

## **APPENDIX 4 – Summary of results of staff consultation exercise**

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, it should also be recognised that it 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:-

- The capacity to deliver across such a wide range of activity, including a challenge to the concept of 'widening participation' during a period of diminishing resources.
- The proposal to incorporate certain aspects of current Renaissance funded activity into future core funding.
- The title, accuracy and grading of some roles in relation to duties, as well as the balance of role types across the Service.
- The proposal to give staff on fixed-term contracts with one year's service the same consideration as permanent staff. The number of management roles (grade G and above) within the proposed structure including a challenge to the need for perceived generic roles to sit at a service rather than departmental level.
- The selection and future operation of sites for which alternative management arrangements are being sought or where there are proposed reductions to opening hours.
- The future role of volunteers within the Service and the impact on core jobs.
- The loss of specialist collection discipline knowledge (scholarship) together with associated staff skill sets, particularly in areas of practical technical support, and the impact these will have on access to the collections, the enquiry service and research opportunities for members of the public.
- The timescale and conduct of the consultation process.
- The fairness of the ring-fencing arrangements and support for staff during the implementation and selection processes.

Management have given careful consideration to all of the key areas of concern raised by staff. On some issues, including the value and importance of sustaining an element of Hub-funded activities within the new structure, we remain convinced of the value of the approach that has been proposed. We also recognise that capacity will be a challenge in the new structure with reduced resources. However, in the circumstances we do not believe there is a viable

alternative to the proposed reductions and alongside the a new base-line structure the Service will also develop new ways of working to maximise capacity and delivery within available resources.

It is proposed to further review senior management roles in Hampshire Museums and Arts as part of phase 2 of the restructuring and in light of a corporate requirement to reduce senior management roles by at least 25%. We propose to respond to staff concerns about the inclusion of fixed-term staff in ring-fencing by adopting corporate arrangements for fixed-term contract staff in restructuring that were developed and agreed during the period of consultation. This will restrict the inclusion of fixed term contract staff in ring-fences to those with 4 years or more continuous HCC Service. We have also reviewed in detail the ring-fencing principles and arrangements and adjusted these as appropriate. There has been significant discussion with staff and unions in response to queries about role contents and grading to provide detailed explanation of the proposals and intentions for these roles. Other specific areas of concern have been dealt with by providing written responses to all staff during and at the end of the consultation period.

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
- some changes to slotting-in and ring-fence arrangements
- some changes to the staffing structure
- some revisions to opening times at certain venues
- addressing some of the health and safety concerns, including basing the Community Museums Manager at the Willis Museum to provide additional support
- to identify a lead officer for each site undergoing transition to new management arrangements
- changing the job title from Community Museums Curator to Area Community Museums Curator to help distinguish the new role from the old one

The remaining suggestions we have been unable to incorporate at the present time although we may be able to consider some of them in the future as part of Phase 2 or as we continue to refine the new structure. Management have provided written responses to many of these suggestions as part of the feedback to staff following the end of the consultation period. However, one particular proposal requires further comment here. It was suggested that if 20% cuts were required by the Executive Member, then a fair and equitable approach might be to seek a voluntary agreement to reduce the salary budget by 20%, in the same way that operational budgets have been reduced. Whilst unpalatable, it was suggested that having a job with a temporarily reduced salary would be better than having no job at all.

Whilst such a proposal is valued and appreciated by management, it is recognised that this proposal does not necessarily represent the views of all staff, as stated by those members of staff submitting this proposal

Even if the consultation stage were extended to canvas views across the service, the reality is that the suggestion does not provide the strategic response needed to reposition the service so that it is best placed to benefit from future funding opportunities.

The current Renaissance programme finishes on the 31 March 2011. Recent CSR related announcements confirm that it will be replaced by a new and completely different programme starting in 2012/13. Consequently, we need to be in a strong position to bid for both exit/transition funding (where the MLA are still asking for us to apply on the basis of a 20% reduction in 2011/12) and for the completely new and altered core museum or challenge fund programme announced by government. While the announcement that the future programme will be cut by only 15% is welcome it does not affect the timescales and rationale underlining the proposals nor guarantee any future funding from Renaissance.

To ensure that Hampshire has an opportunity of becoming a core funded partnership the Service needs to demonstrate it has a strategic plan in place to address the transition from Hub to Core.

Having a new baseline structure, upon which to build, is essential to managing both business requirements and the continued pressures on the service budget.

Having a strategic response ready for the change in funding is also essential to the partnership relationship that is emerging as the basis for Core funding and to stop the process now would potentially damage the progress made to date.

There are some strong views around the value of Hub funding. Management are firmly committed to the value this has provided and are not willing to compromise this key principle. Accordingly there is no clear value in an extended consultation process.