

Decision to be made by the Portfolio Holder for the Environment on or after 19 August 2016

Heritage and Culture Warwickshire - OOP Consultation for the Reconfiguration of Service Delivery

Recommendation

That the Portfolio Holder for Environment approves the commencement of a public consultation on proposals for the reconfiguration of the Heritage & Culture Service to achieve One Organisational Plan savings.

1.0 Background

- 1.1 Heritage & Culture Warwickshire (HCW) provides a wide range of services that safeguard and promote Warwickshire's archives, human history and natural sciences and provide residents and visitors with opportunities to engage with local heritage, visitor attractions and cultural opportunities that support lifelong learning through high quality education activities and events programmes.
- 1.2 The HCW service currently comprises; Museums, County Records Office, Heritage Education, Learning & Community Engagement, County Arts, Field Archaeology and the museum collections centre. Physical public access is via Market Hall Museum, St John's House Museum and the County Records Office in Warwick, although digital access to services has become increasingly important and popular with customers.
- 1.3 The Council's One Organisational Plan (OOP) savings requirement for HCW is £478,000. During years 1 and 2 of the Council's OOP savings plan (2014/15 and 15/16), HCW have achieved savings of £217,000. This has been achieved through the following:
 - 'Our Warwickshire' (OW) project - Receipt of external grant fund (HLF) is enabling the refurbishment and total refresh of Market Mall Museum (due to reopen early in 2017) and incorporating a new coffee shop and retail offer. It has also enabled development of the Our Warwickshire website as a platform to share County Museum, Record Office and community collections and stories about Warwickshire as well as exploring other commercial opportunities such as corporate events and supporters schemes.

- Removal of Heritage & Culture Service Manager post (now shared across Heritage and Environment Group)
- Reductions in HCW management team
- Reductions in County Arts staffing and cessation of funding awards to key arts clients
- A commercial review of Field Archaeology (now operating on full cost recovery basis)
- Reductions in County record office & Museum staffing of x2 FTE professional staff since March 2014.

1.4 The residual requirement for the current financial year and 2017/18 is therefore a further £261,000 of savings. This represents a very considerable challenge for HCW and will require a reconfiguration of public facing activity.

2.0 Future challenges and changing operating context

2.1 Whilst the initial savings have been delivered without a direct impact on the Public (excepting the removal of arts funding) the magnitude of savings now required is likely to impact upon direct provision to Warwickshire residents and visitors. Our proposals include a change of public offer and opening hours across our three sites as follows:

- County Record Office – a reduction in the average weekly opening hours from 28.5 to 21 hours, together with a review of the monthly and annual pattern of these hours.
- St John's House Museum – the discontinuation of general 'walk in' public access to the ground floor exhibitions, whilst maintaining the bookable education programme for schools together with public events and activities.
- Market Hall Museum - New exhibition and interpretation of the Warwickshire Collection across three refurbished galleries, together with an associated learning programme. Review of opening times in line with a new commercial offer.

2.2 There is however a balance in that the way in which customers are accessing these services is changing, with much greater emphasis on digital access. Examples of this access transition within HCW include;

- Reduction in footfall at the County Records Office due to successes with digitisation of indexes, maps and archival collections and the partnership with Ancestry and Find My Past.
- Digital access has been further developed with partnerships with WCC's Observatory.

- The success of the newly created Our Warwickshire website as a structured platform for sharing the stories of Warwickshire and community collections, including its team of 'volunteer web editors', enables users to interact directly with the collections from their own homes.
- Online access to a vast catalogue of approx. 25,000 historic images of the county via 'Windows on Warwickshire' website.
- An extended programme of learning, outreach and partnership projects, such as Strong Rooms, - taking collections and archives out to new venues and audiences across the county and beyond.
- Social Media success with our Twitter account which regularly offers "Ask the Curator" sessions and is an excellent engagement tool for "non-user" groups.
- Developing smart phone technology will enable users to interact with the collections both during, before and after their visit.

2.3 Despite the financial challenge this remains an exciting time for HCW and its friends, volunteers and partners. The reopening of the refurbished Market Hall Museum demonstrates an ongoing commitment to safeguarding and celebrating the heritage of the county, through its collections and archives. Together with work on digital access and developing commercial opportunities, this helps to mitigate the impact of the required savings.

2.4 The educational offer is currently being planned for re-launch alongside the newly refurbished Market Hall. Although HCW currently offers multiple sessions at St John's, Market Hall has always been under-utilised and it is planned to offer a new programme which links with the County Record Office. The location of these two sites will also allow HCW to move school groups between them easily and increase access to both the museum and archive collections during their visit.

2.5 In order to achieve the OOP savings it is necessary to review public access to HCW's services, and to further review staffing and service delivery. The planned public, partner and staff consultation activity is described in para 3. Below.

3.0 Consultation

3.1 The public consultation will include service users, Members, partners, funders, professional bodies and other stakeholders. Volunteers and Friends will also be invited to feed into the consultation process. The consultation will add to our current understanding of physical and digital service access and inform decisions around opening hours as well as providing detail on what customers value about the services and how they prefer to access them, and when.

3.2 HCW is working with the Warwickshire Observatory to plan and design the questionnaires. It is proposed that the consultation window will run for 8 weeks

between 5 September and 31 October 2016 and will comprise of online questionnaire(s), to be accessed via the 'Ask Warwickshire' page with links from key target pages within HCW and partner organisation sites/pages. The survey will be promoted using HCW's popular twitter feed, newsletter, and blog, and through WCC's Intranet. The nature of the Museum(s) and County Records Office mean that it is also appropriate to give visitors to Market Hall, St John's House Museum and the Records Office the opportunity to fill in paper versions, should they choose to do so. Paper versions will also be available at planned community events such as HCW's regular Saturday market stall in Warwick (during Market Hall closure period), via Libraries in each District and the planned open weekend at Chesterton Windmill.

- 3.3 Covering letters and emails will be sent to partners and professional bodies inviting them to complete the questionnaire and/or to write giving their views and/or to request face to face meetings. Members will be formally notified that the consultation has launched, and their views will be sought also.
- 3.4 A number of workshops will be undertaken to garner views and Community Forums will be afforded the opportunity of engaging in the process.
- 3.5 An initial Equalities Impact Assessment has been prepared, attached at Appendix 1, which will be reviewed following the public consultation process.
- 3.6 In addition to the public consultation above, a separate staff consultation process will be required in order to put a staff structure in place for the redesigned service.

4.0 Summary & Next Steps

- 4.1 In order to meet the challenging OOP savings requirement for HCW, it is essential to undertake a public, partner and staff consultation in order to inform the ongoing service transformation.
- 4.2 The public consultation is proposed to run for 8 weeks between 5/9 – 31/10 2016. A separate formal staff consultation will be undertaken as details of the service redesign emerge.
- 4.3 The results of the consultation work will be analysed by the Warwickshire Observatory and reported to Cabinet in early 2017, together with proposals for service redesign which reflects the reduced financial envelope for the service.
- 4.4 An initial Equalities Impact Assessment has been prepared, attached at Appendix 1'. The EqIA will be reviewed and informed by the consultation process.

Background papers

None.

| | Name | Contact Information |
|--------------------|---|---|
| Report Authors | Michelle Alexander Stuart Ikeringill | michellealexander@warwickshire.gov.uk Tel: 01926 418127 stuartikeringill@warwickshire.gov.uk Tel: 01926 412206 |
| Head of Service | Phil Evans | 01926 412422 |
| Strategic Director | Monica Fogarty | 01926 412514 |
| Portfolio Holder | Cllr Jeff Clarke | |

The report was circulated to the following members prior to publication:

Local Member(s):


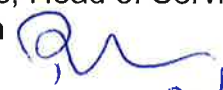
Other members: Councillors Clarke, Clark, Johnson, Boad, Lea

EQUALITY IMPACT ASSESSMENT/ ANALYSIS (EqIA)

Heritage & Culture Warwickshire

OOP Consultation for reconfiguration of service delivery

Equality Impact Assessment/ Analysis (EqIA)

| | |
|--|---|
| Group | Communities |
| Business Units/Service Area | Heritage and Culture Warwickshire (part of Heritage & Environment) |
| Plan/ Strategy/ Policy/ Service being assessed | OOP Consultation for reconfiguration of service delivery |
| Is this is a new or existing policy/service? | New |
| If existing policy/service please state date of last assessment | |
| EqIA Review team – List of members | Michelle Alexander Stuart Ikeringill Sam Collenette Emma Andrews |
| Date of this assessment | 21 st July 2016 |
| Signature of completing officer (to be signed after the EqIA has been completed) | Michelle Alexander, Museums Manager |
| Are any of the outcomes from this assessment likely to result in complaints from existing services users and/ or members of the public? If yes please flag this with your Head of Service and the Customer Relations Team as soon as possible. | NO |
| Name and signature of Head of Service (to be signed after the EqIA has been completed) | Phil Evans, Head of Service, Community Services  28/7/16 |
| Signature of GLT Equalities Champion (to be signed after the EqIA is completed and signed by the completing officer) | Phil Evans, Head of Service, GLT Champion  28/7/16 |

A copy of this form including relevant data and information to be forwarded to the Group Equalities Champion and the Corporate Equalities & Diversity Team

Form A1

INITIAL SCREENING FOR STRATEGIES/POLICIES/FUNCTIONS FOR EQUALITIES RELEVANCE TO ELIMINATE DISCRIMINATION, PROMOTE EQUALITY AND FOSTER GOOD RELATIONS

 High relevance/priority
  Medium relevance/priority
  Low or no relevance/priority

Note:

1. Tick coloured boxes appropriately, and depending on degree of relevance to each of the equality strands
2. Summaries of the legislation/guidance should be used to assist this screening process

| Business Unit/Services: | Relevance/Risk to Equalities | | | | | | | | | | | YES |
|---|---|--------|------|------------|--------------------|-----------------|-----|---------------------|----------------------|--|---|-----|
| | State the Function/Policy /Service/Strategy being assessed: | Gender | Race | Disability | Sexual Orientation | Religion/Belief | Age | Gender Reassignment | Pregnancy/ Maternity | Marriage/ Civil Partnership (only for staff) | | |
| A change of public offer and opening hours at x3 sites | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Market Hall Museum | | x | | x | | | x | | | | | x |
| St John's House Museum | | x | | x | | | | | | | | x |
| County Record Office | | x | | x | | | | | | | | x |
| Are your proposals likely to impact on social inequalities e.g. child poverty for example or our most geographically disadvantaged communities? If yes please explain how. Our proposed service delivery includes increased use of digital collections which will enable those who cannot physically access our sites (due to geographical location) to access collections and data on line. | | | | | | | | | | | | YES |
| Are your proposals likely to impact on a carer who looks after older people or people with disabilities? If yes please explain how. | | | | | | | | | | | | NO |

Form A2 – Details of Plan/ Strategy/ Service/ Policy

Stage 1 – Scoping and Defining

(1) What are the aims and objectives of Plan/Strategy/Service/Policy?

The Council's One Organisational Plan (OOP) requires HCW to reduce its budget by £478,000. During years 1 and 2 of the Council's OOP plan (2014/15 and 15/16), HCW have achieved reductions of £217,000. The residual requirement for the current financial year and 2017/18 is a further reduction of £261,000. This represents a very considerable challenge for HCW and will require a reconfiguration of public facing activity. In order to meet the challenge it is essential to undertake a public, partner and staff consultation which will inform the ongoing service transformation.

(2) How does it fit with Warwickshire County Council's wider objectives?

OOP1 plan years 3 & 4 (2015/16 & 2016/17)
The museum collections and county archives are part of the Warwickshire's Heritage, with strong links to tourism, education and lifelong learning

(3) What are the expected outcomes?

A change of public offer and opening hours at x3 sites - Market Hall Museum, St John's House Museum & The County Record Office, Warwick.
Some other expected outcomes are greater usage and access to collections as a result of the Our Warwickshire website being a platform to share County Museum, Record Office, community collections and stories about Warwickshire.
We currently offer online access to a vast catalogue of approx. 25,000 historic images of the county via the 'Windows on Warwickshire' website. In addition our Social Media success with our Twitter account, which regularly offers "Ask the Curator" sessions also creates excellent engagement opportunities for "non-user" groups.

(4) Which of the groups with protected characteristics is this intended to benefit? (see form A1 for list of protected groups)

- All protected groups should benefit through -
- increased access to our collections via digital / on line platforms including the Our Warwickshire website
 - a refreshed programme of education and community engagement as part of HCW's service transformation
 - the planned re-launch of the newly refurbished Market Hall Museum.

Stage 2 - Information Gathering

(1) What type and range of evidence or information have you used to help you make a judgement about the plan/ strategy/ service/ policy?

OOP1 plan years 3 & 4 (2015/16 & 2016/17) sets out the required savings.

We are benchmarking with peer services and taking advice from professional bodies and others regarding the changing patterns of usage (physical vs. digital) and have used our outreach programme whilst the Market Hall Museum has been closed for refurbishment, to take collections out into the communities of Warwickshire. Footfall data for those specifically visiting St John's Museum is currently being collected as a snapshot of ad hoc usage of the facility. We continue to record user numbers at our sites in addition to this.

(2) Have you consulted on the plan/ strategy/ service/policy and if so with whom?

The public consultation, commencing on 1st September for 8 weeks until 31st October 2016, will include service users, Members, partners, funders, professional bodies and other stakeholders. Volunteers and Friends will also be invited to feed into the consultation process. The consultation will add to our current understanding of physical and digital service access and inform decisions around opening hours as well as providing detail on what customers value about the services and how they prefer to access them, and when.

The consultation will be accessible via WCC Ask Warwickshire, Social Media links, hard copy at HCW sites & Libraries in each District and via arranged consultation workshops / forums. Responses can be made on line, returned by post / in person or via dedicated email addresses.

Diversity data will also be collected as part of the consultation to evidence that we have consulted with a wide variety of groups or to indicate gaps we may need to address.

(3) Which of the groups with protected characteristics have you consulted with?

Disabled – we have formed an Access Panel who we have consulted with closely as part of the on-going Our Warwickshire HLF project to refurbish Market Hall. The Panel will continue to work with us throughout our service transformation.

Race – we have consulted with the Benn Partnership Centre in Rugby as part of the HCW transformation process.

Age – we have consulted with toddler / youth groups and youth organisations across the County and Older People's Forums in Rugby, Nuneaton & Bedworth as part of the HCW transformation process.

The planned public consultation will also be open to all protected groups to take part either in person or on line.

Stage 3 – Analysis of impact

| | | | |
|---|---|---|-----------------------------------|
| <p>(1) From your data and consultations is there any adverse or negative impact identified for any particular group which could amount to discrimination? If yes, identify the groups and how they are affected.</p> | <p>RACE Impact to be assessed as part of consultation process</p> | <p>DISABILITY Impact to be assessed as part of consultation process</p> | <p>GENDER No</p> |
| | <p>MARRIAGE/CIVIL PARTNERSHIP No</p> | <p>AGE Impact to be assessed as part of consultation process</p> | <p>GENDER REASSIGNMENT No</p> |
| <p>(2) If there is an adverse impact, can this be justified?</p> | <p>RELIGION/BELIEF No</p> | <p>PREGNANCY MATERNITY No</p> | <p>SEXUAL ORIENTATION No</p> |
| <p>(3) What actions are going to be taken to reduce or eliminate negative or adverse impact? (this should form part of your action plan under Stage 4.)</p> | <p>To be assessed as part of the consultation process</p> <ul style="list-style-type: none"> • Increased virtual access to HCW collections via digital / on line platforms. • Increased physical access to Market Hall Museum (subject to WDC planning permission for the platform lift installation) & the inclusion of a disabled toilet. • Further actions may be undertaken if identified through the consultation process | | |

(4) How does the plan/strategy/service/policy contribute to promotion of equality? If not what can be done?

By increasing access to HCW collections both physically & virtually, the service transformation aims to “reduce the gap” between service delivery and access to HCW collections in the north & south of the county. The Our Warwickshire website enables us to engage directly with individuals, groups & societies who may otherwise not have been known to us.
We are working directly with local history partners in North Warwickshire as part of our transformation process.

(5) How does the plan/strategy/service/policy promote good relations between groups? If not what can be done?

The Our Warwickshire website enables us to engage directly with individuals, groups & societies who may otherwise not have been known to us. This will enable us to share the history of different groups and their unique experiences.
We are working directly with local history partners in North Warwickshire as part of our transformation process so that their history is made accessible to others across the county.

(6) Are there any obvious barriers to accessing the service? If yes how can they be overcome?

Geographical – overcome through new virtual offer (Our Warwickshire website) however, this will depend on the quality of the broadband and the ability of the individual.

Physical – increased physical access to Market Hall Museum via new platform lift (subject to WDC planning permission).

As part of the public consultation we will be reviewing our current opening hours across the three sites and these results will feed in to our service transformation. In order to accrue the required savings, the likelihood is a reduction in opening hours at the County Record Office and the suspension of ad hoc public access at St John’s House, but with enhanced digital access and enhanced access to Market Hall.
It is hoped that any reduction in access at CRO & St John’s Museum will be offset by the increased access to collections at Market Hall, through increased community engagement and through our increased virtual offer.

(7) What are the likely positive and negative consequences for health and wellbeing as a result of this plan/strategy/service/policy?

N/A

| | |
|--|------------|
| <p>(8) What actions are going to be taken to reduce or eliminate negative or adverse impact on population health? (This should form part of your action plan under Stage 4.)</p> | <p>N/A</p> |
| <p>(9) Will the plan/strategy/service/policy increase the number of people needing to access health services? If so, what steps can be put in place to mitigate this?</p> | <p>N/A</p> |
| <p>(10) Will the plan/strategy/service/policy reduce health inequalities? If so, how, what is the evidence?</p> | <p>N/A</p> |

Stage 4 – Action Planning, Review & Monitoring

If No Further Action is required then go to – Review & Monitoring

(1) Action Planning – Specify any changes or improvements which can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.

EqIA Action Plan

| Action | Lead Officer | Date for completion | Resource requirements | Comments |
|---|--------------------|---------------------|-------------------------------|----------|
| Updating EqIA after public consultation | Michelle Alexander | December 2016 | WCC Observatory report | |
| Service transformation | Stuart Ikeringill | April 2017 onwards | Cabinet decision – early 2017 | |
| Monitoring & review | Stuart Ikeringill | April 2017 onwards | | |

(2) Review and Monitoring
State how and when you will monitor policy and Action Plan

Please annotate your policy with the following statement:

‘An Equality Impact Assessment/ Analysis on this policy was undertaken on (date of assessment) and will be reviewed on (date three years from the date it was assessed).

