

SHARED AMBITION

GOSPORT'S CULTURAL STRATEGY

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Executive Summary

Culture widens horizons and life chances, enriches our everyday, creates opportunity and transforms how we think about ourselves, our place – and how others see us.

Culture is rooted in place, and successful places evolve culturally. They understand their opportunities and challenges and adopt new ways to respond to them. This does not deny the past, rather it takes confidence from heritage as evidence of the prospect of a viable, sustainable future. In Gosport, the richness of heritage is matched by the hopes of local communities and regional partners alike.

Shared Ambition, Gosport’s cultural strategy, brings opportunities together, identifies challenges and charts a unique map to bring tangible social, economic and environmental benefits to the whole borough. It provides the conditions for culture to flourish through new ways to learn, create and work together. It raises expectations, encourages engagement and participation and broadens opportunity.

- It seeks to build on existing provision, not duplicate it, and to open new avenues.
- It maps out a strategic action plan with achievable projects.
- It is grounded in a huge number of conversations, consultations and research, with the community and Gosport’s partners who have taken part to help shape it.
- Its 15-year horizon means its ways of working will reflect and respond to changes, just as Gosport itself evolves.
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Just as culture is rooted in place, so *Shared Ambition* takes its definition of culture from Gosport’s unique strengths and characteristics: a distinctive maritime heritage and valued natural environment, cutting edge innovations in education, tech and design, energetic young businesses and creative risk-taking. It builds on existing activity across all these sectors. It inspires and supports new aspirations with routes to skills, digital platforms and premises, so more people of all ages can be part of this cultural opportunity.

Shared Ambition shows how the people of Gosport will help deliver the cultural strategy.

While the target audience is the whole of Gosport society, its special focus is on those communities who for whatever reason feel most constrained and cut off from cultural opportunity. The focus on young people in particular aims to use early impression to make a life-long impact. And it looks beyond the borough, to build Gosport’s reputation and put it on a bigger map.

A cultural strategy is not just a product, it is a process: of inclusion, new types of dialogue, and the creative re-imagination of what makes a place distinctive. It can enhance opportunities to engage with local communities and create healthier neighbourhoods, as well as unlock different types of investment and bring together different types of activity under a unified goal for the future of the area...”

Culture in a Box. Local Authority Guide to Cultural Strategies

Shared Ambition has two parts.

Part 1 is the **Strategic Action Plan**: the Vision, and five Themes that support the Vision, with case studies from Gosport and beyond.

The Vision – **to raise shared ambition, embed culture as a way of life for everyone, connect communities, grow ideas and bridge to opportunities** – has five key Themes:

1. Culture on our doorstep
2. Connected communities
3. Focus on children and young people
4. Fresh content with a heritage context
5. Enterprising creative culture

Part 2 sets out the **Background** to the strategy – Gosport’s context, cultural landscape and consultations with communities, businesses, partners and stakeholders, the **Foundations** that underlie the vision and themes, the Programme and Project Bank, and Delivery and evaluation KPIs.

The Foundations for the strategy are:

- Greater **communication** and **co-ordination** including between communities, regional partners and the Place Board
- Culture to be more **engaging, interactive** and **immersive**; e.g. using digital technology to bring heritage to life so everyone can engage with Gosport’s story
- Putting **Gosport on the map** by growing a reputation for quality, making the most of outstanding assets and maximising investment
- Promoting **Inclusivity** through finding means by which previously under-represented groups, such as children and young people, can play a fuller part
- Responding to the **global climate emergency** by creating a stage for action

Successful implementation of the cultural strategy requires both **strategic** and **operational** progress:

- To advance and direct the vision and strategy, further support to develop and broaden the Place Board to ensure it can work alongside a dedicated Cultural sub-group
- To maintain and build momentum, designing a mix of quick wins and more challenging projects, and appointing a dedicated delivery team including Cultural Development Officer, Communications Officer, Events Officer and Community Projects Officer, to work alongside the Place Board and colleagues in partner organisations.

The role of monitoring and review in measuring progress and keeping the achievements of the strategy on track over its 15-year life is key, and the considerations around its design are outlined .

OUR VISION FOR GOSPORT

OUR VISION

Gosport tells its proud story in its buildings, green spaces and its waterfront – and in the energies and ambitions people here have for making things happen. Raising shared ambitions for Gosport will make this story stronger, richer and more resilient, as culture becomes embedded as a way of life for everyone, creating new ways to connect communities, grow ideas and bridge to opportunities. We are ambitious to work with partners to make this change.

Culture connects us, and it thrives on connectivity. As Gosport's cultural network grows, its impact will reach out to the whole borough and beyond.

SHARED AMBITION – the 5 themes

CULTURE ON OUR DOORSTEP

We will programme accessible activities to ease and ingrain participation

CONNECTED COMMUNITIES

We will embed delivery and practice through a devolved and networked approach

A CLEAR FOCUS ON CHILDREN AND YOUNG PEOPLE

We will transform the lives of young people and their families with arts and culture

FRESH CONTENT WITH A HERITAGE CONTEXT

We will curate outstanding experiences framed by Gosport's rich heritage

ENTERPRISING CREATIVE CULTURE

We will support cultural innovation and creativity in our people and sectors

Shared Ambition

Culture on our doorstep

We will programme free and low cost activities to ease and ingrain participation in the town's culture

Connecting communities

We will embed delivery and practice through a devolved and networked approach

A clear focus on children and young people

We will transform the lives of young people and their families with arts and culture

Fresh content with a heritage context

We will curate first class experiences that showcase Gosport's rich heritage

Creative and cultural enterprise

We will support innovation and growth in our many creative and cultural people and sectors

Foundations

Interactive and Experiential

Gosport on the map

Communication and Coordination

Inclusivity - Ensuring that groups including children/young people can enjoy ease of access

Climate change

THEMES

CULTURE ON OUR DOORSTEP

We will programme accessible activities to ease and ingrain participation

Gosport is at its best when it throws open its doors. A curated programme over different times of the year will maintain interest and increase the number taking part in collective activities.

These must be fun and easy to access. Free or at relatively low cost, many will be delivered at a community level or where people currently congregate such as the town centre or waterside, as well as in locations previously off-limits – the government sites, and commercial premises re-purposed and hospitable for the whole community.

Diverse in nature in order to have broad appeal, they will provide the chance to perform, to produce, as well as to spectate.



Gosport Marine festival, 2021, photo credit: Robbie Khan

WE WILL PROGRAMME ACCESSIBLE ACTIVITIES TO EASE AND INGRAIN PARTICIPATION

PLAN MORE EVENTS ON THE DOORSTEP, FREE
AND EASY TO ACCESS. AND IN PLACES WHERE
PEOPLE CONGREGATE, MAKING USE OF THE
BRILLIANT OUTDOOR SPACES AND HERITAGE
BUILT ENVIRONMENT

CREATE A BOROUGH WIDE CALENDAR THAT
WILL SHOW THERE IS ALWAYS SOMETHING
HAPPENING TO TAKE PART IN AND ENJOY

FESTIVALS AND CARNIVALS WILL
BRING NEW WAYS TO INTERACT WITH
GOSPORT'S DISTINCT HERITAGE

TAKING PART, MAKING AND PERFORMING
INTRODUCE NEW SKILLS AND EXPERIENCES
THAT CAN BE INSPIRING AND EVEN LIFE
CHANGING, OFFERING NEW DIRECTIONS AND
OPPORTUNITY



Photo credit: Robbie Khan

Whale

An enormous inflatable whale was beached in Gosport High Street, 2021. With the use of exquisite puppets, comedy and music, Circo Rum Ba Ba explore the tale of sea creatures and their battle to survive in an ocean full of rubbish. The audience help to save the turtle and the whale from a deluge of plastic.

PLAN MORE EVENTS ON THE DOORSTEP, FREE AND EASY TO ACCESS. AND IN PLACES WHERE PEOPLE CONGREGATE, MAKING USE OF THE BRILLIANT OUTDOOR SPACES AND HERITAGE BUILT ENVIRONMENT

The way and extent to which culture is consumed differs across Gosport. Some of the barriers to entry depend on where people live and their level of disposable income. Accessing the cultural offer needs to be easier, and disincentives need to be removed.

One aspect of this is that there needs to be accessible provision at the hyper-local level. Taking the offer into local communities, as the county council has found beneficial with its work with families.

In addition, venues already popular across Gosport society provide attractive cultural locations. The Discovery Centre, the High Street and the waterfront can offer open and welcoming environments. And further opportunities are emerging from the revamp of Gosport museum and the prospect that heritage sites can be repurposed to create venues with the broadest appeal.

The other aspect involves cultural co-creation - work with our communities to explore what interests them and what connections make our history relatable to a wider audience. Heritage can be many things; we must continually assess what stories and places are important to our community and celebrate them.

CREATE A BOROUGH WIDE CALENDAR THAT WILL SHOW THERE IS ALWAYS SOMETHING HAPPENING TO TAKE PART IN AND ENJOY

This all builds on what is already going on, resulting in a rich and diverse calendar of events that people can inform, deliver and enjoy. Making everyone aware is a challenge that can be met partly through using the new digital mechanisms. But also through the new profile that culture will achieve through the implementation of this strategy and its endorsement and adoption by champions and ambassadors at all levels. Alongside these mass events, festivals, installations and carnivals there will be opportunities for individuals, and for existing institutions to make their contribution through *Gosport's Culture Card* which will allow every family in Gosport to attend and sample parts of the calendar free of charge or at a heavily discounted rate.

FESTIVALS AND CARNIVALS WILL BRING NEW WAYS TO INTERACT WITH GOSPORT'S DISTINCT HERITAGE

Gosport knows how to host events. Home to the country's first and most successful Heritage Open Days, which styles itself as a "family festival celebrating local history", over 10 days in 2021 it boasts more than 70 free events. Here the town comes together, responding to the opportunity to explore hidden parts of its history and to show off its cultural assets to visitors.

Festivals such as this encourage mass participation. The stock of heritage buildings and natural and maritime assets provide an enviable level of touchpoints and themes around which initiatives can be hung. These assets are of a regional and national significance. And there are opportunities at the local level too. Gosport's varied communities have their own character and flavour, and their uniqueness can be celebrated. The tradition of carnival-survives in many places and where it doesn't, new interest can be encouraged, harnessed and developed through new agencies that are committed to reviving the practice.

TAKING PART, MAKING AND PERFORMING INTRODUCE NEW SKILLS AND EXPERIENCES THAT CAN BE INSPIRING AND EVEN LIFE CHANGING, OFFERING NEW DIRECTIONS AND OPPORTUNITY

Involvement in carnivals and festivals, and in cultural activity more generally, are some of the many ways that culture can augment the building of community capacity and capabilities. Skills and confidence acquired here can translate seamlessly into other areas of both civic and personal life. Recognising this and potentially formalising it through devices such as the Gosport Ambassadors programme can amplify the impact



Photo credit:

Gosport Heritage Open Days

Gosport was the first place to host this nationwide event which is free of charge and right on peoples doorstep. Twenty years later and it is the largest voluntary cultural event in England. In 2019, over 8 days the town held 79 events that attracted a record 16,701 visits.



CONNECTING COMMUNITIES

We will embed delivery and practice through a devolved and networked approach

There is lots happening across Gosport, but activities and communities can be isolated and disconnected.

Connecting and supporting activity within a network that is linked with a central hub will mean provision and opportunity will be maximised, and participation built. The potential to increase wellbeing and widen life-chances will grow.



The Makers Market, 2021, Photo credit: Robbie Khan

WE WILL EMBED DELIVERY AND PRACTICE THROUGH A DEVOLVED AND NETWORKED APPROACH

**CREATE A NETWORK
ANCHORED BY A HUB**

**SUPPORT COMMUNITY
OWNERSHIP**

**EVOLVE NEW
COMMUNITIES**

**SUPPORTING AND
BENEFITTING FROM THE
ENVIRONMENT**

**POSITION AND PROMOTE
GOSPORT IN ITS SUB-
REGION**

CREATE A NETWORK ANCHORED BY A HUB

Creating a cultural network will link and support Gosport's communities, with a central hub at its heart. It will provide coordinated communications to make sure that more people know about the activities taking place and they are better supported, with shared resources such as meeting spaces and people. Supporting the network both from the hub and the sub-region will maximise benefits for the whole borough, encouraging overlap rather than duplication, and supporting cross fertilization of new ideas.

There are new opportunities to harness data management to understand and aid audience development. Intelligence about participation can help inform outreach, engagement and investment strategies.

SUPPORT COMMUNITY OWNERSHIP

Scoping and developing projects in collaboration with local people will help ensure activities and investment are relevant and supported, with communities feeling a greater sense of ownership. This can include the co-design of exhibitions – such as the choice of the stories being told in the new Museum, as well as takeover days of cultural spaces by different groups that might not have engaged with them in the past. Co-design can also help shape the wider public realm and new developments. Capacity will be uneven and the capabilities at a community level will need to be built. Utilising a federated structure and encouraging inter-action and interchange will enhance opportunity to learn from the best.

EVOLVE NEW COMMUNITIES

Communities can grow around shared interests, ideas and activities as well as being based on places and neighbourhoods. This will encourage new opportunities to explore immersive and experiential culture, as well as growing cultural events and communities that reach beyond the borough, building Gosport's cultural and creative reputation.

The Gosport Shed

The project provides workshop facilities and a friendly meeting place for older men. It is available for community projects and for members' own projects and hobbies.



Gosport Shed choir. Photo credit:

Gosport and Fareham Wombles

Gosport and Fareham Wombles is a group of like minded people whose mission is to raise awareness and educate those who feel it is acceptable to litter. The group clean up the towns beaches, parks, green spaces and streets both as individuals and at group events.



SUPPORTING AND BENEFITTING FROM THE ENVIRONMENT

Supporting local culture and keeping the experience closer to home will be good for the environment and more sustainable. It will help communities and the council address the climate challenge and meet their ambitions. Low intervention, climate-aware activities such as the promotion of walking and cycling should underpin cultural projects, as part of higher environmental standards becoming embedded in community-designed elements of new neighbourhoods.

POSITION AND PROMOTE GOSPORT IN ITS SUB-REGION

High quality and locally owned cultural and creative activity will not only build new audiences here, but in turn help Gosport step up to a bigger role within the sub-region. Gosport once earned a national reputation for providing exemplar social housing. Now, becoming known as a place for best practice for cultural engagement, it will attract more investment and resource for culture and opportunities that will enrich its future.



A CLEAR FOCUS ON CHILDREN AND YOUNG PEOPLE

We will transform the lives of young people and their families with arts and culture

A CLEAR FOCUS ON CHILDREN AND YOUNG PEOPLE

Evidence and experience points to young people being at the heart of a strategy that has a 15-year horizon.

There are significant positives to draw on in Gosport, including the energy and dynamism of our many educational and community leaders. We need to bring together all our energy, enthusiasm and resource across the public sector, local business, the third sector and the wider community to deliver this ambition. They need resources, funding, support, and access to space.



WE WILL TRANSFORM THE LIVES OF YOUNG PEOPLE AND THEIR FAMILIES WITH ARTS AND CULTURE

**EMBED ARTS AND CULTURE
AT THE HEART OF THE
EDUCATION SYSTEM**

**GIVE EVERY YOUNG
PERSON THE CHANCE TO
PARTICIPATE IN ARTS AND
CULTURE**

**ELEVATE THE VOICES OF
ALL CHILDREN, YOUNG
PEOPLE AND FAMILIES TO
SHAPE THEIR OWN FUTURE**

**OFFER A ROUTE INTO THE
CREATIVE AND CULTURAL
SECTOR – AND SUPPORT
THE JOURNEY**

**CREATE WELCOMING
SPACES WHERE YOUNG
PEOPLE CAN EXPRESS
THEMSELVES AND
FLOURISH**

**INVITE YOUNG PEOPLE TO
ENGAGE WITH HERITAGE
THROUGH THEIR LENS**

EMBED ARTS AND CULTURE AT THE HEART OF THE EDUCATION SYSTEM

There is much energy already behind this vision. Building a shared approach across education providers will allow for collaboration, efficient use of resources and equal opportunities for all young people to access arts and culture as part of their education. To achieve this, all providers will need external support to assist with planning, funding applications and moderation processes. A dedicated open access space would allow for schools, creative practitioners and institutions to tap into and share resources and expertise. Qualifications linked to arts and culture will help towards structuring this ambition, however it is the exposure that will be transformative. Experiences should be prioritised over outcomes.

OFFER A ROUTE INTO THE CREATIVE AND CULTURAL INDUSTRIES AND SUPPORT THE JOURNEY

Education in Gosport should explore and exploit better linkages between education and industry. Such an interconnection is key to supporting a route into the creative and cultural sector. There is already a growing relationship between education and business that should be developed and promoted so that all young people can access an extended network of creative industries and facilities in proximity to the town. This includes the marine sector, CCIXR and heritage. Young people should be able to access careers guidance and mentorship (business and alumni), skills, apprenticeships and qualifications. Teachers should also benefit through CPD training provision. The whole journey should be considered as young people transition between primary, secondary, higher education and employment.



Bridgemary School

Bridgemary School was awarded the prestigious Gold Artsmark Award in 2021. The award is the only creative quality standard for school accredited by the arts council. Bridgemary developed their arts and culture provision to embed a broad and balanced curriculum and deliver cross-curricular STEAM-based projects. This was achieved by working alongside Artswork, a charity which support increased arts and cultural education.



Youth Voice Project

A pupil voice and engagement project with the children and young people of Gosport, Hampshire Inspection and Advisory Service (HIAS), GMAT, MOTIVE 8 and Gosport Police. The project aims to facilitate and strengthen pupil voice across county in a variety of different contexts. Data results will be available in October 2021.

GIVE EVERY CHILD AND YOUNG PERSON THE CHANCE TO PARTICIPATE IN ARTS AND CULTURE

Opportunities will be created by taking arts and culture out into the community, offering activity locally through outreach and street work. Barriers to participation will be removed by offering free or subsidised entry to activities and facilities, and fares included or transport provided as part of entry. Food provision offered as part of an activity will increase participation numbers and foster wellbeing. Consider the home as another touch point by offering home visits, art packs and by harnessing digital platforms.

Perceptions of young people can be influenced through intergenerational projects and through the active sharing of positive stories that come out of this work. The digital sphere is a space where many young people connect and express themselves; Gosport should seek to celebrate these stories too. As a generation with more opportunity for cross cultural contact, young people should be given a platform of influence such as at events and online to promote their learnings and shared values of diversity and tolerance.

Let's Get Connected

The project brings together a number of organisations that are providing activities for young people across the Borough during the summer holidays. The scheme provides free, open access diversionary activities for young people of secondary school age living or attending school in the local area. All activities include a food element.



ELEVATE THE VOICES OF ALL CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES TO SHAPE THEIR OWN FUTURE

As our future caretakers, young people and their families should be empowered to inform and own the decisions that affect them. A young peoples' panel was formed as part of the Youth Voice project 2021 and a Youth Council has also been set up. This work should be built upon, ensuring young people and their families are always given a seat at the table in any established boards. Young people have much to offer, including knowledge and understanding of new media and culture. They should be invited and trusted to lead on strategy and projects which will benefit from this knowledge and perspective, with their families included in this approach.



St Johns church

The church will become a creative space for young people with a coffee shop, free computers, gig space and a recording studio. This is a collaboration between Gosport Harbour Church, GFMAT, St Vincents , Gosport Harbour Church and Quay West Studios.



INVITE YOUNG PEOPLE TO ENGAGE WITH HERITAGE THROUGH THEIR LENS

Gosport's rich heritage would benefit from a fresh perspective. Young People will play a vital role in how these stories are brought to life through regular projects which shape our museums and public spaces. Their ongoing input should influence what stories are important and how they are told. Heritage providers can increase a connection with young people by inviting them to rework existing provision and create new experiences. Offering template projects which can form part of any awards or qualifications, with fully risk assessed packages, will make it easier for education providers and young people to access them. This could form one component of a Young Ambassador programme.

CREATE WELCOMING SPACES WHERE YOUNG PEOPLE CAN EXPRESS THEMSELVES AND FLOURISH

Culture cannot be parachuted into a space, it must grow out of it. There are many empty spaces within Gosport which can be handed over to young people to shape their own forms of expression. Provision should be spread across all communities to take into account that not all young people can travel. Young people in Gosport are proud of the town's natural assets and want to access nature safely without feeling that they are trespassing - a welcome space to them is also about an attitude.

S
xing
ating
area

ta - mobile
letters
child friendly



mazebo
area

bor
that
used
ANYONE

open centre

- Youth club
- Free buildings - Kareoke
- hotspots ☺
- Beach huts

a mcdonalds
by my
house ☺

Science
discovery
group

Be as loud
as you want

Campsite
Kills
Beach

company

space hopper

comfy
seats

donuts

lake
food

Escape
Rooms

bunkers

Hammacks

O Building

Inside
Kareoke
☺

Policy Friends

No adults
parks

central

Movie theatre
but no adults

gaming
gymnastics

lee on
solent

tree house
social center - full
of friends

Free Cinema

Parks and swings

Soup
Kitchen

Under
light club

music

A place too make
friends

The
creek
sitting
on the
bank

Space
Park

ArCADE
park

Tree house

FRESH CONTENT WITH A HERITAGE CONTEXT

We will curate memorable experiences framed by Gosport's rich heritage

FRESH CONTENT WITH A HERITAGE CONTEXT

Gosport has an abundance of buildings, stories and stand out natural assets. Now is the time to tell the rest of the world. Bringing the towns distinct story to life through the animation of the public realm, event programming and the digital sphere will increase pride in place, connect people to nature and wellbeing and give a reason to linger longer for locals and visitors alike. Striving to tell the town's stories in new, relevant and exciting ways will bring in new audiences and put Gosport firmly on the map.



Photo credit:

WE WILL CURATE MEMORABLE EXPERIENCES FRAMED BY GOSPORT'S RICH HERITAGE

**SEEK CONTEMPORARY
CONNECTIONS IN OUR
HISTORY & HERITAGE**

**USE THE NATURAL AND
BUILT HERITAGE AS A
BACKDROP AND MOTIF TO
SHOWCASE OUR OFFER**

**WELCOME AND HOST
EXPERIENCES AND
PRODUCTIONS FROM
FURTHER AFIELD**

**CREATE A ROTATING
PROGRAMME OF ACTIVITY**

**BRING OUR STORIES TO
LIFE IN NEW AND
IMMERSIVE WAYS**

**DEVELOP THE DIGITAL
SPACE AS A PLATFORM
FOR PROMOTION,
ENGAGEMENT AND
EXPRESSION**



Gosport Gallery and Museum Co-creation Project

Members of the community have been invited to shape the content for the museum displays. Each group has selected a few objects from the collection linked to a theme. They are in the process of researching and writing information to accompany the final displays

SEEK CONTEMPORARY CONNECTIONS IN OUR HISTORY AND HERITAGE

Gosport's story is told through some outstanding historic buildings and independent museums, plus the pioneering Heritage Open Days, all powered by committed communities and volunteers. To reach new audiences in the future, both locally and from further afield, we will work with our communities to explore what connections make our history relatable to a wider audience and keep the content contemporary. Heritage can be many things; we must continually assess what stories and places are important to our community and celebrate them. Opportunities to refresh and invest in the way these stories are presented to, and accessed by, audiences will help build a wider reputation as well as opening learning resources to local communities.

USE THE NATURAL AND BUILT HERITAGE AS A BACKDROP AND MOTIF TO SHOWCASE OUR OFFER

Connecting the waterfront and Gosport's green spaces into everyday cultural life is key. Gosport's parks and beaches offer an especially valued environment in which to tell our stories: they can support engaging new experiences such as digital trails to animate, link and interpret our public spaces, increasing dwell time and encouraging exploration for locals and visitors alike. Connecting the waterfront to our town centre physically and through storytelling will increase pride in place and wellbeing. Realising our capacity to hold large scale outdoor events, festivals and performances will bring in tourism and promote our borough globally.

WELCOME AND HOST EXPERIENCES AND PRODUCTIONS FROM FURTHER AFIELD

Offering up the town's wealth of outdoor and indoor spaces to play host to world class touring productions and experiences, and piggy-backing on the established draw of other events and nearby festivals, will allow Gosport to increase the cultural offer and quality in a way which is economical.

CREATE A ROTATING PROGRAMME OF ACTIVITY

A varied and cross-promoted programme in our museums and galleries will encourage repeat visits. Bringing activity onto the streets, from buskers to festivals, will create a constant rhythm of activity and shared experience in our public spaces to enliven the town for locals and visitors to enjoy. Each activity also provides an opportunity to generate digital content to reach even wider audiences, increasing engagement and reach, and helping build Gosport's reputation as a place where there is always something happening.

HARNESS THE OPPORTUNITY OF CCIXR TO BRING OUR STORIES TO LIFE IN NEW AND IMMERSIVE WAYS

Immersive experiences bring in new audiences. With the the UK's first Centre for Creative and Immersive Extended Reality (CCIXR) just across the water, Gosport is in an excellent position to develop innovative, interactive content which brings its rich heritage to life in new and exciting ways in our museums, public spaces and online. Additionally, it has the potential to engage young people in the content and presentation of Gosport's stories and encourage links to learning and skills through higher education.

UTILISE AND DEVELOP THE DIGITAL SPACE AS A PLATFORM FOR PROMOTION, ENGAGEMENT AND EXPRESSION

It is important to encourage people to connect with their public spaces. Many people also access culture at home through media. This presents another touch point for Gosport to build new audiences. New experiences should be developed that can be accessed online, as well as ensuring regular content is generated from activity happening within the town, such as blogs, podcasts and videos. Social media is an important promotional tool as well as a platform for expression. Establishing a central digital platform which also feeds into online social groups will allow for better promotion of events. This platform should also be used to celebrate positive stories. Young people would add much insight into how to manage this and stay in touch with new cultural developments in the digital space.



Dream,

RSC photo credit.

Dream was a series of live performances created in March this year, in which audiences explored the world of a virtual midsummer forest, inspired by the setting of *A Midsummer Night's Dream*.

A collaboration with Portsmouths CCIXR and the RSC, the show used motion capture as the culmination of a major piece of cutting-edge research and development to explore how audiences could experience live performance in the future in addition to visits to a performance venue. It was watched by more than 65,000 people across 92 countries.



CREATIVE AND CULTURAL ENTERPRISE

We will support cultural innovation and creativity in our people and sectors

CREATIVE AND CULTURAL ENTERPRISE

There are exciting innovations across the sectors in Gosport and the wider area. Creating routes into these sectors and supporting the journey will attract and retain talent in the town and feed our economy. Supporting individuals, businesses and organisations from musicians to marinas to think commercially and navigate change in a fast moving world will help them survive and thrive. Focusing on innovation will bring about new products and experiences. Investment in peoples' thoughts and ideas, and providing the space to experiment, will build capacity and raise public value.



Advanced Marine Innovation Technology Subsea Ltd.

WE WILL SUPPORT CULTURAL INNOVATION AND CREATIVITY IN OUR PEOPLE AND SECTORS

**PROMOTE AND EXPAND
ROUTES INTO EMPLOYMENT IN
THE CREATIVE AND CULTURAL
INDUSTRIES**

**SEED AND INCUBATE
ENTERPRISE THROUGH SPACE,
SUPPORT AND TRAINING**

**ENABLE INNOVATION
THROUGH CONVERSATIONS
AND COLLABORATIONS**

**HELP BUSINESSES FLEX IN THIS
FAST MOVING DIGITAL SPHERE**

PROMOTE AND EXPAND ROUTES INTO EMPLOYMENT IN THE CREATIVE AND CULTURAL INDUSTRIES

Work across sectors is already putting Gosport on the map, with innovative and renowned creative and culture activity including marine technology, state-of-the-art design and manufacturing, defence and Extended Reality (XR). This means that with access to the right training and skills, local employment opportunities are available to people across Gosport. Cultivating a network which involves all of these sectors to promote what careers are possible will inspire those first steps. Industry mentorship will further support the journey, maintaining a continuous dialogue with these sectors to plug any skills gaps to transform aspiration into employment.

SEED AND INCUBATE ENTERPRISE THROUGH SPACE, SUPPORT AND TRAINING

Offering space, training and support to start-ups taking their first steps, as well as helping mid-career and established creative and cultural businesses to accelerate growth or scale up, will aid growing the local and wider economy. Business incubation provides an opportunity for peer support. Building on other's experience through the sharing of ideas and knowledge and building a network will be invaluable in bringing new products and innovation onto the market. As important is investing in people – celebrating their talent and expertise by opening up space to experiment and the platform they need to showcase their ideas.

Futurelabs and Platform

Future Labs which was established as a pilot initiative with support from Leeds City Council in 2016 to support the city's grassroots community of start ups and freelancers. runs from Platform. Platform is a tech incubator enjoying support from Leeds City Council's Tech Hub Fund which is designed to support start up and scale up businesses from the digital technology and creative industries across the city and beyond.



Platform networking event



Photo Lisa Whiting

Spike Island

Spike Island has collaborated with other creative and artistic organisations. “We are home to a number of inspiring businesses across a broad range of industries, including theatre, arts education, printmaking, and digital, graphic and product design.

Our creative businesses play a vital role in making Spike Island a centre for artistic and creative production in the heart of Bristol”.

ENABLE INNOVATION THROUGH CONVERSATIONS AND COLLABORATIONS

There is vast potential in Gosport for creative collaboration between its diverse sectors to create new products and experiences which raise the quality of its cultural offer and put the town on the map. This approach will also develop people’s skills and confidence, as well as develop new ways of working.

Projects which bring different disciplines together, such as performance and tech to create new forms, need space and time for experimentation. Investing in R & D stages and valuing process as well as outcomes will support innovation. These learnings should be shared across all sectors so others can benefit and build on them.

HELP BUSINESSES FLEX IN THIS FAST MOVING DIGITAL SPHERE

Digital culture is moving fast. Our creative and cultural industries need support to remain responsive, relevant and resilient. As well as needing financial investment, skills and resources, all of our sectors should be encouraged to share skills and knowledge to help them rise to this challenge. Avoiding digital waste through sharing of digital assets and resources will make it more affordable and sustainable for all.

Collaboration between education and industry will facilitate commercial exposure and keep skills and training relevant and cutting edge.



Make Gosport

ENABLE INNOVATION THROUGH CONVERSATIONS AND COLLABORATIONS

There is vast potential in Gosport for creative collaboration between its diverse sectors to create new products and experiences which raise the quality of its cultural offer and put the town on the map. This approach will also develop people's skills and confidence, as well as develop new ways of working.

Projects which bring different disciplines together, such as performance and tech to create new forms, need space and time for experimentation. Investing in R & D stages and valuing process as well as outcomes will support innovation. These learnings should be shared across all sectors so others can benefit and build on them.

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CCIXR, Portsmouth

CCIXR delivers immersive and creative extended reality (XR) facilities which enable, support and grow the significant Digital Creative Industries sector. Through innovation and the application of XR technology, CCIXR aims to support economic growth and enhanced productivity in a variety of sectors locally, nationally and globally.

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GOVERNANCE

Organising for delivery - board

Predating the production of this cultural strategy, substantial progress has been made in Gosport in assembling the elements required to effect lasting, sustainable change: -

- Financial resource has been attracted and often competitively won, for programmes that have a clear heritage focus. For example, there are two Heritage Action Zones. Other significant sums are currently applied for.
- The level of stakeholder engagement has increased both in terms of breadth and depth. There is active participation across a number of sectors. One of the most notable outcomes is the establishment of a Place Board charged with taking an overview of the numerous regenerative projects that are already in train
- An active group of ambassadors have been recruited to champion the town, raising the opportunities for both harnessing voluntary effort and communicating progress to the wider community through their networks

Looking ahead, the successful implementation of the cultural strategy will depend on continuing progress at both the strategic and operational levels.

At the strategic level the vision needs to be developed and promoted to the wide range of interest groups whose support is required to meet the extent of the strategic ambition. This entails clarifying the role and function of the Place Board and putting in place a development plan designed to build its capacity and broaden its representation. Given the scope of the programmes and the scale of project activity, the Place Board will need to adapt its structure to suit the foreseeable demands. The aspiration is for a holistic approach to regeneration, one in which culture impacts on all programme strands. Practical considerations however dictate that specific arrangements are put in place for directing the implementation of this strategy, and it is recommended that a dedicated Cultural sub-group be formed as part of other proposals for evolving the Place Board and wider governance structures. Its work and its relationship with the Place Board will be carefully annotated in the development plan referred to above.

At the operational level, the imperative in order to maintain interest and momentum is the effective execution of projects. Belief and patience in the promise of any strategy will wear thin without evidence of regular fulfilment of project objectives and the hitting of the identified milestones. Further to this, it is not enough to meet targets, those successes must be communicated.

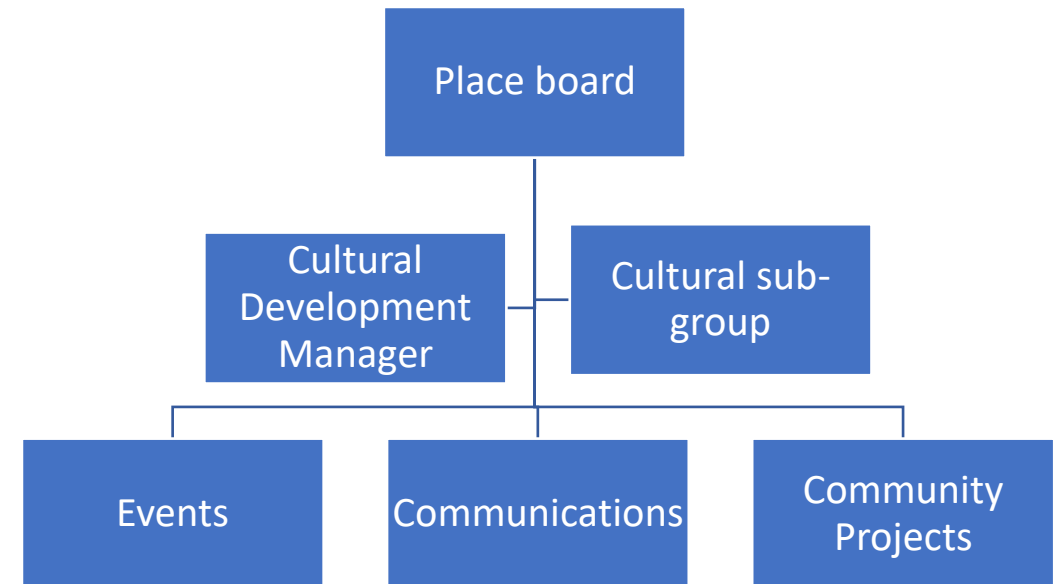
Hence the response is twofold: -

- Programme design will take into account that some objectives are far more complex than others to deliver. The project mix will be calibrated to allow for incremental achievements to be celebrated, whilst slower progress is made on the more challenging longer-term projects. These so called “quick wins”, resulting in tangible outcomes, will boost confidence and build support.
- For the ambition of this strategy to be delivered, there will be a dedicated delivery team. This team will also have clear links with other officers and organisations whose collaboration is essential to meet Gosport’s strategic cultural development aims.

Organising for delivery – executive team

Arrangements should be put in place so that work plans can be aligned, to avoid duplication and to maximise impact. Drawing on existing and potential sources of funding the team will comprise:

- A **Cultural Development Manager** who in conjunction with the Place Board will define the way in which the strategic objectives will be delivered, and co-ordinate activities to that end. With so many things that could be done, the challenge will be to direct activity to the best ends, and to focus the work of colleagues, and other potential collaborators.
- A **Communications Officer** who will address the information deficit that already exists and be tasked with improving awareness and opportunity in both the cultural and wider regeneration or heritage spheres.
- Events are a key tool of the strategy. They have broad appeal and will be one of the primary means of cultural engagement at the community level. Initially the **Events Officer** will organise the first events. Progressively this role will evolve into one of co-ordination and support as communities of place and interest take ownership and responsibility for their events
- Another post which will deliver quick and visible wins is the **Community Projects Officer**. The potential agenda here is a broad one. As is the opportunity to work with public, private, voluntary and community sectors.



This team, working closely with the Place Board and colleagues within the partner organisation will have the responsibility to drive the strategy forward and communicate outcomes.

There will be times where their skills and knowledge will be augmented with external expertise, and this will have the added benefit of introducing further diversity into the programme.

This is the recommended start point for proposed cultural development in Gosport. Within such a fast moving and broad-ranging sector, both governance and delivery structures will need to be kept regularly under review and be adapted to respond to any future emerging circumstances.

MONITORING AND EVALAUTION

Setting goals and measuring outcomes

The process of cultural development is subtle. There will be significant milestones to celebrate. But mostly success will be more nuanced, evidenced by incremental progress that needs to be captured through quantitative and qualitative means. In designing a monitoring system to support the delivery of this strategy the two key considerations are: -

- That it is sensitive enough to detect in what are complex social processes, signs of progress, and of delay or impasse,
- That it functions in a user-friendly manner. That its' accessibility and ease of use means that it continues to be applied by lead partners and other collaborating stakeholders.

Monitoring and review

The process of monitoring and review is to assist all stakeholders in managing planning and project delivery. Through identifying measurable targets in the projects that make up the action plan and linking these with the vision and objectives, we can evaluate where success has or has not been achieved in delivering change on the ground. Reviews will both focus on improving performance and be used as an opportunity to identify and celebrate successes as objectives are realised.

Review intervals

Progress on the action plan will be reviewed annually and a more strategic / programme review will be undertaken every five years. These yearly reviews will test the achievement of targets, assess past events to inform future plans, and at the five-year point the overall effectiveness of the strategy in promoting cultural development and change will be assessed .

Components of review

It is proposed that key performance indicators be split in to four categories: Strategic; Funding Related, Project and Local.

- **Strategic** refer to indicators that are used to assess the overall effectiveness of the direction and impact of the programme. These will draw on perception analysis, data collected on participation rates etc. and comparisons with the baseline position.
- **Funding Related** refer to indicators agreed between the partners and funding bodies in programmes that are being implemented as part of this strategy.
- **Project** level indicators identify those things that require to be met in order for each project to be considered a success – deadlines, resource use, outputs, approvals
- **Local** refers to indicators that are important at a community level to assist project promoters to both assess their progress and provide evidence for continuing support e.g., by illustrating how they contribute to achieving the wider strategic objectives

Arguably, as important as developing the framework for gathering this objective and subjective data, is formulating a basis of future reporting that will 'tell the story' of the way in which the strategy evolves.

This can assist in looking beyond outputs towards recognising the real *differences* that interventions have made:

- to heritage and what that means for those who enjoy and benefit from it
- for people who directly experience programme / project work or who can derive benefit in the longer term or indirectly
- to organisations and how their capacity has been built
-

Artists and other practitioners have a role here in capturing experience through a cultural lens – visually, graphically, orally, digitally as well as through the written word.

KPIs

The breadth of the Ambition means that the scope and number of key performance indicators will be wide. (*The Arts Council provides many relevant examples* ^{1.})

Measures of success will include:

- Changes in numbers of people taking part;
- Changes in the profile of audiences / participants
- Levels of satisfaction and enjoyment
- More positive attitudes towards the cultural life of Gosport
- Increased awareness and recognition of its facilities and its heritage

Quantitative and qualitative measures to determine success of activities will broadly include:

- Visits – numbers of participants and their characteristics e.g., spatial spread across the borough
- Number of activities, events and attendees
- Diversity of activities and events
- Usage by target group e.g., children and young people and the level of activities / events provided for them
- Number of heritage/culturally related activities and attendees
- Satisfaction levels among users
 - Enjoyment, inspiration and creativity
 - Development of personal skills and capabilities
 - Attitudes and values

Collecting this data will involve a range of methods including:

- Activity based research
- Focus groups and Interviews
- Surveys – On-site, Postal, Online, Telephone

Individuals and groups will be asked some core questions which will inform future planning:

- Why they get involved
- What they thought of the activities/information provided.
- What they enjoyed about being involved
- What they found difficult and what would have made it easier for them.
- What we could have done to get them more involved.
- What difference their participation has made to them. Whether anything else changed for them as a result of being involved.
- What they think has stopped other people getting involved.

Socio-economic metrics

The periodic strategic review will also share and draw on the indicators referenced by the wider regeneration work in Gosport, particularly through identifying those sets which can be influenced by the implementation of the cultural strategy.

- ^{1.} <https://www.artscouncil.org.uk/delivery-plan-2021-2024/measuring-impact>

The means: to change places for the better.

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