



Business Plan Framework (2021-25)

Priority	Deliverable
1	Widen Community Participation: We increase community participation by freely opening, animating and sharing culture across our venues including Wardown House Museum and Stockwood Discovery.
1.1	Wardown House Museum and Gallery. To provide free public access to the museum, collection and to an inspirational venue which is managed to high professional standard. We deliver additional events theatre, music and temporary exhibitions involving and encouraging community collections and diverse histories. <i>We will increase local visits, diversify user demographic and increase ticket sales for Museum events.</i>
1.2	Stockwood Discovery Centre. To provide free public access to the gardens, museums, galleries, art and woodland for year-round horticulture and heritage enjoyment. We will deliver additional programmes of outdoor arts, community events, indoor exhibitions and outdoor projects. <i>We will increase local visits, donations, trading profits and ticket sales for events.</i>
1.3	Cultural Wellbeing. To develop Arts on Prescription and wellbeing walks/trails for people of all ages engaging in free and subsidised activity that promotes positive mental health. <i>We will increase participants engaging in cultural wellbeing.</i>
1.4	Growth area for research and development. We would like to grow our own produce in the greenhouses and kitchen garden at Stockwood to serve across our cafes. We will develop our gardens, team and volunteers to grow healthy food to eat, heritage varieties and promote of local trader/producers.
2	Develop young people's skills and talents: We will engage young people in a programme of creative skills and talent development with clear cultural career progression routes.
2.1	Schools Engagement. To provide specialist workshops and educational visits linking our cultural offer and museum collection/stories with the curriculum and wider learning needs of young people. We will deliver activities at Stockwood, Wardown and the Hat District (virtual and physical). <i>We will increase the number of children (0-15) accessing cultural engagement.</i>
2.2	Creative Skills and career progression. To develop inter-connected workshops, events and networks for young people to continually engage in culture and develop cultural careers. We will provide specialist resources at Hat Works, Hatch and Place of Making in partnership with Universities, Schools, Colleges, Sixth Forms and LCEP. <i>We will increase young people (16-24) engaging in skills and career progression opportunities.</i>
2.3	Hat works, Pioneers and Members. To provide inspiring creative workspaces for creative practitioners. We will offer affordable and accessible 'pay as you go' creative business start-up spaces and member benefits. <i>We will grow our Hat District members.</i>
2.4	Growth area for research and development: We would like to more formally train own curators and cultural leaders and engage local young people currently under-represented in Museum Management and Cultural leadership. To continue to launch careers in Luton and create world class curators/cultural leaders.
3	Present inspiring and diverse arts: We will widen access to culture by presenting locally relevant and nationally important music, theatre, comedy, dance and visual arts at the Hat Factory Arts Centre, Library Theatre, Storefront Gallery and the Hat District in the heart of Luton.
3.1	Hat Factory Arts Centre. To deliver a programme of stimulating, entertaining and diverse arts in our well-equipped and inclusive arts venue. We will present, produce and partner new work, showcase exemplary touring and engage local companies, artists and community initiatives to widen engagement. <i>We will increase ticket sales and provide more opportunities for Black and Asian artists/practitioners.</i>
3.2	Artist Commissions and new work: To commission, support and subsidise artists and creative companies who are developing locally relevant and nationally important work that will excite and engage new audiences to attend the Hat Factory Arts Centre, the Storefront Gallery and Factory Window. <i>We will commission more artists/companies to produce new work to animate our venues and the Hat District.</i>
3.3	Luton Library Theatre. To showcase a seasonal programme that will focus on Young People and family audiences. We will also provide opportunities and technical support for local companies and groups to collaborate and hire the space to test new work in a professional environment. <i>We will increase family audience numbers and hires.</i>
3.4	Growth area for research and development: We would like to grow our Arts production skills, and capacity and team so that we can develop new work and for our Venues to be artistically led.

4	<p>Grow Luton's Creative Industry Cluster: We will grow the Hat District creative community, networks, creative industry events, outdoor activity and promote more engagement with Luton's Hat Heritage</p>
4.1	<p>Hat District Creative Cluster. To become a vibrant creative industry cluster of workspaces providing jobs, opportunities and exemplary spaces to develop and grow creative industries, jobs, skills and networks. We will support the growth in creative industry jobs, start-ups and development opportunities.</p>
4.2	<p>Creative Networks. To promote and animate the Hat District Creative Cluster. We will collaborate to grow the presence of creative industries in Luton. We will develop networking events, forums and opportunities to develop the Hat District as a go-to place for creatives to meet, socialise, network with the Creative Industries Federation, SEMLEP, Luton Creative Forum, LBC and University of Bedfordshire. We will increase footfall to the Hat District as a destination of choice.</p>
4.3	<p>Growth area for research and development. The long-term strategy for the Trust is to grow its freehold assets and further develop underused spaces and heritage buildings across the Hat District with a view to developing new creative workspaces, projects and initiatives that will grow the creative ecology and vibrancy.</p>
5	<p>Co-curate Museum collections: We will curate and co-produce locally relevant and nationally important exhibitions, collections and projects</p>
5.1	<p>Accredited and exemplary Museums. To curate and maintain our Museum collection and galleries to Accreditation Standards and ensure professional management and digitisation of stored objects and archives at Cutenhoe, Wardown and Stockwood. We will deliver high Museum Standards to ensure renewed accreditation.</p>
5.2	<p>Museum & Culture Makers: To continue to grow this award winning volunteer programme - Museum Makers and expand into Culture Makers. We will provide high value activity and impacts for all. We will increase active Museum Makers and encourage greater diversity.</p>
5.3	<p>Diverse collections and Heritage stories: To develop the collection to be more representative of local histories with a focus on introducing more Black and Asian heritage objects and stories into the Museum narrative. We will co-produce heritage tours and collection sharing events with the local community. We will attract and retain more Black and Asian visitors and users.</p>
5.4	<p>Hat and Head ware collection: To develop study and research programmes that will increase footfall to the Hat and head ware research centre at Wardown and promote the hat Collection nationally and internationally. We will further develop the Hat collection, digitisation and seek 'designation'. We will secure designation of the Hat and head-ware collection.</p>
5.6	<p>Growth area for research and development. We have a long-term ambition to grow the Museum at Stockwood in order to provide a world-class collection and visitor draw. In partnership with LBC and Save Our Town we will look at options to showcase the Vauxhall car collection and develop an enhanced facility.</p>
6	<p>Boost the creative economy: We will develop a sustainable, resilient and forward looking Trust, maintain our entrepreneurial spirit, boost the local economy and advocate for the creative and cultural sector.</p>
6.1	<p>Organisational Resilience. To diversify the core funding and to grow more generated funds from the Hat District and Trading Company. This will include reviewing priorities, resources, fundraising and harnessing entrepreneurial opportunities and partnerships that will support our charitable objects and Business Plan. We will increase our self-generate income.</p>
6.2	<p>Financial Resilience. To review and strengthen our resources, policies, IT and practices to ensure we can meet the needs of the Trust through periods of change and uncertainty (such as COVID) and comply with Charity Commission, Companies House and funding agreements. We will grow and maintain a two month operating reserve.</p>
6.3	<p>Workforce Development. To develop individual and team skills and talents within our workforce. This will include investing in development of our team in order to grow and maintain a high performance and job satisfaction. We will review diversity to ensure we are representative of our customers and community. We will grow the skills, talents and diversity of our workforce.</p>
6.4	<p>Cultural Impacts. To demonstrably communicate impacts of our work to our funders, customers and key stakeholders. To satisfy partnership agreements with LBC, LLAL, Arts Council, SEMLEP, HE and NLHF. Ensuring efficient and effective central administration, data, document, finance and office management. We will demonstrate value for money.</p>
6.5	<p>Growth area for research and development. We aim to improve our green credentials, in partnership with Julies Bicycle to reduce energy consumption and ensure sustainable practice across the Trusts venues and operation to reduce, use of car, travelling and electricity/energy across sites.</p>