

# ***Towards an International City of Culture***

## **Southampton City Council Arts and Heritage Strategic Vision**

### **Executive Summary**

This Strategic Vision defines Southampton City Council's strategic role regarding Arts and Heritage provision within the wider context of the City of Southampton Strategy towards 2026, council priorities, the Southampton Heritage and Arts People initiative (SHAPe), and the sub-regional Partnership for Urban South Hampshire (PUSH).

Southampton is a thriving and growing city with a diverse and dynamic population. However, these developments are in pockets and other parts of the city (economically, physically, socially) remain significantly deprived. We want to transform Southampton from being a gateway to a place of destination where people want to visit, put down roots and engage in community.

The City has a fantastic opportunity over the next twenty years to transform its cultural offer and create an overall vibrant cultural soul, a sense of identity and uniqueness that connects people to each other and to Southampton as place. Its rich cultural makeup, internationally important heritage story and nationally dynamic arts and creative scene provide an inspirational resource for exploitation. The significance of Southampton within the Partnership for Urban South Hampshire (PUSH) regional development area will ensure that this potential can be realised particularly within the context of Living Places.

Culture is critical to Southampton's economic development, health and wellbeing and the creation of an attractive image of the city as a place in which people want to live, work and play. Without a vibrant cultural soul, Southampton becomes a divided, anonymous, modern and transient settlement with little civic pride or unique sense of place, and without an attractive, sustainable and stimulating environment that people value.

This paper proposes that Southampton aspire to become an international city of culture<sup>1</sup> within the Urban South Hampshire region by 2026. Such a transformation would re-energise the City's soul, and in doing so the lives of the people who live, work and visit here.

This exciting vision is achievable in the current regeneration and 2012 context if individuals and organisations across Southampton, and regionally and nationally, work together. Southampton City Council has real appetite to play its part – to provide leadership, strategic facilitation and enabling, co-ordinating the partners and creating the right culture and environment to deliver the bigger picture. We look forward to working with our partners across the city to further shape the ambition and transform it into reality.

---

<sup>1</sup> A city with a national and international reputation as a dynamic cultural provider, a beacon of best practice and a serious candidate for any European Capital of Culture initiatives post 2020.

## **Contents**

1. Introduction	<b>3</b>
2. Strategic framework	<b>4</b>
3. Southampton's unique arts and heritage resource	<b>7</b>
4. An international city of culture	<b>11</b>
5. Who is this vision for?	<b>14</b>
6. How will Southampton City Council contribute?	<b>15</b>
7. Making it happen	<b>17</b>
8. The new cultural landscape	<b>17</b>
Appendix 1: Summary resource delivery plan	<b>18</b>
Appendix 2: The new cultural landscape	<b>25</b>

## **1. Introduction**

Southampton is coming of age as a cultural city. It has a thriving arts and heritage community that is driving forward a renaissance programme of change. By 2026 we will have revealed the true potential of the city's history and modern-day creative talent.

There is already significant investment underway which will fundamentally improve the cultural offer by 2012.

Southampton City Council, the University of Southampton, the Arts Council England and SEEDA are proposing to invest over £16 million in the development of a new arts complex and Guildhall Square at Northern Above Bar.

The Heritage Lottery Fund, English Heritage and Southampton City Council are planning to invest over £6 million in the re-development of Tudor House in Old Town.

Southampton City Council is in the early stages of a feasibility study to transform the old magistrates' court into a new heritage centre for the city. The first phase would create a permanent Titanic exhibition for 2012.

This Strategic Vision celebrates this commitment and for the first time brings together existing plans, projects and early ideas into one document. It provides an essential strategic opportunity for the city council and other key strategic partners to confirm Southampton's cultural vision and identify a clear route map describing how, by working together, we intend to get there.

## 2. Strategic Framework

a) The **City of Southampton Strategy** (Southampton's Community Strategy) launched by Southampton Partnership and Southampton City Council sets out a 20 year (2026) vision for the city that places people and culture at its heart. Specifically, arts and culture are the focus of one of 6 key objectives:

- Imaginative arts and cultural opportunities achieved by being:

A centre of national excellence for the arts and culture, building on the major strengths of existing venues and collections and encouraging new ventures

A place that fosters and celebrates creative and media industries, contemporary, visual and performing arts, arts reflecting the city's communities and arts in education

A place which celebrates and shares its rich maritime heritage with ever increasing numbers of visitors from around the world; a heritage that is carefully preserved and actively brought to life for the benefit of visitors and residents alike.

Importantly, arts and heritage activity also has a significant role to play in achieving the other 5 objectives:

- By showcasing and celebrating Southampton's international symbols of achievement and diverse community histories and artistic traditions, we can **inspire people's pride in their city and their desire to make a positive contribution**
- By exploiting the City's arts and heritage as a powerful creative and innovative resource that inspires people to learn knowledge and skills in new and meaningful ways, we can support the advancement of educational attainment and work to place **learning and innovation at the heart of the City**
- By supporting the creation of a proud and vibrant city with a confident, innovative and creatively skilled local population, we can play a key role in delivering a leading creative and cultural industries sector and **a dynamic business environment overall**
- By championing the role of arts and heritage in City regeneration, redevelopment, health and wellbeing initiatives, we can inspire the creation of high quality public realm spaces and urban design and contribute significantly to the development of an **attractive, sustainable and stimulating environment**
- By creating a confident multicultural city that is proud of and showcases its unique arts and heritage as an integral part of its daily presence, we can deliver **Southampton's unique sense of place**

b) The City of Southampton Strategy objectives also reflect **Southampton City Council's five priorities**:

- Tackling deprivation and inequalities
- Promoting lifelong learning for all people
- Improving community safety and reducing crime and disorder
- Improving the street scene and the environment
- Promoting independent living

And through engendering greater community and civic pride, raising the educational attainment of local people, and creating attractive, sustainable and stimulating environments, arts and heritage activity has an important role to play in helping the Council meet these five priorities.

c) The **Southampton Local Area Agreement**, currently under review, focuses on four main areas of activity:

- Children and young people
- Safer and stronger communities
- Healthier communities and older people
- Economic development and enterprise

It has already been demonstrated above, that culture has a strong potential role to play in each of these areas of social and economic impact. Partnership projects will continue to be developed with wider organisations and providers to ensure arts and heritage activity enhances Southampton's ability to deliver on current stretch targets and primary performance indicators in these areas.

d) The Cultural Consortium has recently been re-formed as the **Southampton Heritage and Arts People (SHAPe)** and will take a lead role in taking forward arts and heritage within the context of the Southampton Community Strategy. It will build upon the Cultural Strategy produced by the Consortium in 2002, and in particular will focus on integrated policy and delivery in four cross-disciplinary areas: Communicating and Showcasing; Raising Educational Attainment; Nurturing Creative Industries; Cultural Olympiad

e) The **Partnership for Urban South Hampshire (PUSH)** provides the vital regional economic regeneration context for delivery of the arts and heritage aspects of Southampton's Community Strategy. PUSH is one of the New Growth Points that the Government is entering into long-term partnership with to improve South Hampshire's quality of life in the broadest sense, including economic, social and environmental wellbeing. It has been created as a city region with the objective to stimulate growth and economic development in recognition of the under-performance over the last two decades compared to south east average growth rates, and the resulting significant pockets of deprivation located in this area. Its vision is for South Hampshire to be a better place for everyone who lives, works and spends their leisure time here. Culture is regarded as a key regeneration and wellbeing strand and is one of

the nine PUSH strategic objectives. A Culture working group has been established to drive forward the cultural agenda for change across the region, and to support and advise elected members and colleagues planning the sub-region's growth by ensuring that cultural and creative activities, services and facilities contribute to the economic, social and environmental well-being of South Hampshire. Achieving these ambitions will depend on a range of public and private funding programmes, including developer contributions, and the Government is committed to working with local partners to achieve strategic and sustainable growth to get the best outcomes from future investment.

f) The **Living Places** Partnership is a joint initiative between Communities and Local Government and the Department for Culture, Media and Sport, along with five key cultural agencies, including the Museums, Libraries and Archives Council, the Arts Council and English Heritage. This joint work aims to ensure that all communities, in particular those experiencing economic growth, benefit from cultural facilities such as museums, libraries, art and sport, as well as making better use of cultural heritage. PUSH has been identified as one of the five priority places in England to work with the Government and cultural agencies under this initiative.

g) The **South East England Development Agency** (SEEDA) has recently unveiled the Implementation Plan for the Regional Economic Strategy for the South East, 2006-2016. The role of culture is pivotal to delivery of each of the three RES objectives: Global Competitiveness, Smart Growth and Sustainable Prosperity.

h) The Find Your Talent pathfinder programme, **PUSH4Culture**, will provide important strategic opportunity to further develop and demonstrate the value of cultural activity in raising the aspirations and educational attainment of young people in Southampton.

i) The **Cultural Olympiad** will be a key driver in terms of shaping UK cultural activity and opportunity towards and beyond 2012. The DCMS has now appointed a 2012 co-ordinator for the South East Region who will work closely with cultural organisations and agencies, including MLA and Arts Council South East to facilitate the development of joined up programming activity. SEEDA has launched the 'Compete, Create and Collaborate' offer for the 2012 Games. Opportunities for Southampton to engage actively in this major initiative will continue to emerge.

j) Several wider **Southampton city policy initiatives** are of direct relevance to the Arts and Heritage Strategic Vision. These include:

- Old Town Development Strategy
- Public Art Strategy
- North-South Spine Development Strategy
- Legible Cities
- City Centre Action Plan
- Children and Young People Strategy
- Green Space Strategy
- Visitor destination initiatives

### 3. Southampton's unique arts and heritage resource

The rich arts and heritage of Southampton are its only truly unique resource, shared with nowhere else, with the potential to draw visitors in to the City from across the world and to enrich the lives of local inhabitants.

Southampton's people (from the past through to the present) are at the heart of this resource. It is their stories, cultural heritage, identity, creativity and activity that underpin this richness.

The uniqueness and importance of the Southampton story are testament to our inherent connection with the most powerful natural force - the sea - a connection that has huge potential to captivate and inspire. The city's relationship with the sea and maritime heritage is for example one of the few cultural associations made by current visitors of significant enough interest to attract them to a city. Presently, they are disappointed with what they find.<sup>2</sup>

The innovation and creativity at the heart of the Southampton's developing brand have their roots in its role as an *international maritime city*, past, present and future. If this branding is to have maximum impact however, Southampton also needs to transform the cultural product and enhance the quality and visibility of its cultural activity from high profile to grass roots. Much of this activity is currently fragmented and hidden both literally and symbolically from Southampton's persona and its connectivity to the sea.

Within Southampton, there is a lack of coherent projection of the importance the city and its people have had and continue to hold nationally and internationally. Certainly, people living even immediately outside the city or passing through for whatever reason have limited knowledge of the wonderful treasures of history and creativity that Southampton has to offer. Market research<sup>3</sup> suggests that people visit Southampton to shop and to embark/disembark from cruise liners. As a consequence, the city relies primarily on the retail sector for its economic regeneration which, as recent Experian research has shown<sup>4</sup>, is by its very nature transient and ubiquitous. Southampton is not perceived as a cultural destination in its own right where people spend time and money, and currently lacks the critical mass of product offer to compete effectively in a highly competitive regional and sub-regional market<sup>5</sup>.

Southampton has a fascinating and diverse arts and heritage resource which, with further innovative investment of ideas and money, has the ongoing potential to both draw people in from long distances and engage local people of Southampton in their cultural heritage:

---

<sup>2</sup> Southampton visitor destination survey undertaken by Locum Consultants 2007

<sup>3</sup> Locum 2007

<sup>4</sup> Southampton has recently dropped from being ranked 7<sup>th</sup> for shopping in the UK to being 13<sup>th</sup>.

<sup>5</sup> Competitors include Portsmouth, Brighton, London, Stonehenge and the New Forest. Collaboration with these cultural attractors within the context of Urban South Hampshire is likely to be key in the future.

- A dynamic and creative professional and voluntary arts and heritage community
- The Maritime, Aviation and Southampton Heritage Story
  - Southampton Water – a unique, natural harbour
  - A global Roman and Saxon port
  - The Mayflower – and the departure of the Pilgrim Fathers
  - The RMS Titanic – and the stories of its courageous crew
  - The Transatlantic liners
  - Travel and transport
  - Immigration and emigration
  - World port and gateway
  - People working in the docks and on the water, whatever the conditions
  - A port of war – D-Day; Dunkirk; Falklands
  - The invention of powerboats – Scott Paine and T.E. Lawrence
  - Ocean yacht racing
  - The Southampton Boat Show
  - Major liner naming events
  - The Schneider Trophy
  - Mitchell, Lady Houston and Supermarine
  - The Spitfire
  - Flying boats and the invention of passenger air travel
  - King Canute and Saxon Hamwic
  - Henry V, Agincourt and the Medieval City
  - Jane Austen and the Georgian Spa Town
  - Southampton and the Blitz
  - Peopling Southampton
  - Living in Southampton – personal stories
  - Inventors and Innovators – the gas cooker; the CD Rom
  - Getting around – trams, trains and buses
  - Local geographical and community heritage – Bitterne, Woolston etc.
- The surviving artefacts that testify to the global impact of Southampton:
  - The historic docks and old town waterfront
  - 3<sup>rd</sup> most complete town walls in UK (after York and Chester)
  - Medieval underground vaults
  - Tudor House – rare complete medieval and Tudor survival
  - Bargate, Wool House, Medieval Merchants House, God's House
  - Tower, Tudor Merchants House
  - Medieval documents and archives dating back to the C12th
  - The Mayflower Memorial
  - Nationally designated archaeology museum collections
  - Museum collections, archives and oral histories reflecting people living, working in and connected with Southampton and its global history (Solent Sky and Southampton City Council)
  - Floating vessels – Calshot tug tender; SS Shieldhall
  - Southampton Old Cemetery
- A dynamic visual arts cluster with a growing national reputation, including:

Southampton City Art Gallery and nationally designated C20th collections (developed with the support of Tate)  
 John Hansard contemporary art gallery at University of Southampton  
 Millais contemporary art gallery at Solent University  
 Touring and temporary exhibition programmes  
 Aspace Bargate Gallery and Art Vaults  
 Southampton City Public Arts programme  
 Art in the Arches studio spaces  
 Red Hot Press  
 Individual artists and practitioners based in and around the city  
 University and college visual arts courses and student activities  
 Creative Partnerships

- A regionally significant performing arts, music and dance provision including:
  - Art Asia
  - Guildhall
  - Mayflower Theatre
  - Nuffield Theatre
  - The Point at Eastleigh
  - Turner Sims Concert Hall
  - Vibrant pub and venue music scene catering for different age groups and musical tastes (including for example The Joiners, The Brook, Talking Heads, Soul Cellar, The Platform)
  - Thriving community of performing artists, music makers and dance practitioners
  - University and college performing arts courses and student activities
  - Creative Partnerships
  - Touring organisations coming into the city
  
- A major regional cultural and creative industries sector (arts and heritage) including:
  - Diverse events programme – Mela Festival; Chinese New Year; Black History Month
  - SS Shieldhall and Southampton Heritage Federation projects
  - University of Southampton courses and student population
  - Southampton Solent University courses and student population
  - Southampton Schools Music Service
  - Specialist Arts Schools
  - City College
  - Art in the Arches studio spaces
  - Individual creative industry practitioners
  - PUSH4Culture Find Your Talent pathfinder programme
  
- Developing profile as a centre for screen-based arts, underpinned by a number of established resources
  - City Eye
  - Harbour Lights Picture House
  - Mount Pleasant Media Workshop
  - University of Southampton

## Southampton Solent University

- Long heritage of green open spaces that breath life and tranquillity into the city, including:

Central Parks (Grade II Listed)  
Southampton Common (SSSI) and Old Cemetery  
Weston Shore (SSSI)  
Shirley Warren community garden

- Interwoven and diverse community histories that create a unique sense of local place and identity
- A passionate cultural workforce and a tradition of volunteer support from the diverse community inspired by a desire to participate in the cultural activity of the City

Key milestones on the way to 2026<sup>6</sup> include:

2009	200 year anniversary of Jane Austen living in Southampton
2010	100 year anniversary of Southampton airport
2011	75 year anniversary of the Spitfire maiden flight
2012	100 year anniversary of the Titanic disaster
2014	50 years of the City
2015	600 years since the Battle of Agincourt
2016	1000 year anniversary of King Canute being crowned
2017	600 years since God's House Tower built; 100 years since Mitchell arrived in Southampton
2020	400 years since Mayflower set sail
2022	800 <sup>th</sup> mayor

---

<sup>6</sup> By this date, the European Union might well be calling for new UK candidates for Capital of Culture

#### 4. An international city of culture

Southampton is a thriving and growing city with a diverse and dynamic population. In July 2007, Southampton was identified as the third fastest growing city in the UK in terms of economic growth, population growth and skills of local residents<sup>7</sup>. The retail industry is thriving and with the opening of West Quay the city has become a major retail destination. It is currently ranked 13<sup>th</sup> for shopping in the UK (Experian). Phase 3 of West Quay will only enhance this reputation.

230,000 people live in Southampton of which 50,000 are aged 0-19 years and 40,000 are over the age of 60. This population is also culturally diverse with non-white ethnic groups making up 7.6% of the population. This rich mix of cultural backgrounds, ages and interests within a maritime city creates a rich mosaic of cultural heritage that is showcased through flagship projects such as the Mela Festival, Chinese New Year, Black History Month and the Weston Shore initiative. The Bevois Town and Bargate area has the widest variety of ethnic diversity anywhere in the South of England.

7,500 businesses operate in the city. Several of these companies employ more than 500 people, including Skandia Life Business Services, Carnival plc, HSBC and National Westminster Bank. Lloyds Register Group has recently confirmed the relocation of their Marine section from the City of London to Southampton in partnership with the University of Southampton. Southampton is also at the heart of South Hampshire, one of the 9 sub-regions for growth identified in the SE Plan.

There is a significant private residential development programme in the city, particularly in the Old Town and Ocean Village areas. Urban living spaces have been springing up across this part of town.

The University of Southampton is the flagship in a strong higher education sector, and is one of the top 10 research-led universities in the UK. Southampton Solent University has a strong creative industries profile, and between them the universities attract a student population of over 40,000 to the city.

However, Southampton is also a city with challenges. These include:

- The economic generators of the city are concentrated in selected geographic areas – on the waterfront in the commercial docks and in the West Quay retail area for example. Other areas in the city centre and neighbourhoods fail to perform and require significant investment to re-vitalise their economic and civic role. Prime candidates for regeneration activity include Northern Above Bar, Old Town and the Waterfront.

---

<sup>7</sup> Centre for Cities research, July 2007

- There are significant pockets of economic and social deprivation, reflected in the city's position of 96<sup>th</sup> in the Index of Multiple Deprivation (2006). Of particular concern is the fact that this reflects severe Education, Skills and Training deprivation. Lower than national average performance regarding educational attainment, teenage pregnancy rates and school attendance help to reinforce this conclusion.
- Southampton is not perceived as a cultural city by people who visit. The Locum Destination Survey 2007 concluded that people visit Southampton because it is a retail destination. They will shop in West Quay, eat and then leave.

It has been proven in many other parts of the UK and Europe<sup>8</sup> that the role of cultural regeneration, rooted in the people of the city and a sense of place, is a vital ingredient in the economic and social regeneration essential to address wider questions of deprivation which Southampton is experiencing.

Culture is critical to Southampton's economic development, health and wellbeing and to the creation of an attractive city image as a place in which people want to live, work and play. Cultural activity working across communities and generations will inspire greater understanding and community cohesion. A strong profile and high quality cultural product within the city centre will act as a major attractor of visitors into the city and will provide the cultural entitlement local people expect. It will re-activate tired yet strategically vital locations including Northern Above Bar, Old Town and the Waterfront. We have a strong story to tell about the global importance of our city – to a local, regional, national and international audience. Current cultural infrastructure significantly restricts our ability to do so.

Without a vibrant cultural soul, Southampton becomes a divided, anonymous, modern and transient settlement with little civic pride or unique sense of place, and without an attractive, sustainable and stimulating environment that people value.

Section 3 of this Strategic Vision outlined the rich local, national and international cultural assets available to the city within its existing arts and heritage portfolio. The building blocks are in place but are currently fragmented and their full potential unrealised.

The City has a fantastic opportunity over the next twenty years to transform its cultural offer and create an overall vibrant cultural soul, a sense of identity and uniqueness that connects people to each other and to Southampton as place. Its internationally important heritage story and nationally dynamic visual arts and creative industries scene provide an inspirational resource for exploitation. The significance of Southampton within PUSH regional development area will ensure that this potential can be realised particularly within the context of the Living Places agenda.

---

<sup>8</sup> Newcastle, Liverpool, Barcelona, Brighton, Torino for example

By transforming Southampton into a truly international city of culture by 2026 at the heart of Urban South Hampshire we would re-energise its soul, and in doing so the lives of the people who live, work and visit here.

Our vision for a city of culture will build upon existing strengths to create a national destination city, ideally in partnership with Portsmouth and the wider region, with local neighbourhood communities at its heart. Southampton's cultural transformation must reflect and energise the rich diversity and local talent of the city. It must work directly for and with the people of Southampton, engaging their participation and enriching their lives.

It will also inspire us to develop stronger international partnerships and cultural dialogue particularly within the context of the Cultural Olympiad and in anticipation of Titanic 2012 and other key international milestones identified earlier.

There are many individuals and organisations across Southampton, and regionally, nationally (and ultimately internationally), that have a significant role to play if we want to realise this vision for arts and heritage in the city. Southampton City Council sees its role as a key organisation providing leadership and strategic facilitation and creating, with others, the right culture and environment within which the essential partnership working can flourish to deliver the bigger picture. Other key players will include the Southampton Partnership, the University of Southampton, Southampton Solent University, SHAPe, PUSH and regional cultural agencies.

## **5. Who is this vision for?**

The vision for Southampton as an international city of culture must be centred on its citizens and draw upon their individual talents and collective diversity if it is to be realised. In summary, our vision must encompass:

- Local people and families of all ages and backgrounds who live in the city centre or neighbourhood 'village communities', and people who work and study here
- Our neighbours in Portsmouth and urban south Hampshire

And be shared with:

- Regional visitors from the south, south east and London
- National and international visitors attracted to this area for the sea, the New Forest, and the cultural tourism offered by Southampton, Portsmouth and Winchester.

## 6. How will Southampton City Council contribute?

### *Strategic Priorities*

1. Place people and their rich cultural heritage at the heart of this vision, joining up existing activity and empowering more local people to get involved in and actively generate arts and heritage activity

#### Proposed Projects (2008-2012) to include:

- Champion and facilitate the work of SHAPe in bringing together arts and heritage practitioners from across the city (amateur and professional) to enhance impact of existing work through targeted collaboration
- Inspire Southampton's arts and heritage community via SHAPe to 'show off' their work to local, regional (and ultimately national and international) audiences on an annual basis helping to transform wider perceptions of the city as a cultural backwater
- Prepare and implement an audience development plan and inclusive volunteering and trainee programme for the city museums, art gallery and archives
- Develop cultural learning and outreach activities in conjunction with Find Your Talent and supporting Local Area Agreement priorities
- Facilitate audience consultation regarding major arts and heritage projects and ongoing arts and heritage developments
- Establish a programme of 'Peoples' Choice' exhibitions

2. Champion the significant role of culture in taking forward Southampton's economic, tourism and social regeneration programme and the city's aspirations of national excellence

#### Proposed Projects (2008-2012) to include:

- Lead on developing Cultural Clusters at Northern Above Bar and Old Town, including the development of a new arts complex, heritage centre and re-development of Tudor House
- Support plans to develop cultural assets by others including Solent Sky, maritime port visitor centre, berthing for historic vessel, the creative campus at University of Southampton
- Lead on the integration of cultural thinking and product into city and neighbourhood development projects including North-South Spine and West Quay Phase 3
- Develop programme of cultural exhibitions and festival in partnership with key partners
- Develop partnerships with national and international cultural providers to support delivery of above projects
- Look to relevant examples of cultural regeneration elsewhere in UK and Europe and build upon these experiences in our own work

3. Promote the role of arts and heritage activity in raising educational attainment and aspirations of people in Southampton through creative approaches to learning

Proposed Projects (2008-2012) to include:

- Lead on Southampton element of Find Your Talent pathfinder, advised by SHAPe Education Working Group
- Deliver range of learning activities for schools and lifelong learning groups based on gallery, museum and archive collections and historic buildings, in partnership with education and community providers and supporting Local Area Agreement priorities
- Develop enhanced learning centre facilities in the Old Town and Northern Above Bar areas as part of Cultural Cluster activities

4. Support the creative industries as an important part of the local economy by inspiring creative learning, skills development and innovation to support emerging creative industry sectors

Proposed Projects (2008-2012) to include:

- Support the work of SHAPe Creative Industries Working Group in facilitating the strengthening of key creative industry sectors in Southampton
- Develop learning partnerships with key creative industry training providers, in conjunction with Find Your Talent
- Promote the arts and heritage resource as a source of inspiration for the creative industry sector

5. Modernise delivery of existing services to ensure resources available effectively support these wider initiatives

Proposed Projects (2008-2012) to include:

- Undertake a 'Fit for Purpose' review of staff, budgets and venues
- Identify and exploit sustainable business development opportunities, particularly in the areas of retail and venue hire
- Undertake a full review of collections, including review and revision of the service collection development policy (acquisition and disposal policy) and collection storage review
- Develop an integrated collection documentation and online catalogue programme to improve public access to and professional stewardship of collections
- Develop a strategic approach to historic building conservation management and maintenance
- Investigate partnership working opportunities with regional colleagues

## **7. Making it happen**

A summary resource delivery plan is incorporated as appendix 1. It outlines expenditure currently earmarked/ committed over the next 5 years to deliver aspects of this strategy. It also shows areas where there is further funding required to deliver the aspirations of the strategy. It should be noted that the estimates shown in this document are only indications of the capital and revenue sums involved and should not be taken as firm indications of cost. These will be provided as and when individual schemes are brought forward for approval.

## **8. The new cultural landscape**

Appendix 2 provides further ideas on the emerging cultural vision for the city and its potential impact on our landscape within the next twenty years

**Appendix 1: Resource Delivery Plan, 2008-2013 (Working Document, Key Projects)**

2008-09	2009-10	2010-11	2011-12	2012-13 Titanic Key Milestone	Budget Required	Funding Secured
Work with PUSH partners to develop an international city region of culture					None	None
<b>Strategic Priority 1: People at heart</b>						
Champion and facilitate SHAPe					Admin support and contribution towards costs of conferences max. £1000 per annum	Yes. SCC
Annual Southampton Shows Off event (SHAPe)					£10,000 per annum	No.
	Audience and community development plan and inclusive volunteering and trainee programme developed for art gallery, museum and archives				£15,000.	TBC. MLA Designated Collections funding/ SCC revenue
	Prepare audience development plan for heritage centre and new arts complex within the context of the wider	Implement			Part of New Arts Complex and Heritage Centre project costs	Yes Arts Complex No Heritage Centre

2008-09	2009-10	2010-11	2011-12	2012-13 Titanic Key Milestone	Budget Required	Funding Secured
	cultural quarter					
	Audience consultation regarding major arts and heritage projects				Part of New Arts Complex and Heritage Centre project costs	Yes Arts Complex No Heritage Centre
		Develop People's Choice exhibition programme at Tudor House			Part of Tudor House project	SCC revenue.
<b>Strategic Priority 2: Culture and regeneration</b>						
<b><i>Northern Above Bar (NAB)</i></b>						
Create NAB Cultural Vision by Sept 2008					None	None
Deliver New Arts Complex					£13.5 million	£11.9 million (Arts Council, SCC, SEEDA, UoS) – Balance from fundraising
Deliver Phase 1 Heritage Centre				Completion of Phase 1: Titanic exhibition	Working progress to establish provisional capital estimate. Will require significant capital funding. Revenue TBC	No. No.
Redevelopment of Guildhall Square					£4.6 million	SEEDA

2008-09	2009-10	2010-11	2011-12	2012-13 Titanic Key Milestone	Budget Required	Funding Secured
Completion of Capita regional business centre					To be funded by developer.	Yes. Developer funding.
Integrating Art Gallery into CQ – national and international art exhibitions venue	Min. one regional/national exhibition per annum	Min. one regional/national exhibition per annum	Min. one regional/national exhibition per annum	One national/international exhibition per annum	TBC	No (Corporate sponsorship, Arts Council, SCC revenue, national gallery partnerships, admission fee)
<b>Old Town Historic Quarter (OTHQ)</b>						
Townscape Heritage Initiative: Conservation master plan OTHQ developed	Plan Completed	Implementation begins			£30,000	No
Town Walls Lighting Projects (Halation, Arundel Tower, Friary Gate)					£97,000	£77,000 (AIF) £10,000 (SCC) £10,000 (Private developer)
Phase 1 Tudor House Completed  Phase 2 Stage Two HLF application to be submitted	Phase 2 Tudor House Commence		Phase 2 Tudor House Complete		<b>Capital</b> Phase 1: £1,920,000  Phase 2: £5,440,000	£1,920,000 (SCC, HLF, English Heritage)  £1,826,000 (SCC) £63,000 grant £3,533,000 (HLF Stage One Pass awarded) Balance to be identified.

2008-09	2009-10	2010-11	2011-12	2012-13 Titanic Key Milestone	Budget Required	Funding Secured
					Revenue Phase 2 £100,000 pa	Yes SCC
West Quay Phase 3 city piazza and enhancement of Town Walls.			Proposed completion		To be funded by developer	Developer funded
New Town Walls trail leaflet and audio download tour			Move blue badge guided tours of Old Town base to Tudor House and offer as charging activity		£10,000 Leaflet	No. Fundraising.
<b><i>Other Exhibition Spaces</i></b>						
Solent Sky re- development led by Solent Sky					TBC	Fundraising by Solent Sky
<b><i>Connecting Spaces and City Gateways</i></b>						
N-S Spine redevelopment					£20.2 million	£6.6 million SCC (covering first two years, 2008-09 and 2009-10). Balance to be identified.
Spitfire Tribute Memorial					Working progress provisional cost estimate £1.5 million	£70,000 SCC Balance from fundraising
Hidden Histories Pilot Project	Titanic audio download tour and	Jane Austen audio download tour to	Southampton as Gateway to the		TBC	AIF for Hidden Histories pilot.

2008-09	2009-10	2010-11	2011-12	2012-13 Titanic Key Milestone	Budget Required	Funding Secured
	accompanying booklet	accompany booklet	World audio download tour to accompany booklet (explore cultural diversity of city)			Fundraising.
<b>Cultural Exhibitions and Festivals (draft programme below, work in progress)</b>						
Develop exhibition programme 2009- 2011	<b>Unpopular Culture</b> Arts Council exhibition selected by Grayson Perry  <i>V&amp;A Olympic Posters</i> exhibition  <b>What is art?</b> Challenging our perspective of art using SCC collections and key contemporary loans  <b>BP National Portraits Award</b> (National Portrait Gallery)  <b>Ocean Racing</b> At Maritime Museum and God's House Tower.	<b>Portraits of a Generation:</b> Southampton as gateway for first generation immigrant communities. At Art Gallery.  <b>Wine!</b> At Maritime Museum, God's House Tower and the Medieval Vaults.	<b>The Saints:</b> A History of Southampton FC. At Art Gallery.  <b>People's Choice</b> exhibition at Tudor House Museum  Major national art exhibition	<b>Southampton Titanic 2012</b> centenary exhibition	TBC	No. SCC revenue and fundraising.
Cultural Olympiad festival programme					TBC	£15,000 SCC revenue

2008-09	2009-10	2010-11	2011-12	2012-13 Titanic Key Milestone	Budget Required	Funding Secured
towards 2012 (SHAPe)						Balance from fundraising
<b>Strategic Priority 3: Raising Educational Attainment</b>						
PUSH4Culture Find Your Talent Pilot (SHAPe)					£660,000	£660,000 TBC Find Your Talent programme
Re-open Tudor Merchant's Hall as Old Town learning centre					Part of Tudor House Phase 2 project	See above
<b>Strategic Priority 4: Supporting creative industries</b>						
Facilitate work of SHAPe to develop new studio spaces for artists in the PUSH region (CINA)					TBC	No.
Facilitate development of Southampton Film Week (SHAPe)					TBC	No.
	Develop learning projects with key creative industry training providers that use the arts and heritage resource				TBC	SCC revenue. Find Your Talent.

2008-09	2009-10	2010-11	2011-12	2012-13 Titanic Key Milestone	Budget Required	Funding Secured
<b>Strategic Priority 5: Modernising Delivery</b>						
Re-organisation of Arts and Heritage Team					Within existing budget.	
Develop business plan and establish commercial model for retail and venue hire activities					Income generating. Some investment to accumulate required. TBC in business plan	
Strategic collection management and storage review					TBC	Invest to Save

## Appendix 2: A New Cultural Landscape for the City Further Thoughts

The City of Southampton Strategy Towards 2026 identifies Southampton as a place with imaginative arts and cultural opportunities and an ambition to be a centre of national excellence for the arts and culture. Southampton will become a vibrant cultural city that inspires local people and attracts national and international cultural tourism through the creation of a dynamic mosaic of inter-connected cultural clusters and exhibition places appealing to diverse audiences and interests<sup>9</sup>. Individual clusters and places will have a clear sense of identity and branding but will also form part of a coherent whole that reflects the richness, diversity and wide appeal of Southampton's cultural heritage. The connecting spaces and connecting stories are as important as the clusters and exhibition places themselves. Arts and heritage will combine to create interpretative experiences that use the past and present to excite people in the possibilities for the future.

### Cultural Clusters

Northern Above Bar cultural quarter – an arts and heritage celebration par excellence extending from Southampton Central railway station and the Mayflower Theatre in the West to the Millais gallery in the East. To include the Southampton new arts complex, an invigorated Southampton City Art Gallery, Central Library and Guildhall, a re-generated Guildhall Square, City Park and potentially a Heritage Centre and major temporary exhibition gallery in the Old Magistrates' Court. A detailed and nationally significant vision, informed by the City of Southampton Strategy Towards 2026, will be developed for the cluster as a whole including how the different attractions will interact to create an integrated experience for the diverse audiences who will make use of the facilities.

Key national-regional strategic partnership initiatives that should be investigated include Tate, the National Portrait Gallery, the British Museum, the National Museum of Science and Industry, the National Maritime Museum and the National Archives. Perhaps a New York – Southampton connection could also be explored – Ellis Island for example?

Old Town 'historic quarter' – covering the area defined by the medieval town walls. A vibrant, specialist retail (boutiques and galleries), eating and heritage/ arts experience in the heart of Old Town to complement existing and planned residential development, and connected into the West Quay commercial retail zone. Develop the public arts and Art Vaults concept and maximise the use of medieval walls, buildings and open spaces as features in the landscape, backdrops to cultural activity and venues for events use.

A townscape heritage initiative championing a master plan for the Old Town 'historic quarter' is required, which builds upon the existing Old Town Development Strategy and focuses on strengthening the defining role of the

---

<sup>9</sup> Supported by the findings of the Locum Consulting Destination report 2007

town walls and enhancing the historic cultural offer within. Key vistas and connections between sections of the surviving old town should be preserved and enhanced, including for example the vista down Bugle Street.

The Tudor House will provide a focus for the Old Town heritage experience by acting as a 'visitor centre' that acts as a jumping off point for self-guided and guided tours in the Old Town area, as well as interpreting the house itself and providing an attractive eating venue in its own right. The possible relocation of the archaeology and maritime museum collections to a new heritage centre at Northern Above Bar would facilitate opening up the Wool House and God's House Tower to new functions that enhance public appreciation of these buildings as important historic monuments.

The potential of public art to strengthen the geographic definition of the Old Town by enhancing the medieval walls will be identified through the development of a Town Walls Public Art Strategy and pilot artistic lighting schemes. The West Quay Phase 3 redevelopment provides an important opportunity to enhance the interpretation of the town walls through public art schemes and to create strong yet sensitive connectivity between the modern retail city and the Old Town experience, inspiring greater customer cross-over between these areas of activity.

The connectivity and relationship between the Old Town quarter, the Waterfront and Solent Sky will be vital to ensure successful flow of people into the southern part of the city.

Neighbourhood Clusters – a series of community-based cultural clusters located in key neighbourhoods across the City which build upon and support existing community initiatives, and celebrate the diverse arts and heritage traditions of local people to inspire cultural and economic regeneration. A dynamic and interactive relationship between these neighbourhood village clusters and the city centre offer is vital to ensure a city wide programme that is rich, distinctive and culturally diverse. Particular focus areas proposed include:

- Bevois and Bargate – a demographic area with the widest variety of ethnic diversity anywhere in the South of England. The Bevois and Bargate Action Plan outlines the importance of cultural diversity as one of the key drivers to tackle deprivation and disadvantage in the city.
- Thornhill
- Outer Shirley (Millbrook and Redbridge)
- Weston
- Emerging 'community hubs' proposed for Portswood and Woolston

### **Other Permanent Exhibition and Event Spaces**

Solent Sky: re-developed as a state-of-the-art interpretation of Southampton's internationally important aviation heritage. Personal stories and perspectives

will be key to presenting inspiring and relevant interpretation covering the following key subject areas:

- Southampton – the birthplace of the Supermarine Spitfire
- Schneider Trophy
- Home of the largest flying boat operation in the world
- First international airport
- Air passengers
- 26 aircraft companies based in Southampton
- Key figures – Mitchell; Lady Houston; Test pilots

Plays an important attractor role in linking the Old Town cultural cluster with Ocean Village.

The Waterfront: The connections between Southampton as a city and Southampton Water are key. Redevelopment of the Royal Pier, Mayflower Park and wider waterfront areas provide a unique opportunity to create a dynamic maritime cultural experience for local people and visitors to the city. It is proposed that the key elements of any such experience are identified as follows:

- A Modern Southampton Docks Viewing Area and Interpretation Centre (to include a brief history of Southampton Docks and an explanation of the importance of natural landscape and geography on its development as a major international port)
- Public berth area for display of historic floating vessels
- Large-scale public statement inspired by Southampton's international maritime history dramatically visible from the water as ships arrive/ depart (perhaps drawing upon its Trans-Atlantic connections with New York). This might take the form of public art and/ or a breathtaking showcase display of selected robust large-scale iconic aviation and maritime objects.

The development of a Multi Purpose Arena in the city centre is an aspiration that Southampton City Council would help to facilitate as appropriate.

### **City Centre, Connecting Spaces and City Gateways**

North-South Spine connection – already a well-developed planning concept connecting Above Bar, Old Town and Waterfront clusters. It should also become a dynamic interpretative concept creating story-telling links that explore the City's arts and heritage traditions through quality performance and street art, public art trails, audio and podcast tours (such as Hidden Histories), guided tours, inter-connected exhibition and events programming. Supported by joint ticketing and marketing initiatives.

How realistic is it to include a length of tram track laid along at least part of the North-South spine to provide an experience as part of this interpretative

connection at peak times, and to assist visitors with mobility difficulties? Are there other modes of tourism transport that could be considered?

Itchen and Northam Bridges – the river Itchen cuts right through the city both physically and conceptually yet also creates a ‘magical waterway’ that is under exploited. The Itchen and Northam bridges connect the two halves of Southampton and are an important part of Southampton’s cultural identity. Could a creative approach to public art transform these vital connectors and waterways into cultural spaces in their own right making powerful statements regarding their role and significance in the city – past, present and future?

City Gateways – a number of key strategic entry points into the City can be identified<sup>10</sup> which provide potential locations for dramatic public art statements inspired by the spirit and essence of Southampton. Of particular note in this context is the maritime gateway into Southampton which is currently very anonymous and lends itself particularly well to a dynamic statement. The Southampton City Brand Board will have a key role to play in delivering this aspect of the vision.

Signage – both pedestrian and brown signage to the City’s current arts and heritage offer should be reviewed and strengthened as part of the Legible City initiative

## **Cultural Exhibitions and Festivals**

Exhibitions Towards 2012 – Development of a regionally significant programme of arts and heritage exhibitions utilising existing venues to raise Southampton’s profile and develop audiences for the planned new facilities post 2012

Titanic 2012 Exhibition – Delivery of an internationally significant exhibition in Southampton to commemorate the 100<sup>th</sup> anniversary of the Titanic disaster.

Exhibitions Post 2012 – Development of a nationally significant programme of arts and heritage exhibitions in the new facilities created as part of developing the Above Bar cultural quarter

Towards a 2012 Cultural Festival Programme – Development of a sustainable cultural festival programme through partnership working that builds upon existing achievements, including:

- Mela
- Chinese New year
- SeaCity initiatives
- Art Vaults
- Cultural Olympiad
- Heritage Open Days
- Archives Month

---

<sup>10</sup> AIF funded research regarding city gateways and corridors, 2006

- Museums and Galleries Month
- Black History Month

***Acknowledgements:***

Southampton City Council would like to thank all those individuals and organisations that commented on earlier drafts of this Strategic Vision. We are very grateful for your time and thoughts, and look forward to working with you all to take forward this important and exciting vision for our city.

The heritage components of this vision have been informed by the work of the Heritage Advisory Group during the period, October – December 2007.

The emerging work and aspirations of the Southampton Heritage and Arts People (SHAPE) and its participants have fundamentally inspired the thinking contained within this document.