisation and are largely unaware of PUSH and not totally aware of the broad scope of culture. We suggest that an annual forum should bring as many as possible together to align them with

- PUSH
- The scope of culture and the position of their specialism within it
- Their role as ambassadors and link people

One session could offer three-minute slots to people who wanted to talk about a special project.

10.7. The delegated task groups should be drawn mainly from the operational managers as they really know the nuts and bolts. Each should have a designated leader and they should report direct to the Quality Place group or a Programme Management sub-group. This will be a sensitive business as there is no direct line management and everything must be handled on the basis of cooperation rather like running a Local Strategic Partnership. Task groups will come and go; some will meet regularly, others once a year, some virtually, but all should also form a support network for their members. Over time, task group topics could include:

- Portsmouth Harbour)
- Extended Rose Bowl) the three high level packages
- Southampton – Port to Art)
- South Hampshire Portal
- Procurement
- Design Pact and links to planning
- Tourism and marketing
- Hotel delivery
- Heritage protection and interpretation
- Major events
- Theatres and programming
- Cultural and creative industries
- Sports provision
- 2012
- Cultural Offer Pilot
- Libraries and Discovery Centres
- Outreach and audience development

The cultural co-ordinator should be responsible for programming these task groups to ensure adequate notice and a sensible use of expensive officer time.

10.8. These task groups would help PUSH to develop really effective collaboration on culture within sectors (for example, theatres on complementary programming); between local authorities (broader than CLOA, building on current good cooperation on sports and leisure); to set up a framework contract to run local authority leisure centres using the extended client base to extract capital funds from the contractor and Sport England; and between regional stakeholders and local authorities, for example on tourism and heritage.

10.9. The network would help specialists to be aware of the whole cultural picture of which they are a part and look for opportunities to promote other cultural services. For example, "Books on Prescription" could issue a pack including sports and leisure information; the John Hansard Gallery could open in the early evening for concert or theatregoers to visit.

10.10. The task groups need to look at provision across South Hampshire and consider areas for federal working, for example, libraries. There is a need to invest to bring all library services up to a consistent standard. A cash injection might be found by closing some libraries, for example in Portsmouth where the need for investment is greatest, and selling the sites. Libraries could be recreated as part of community hubs or as Discovery Centres. As this collaborative cross-sector way of working is established, other groups may spring up and work independently. This is to be welcomed. For example, a group to exploit the Boat Show would be useful.

"It is important for everyone in the area to work together. We can't do anything on our own." Tourism South East

Chapter 11: PROPOSALS

Cultural Infrastructure

1. PUSH will work towards a three-tier hierarchy of cultural provision: global, sub-regional and local.
2. Delivery of a global offer should centre on Portsmouth Harbour and Southampton – Port to Art. PUSH task groups will be created to secure cross-sector implementation.
3. A major events facility with a business and conference offer should be created at the Rose Bowl.
4. Capital projects should be cultural landmarks defining the wealth and aspirations of South Hampshire.
5. Upper tier and luxury hotels should be planned as part of South Hampshire's infrastructure. A task group should be set up to deliver them.
6. PUSH will pursue a bid for South Hampshire to be recognised as an International Capital of Culture.
7. PUSH will build on existing strengths (Stars) to develop a sophisticated range of specialisms to serve the sub-region, rather than provide all specialities in every authority. It will explore some new specialities such as a Judo Kwai and a specialist birdwatching and environmental education centre.
8. PUSH will use Discovery Centres as a brand in town centres throughout South Hampshire.
9. Use cultural facilities to lead town centre regeneration as part of mixed-use development.
10. Plan for growth areas within cultural strategies and LDFs, especially identifying views likely to represent incoming groups.
11. Local cultural strategies should incorporate an asset management plan, to include investment in, or disposal of, cultural facilities more than 25 years old.
12. Work with ATLAS to establish a base level of provision in every community which should include a multi-functional community hub. Seek to provide this via LDFs.

Access

13. Develop a PUSH portal for communication, possibly from CAPITA.

14. Produce two free magazines, one for general consumption and one for young people, to communicate the current offer.
15. Commission consultants to create a unified strategic communications platform.
16. Invest in coordinated marketing of South Hampshire on the lines of Real Essex.
17. Hold an event around outreach and participation to bring together expertise across South Hampshire and initiate a network to further improve outreach.
18. Support and learn from the Youth Cultural Offer pilot.
19. Use the Building Schools for the Future programme to procure new joint facilities.
20. Examine innovative ways of interpreting heritage.
21. Inform the PUSH Joint Committee of the need for improved transport in the cultural sector and suggest they examine fast-track in Thames Gateway North Kent.

Joint Action and Sub-regional Plans

22. Support the "Additional Opportunities" for culture set out in the government changes to the PUSH sub-regional chapter of the Regional Spatial Strategy of July 2008.
23. Commission the Solent Centre for Architecture and Design to extend City Vision to South Hampshire Vision.
24. Ask all eleven authorities to adopt the Cultural Model, that is, to prepare a cultural strategy as evidence for the LDF, and an Infrastructure Plan.
25. Develop cultural planning as an activity and issue guidance on preparing local cultural strategies and on culture in the planning process.
26. Ask the ten planning authorities each to prepare a Supplementary Planning Document on developer contributions to contain cultural deliverables. A model could be prepared for everyone to use.
27. Ask each local authority to ensure that culture is a part of its vision.
28. Commission CABE or SCAD to prepare a Design Pact for South Hampshire; meanwhile promote use of good Design Review Panels throughout South Hampshire and the use of "Where We Live: A Guidebook to Urban Design" published by SCAD.
29. Ask public sector landowners such as SEEDA and MOD to include cultural provision in their developments.

30. Prepare an investment plan for CCIs, building on current work.
31. Over time, prepare a suite of sub-regional plans, eg on heritage, green framework, theatres, tourism and major events.

Funding and Implementation

32. Manage cultural sites and buildings as a commercial property portfolio.
33. Set up a sub-regional funding unit to seek funding sources and prepare bids.
34. Consider a call-down contract for leisure management across PUSH.
35. Consider outsourcing the management of multi-purpose halls and venues.
36. Buy advice from the Mayflower Theatre on the commercial management of other venues.
37. Make more use of the commercial leisure sector and the commercial possibilities of the public sector.
38. Create a section of the Hampshire Community Trust to hold and run buildings such as community hubs.

Organising Delivery

39. Ask the PUSH director to check whether the terms of reference and agendas for the PUSH Joint Committee cover the aspects you need, such as profile raising, lobbying for resources and building awareness in advance of the general election.
40. Consider how the Quality Place group structure can drive delivery by adding a champions group and an operational level with forum and task groups.
41. Support the inclusion of culture in the refreshed MAA.

Chapter 12: PROMOTION

- 12.1. The promotion of the Cultural Strategy for South Hampshire falls neatly into two sections. The first part of the promotion has to be an internal process within the Partnership for Urban South Hampshire itself to ensure that the Quality Places Theme Group and the Joint Committee are content with what is proposed.
- 12.2. The second part is an external process promoting the Strategy, once it has been endorsed by the Joint Committee, to the wider world in South Hampshire and beyond. However, just because the PUSH Joint Committee has the remit to approve the Strategy, this does not automatically translate into adoption, understanding and action by all of the sub-regional stakeholders and the commercial world at large.
- 12.3. Concerted effort will be needed to ensure that everyone who needs to know about the Strategy not only know that it exists but perceives it to have a relevance and importance which makes it meaningful, and thus worth making the effort needed to achieve the proposed outcomes contained within it.
- 12.4. The world is full of visions, memoranda of agreement, strategies, plans, guidance and toolkits, all of which are launched with great hopes and expectations, are kept to hand out to inspection teams, but for the remainder of their currency are filed in bottom drawers or electronically in folders, until those who produce them have moved on or it is time to produce the next edition. Some strategies, however, become key documents. They are visible in offices, they become "dog-eared", elected members quote readily from them, and stakeholders remind each other of exactly what they expected from each party. For the commissioners of the PUSH Cultural Strategy there is only one key objective; to give the Strategy a sufficiently high profile so that, as a result, culture will truly be placed at the heart of the sustainable communities in the South Hampshire Sub-region.

Spreading the Word

- 12.5. Once the Quality Places Theme Group are content with the Cultural Strategy, it should be presented to the Joint Committee in a manner that demonstrates that it is a worthwhile addition to the sub-regional documentation rather than yet another bureaucratic burden. This is the time for the reality check is the Strategy visionary enough to be challenging and exciting whilst being rooted in reality and capable of being delivered, albeit if on a somewhat extended timescale, given the current economic climate? After some inevitable fine-tuning, the Strategy will be ready to move to the next stage of promotion to the world at large, where it will succeed or fail in no small measure in direct proportion to the commitment of those promoting the document and the engagement of recipients.
- 12.6. Ownership of the Strategy by members of the Quality Places Theme Group is a given, and therefore all members have a key role to play in its dissemination.
- 12.7. A budget needs to be established for promotion; not all activities will be costly but realism needs to prevail. Room hire, refreshments, facilitators and organisers do not come free. Key-note speakers for high profile events can be money well spent if they bring in those who need to hear key messages and then convert a sceptical audience to the merits of the PUSH Cultural Strategy.
- 12.8. To ensure successful promotion, there needs to be a systematic approach. Some meetings will need to be sequential in order to preserve hierarchical sensitivities. Other promotions can be held in parallel. The one thing that is really important is the timescale: firstly because the PUSH Regional Cultural Strategy needs to inform and to be part of the emerging Local Development Frameworks (LDFs) and, secondly, to maintain momentum and avoid the boredom factor - bearing in mind, all the time, that the Strategy is simply the first step. It is the action plans that will flow from the Strategy that will unlock the potential of the sub-region and foster sustainable communities.

12.9. Following the formal acceptance by the PUSH Joint Committee of the Cultural Strategy, it is suggested that each of the local government representatives on the Quality Places Theme Group should take two local authorities – of which one could be their own – and host a promotional day. Resources will need to be available to support them and they need to attract key people such as the council leader, the chief executive, the portfolio holder for planning, the portfolio holder for culture, and senior directors. The Strategy then needs to be taken through each council's normal committee procedures to ensure that it has formal recognition.

12.10. A half-day needs to be set aside to interface with the cultural agencies, the South East Economic Development Agency (SEEDA) and the Government Office of the South East (GOSE) to ensure that the final product is in line with the expectations of the agencies for this Living Places Sub-region. A key target group for the Cultural Strategy is the professional planners employed by local authorities in South Hampshire. A special training day needs to be held for them; a day which concentrates on their role in delivery and draws upon the evidence base available from "Living Places", and the cultural agencies such as the Museums Libraries and Archives Council (MLA) and their "standard charge" approach to public libraries, archives and new development.

12.11. The success of the Cultural Strategy will be evidenced by the delivery of sustainable communities and all which it embraces, from iconic architecture to workshops for the creative industries. Much of this will depend upon the entrepreneurial skills of private developers, property agents, the Solent Centre for Architecture and the House Builders Federation, whilst bodies such as housing associations also have a role to play. It is suggested that a well-presented professional event should be staged, with appropriate hospitality, to promote the Strategy as a long-term objective that will remain consistent during the difficult financial times ahead. Building long-term partnerships with the private sector will be absolutely essential if the Quality Places Theme Group's aspirations for the PUSH area are to be achieved.

- 12.12. Another commercial sector which already contributes to the rich cultural offer within the Partnership for Urban Southampton, and has the potential to deliver more for the Sub-region, is the commercial leisure providers, many of whom are well versed in PFI and enabling development.
- 12.13. This is where the specific skills of the Group members from the commercial sector should come into play. It is proposed that the Chair of the Quality Places Theme Group should host an event to present the Cultural Strategy to the private sector, assisted by other Board Members with a commercial background.
- 12.14. Those invited should include commercial leisure providers, hoteliers, boat builders, commercial art galleries, the owners of visitor attractions, activity holiday providers and commercial theatre managers. The objective will be to foster their interest as commercial opportunities occur or to initiate commercial schemes for the area.
- 12.15. Last, but by no means least, the local stakeholders need to be aware of the high-level Cultural Strategy for the sub-region that will sit above the local cultural strategies for their own individual areas. In order to achieve this positioning for the PUSH Cultural Strategy, it is suggested that there should be a variety of approaches to engagement. In some areas the Local Strategic Partnership (LSP) may be the conduit through which cultural ideas and aspirations can flow in both directions. In other areas there may be a need to engage both the LSP and specific local interest groups. PUSH will need to advise directly, or to obtain advice as to the most appropriate arrangements for this final set of meetings which need to be well-orchestrated and informative. For the success of this venture, those living in the area need to feel that what is proposed sits comfortably with their own aspirations and indeed provides opportunities for major improvements to the cultural infrastructure of their area, and that of newcomers.

12.16. Finally the PUSH will need to give consideration as to how the media is to be used during this period. It is suggested that at appropriate intervals announcements are made in line with current PUSH communications policies in order to generate a positive response from the media.

12.17. At the end of what is likely to be six months of concerted question and answer sessions, the PUSH Quality Places Theme Group will need to further consider views expressed and formulate appropriate action plans for delivery.

Appendix 1 – SWOT analysis and Risks

Strengths

S1 “An asset base to dream of”

- Portsmouth Historic Dockyard and Fort Nelson
- Southampton medieval city
- Defence Estate, eg Forts around Portsmouth
- World class maritime heritage
- Access to rural assets, eg New Forest, South Downs AONB
- Portchester
- The Solent
- Southampton Boat Show

S2 Maritime connections

- Solent
- Yachting, eg Hamble River
- Marine Design
- Historic ships
- Cross Channel and cruise ports
- Coast and water front
- Ship building, historic and recent (eg Vosper Thorneycroft)

S3 Strong cultural infrastructure

- Polycentric area with distinct specialisms
 - Dance Eastleigh
 - Visual arts Southampton
 - Heritage Portsmouth and Gosport
 - Ice skating (Gosport)
- Centres of excellence
 - The Point
 - The Mayflower (no subsidy)
 - John Hansard Gallery
 - Turner Sims Concert Hall
 - The Rose Bowl
 - The Quays (especially for diving)
 - The Nuffield Theatre
 - Portsmouth (swimming)
 - Portsmouth Museums
 - Artsway

- Gosport Discovery Centre
- Calshot Activity Centre (one of the UK's three indoor velodromes)
- Southampton and Portsmouth Football Clubs
- Solent Centre for Architecture and Design and South Coast Design Forum
- Good local venues
 - Libraries
 - Community halls
 - Arts Centres
 - Well programmed sports centres
 - Museums
 - Small theatres
 - Universities and schools
 - Archives
 - Multi-purpose spaces, eg Borders Bookshop
 - Commercial fitness provision

S4 Outreach Work

- By centres of excellence (eg Saints, Rose Bowl, The Point, Hampshire Museums)
- Expertise in delivering to deprived areas (eg Portsmouth Libraries, Southampton University, Eastleigh)
- Language expertise (eg Portsmouth Libraries)
- Leading edge work with health, children, vision impaired and multi-cultural communities
- Hampshire Sports Partnership

S5 Universities

- Portsmouth, Southampton, Solent are a great resource for the area; culture is at the heart of their vision.
- Marine engineering
- Good calibre graduates
- "Healthy Campus" projects
- Public use of University facilities (eg White Lane sports development potential at Southampton)
- Southampton work on sport and environment
- Portsmouth is base for CIBAS and links with "Purple Door"

S6 Brandable character

- English language project in Winchester
- Maritime wealth: colonial, commercial, naval and leisure

- Cricket's birthplace
- Links to Dickens and Conan Doyle
- The New Forest
- Cosmopolitan diversity
- Lots of skilled, creative, entrepreneurial people

S7 Tourism

- Worth £350,000,000 per year in the New Forest – so could be worth even more to PUSH
- Strength of product in South Hampshire is its variety – something for everyone
- Good access from outside the sub-region – driving, train, ferry and air to Southampton
- Cruise market
- Southampton Boat Show
- Spinnaker Tower
- Mary Rose
- Well-displayed tourist materials in every area
- Climate

S8 Self-help

- Strong tradition of self-help, eg Art Asia, Aspace, Hampshire Dance, Southampton Diving Club
- Community use of schools

S9 Partnership for Urban South Hampshire

- Has influence with Government Office for the South East (eg on planning issues, grants)
- Mechanism to encourage joint working between local authorities and other partners
- Starting to work (eg able to bid on cultural offer)
- Spotlight as a Living Places priority area
- Combined purchasing power
- Breaking new ground as a sub-region
- Can have Multi-Area Agreement effect and is an MAA pilot
- Perceived as a strong partnership at member and officer level

S10 Partnership working

- Strong in sports, museums, libraries
- Sport database

- Sport development at Hampshire County Council and work between councils
- Sport website launched 2007
- Common agenda
- Good networks for media
- Hampshire Sports Partnership

S11 Local authorities

- Different skills in different authorities (eg archaeologists in Southampton)
- Cross-party commitment to culture
- Hampshire County Council arts strategy and arts centres (eg Ashcroft)
- Local authority support for activities (eg Rose Bowl, diving at The Quays)
- Most authorities provide at least one performance venue eg Lights in Test Valley, Ferneham Hall in Fareham, Guildhall in Portsmouth

Weaknesses

W1 Marketing/communications

- Poor for constituent areas and non-existent for South Hampshire
- Difficult for residents and visitors to find out what is on offer
- Lack of integrated marketing and raising awareness of South Hampshire
- Poor public relations in most areas

W2 Quality of most cultural infrastructure

- Few facilities world-class
- Too many second rate venues – ageing leisure centres, theatres in need of refurbishment
- Facilities in the wrong place (eg Portsmouth museums)
- Cinema – not enough good cinemas, no boutique cinemas
- Conference centres too small
- Not enough investment in existing facilities (eg Mayflower)
- Lack of 4-star hotels (or better)
- Gaps in provision (eg visual arts)

- No depth of provision (ie enough to attract a purposeful short stay visit)except in museums and heritage

W3 Town Planning

- Culture is not integrated into planning
- Section 106 policies not always helpful and used mainly for open space
- Poor quality design (eg Marks & Spencers in Southampton)
- Poor quality spaces (eg cruise ship area of Southampton)
- Too many hoops in the planning process for cultural facilities
- Too much mediocrity in planning design and product

W4 Internal connectivity

- Generally seen as poor, especially East-West links
- Portsmouth to Havant light rail needed
- Congestion
- Public transport
- "Getting round the area is difficult"
- Transport issues for volunteers

W5 Cultural identity

- South Hampshire not recognised as a welcoming cultural destination (unlike Brighton)
- South Hampshire does not see itself as an area for culture, especially the arts(eg Portsmouth)

W6 Leadership/vision

- Perceived to be a lack of leadership and cultural champions
 - Professionals (eg creative producers)

- Political: budget pressures make it tempting to reduce spend on culture
- Networks of professionals across the sub-region are seen as weak compared to the North-East, for instance.
- Chief Leisure Officers Association in Hampshire seen as limited
- People are not thinking about what is best for South Hampshire as a whole
- “Big thinking is stunted”

W7 Local authorities

- Cities dominate and shade the identity of Fareham, Eastleigh, Gosport and Havant
- Fringe districts could focus elsewhere
- Local authority bureaucracy
- Annual elections
- Cuts to tourism units mean there is no strategic view
- Local government reorganisation has led to some resourcing problems
- Baggage (eg Portsmouth/Southampton rivalry)
- Parochial
- Lack of communication and support between councils and between councils and agencies (though there is some good officer working pan sub-region)
- Lack resources and capacity, especially staff
- Funding is fragile and short-term, especially for parts of culture which are not statutory functions

W8 Partnership for Urban South Hampshire

- People see it as difficult to find out about PUSH – professionals and stakeholders need to know where they could find help and support
- Unknown and invisible

- Strategy does not filter down from the Cultural Theme Group to libraries, museums and sport
- PUSH can be seen as an assertive new quango; it needs a positive message
- Communications: difficult to get the message out to the world that we are aspirational

W9 Agencies and government

- Arts Council touring policy
- South East Economic Development Agency (SEEDA) land purchases are non-strategic
- Lack of government investment in transport
- Sport England policy change away from participation
- Nationally run assets not linked in locally (eg Fort Nelson and Portchester)
- Central government support for tourism

W10 Other

- Lack of a centre with Business Link for creative and cultural industries
- Lack of aspiration for education and culture
- Low self-esteem in communities

Opportunities

O1 2012 and other events

- Cultural Olympiad
- Training centre for archery
- Yachting at Weymouth in 2012 – go by water from Solent?
- Americas Cup trial
- Test cricket at Rose Bowl in 2011
- Pompey rebuild

- Link local events across South Hampshire (eg open studios, heritage weekend, open gardens)

O2 Growth

- South Hampshire is a New Growth Point, with 80,000 new dwellings 2006-26
- Master Plans will be prepared for Strategic Development Areas in Fareham (10,000 units) and Hedge End (6,000 units) to include district centres and can deliver cultural ambitions (eg swimming pool)
- Regional Spatial Strategy encourages
 - More commercial leisure in Southampton and Portsmouth city centres
 - Leisure elements to mixed use schemes in town centres of Southsea, Eastleigh, Havant, Gosport and Fareham
 - One or two major new strategic leisure destinations over the next 15-20 years
 - A major tourist attraction and events facility to attract business and conference tourism (could be Rose Bowl?)
 - More hotels in Southampton and Portsmouth including luxury hotels
- Local authorities could work across boundaries to plan for needs of new communities (eg via improved CLOA or Hampshire Arts Partnership), reshape existing services and do it better than in 1997.
- SCAD/SCDF could arrange for creative people to take the sub-regional section of the Spatial Strategy and produce a conceptual plan.
- Growth gives opportunity to raise design levels and achieve universally excellent design in new buildings and neighbourhoods. Use CABE, SCAD, English Heritage Building in Context programme and consider Brighton's high buildings strategy.
- Could offer a united front to developers to drive up quality.
- Use planning processes to maximise cultural delivery.
- Ambitions to become economic powerhouse (Regional Economic Strategy) need good cultural infrastructure to attract skilled staff.

O3 New communications

- Set up a common publicity and marketing web portal, with links to existing websites so that it updates automatically. Investigate if community groups could use it too. Aim to tell residents and visiting market what is available.
- Initiate a free glossy monthly magazine for South Hampshire mainly paid for by advertising to publicize events, destinations, etc.
- Initiate a free magazine for the youth segment

O4 Film

- Digital screens in community centres (eg Movieola)
- Boutique cinemas
- Fantastic filming locations

O5 Land and property

- Use recession to buy land and property (eg Hampshire County Council and SEEDA could buy land strategically including sites for cultural activity, eg workspace for cultural industries)
- SEEDA development sites could include a cultural or sporting offer
- Forts around Portsmouth could house cultural industries
- MOD Estate buildings could be used for data storage
- Make use of “found spaces” (eg country parks)
- Workspace needed at all scales
- Town centre regeneration could contain libraries, galleries, workspace as part of mixed use development
- Use fixed assets more creatively (eg sell some buildings to create funding – particularly important when looking to replace/rationalise/refurbish the time-expired sports facilities from the 1970s and 80s)
- Shared use
 - within public sector buildings
 - private/public (eg libraries in Tesco)
 - with universities (eg sports facilities)

O6 Maximise cultural output from current projects

- Building Schools for the Future (BSF) – a programme of new and remodelled schools starting 2010-11 in Havant, vision “schools at the heart of their community”. Will consider co-location (eg of libraries, music, sports facilities). Needs close district/county working and integration of culture into BSF programme at Hampshire County Council. Saints say they could use refurbished school facilities evenings and weekends.
- Five Hours for Culture pilot – establish a mechanism to migrate success in the pilot to the mainstream PUSH programme.
- Discovery centres seen as a great success (eg Gosport) – roll out to Havant and Eastleigh could be secured.
- Arts Council England project to put creative learning into education.
- Sea Change – a grants programme of £45,000,000 over 3 years run by the Centre for Architecture and the Built Environment for seaside resorts could benefit PUSH (eg in Southsea and Hayling Island or Gosport beach hut project?)
- Renaissance in the Regions - £1,000,000 to 2011 to Hampshire for museums. Could work across PUSH on outreach and touring exhibitions.
- Living Places Priority Area – this should help bids.

O7 International

- Global potential of universities (eg Portsmouth Business School 80% Chinese)
- Attract French audiences and tourists – the French potential is underexploited
- International tourism opportunities

O8 New markets/tourism

- Bus pass market
- Group travel organisers
- Expanded market towards London when Hindhead tunnel opens
- Football market after new Pompey stadium is built

- Increase outreach further to drive up participation (eg would Nuffield perform in Northam Community Centre?)
- Top tier and boutique hotels would attract new clientele
- Expand offer to cruise passengers (embarking or calling)
- Expand offer to passengers using Portsmouth continental ferries

O9 PUSH, local authorities, partnership

- Promote new bids jointly
 - World Heritage Site in Portsmouth and Solent
 - European Capital of Culture for Portsmouth and Southampton after 2018
- PUSH could co-ordinate funding bids to make them joint or complementary, not rivalrous. PUSH has now moved the area into the right position with the government. OR use PUSH mass to raise finance independently (eg a transport bond)
- PUSH could create a subset of the Community Foundation of Hampshire to hold and manage assets in the sub-region
- Start federal working across PUSH (eg on training and development)
- Set up a call-down contract for leisure management via a lead authority or the Regional Procurement Centre of Excellence. This could bring in capital.
- PUSH can be used to improve communication between councillors at a strategic level.
- PUSH could make more use of the county sports partnership.
- PUSH can use the Local Area Agreements to monitor and encourage increase in sport participation.
- PUSH could lobby for culture to be part of the new Multi Area Agreement – use national indicator 11 to promote culture.
- ‘Find Your Talent’ (5 hours of culture for young people pilot) is a great opportunity to demonstrate successful partnership

O10 Other

- Develop volunteering across South Hampshire (eg housebound, Bookstart)
- Ancestry and local history are growing areas
- Maintain CIBAS
- Potential for diversion work with Crime and Disorder Reduction Partnerships (eg Music Fusion in Fareham)
- Healthy campuses

Threats

T1 Funding/investment

- Funding for tourism dries up from local and national sources
- Change of government brings radical changes to regional agenda and funding
- National funding diverted from arts to Olympics
- District councils stop supporting community museums
- Cuts to discretionary services
- Cuts in SEEDA funding
- Lack of investment
- Lack of revenue funding
- Disagreement between county and districts over money
- Unintended consequences (eg effect on clubs of councils contracting out management of leisure and sports centres)

T2 Lack of vision and leadership

- May not be visionary
- No clarity of vision
- Leaders to drive culture in South Hampshire do not emerge
- Current patches of vision and excellence come from a small number of passionate people and may not survive their departure

- South Hampshire can never have an identity

T3 Partnership failures

-
- Not enough councillor commitment
- Territorial politics
- County Sports Partnership based in Winchester may not relate well to South Hampshire
- Loss of currently high number of volunteers
- Disjointed marketing

T4 Economic downturn

- Capital projects halted (eg Southampton Arts Complex)
- Town centre/regeneration schemes halted
- Public funding could be reduced
- Navy could reduce or remove its presence in Portsmouth
- Downturn affects sponsorship – eg of Southampton Football Club's youth provision

T5 Output not delivered

- PUSH does not deliver change and loses political confidence
- Districts lack capacity to deliver
- High quality facilities not achieved, though needed to attract the hard to reach groups

T6 Culture not seen as important

- Cultural priority dissipates (eg in Southampton and Hampshire)
- Cultural enthusiasts and experts overwhelmed by everyday work
- 2012 not taken seriously

T7 Links not made to planning and regeneration

- Failure to use the planning process well to get excellent design and cultural infrastructure.
- Cultural sector not thinking widely and looking for opportunities (eg in new housing areas)
- Failure to create real communities with cultural potential in Strategic Development Areas
- Not enough councillor thought directed to incoming communities

T8 Loss of heritage

- Disproportionate number of historic buildings at risk, including MOD buildings
- MOD may opt to dispose of buildings for inappropriate uses
- Royal Navy leaves Portsmouth

Risks

R1 Development

- New facilities under-used
 - Audience development not carried out before building
 - Companies suspicious of new venues
 - People don't believe new facilities are for them
- Failure of planning and development standards produces more boring housing and town centres
- Cultural and artistic ambitions not delivered by the development process

R2 Political damage

- Rivalry between Portsmouth and Southampton
- Failure to recognise that the two cities form one "knowledge hub" (Will Hutton)
- Further local government reorganisation
- Political instability

R3 Fragility

- Cultural offer fragile in commercial and public sectors
- Failure of clubs (eg Saints)
- BBC and ITV downsize in Southampton and independent producers then move out
- Outsourcing of leisure management, especially if badly managed
- Heritage assets at risk
- Rural assets could be over-used

R4 Lack of funding/investment/recession

- This is seen as a serious risk.

R5 PUSH

- May not be able to agree on a strategic plan
- May seek public identity in its own right and then be seen as superfluous bureaucracy
- No sign-up from detached partners and districts
- Focus diluted as more things jump on bandwagon

Appendix 2 – Methodology

The methodology used was to obtain from the QPDP a list of knowledgeable people in South Hampshire. This list was extended as the work proceeded. We also attended meetings of the QPDP and the Hampshire Arts Officers Group. Interviews were conducted using a structured questionnaire (attached) to ensure the required themes were covered as well as allowing the interviewees to comment freely.

The analysis of these interviews has provided much of the database for this strategy.

Interview for PUSH Cultural Strategy

Date

.....

Interview on record?

Q1 What would cultural success look like after 5 years?

Q 2 What would your top 3 deliverables be for the sub region?

Q3 What is the key cultural priority for your organisation?

Q4 What would you most like to see in the strategy?

Q 5 What do you think are the strengths, weaknesses, opportunities, threats and risks for Urban South Hampshire and the PUSH partnership?

Strengths

Weaknesses

Opportunities

Threats

Risks

Q 6 What would you like to see as a quote from you?

NOTES

Appendix 3 - List of Interviewees

Agenda UK is very grateful to the following people for all the information, ideas and help they so generously gave.

Amies, Julie	Head of Sport Development, Hampshire County Council
Bailey, Jo	MLA South East (with Elizabeth Molineux)
Baily, Steve	Head of Culture, Portsmouth City Council
Barber, Laurence	Director, Head of Sport and Recreation, Southampton University (with Ian Hamilton and Lizzie Phillips)
Barrett, Tom	Community Education Officer, Southampton Football Club
Bellem, Stella	Head of Cultural Policy, SEEDA
Bowler, Mark	Fareham
Brown, Andy	Regional Director for the South East, English Heritage
Butler, Cheryl	Head of Arts Development, Eastleigh Borough Council
Clewlow, Annie	Chair, Southampton Diving Academy, The Quays
Cook, Annabel	Manager of the Ashcroft Arts Centre
Cook, Ian	Sport and Leisure Management (SLM) Manager, Fareham Leisure Centre
Crow, Daniel	Director, A Space, Southampton
Davis, Sarah	Hampshire Sub-Region Manager, Tourism South East and Cruise Partnership Coordinator for Business Southampton
Delve, Glen	The Rose Bowl, Eastleigh
Devine, Martin	Head of Communities and Employment, New Forest District Council
Dudley, Caroline	Head of Museums and Archives, Hampshire County Council
Eardley, Bob	Head of Strategic Planning, Childrens' Services, Hampshire County Council
Elliott, Lindy	Head of Library Service, Portsmouth City Council (with Colin Brown, outgoing postholder)
Ezra, Yinnon	Director of Recreation and Heritage, Hampshire County Council
Foster, Stephen	Director, John Hansard Gallery, Southampton
Grover, Paul	Solent Centre for Architecture and Design
Hall, Dennis	Manager of the Mayflower Theatre, Southampton
Hall, Terry	Portfolio Holder, Portsmouth City Council
Harris, Mike	Head of Leisure and Culture, Southampton City Council
Harvest, Felicity	Executive Director, Arts Council England, South East
Horse, Nicola	Acting Head of Library and Information Service, Hampshire County Council
Jarvis, Stuart	Deputy Director of Environment, Hampshire County Council
Jefford, Duncan	Sport and Leisure Management (SLM) South East Regional Manager
Kelly, Tim	Arts Development Officer, Hampshire County Council
Longman, Richard	PUSH Project Director

Martin, David	Leisure and Cultural Services Manager, Gosport
Mein, Janet	Head of the Arts Service, Hampshire County Council
Nash, Gregory	Director, The Point, Eastleigh
Nolan, Jo	Chief Executive, Screen South
Okwuadigbo, Joy	Head of Regeneration, Havant Borough Council
Owen, Janet	Arts and Heritage Manager, Southampton City Council
Roebuck, Karen	Head of Marketing, Tourism South East
SHIP Arts Officer Group	
Sitaram, Suki	Head of Communities and Regeneration, Southampton City Council
Snaith, Margaret	Portfolio Holder, Hampshire County Council
Spence, Peter	Director, South Coast Design Forum
Tasker, David	Sports and Recreation Manager, Test Valley Borough Council
Vinson, Adrian	<i>Then</i> Liberal Democrat Leader, Southampton City Council