

APPENDIX 3: OTHER OPTIONS CONSIDERED

- The closure of selected community cultural venues - This option is not presently recommended on the grounds that Hampshire County Council is committed to widening participation in museums and arts activity across the county and its surrounds, and it would prefer to work with existing and new partners to develop community partnership approaches that enable Hampshire to continue this support.
- The closure of selected directly delivered flagship venues - This option is not recommended on the grounds that these play a central role in leading on the delivery of excellent cultural activity across the county. Many are the outcome of significant recent investment by HCC and external partners, reflecting this wider ambition.
- Stop all learning and community engagement activity unless it can be funded by external grant sources - This option is not recommended on the grounds that it is the learning and community engagement activity both within and beyond cultural venues that leads on widening participation. Given this importance, grant bodies expect a core capacity of learning and community engagement support within an organisation such as HCC before awarding additional funding. It would also be contrary to the organisation's declared objectives.
- Significantly reduce the centralised specialist services provided in the areas of exhibitions, collections and business development - This is not recommended on the grounds that this group of services enable HCC to provide an innovative and quality arts and museums service meeting national standards in a cost-effective manner. These services are fundamental to supporting widening participation and heritage stewardship agendas, and their capacity and reputation enables the service to lever significant external funding in support of its work. It could also put national accreditation at risk which would be a highly retrograde step.
- Significantly reduce the arts and museums grants programme - This option is not recommended on the grounds that the HCC grants programme is vital to retaining a dynamic and regionally important arts and museums scene in the county into the long-term. It is very much part of the creative economy and defining Hampshire as a great county in which to live, work or do business.
- Transfer museum venues to other bodies or the community/voluntary sector – current service provision includes responsibilities for specific collections, buildings and assets, which the County Council takes very seriously. The potential transfer of such assets is not included in the current proposals but there is recognition that the development of further community partnership models may require new appropriate governance and delivery arrangements that reflect the interests and contributions of those organisations who become involved. There is also a willingness to consider any future options that may help sustain important local heritage assets.
- Significantly increase income generation activity through additional commercial activity, sponsorship and grant funding opportunities - This aspect

will be a key element of the wider strategic option proposed, but it would be unrealistic to assume that increased income generation can immediately address the full financial pressures outlined in section 3.

- Reduction in opening hours of museum venues including the option of seasonal opening. This is not the preferred option because the scale of budget saving required equates to a circa 50% reduction in annual opening hours for the community museum venues which will have a considerable impact on visitor figures and income generation. Different audiences also use venues at varied times in the year – an emphasis on summer opening is favourable for destination visitors for example, but less accessible for schools who may particularly wish to visit during the autumn and spring terms.
- Introduction of admission charges at those venues where entry is currently free. This is not the preferred option because it will only contribute partially to the budget saving required and the introduction of charges is likely to significantly impact upon visitor figures to community venues. New approaches to encouraging visitor donations have been developed in most venues during 2011/12 as part of phase 1 changes that included the introduction of new income targets. Initial results suggest that visitor response to these initiatives is encouraging.
- Task all managers to find the required savings independently across each function within the service - This option is not recommended on the grounds that the scale of financial pressure being addressed requires a fundamentally strategic approach if the long-term future sustainability of the service is to be assured.

APPENDIX 4: SUMMARY OF STAFF FEEDBACK AND SERVICE RESPONSE

Draft proposals and procedures were issued to all staff simultaneously across the Arts and Museums Service on 30 September and briefing sessions were held, to which all staff were invited, on 4 October 2011. Opportunities for feedback and questions have been provided via email, letter, team meetings, staff Q and A sessions (7 and 25 November, 13 December), HR support, union representatives and normal line management methods of communication. In addition, the Director of CCBS offered Open Door sessions for staff to discuss issues of concern on 31 October and 4 November. Formal staff and union consultation ended at 5pm on the 3 January 2012.

Extensive and valuable comment has been received from staff teams as well as individual members of staff. Although it must be acknowledged that some staff feedback has challenged certain key principles of the proposed reorganisation and its implementation, much has provided useful practical information which will considerably improve the effectiveness of the planned changes and has been used to shape the final proposals. The main areas of staff concern can be summarised as follows and are in no particular order:-

- the ability of the Service to continue to manage all venues effectively, with many under a new professional/volunteer staffing regime
- the capacity to recruit, train and develop new volunteer management systems at all community museums simultaneously and with a single implementation deadline
- the ability to recruit volunteers to undertake less desirable tasks at community museums, such as cleaning
- the capacity of the reduced Collections and Exhibitions teams to continue to deliver across a wide range of activity particularly the provision of essential support to the Community Engagement and Learning Team and to meet the aspirations of partners and users of the various services
- the grading of individual management posts and the ring-fencing arrangements by which these will be filled
- the further erosion of specialist knowledge and expertise
- the practical implications of a possible move of the headquarters of the Service to Milestones
- the impact of possible future Renaissance and FIM developments.

The Arts and Museums Management Team (AMMT), with HR support, have given careful consideration to all of the key areas of concern raised by staff. On the most radical change proposed, the development of a professional/volunteer hybrid model for the management of community museums, we remain convinced of the necessity for this approach and the value of retaining these venues within direct public management. However, we do recognise that management capacity will be a challenge as we move forward with the proposed changes and for this reason work has already begun on a volunteer methodology document which will be available on the intranet for information.

Specific areas of concern have been dealt with by responses which were issued to all staff and unions on a regular basis (10 November, 8 December and 23 December 2011). All of these are included in the table at the end of this summary plus additional ones received up to and including the 30 December 2011. However, where questions and issues raised have made specific reference to named individuals or their posts these have not been included but have been taken into account by AMMT and HR.

A number of useful suggestions have also been provided by staff and we have been able to incorporate some of these into the revised proposals or will implement them once the new structure is in place. These include:-

- some changes to role profiles and post titles
- some selected task lists for new and revised posts have been agreed and will be made available on the intranet
- some changes to slotting-in and ring-fence arrangements with increased emphasis on meeting the skills, knowledge and other requirements of each post
- some changes to rosters
- some voluntary measures to negate redundancy
- a change in title to Community Engagement and Learning Team (rather than Learning and Community Engagement Team)
- a refining of the proposed future roles of Milestones and Chilcomb
- strategies for engaging with volunteers and an event to acknowledge and mark the achievements of volunteers
- some changes to staff communication

However, there are some suggested changes which AMMT have been unable to accommodate, with reasons why in parentheses except where these have already been provided in feedback to staff and recorded in the table below. These include:-

- the closure of some venues in order to safeguard others which are perceived as 'more successful'
- the retention of Museum Assistant roles at community museums by finding savings elsewhere
- transfer of line management of Collections Store Caretakers from Registrar to Delivery Team Manager, Arts & Museums: Collections (the number of posts already directly line managed by the latter)
- changes to the grades of some management posts
- reduce the loss of capacity within the Arts & Museums Collections and Exhibitions Delivery Teams
- three assistants and one area officer for the North & Central Community Engagement & Learning, rather than two and two respectively

The underlying detailed staff feedback is available upon request.

APPENDIX 5: EXTERNAL STAKEHOLDER COMMENT – KEY POINTS

Feedback to drafts 1 and 2 of the strategic plan were received from 32 external stakeholders, excluding district and borough council partners.

In summary the key points received and our response are:

Support for the overall strategic ambition, aims, values and approach expressed within draft strategic plan version 2.

Hampshire County Council is encouraged by the support it has received for its overall proposals.

The final version of the strategic plan must be presented concisely and should clearly articulate how the strategic ambition relates to deliverables and outcomes.

The final draft strategic plan has been significantly re-written to present a clear framework for development of the arts and museums over the next 3 years. The Key Action Plan outlines the proposed deliverables and outcomes for each service objective.

The final version of the strategic plan must place greater emphasis on the arts organisations currently supported by Hampshire County Council. Version 2 of the draft appears very museum and HCC delivery-focused and it will be important to demonstrate how the County Council is investing in the artistic product – organisations, artists and contents – and creative industries.

Hampshire County Council's strategy for the arts continues to place considerable emphasis on investing in the artistic product delivered by independent organisations. The final draft strategic plan embeds the outcomes of the Culture, Communities and Business Services departmental grants review, and outlines proposals of the County Council to invest in this artistic product and the creative industries over the next 3 years.

One museum respondent regarded the strategy as fundamentally flawed in its emphasis on centralisation and the loss of dedicated access to professional curatorial knowledge and capacity locally. A suggestion was made to increase volunteer roles in the area of research support, with appropriate training and support.

The proposed centralised and flexible approach to delivering subject knowledge and collections expertise is the most cost-effective method of ensuring access to this professional service across all localities in Hampshire. In each geographic area, we also propose to employ a specialist museum curator who acts as venue manager across up to 3 museum venues. Into the future, we will continue to seek ways of enhancing the capacity of this core professional resource to support work delivered locally, and the suggestion of developing appropriately trained volunteer roles in this area of activity is of great interest.

One arts respondent emphasised the importance of ensuring specialisation is maintained and strengthened rather than eroded in a newly integrated arts and museums team.

The newly integrated arts and museums team will need to ensure adequate strategic and delivery capacity is maintained across key specialist areas, whilst recognising the reduction in funding. This will be an important factor in shaping implementation of the phase 2 reorganisation proposals. The strategic plan also proposes investment in centres of excellence within Hampshire which will ensure specialist leadership does not just sit within Hampshire County Council but also with the wider sector which its supports.

An expectation that the strategic context of the Plan will need to connect into wider initiatives related to localism, Big Society and Local Enterprise Partnerships for example.

The empowerment and engagement of local people is at the heart of the strategy to connect communities with excellence, and has been significantly influenced by wider initiatives associated with localism and Big Society. The final draft strategic plan emphasises this community-focus. It also identifies the Hampshire business sector and Local Enterprise Partnerships as a key element of the community we engage with.

The Friends of Museums groups all generously offer their support and interest in developing a volunteer team, though stress that the Service should not just rely on their membership. Concerns have been expressed regarding whether it will be possible to find enough volunteers with the right skills, abilities and availability to maintain quality. There is a strong suggestion that we will need to cast the net widely to attract a range of volunteers and that it will be essential to provide ongoing training and support, including opportunities for volunteer development. It will be vital to work to local conditions, as one size will not fit all. There are some concerns that the approach may result in decreased visitor numbers.

Hampshire County Council is grateful for the offer of support received from the Friends in developing volunteer teams in support of local museums. The future sustainability of these venues is in doubt without the help of their existing local community champions, and the Service also recognises the importance of advertising widely to seek volunteers to assist in delivery. We are developing a detailed volunteer development, training and recruitment methodology for implementation in February 2012, as required, and this work has been significantly informed by feedback from external stakeholders and staff, as well as practice elsewhere. The recruitment of volunteer teams will be a key priority for the Service during 2012/13 and area curators' primary task over the next 6 months will be to develop these teams, with active support from senior management.

Some Friends groups have also kindly offered to support future development projects in museums and play an increasingly active community liaison role. They stress the importance of planning for the long-term as well as for the immediate future, and the need to avoid a Phase 3.

Hampshire County Council is grateful for these offers of support for future development projects. The final draft strategic plan incorporates a key action plan which identifies the need to continue planning for the future across many venues to ensure their long-term sustainability. Subject to

Executive Member approval of the final draft, these potential projects will be developed as appropriate within the annual County Council service planning framework.

A museum visitor suggested that it would be better to introduce an admission charge to the venue to pay for staffing rather than introduce volunteers.

Hampshire Arts and Museums Service has previously introduced admission charges in some venues and this is an option that has been considered as part of the Phase 2 review. Introducing charges in community-based venues can significantly reduce the number of visitors and significantly reduce secondary spend in the shop and cafe. It may also be as profitable to introduce a voluntary donations scheme which has been developed in most community museum venues with good success.

Feedback has been received from both Red House and Westbury Manor Museums regarding reviewing the days on which the venues are open.

In Phase 2 it is proposed that Hampshire Arts and Museums will focus on developing the volunteer team at each community museum venue. We suggest that reviewing days of opening at individual venues is undertaken at a local level in consultation with staff at a later date in 2012/13 after Phase 2 has been implemented and as appropriate.

Many of the arts and museums respondents welcomed the emphasis on partnership and collaboration, and would value an ever stronger strategic relationship with Hampshire County Council Arts and Museums Service. They would be interested in a conversation regarding what happens next – how can we all work to take forward and develop our collective strategic ambitions into the future.

The approval and publication of a strategic plan is only the start of a journey, and the idea of taking forward this strategic sector conversation into the future is very interesting. Hampshire Arts and Museums Service would be keen to help facilitate this wider conversation and under objective 5 of the Action Plan we propose the option of developing a Hampshire-Solent cultural forum which could potentially act as a focus for this dialogue.