

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Communities Overview and Scrutiny Committee

**Date of Committee** 22 December 2010

**Report Title** Heritage and Culture Proposals

**Summary** Update on Proposals for Transforming Heritage and Cultural Services

**For further information please contact** Caroline Sampson  
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**Would the recommended decision be contrary to the Budget and Policy Framework?** Yes/No

**Background Papers**

**CONSULTATION ALREADY UNDERTAKEN:-** *Details to be specified*

Other Committees  .....

Local Member(s)  .....  
(With brief comments, if appropriate)

Other Elected Members  Councillor R Chattaway  
Councillor R Sweet  
Councillor J Whitehouse

Cabinet Member  Councillor C Williams }  
(Reports to The Cabinet, to be cleared with } – for information  
appropriate Cabinet Member) Councillor A Cockburn }

Chief Executive  .....

Legal  I Marriott

Finance  .....

Other Chief Officers  .....

District Councils  .....



- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION**                      **YES/NO**      *(If 'No' complete Suggested Next Steps)*

**SUGGESTED NEXT STEPS :**

*Details to be specified*

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

**Communities Overview and Scrutiny Committee -  
22 December 2010**

**Heritage and Culture Proposals**

**Report of the Strategic Director for  
Environment and Economy**

**Recommendation**

That the Communities OSC consider the proposals to transform the heritage and culture services and make recommendations as appropriate.

**1 Background**

- 1.1 In 2007/8, Heritage and Cultural Services (HCS) embarked on a transformation programme which aimed to re-model its services in the light of changing patterns of usage and customer expectations. There was an explicit need to place services on a more sustainable financial footing through identifying new and recurrent income streams.
- 1.2 As a result of this programme, the County Record Office (CRO) implemented a radical change in its opening hours pattern, closing its facility in Priory Park, Warwick for one week every calendar month in order to focus resources on developing and improving the scope and content of its web-based services and information. This work is ongoing, and a number of key milestones have been reached, notably licensing the use of family history data by a commercial web-based multi-national company (Ancestry.com) in return for royalty payments.
- 1.3 Heritage Education generates and delivers learning activities and events based on the unique collections at the CRO and Museum. From 2008, it developed a schools outreach programme which allowed sessions to take place in schools as well as at our sites, broadened the community offer/county-wide presence, and introduced greater flexibility and cost effectiveness through changing the way that sessions are charged for and delivered.
- 1.4 The County Arts Service moved away from direct delivery of arts projects to act as a broker, initiator and developer. This allowed the Service to be more cost effective in terms of the number of projects and organisations supported, to target areas of Warwickshire with most need, and develop a more sustainable approach through partnership working and working with the voluntary sector.
- 1.5 The Museum Service engaged a consultant to explore options for transformational change. The report recommended the launch of a

Warwickshire Heritage Partnership group, with representation from Members from WCC and the districts and boroughs within Warwickshire. The stated purpose of the group was to develop and implement a joint strategic direction for heritage and deliver continuous improvement, but this did not result in transformational change.

- 1.6 In March 2010, the former Head of Heritage and Culture (Museums), Helen Maclagan, left the authority. Caroline Sampson is now the Group Manager for Heritage and Cultural Services, reporting to Mark Ryder as Head of Service and are responsible for driving and implementing this transformation.

## 2. HCS Transformation Group

- 2.1 The financial imperatives for transformational change are more evident than ever. HCS is required to make savings of £413K between 2011/12 and 2013/14 in order to meet the 30% target.
- 2.2 Savings of this magnitude cannot be achieved without radical re-modelling of services. HCS will no longer be able to provide the full breadth of service that it does currently, and will have to increase charges or introduce charges for discretionary services. The majority of HCS budgets comprise salary costs, and reductions in the number of staff working within the Group are therefore inevitable.
- 2.3 HCS has adopted a cross-service approach to achieving its 30% cut, rather than imposed a flat 30% on each of its component services. This enables a more strategic overview, and provides opportunities for enhanced joint-working in order to minimise damage to front-line services.
- 2.4 An HCS Transformation Group has been formed to drive forward the transformation process. The group comprises Mark Ryder as Head of Service, Caroline Sampson as Heritage and Cultural Services Manager, the service managers for the component services, and Kate Reeve, Learning and Development Manager.

## 3. Options Appraisal

- 3.1 The HCS Transformation Group is currently analysing a range of options for a re-modelled service. The parameters for change and a vision for future service delivery are attached as **Appendix A**.
- 3.2 It has been suggested that sub-regional partnership working might offer the Museum Service in particular an opportunity to share management and administrative overheads with neighbouring museum services within Warwickshire's districts and boroughs, and also to explore joint service delivery. The Museums, Libraries and Archives council is supportive of this approach and has promised support for a consultant-led feasibility study. Warwickshire Museum Service has indicated an interest in being part of this study, but is not yet persuaded of the levels of engagement by the other museum services invited to participate. We intend to remain involved in the process, but do not at this stage anticipate that this will lead to early or significant savings.

3.3 The HCS Transformation Group is in the process of appraising a range of different models for a more streamlined service offer. The following are under review:-

- (i) Any activities which do not form part of the service's core purpose, and which are not self-financing.
- (ii) Whether savings can be made by closing any of our service points, and re-locating/ceasing/downsizing the services/collections displaced as a consequence.
- (iii) Whether we can co-locate any of our activities or functions with other WCC functions in order to maximise use of resources and identify savings (e.g. Local Studies).
- (iv) Whether we can streamline management and support functions in order to reduce costs and help to safeguard front-line services.
- (v) Whether we can create and sustain new income streams in order to minimise the negative implications of the 30% savings target.
- (vi) The opportunities to deliver services and information in a more cost-effective way through web-technology.

A key strand in the review is defining and communicating the purpose of the Museum Service, and the nature of the services it delivers from the sites that we continue to operate following this review.

3.4 All opportunities to reduce salary costs through natural wastage are being given serious consideration. WCC's early retirement offer has just been launched at the time of writing, and will influence the final decision-making on how reductions in staffing levels will be achieved.

3.5 By Christmas 2010, we aim to have identified one or two viable options to share with staff and elected members via the Portfolio Holder. The purpose of staff consultation is to promote ownership of the new model, and to enhance the detailed modelling of the concept through engaging with their expertise and experience.

3.6 The review process is underway at the time of writing this report, and will have progressed further by the time this report is heard by the Overview and Scrutiny committee. Further information will be circulated to members at the appropriate time.

## **4 Savings Made to Date**

4.1 During 2010/11, savings have been made through the following vacancies:-

- (i) Management re-structure arising from three vacancies across the Museum and CRO at senior level.
- (ii) Assistant Keeper of Human History (Museum).
- (iii) Audience Development Officer (Schools) – Heritage Education.

PAUL GALLAND  
Strategic Director for Environment and Economy  
Shire hall  
Warwick

15 November 2010

## Communities Overview and Scrutiny Committee - 22 December 2010

### Heritage and Culture Proposals

#### **What does HCS need to achieve from “transformation”?**

A reduction in annual base budget of £413k by March 2014.

Maintain compliance with regulatory and statutory requirements and their associated national quality standards.

Ensure the long term integrity and safekeeping of Warwickshire collections.

Maintain standards of collections care for all collections.

A service delivery supported by appropriate technical expertise.

Prioritise transformation actions to achieve WCC objectives.

A clearly articulated overall HCS offer, in which each service/team has a clear and distinct role to play.

Maintain opportunities for all those with an interest in Warwickshire and its history and culture, to access raw material, services, expertise, learning opportunities and experiences.

Ongoing improvement of digital access to information, services and expertise.

Achieving transformation whilst maintaining people’s access to their collections.

A clear charging policy.

Retain the opportunity for services to re-grow.