



**The Culture
Trust Luton**
Business Plan
2020-25 Report

CONTENTS

SUMMARY	03
1. OUR PRIORITIES	04
2. CONTEXT	09
3. STRATEGIC CULTURAL VENUES	11
4. STRATEGIC PARTNERSHIPS	15
5. STRATEGIC PROJECTS	17
6. STRATEGIC COLLECTIONS	18
7. IMPACTS	19

SUMMARY

The Culture Trust is an independent charity and company limited by guarantee, established in 2008. We produce and present year-round programmes of activity across our two theatres, museums, arts centre, gardens, historic hat factories and creative spaces.

We manage the town's heritage collections and archives and have a collection of over 2 million artefacts. We hold the most extensive and complete hat and headwear collection in the UK and the Mossman carriage collection at Stockwood Discovery Centre is the largest in Europe.

We are proud to be based in Luton and we welcome thousands of regular local and regional users to our venues. We also invite the wider international community to engage with this incredibly diverse and stimulating town through our cultural offer.



Our purpose

The Culture Trust Luton is a progressive and entrepreneurial arts and cultural charity and our mission is to connect communities through meaningful culture and creativity.

Our vision

Is to be recognised as a national arts and cultural exemplar.

Our strategic aim

Is to be financially independent.

Our values

Drive our choices, approach and organisational culture. We are:

- Passionate
- Relevant
- Inspirational
- Distinctive
- Ethical

Priorities:

Over the next 4 years (2021-25), we are focusing on delivering six priorities;

PRIORITY 1: Widen Community Participation

We increase community participation by freely opening, animating and sharing culture at Wardown House Museum and Stockwood Discovery Centre.

PRIORITY 2: Develop Young People's Skills and Talent

We will engage young people in a programme of creative skills and talent development with clear cultural career progression routes.

PRIORITY 3: Present Inspiring and Diverse Arts

We widen access to culture by presenting local and international music, theatre, comedy, dance and visual arts at the Hat Factory Arts Centre, Library Theatre and Storefront Gallery.

PRIORITY 4: 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.

PRIORITY 5: Co-curate Museum Collections

We will curate and co-produce locally relevant and nationally important exhibitions, collections and projects.

PRIORITY 6: Boost the Creative Economy

We will develop a sustainable, resilient and forward-looking Trust, boost the local economy and advocate for the creative and cultural sector.

Fig. 1 Stockwood Discovery Centre Gardens
Image: The Culture Trust Luton

1. OUR PRIORITIES

We nurture our customers and audiences and we engage the creativity of artists, curators, writers, performers and producers to make great new work.

Through our programmes we actively promote the value of arts and culture in creating a sense of place, regeneration, wellbeing, community cohesion and in improving the quality of people's lives.

Across our programme we provide creative opportunities and activities for young people to inspire them and generate skills for life.

We create transition and progression routes between formal education and successful careers to enable anyone with a skill, interest or passion in arts and culture to meet their full potential.

Arts and cultural activity, resources, venues, stock and collections are an important way for the Trust to deliver its objectives and so access to our communities is a priority for us.



Fig. 2 Theatre at Wardown House Museum
Image: The Culture Trust Luton

Our Programme:

What we programme:

Theatre, dance, circus arts, film, literature, story-telling, exhibitions, workshops, talks, artist residencies, family events, comedy and music.

Where we programme:

The Hat Factory studio theatre, gallery, basement lounge & bar, Hatch Workshops, Luton Library Theatre, Wardown House Museum & Gallery, Murray Barford Gallery, Stockwood Discovery Centre's special exhibition space, Hat Works and Hat District outdoor spaces.

Our primary target market is:

Local, under 25's, artists/creative practitioners and diverse communities: We will predominantly target young people under the age of 25, students and creative practitioners and arts graduates. We also re-engage lapsed local users or those who attend infrequently and provide opportunities for them to engage more regularly. We will specifically focus on increasing audiences and users from our diverse communities especially those who rarely engage in arts and culture.

Our secondary target market is:

Regional and national: We will develop incentives and campaigns to attract people from a one hour travel time by bike, car, bus, train or plane to attend our major programmes and events and use/hire our spaces.

International partnerships:

Are important to us to connect our work between the Trust and national and international partners who share arts and cultural objectives with us. By flight it's one hour to Paris, two hours to Milan and seven hours to New York.

**PRIORITY 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.

Work streams:

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.

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.

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.

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, including heritage produce, and promote localtraders/ producers.

**PRIORITY 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.

Work streams:

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, both virtual and physical.

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.

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.

2.4 Growth Area for Research & 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.

**PRIORITY 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.

Work streams:

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.

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.

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.

3.4 Growth Area for Research & 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.

**PRIORITY 4:
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.

Work streams:

4.1 Hat Factory Arts Centre:

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.

4.2 Creative Networks:

To promote and animate the Hat District Creative Cluster. We will support collaboration 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.

4.3 Growth Area for Research & 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.

PRIORITY 5: CO-CURATE MUSEUM COLLECTIONS

We will curate and co-produce locally relevant and nationally important exhibitions, collections and projects.

Work streams:

5.1 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 within our stores at Cutenhoe, Wardown and Stockwood.

5.2 Museum and Culture Makers:

To continue to grow the award winning volunteer programme - Museum Makers and expand into Culture Makers. We will provide high value activity and impacts for all.

5.3 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.

5.4 Hat and Headwear Collection:

To develop study and research programmes that will increase footfall to the Hat and Headwear Research Centre at Wardown and promote the hat collection nationally and internationally. We will further develop the hat collection, digitisation and seek 'designation'.

5.5 Growth Area for Research & 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.

PRIORITY 6: 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.

Work streams:

6.1 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.

6.2 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-19) and comply with Charity Commission, Companies House and funding agreements.

6.3 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.

6.4 Cultural Impacts:

To demonstrably communicate impacts of our work to our funders, customers and key stakeholders. To satisfy partnership agreements with Luton Borough Council, London Luton Airport Ltd., Arts Council England, SEMLEP, Historic England and National Lottery Heritage Fund. Ensuring efficient and effective central administration, data, document, finance and office management.

6.5 Growth Area for Research & Development:

We aim to improve our green credentials, in partnership with Julies Bicycle, to reduce energy consumption and ensure sustainable practice across the Trust's venues and operation to reduce car use, travel and electricity/energy use across sites.

2. CONTEXT

2.1 Our structure:

We are a not-for-profit charity with a turnover of circa £3.1m and we own a trading company which gifts profit back to the charity. We submit annual returns to Companies House and the Charities Commission. We have a Board of Trustees who provide governance and meet quarterly, monitoring performance through HR, Finance and Trading Sub-Committees. Day to day running of the charity is delegated to the Chief Executive who reports to the board.

2.2 Our revenue funding:

We generate funds through our ticket sales and events and also through our trading company profit (retail, catering and hire). We also receive an annual donation from London Luton Airport Limited (LLAL). In addition we have a funding agreement with Arts Council as a National Portfolio Organisation (NPO).

It is recognised that this is not sustainable and that we are heavily reliant on these funds. It is our strategic aim to be financially sustainable in 2025 by generating net income which covers over 50% of our costs through trade and activity. This will mean that we are not over-reliant on grants and the LLAL donations to deliver our core work. Should funding and facilities be withdrawn, the Trust would be able to deliver its charitable objectives from its own freehold properties. Whilst this is not our preferred option, the

model provides the charity with assurance that it has a very long-term sustainable future..

2.3 Our operation:

We operate primarily from three cultural sites which are Wardown House Museum & Gallery, Stockwood Discovery Centre and the Hat Factory Arts Centre. The three cultural sites are important and attractive heritage buildings and grounds, and they are the main focus for our programmes, activities, commercial operation and audience development. Each site tells a different and important historical story about the people of Luton and they each create a different type of platform to present today's stories. The Culture Trust team of staff, volunteers and board members specialise in enabling our visitors to engage with our collections, programmes, resources and with each other. Most of our buildings are owned by Luton Borough Council (LBC) and we operate under a peppercorn rent, leases and agreements of varying terms and tenures. Our three core sites have long leases, we have two freehold properties along with a number of operational agreements with LBC relating to IT and Health & Safety.

2.4 Our team:

We are a major creative industry employer with a team of 44 staff and a large supporting team of part-time staff and volunteers. Our staff structure and business planning follows the DDD model which is highlighted below:

2.5 Our DDD Model:

The Direction, Development and Delivery (DDD) model outlines the way in which we develop, deliver and direct our work, how we communicate and how we share ideas and, importantly, how we remain responsive and make decisions.



Fig. 3 Direction, Development & Delivery model

2.6 Luton:

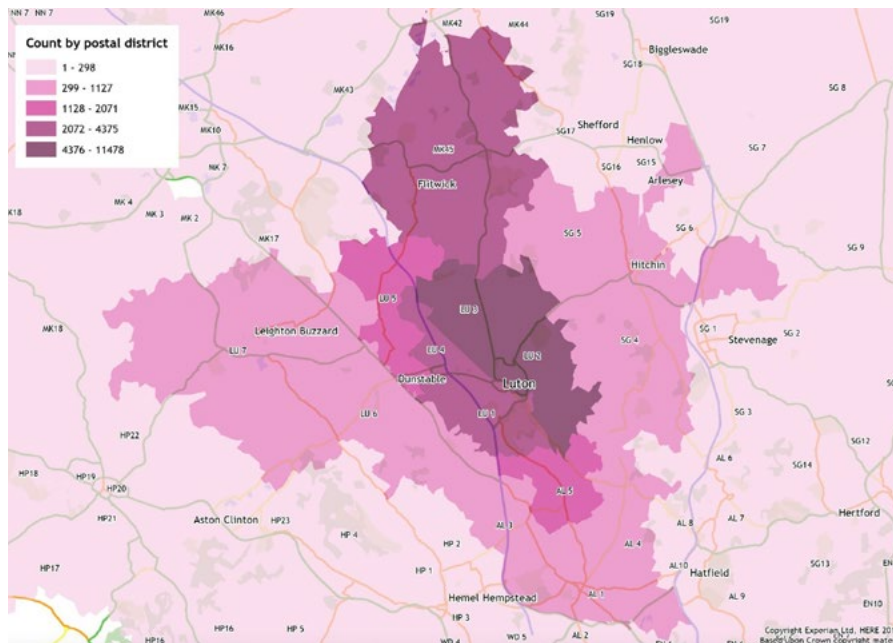
Luton is a post-industrial town, known for its history in manufacturing through Vauxhall Motors, Electrolux and hat factories such as Olney's, Gurney's and Connor's. Hat making began in Luton during the 16th century and this industry dominated the local economy. Luton-made straw and felt hats have been, and still are, marketed across the world. Once boasting over a hundred hat factories across the town, Luton now has four. Economically Luton now benefits from the development of London Luton Airport, a new enterprise zone, and excellent transport links and infrastructure which places Luton in an enviable position

with easy access to national and international travel, trade and recreation.

Luton has a population of approximately 213,000 (54.7% are white, 30.0% Asian, 9.8% Black, 4.1% mixed heritage and 1.5% other). The 2011 census identified Luton to be a 'plural' town, where no one ethnic group is in the majority. Luton has a higher than national average population of young people and a lower than national average number of people over the age of 44.

2.7 Cultural engagement:

Research undertaken through the Active People survey in 2010, found that just 35% of Luton's population engage or participate in cultural activity, placing the town in the bottom 20% of least culturally engaged places in the UK. In September 2015 the Royal Society for the Arts (RSA) listed Luton as the second worst town (324th) for heritage engagement, assets and areas of natural beauty. Heritage Lottery Fund has identified Luton as a priority development area. Those attending ticketed events at the Hat Factory and Library Theatre are from the segments that are traditionally 'highly engaged' with the arts, categorised as people who like 'Trips & Treats' (26%), people described as 'Dormitory Dependable' (20%) and 'Commuterland Culturebuffs' (13%). It could therefore be said that our existing audience is already culturally engaged, so we need to develop programmes, marketing strategies and incentives to better engage non-users.



2.8 Our users:

We normally attract 75,000 visits to the Hat Factory Arts Centre, 180,000 to Stockwood Discovery Centre and 65,000 visits to Wardown House Museum & Gallery.

The majority of our audiences are local with currently 20% of the visitors for the Hat Factory and Wardown House, Museum and Gallery coming from beyond Luton.

2.9 Our regional reach:

Our ticketed audience map identified the reach of our current audience (2017-18) and where we need to target our marketing to intensify audiences locally. The maps below show the % of households in that area that bought a ticket through our ticketing system. This map also demonstrated what 'local' and 'regional' reach looks like for to the Trust.

Fig. 4 Based on the Audience Agency's segmentation. Our regional reach showing Trust users' postcodes: Image: Experian Ltd. - Our local reach showing Trust users postcodes

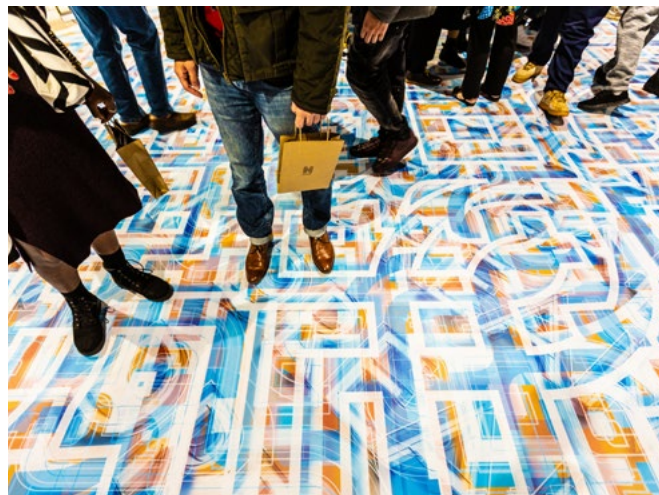


Fig. 5 Hat Factory Arts Centre
Image: The Culture Trust Luton

3. STRATEGIC CULTURAL VENUES

We focus our resources on animating our three cultural venues and heritage sites and ensure that they are well used, locally relevant and nationally important. Our three strategic sites are Wardown House Museum & Gallery, Stockwood Discovery Centre and the Hat Factory Arts Centre. These venues will remain free entry and open throughout the year thanks to funding from London Luton Airport Limited.

3.1 Hat Factory Arts Centre

The Hat Factory Arts Centre is one of Luton's leading arts venues featuring live music, club nights, theatre, dance, films, children's activities, workshops, talks, networks and exhibitions.

We specifically target young and diverse audiences to engage in our programmes, but welcome everyone to be inspired by the UK's leading productions, artists and to develop artistic skills and talents through skills development and professional practice. Complementing our own programming, we welcome local/regional promoters to the venue, broadening our music offer and at the same time supporting young promoters and their businesses. We programme contemporary theatre and dance with a focus on fresh, new and relevant stories

from both established and emerging touring companies who are making high quality work in the UK.

The Hat Factory Arts Centre comprises a 106 seat studio theatre, a basement venue, gallery and flat floor music venue, 13 creative workspaces, meeting rooms, the Hat Factory Café and offices. Capital refurbishment took place in 2018 and was completed in September 2019. Funded by the Trust, Arts Council England, SEMLEP Local Growth Fund and Luton Borough Council this project has transformed the public areas of the Arts Centre.

3.2 Wardown House, Museum and Gallery

Wardown House, Museum and Gallery is a mid-Victorian, Grade II listed building situated in the beautiful landscaped Wardown Park on the outskirts of Luton town centre.

Entry and parking is free and the House provides inspiring, eclectic and beautifully curated collections for people of all ages. The museum underwent a £3.5m redevelopment during 2016, reopening in April 2017 following a £1.8m grant from the Heritage Lottery Fund (HLF) to conserve the historic building and transform the way its story is told. Wardown House now gives visitors an insight into a wealthy family

home during the Victorian period as the original use of each room is communicated through the collections including the Billiard Room, Smoking Room, Library and Kitchen. With an exemplary hat collection, local and social historical collections, the displays chart the development of Luton and celebrate its diverse communities. Originally designed in 1872 as a private residence for Frank Scargill, a local solicitor, the house was bought by two local Councillors in 1903 who opened up the grounds as a public park. The house was used as a military hospital during the First World War before becoming a museum in 1931. A new café provides direct access

to the park and the Morning Room is now an art gallery as well as venue for events and exhibitions, and extensive work has made the building fully accessible.

Fig. 6 Wardown House Museum
Image: The Culture Trust Luton



Fig. 7 Wardown House Museum
Image: The Culture Trust Luton



3.3 Stockwood Discovery Centre

Stockwood Discovery Centre is located in the Georgian Grade II listed stable block and walled garden of the former Stockwood House.

It reopened in 2008 after a £6m investment programme and includes interactive displays exploring local history from prehistoric times to the present, a temporary exhibitions programme, an award-winning carriage display, a visitor centre with a shop and café, an outdoor children's discovery area and world, sensory, medicinal, world and wildlife gardens.

Stockwood Discovery Centre includes walled gardens, woodland, historic greenhouses,

beautifully designed formal gardens and an array of specialist plants, shrubs and trees. The garden is one of the few places in the country where the work of acclaimed artist Ian Hamilton Finlay can be seen on permanent display. The site is free to access as are the Museums and so the site is very popular with people of all ages throughout the year. The Garden Café is open every day and provides an exceptional variety of food and drinks to the many thousands of visitors every week.

Our Museum galleries present local history, carriage and car collections and tell the stories of real people behind the collections, exploring the history of the region from prehistoric times to the

modern day. Highlights include the Wenlock Jug - a rare medieval masterpiece with strong links to Luton's history and development, the town's last tram, and the famous Mossman collection of carriages - the largest collection of its kind on display in the UK.

Fig. 8 Stockwood Discovery Centre
Image: The Culture Trust Luton



The Hat District

The Hat District is a transformational, three site creative workspace development project led by The Culture Trust providing workspace for new and established businesses within Luton's Cultural Quarter.

3.4 Hat House

Hat House is an imposing former hat factory at 32 Guildford Street that has been repurposed to meet a gap in the market for contemporary industrial-style workspace with a heritage pedigree. It is part of the wider Hat District project breathing new life into the Plaiters Lea conservation area, attracting creative businesses, support start-ups and promoting Luton's heritage, arts and cultural activities.

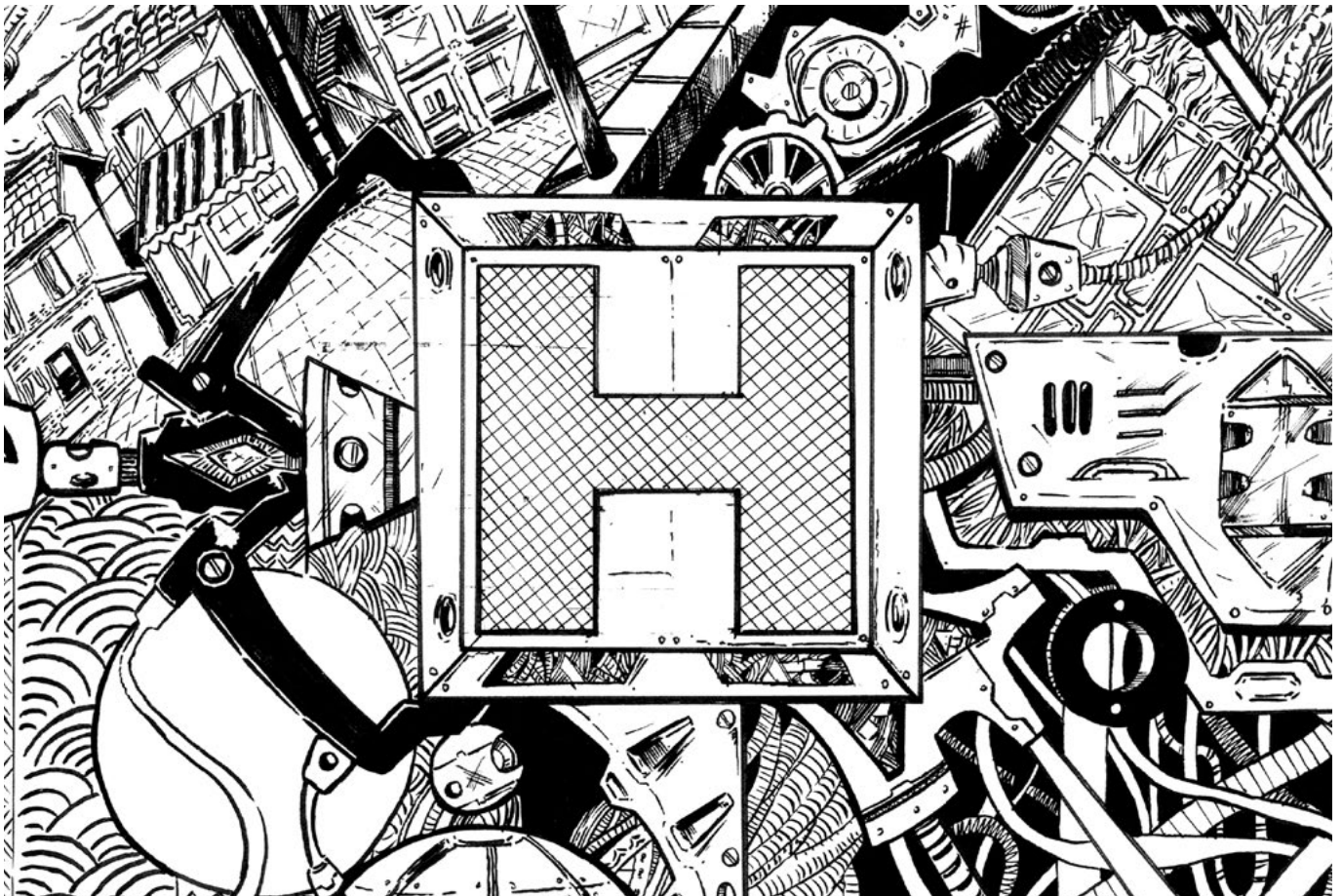
3.5 Hat Works

Hat Works regeneration project has brought back into use the oldest remaining hat factory in Luton which was empty for many years and in a state of disrepair. Hat Works will become the entry point for creative entrepreneurs, makers, innovators and collaborators to start-ups their micro-businesses and grow within the inspiring ecology of the Hat District.

The Creative Eco-system

The Trust is committed to contributing to the talent development of the town through its Skills & Talent Pipeline. All artists delivering work or commissions in the Hat District will be contracted to contribute into the Creative Ecosystem by offering a talk, workshop, attend a networking event, mentor or present their stories and work to Luton's Black, Asian and Minority Ethnic creative community and members of Hat Works.

Fig. 9 Hat District graphic art by Karl Brown
Image: The Culture Trust Luton



4. STRATEGIC PARTNERSHIPS



Fig. 10 Learning at Wardown House Museum
Image: The Culture Trust Luton

4.1 National Portfolio

A funding partnership with Arts Council England

We are delivering a unique model for community and volunteer engagement that has been shared as an exemplar across the UK. Our commitment to co-producing the museum with our communities has changed the way we operate and helped secure investment into Wardown House. The model has informed the Library Makers pilot and we plan to take it a stage further with Culture Makers in the next 2 years.

Now that we have secured NPO funding we will engage and activate more people from Luton's diverse communities to join. The NPO delivery plan focusses on

collections excellence, digital engagement and participation through Museum Makers.

The programme covers 4 key areas:

1. Collections Excellence: achieving this through Grow Your Own (investing in our staff), providing funds to improve our Digital Resources.

2. Museum Makers 2.0: a review, evaluation and new strategy to activate more Museum Makers, and aligning with our digital work through a virtual curator.

3. Creative Case for Diversity: we will contribute this through our targeted arts programme working with Black, Asian and women artists.

4. Museum Maker Schools: Co-Pro Schools will develop and strengthen our arts work with local schools.

Our Partnerships

London Luton Airport Limited (LLAL)

provide a donation to the Trust annually.

The funding we receive enables us to widen reach through free entry to our museums, engagement with collections and cultural sites and accessible public engagement programmes. We also ensure the funding supports opportunities for young people to develop their creative and cultural skills and talents into careers. We specifically deliver the Community Funding Policy objectives.

Luton Borough Council (LBC)

is a long-standing partner who originally set up the Trust. LBC continue to support us in many ways and has enabled the Trust to grow greater independence so that we can stand on our own two feet and make a major contribution back into the town. We value the funding, support and partnerships we have with LBC to develop culture, regenerate, protect our heritage, grow skills and promote Luton. We contribute to: The Luton Investment Framework; Arts & Cultural 10 Year Vision; Luton 2040.

Arts Council England (ACE)

has supported our ambitions through funding the Luton Investment Fund 'As you Change So do I' project, and, more recently, ACE has invested in our Hat Factory refurbishment and capital costs and accepted our application for National Portfolio Funding (NPO) to expand our Museum Makers development at Wardown House. Our four year



Fig. 11 Hat District Community Heritage Tour
Image: The Culture Trust Luton

NPO started in 2018. We value the funding we have benefitted from and the strategic discussions about arts engagement and best practice. Nationally we contribute to the Culture White Paper 2016 and we deliver Great Art and Culture for Everyone.

Heritage Lottery Fund

has regularly invested in the Trust over the last 10 years and continues to support our vision and plans to widen access to the town's incredible heritage buildings, sites and collections. Through our partnerships with HLF we have also been able to develop our locally relevant and nationally important stories through our exhibitions and engagement programmes. We have also been able to encourage more visitors to engage in our museums and to learn about the importance of local heritage.

South East Midlands Local Enterprise Partner (SEMLEP)

has helped support our work in promoting the growth of creative enterprise and industries in Luton through over recent years by being part of their regional network. Through this group we found out about funding and subsequently applied for the Local Growth Funding which was accepted in 2016. SEMLEP are a key supporter and funder of our future sustainability work. We contribute nationally to the government's Industrial Strategy and regionally to SEMLEP's: Heritage, Sports, Visitor Economy, Cultural & Creative Industry Plan and the Strategic Economic Plan.

5. STRATEGIC PROJECTS



Fig. 12 Hat District mural by Mark Titchner & Jonathan Barnbrook
Image: The Culture Trust Luton

5.1 Hat District Creative Cluster Project

Hat District is a project to develop a cluster of inspiring work, study and show spaces in the cultural quarter. We are creating facilities and infrastructure to bring creative and talented people together so that they can innovate and collaborate.

Learning from the town's important history of hat making and manufacturing, the creative cluster will once again contribute to the local economy by increasing job opportunities, visitors and spend whilst regenerating the area and boosting pride of place. The Hat District consists of: the Hat Factory Arts Centre on Bute Street, Hat Works and Hat House on Guildford Street. The Hat District buildings are within the Plaiters Lea Conservation Area which is a key location for the future development of Luton. We have developed a business model that shows how the Hat District will be self-funding by 2025. The Hat District cluster project is the

first step towards stabilising and sustaining the Trust's long-term position.

By 2022-23, the Hat District project will:

- **Develop** 25,832 sq ft of new and bespoke creative business workspace in the quarter — Support, develop and enable 133 additional Creative Industry jobs
- Have an economic impact of £29m
- **Boost** the local economy by attracting 135,000 more visits to the four sites
- **Grow** a vibrant creative ecology and 'life-style brand'

6. STRATEGIC COLLECTIONS

6.1 Hats and Headwear

Hats and headwear are synonymous with Luton. Over the last 5 years we have refocused our approach to curation away from being generalists and toward a focus on this collection.

Our plan is to secure ACE designated status. By growing our own skills and expertise we are positioning ourselves as the national experts and through this will make new partnerships with other significant collections, such as those at Stockport Museum and with international partnerships with Italy, Switzerland and Japan.

The focus for the next 3 years will be on researching all aspects of the Luton hat industry story. We will do this through the hat district project and developing better links with the remaining hat manufacturers. We will redisplay our collection in a larger gallery at Wardown House. We will also be maximising income generating opportunities through a national/international touring exhibition, publication and retail.



6.2 Carriages and Vehicles

The Mossman collection at Stockwood is the largest horse drawn vehicle collection in Europe.

It offers a unique opportunity to develop and collate a nationally important archive of the history of horse draw vehicles, design manufacture and social history. Building on our experience with hats and headwear we will look at developing this collection.

Along with our own 4 Vauxhall cars, is an opportunity for a new partnership with Vauxhall Motors Limited. We are working with Save Our Town and Luton Borough Council on supporting the Vauxhall heritage collections and with it a proposal to investors and funders to develop a new gallery at Stockwood to showcase this world class collection.

7. IMPACTS

By 2023 we will:

- Welcome 350,000 visits to our cultural sites and venues
- Develop 25,000 sq ft of Hat District workspace with creative industries supporting over 100 jobs and 22 start-up businesses
- Engage with 95% of primary schools and attract 21,000 young people to engage in arts and skills development
- Promote public engagement with heritage by opening up historic venues for free visits over 350 days per year
- Provide meaningful engagements for 250 active volunteers throughout the year
- Satisfy 33,000 ticket holders at our diverse and stimulating arts and cultural events
- Reduced our carbon footprint by ensuring 65% of our consumables are purchased locally
- Fundraise over £1 million inward funding for culture in Luton
- Spend £1.5 million in the local economy every year

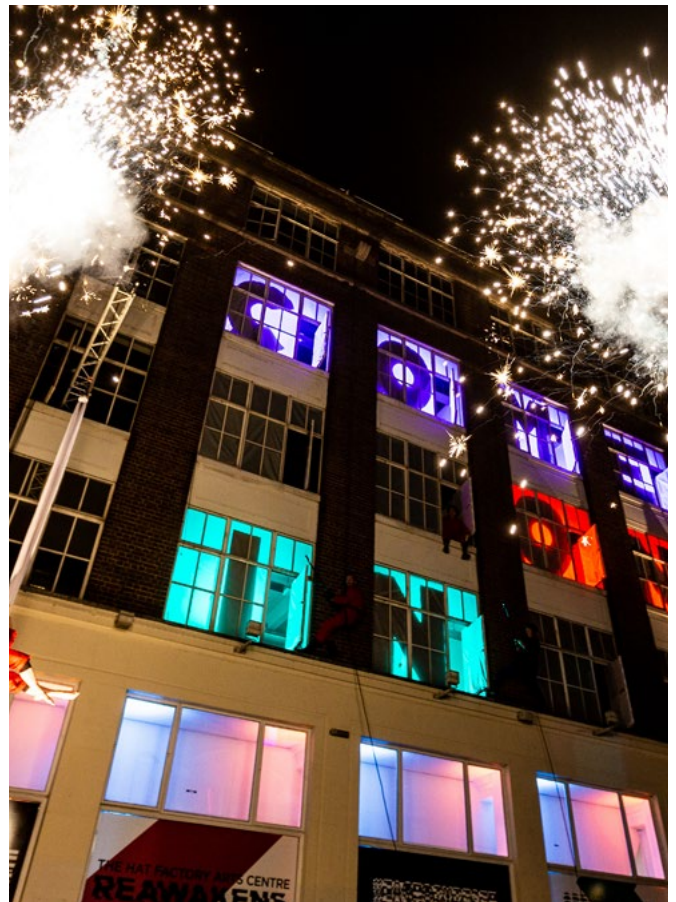
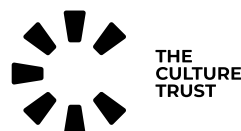


Fig. 13 The Hat Factory Arts Centre
Image: The Culture Trust Luton

Find out more:

For regular progress in our delivery of this plan please visit our website: www.culturetrust.com



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Company registration No. 06373488
Registered address:
Luton Cultural Services Trust
The Hat Factory Arts Centre, 65-67
Bute Street
Luton, Bedfordshire, LU1 2EY