

**HAMPSHIRE COUNTY COUNCIL****Decision Report**

<b>Decision Maker:</b>	Executive Member for Culture and Recreation
<b>Date:</b>	17 November 2010
<b>Title:</b>	Hampshire Museums and Arts Service- Planning for the Future
<b>Reference:</b>	2154
<b>Report From:</b>	Director of Culture, Communities and Rural Affairs

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## **1. Executive Summary**

1.1. The contents of this report builds upon the Executive Member Report on the 8 July 2010 and the information provided to the Select Committee at its meeting on 4 November 2010. The proposals are targeted at meeting the objectives, priorities and change required to place the Museums Service in the best possible position for the future. It also provides information on key responses received in relation to the draft proposals including the results of the staff consultation exercise. Detailed information is provided upon the timescale and funding implications associated with the implementation of the proposals and their relationship to the asset management approach set out in the report.

## **2. Background and Drivers for Change**

2.1. The current strategic direction for the County Council's cultural services derives from its Cultural Strategy. This sets out cultural policy objectives that complement those of the Corporate Strategy and Sustainable Community Strategy, providing the primary focus of the Culture, Communities and Rural Affairs Department's services around the principles of:

- Stewardship - conserving and caring for the county's cultural heritage
- Equality of access to cultural services
- Increasing and broadening participation in cultural activities
- Promoting inclusiveness in cultural provision
- Supporting learning at all levels
- Securing economic benefits from cultural activities

- Valuing local distinctiveness and sense of place.

In the context of the Cultural Strategy, the overall objective of the Department's current Business Plan, approved by the Executive Member in July 2010, is to increase and broaden participation in culture, recreation and sport.

2.2. In terms of the national, regional and local context within which the Museums and Arts Service operates there is a series of key drivers for change. These include:

- Government policy aimed at creating national quality museums in locations across England - supporting regionally and nationally significant collections in non-national contexts
- Emphasis on shared services, mergers and new models of governance as a response to financial pressures
- Diversification of funding sources and new ways of working
- Emphasis on community participation (from friend and volunteer to member of board) and partnership delivery
- Supporting the economy, particularly through tourism
- Cultural convergence agendas - connecting arts, museums and archives
- Improving skills and supporting learning - developing skills in the workforce and supporting education in schools
- Place-based investment and locality working

2.3. The impact and influence of these factors can be seen in the very positive developments associated with programmes such as Renaissance, Find Your Talent and the EDGE project, through which the Museums and Arts Service has helped develop the County Council's aspirations in terms of education, participation and engagement with target audiences. It has also allowed significant investment in terms of collections, exhibitions, and marketing. The Executive Member report of 8 July 2010 provided further details on how these initiatives have improved the Council's capacity to deliver, increasing its customer focus and reducing inequalities. It also outlined how this has resulted in a transformation of the service in Hampshire in common with many others across the country. This has included a 25% increase in school groups with over 80% of Hampshire schools using Hampshire's museums. Separately, and only in 13 months, 36,286 children, young people and families have taken part in 152 projects across Hampshire, Portsmouth and Southampton. Such funding has also supported activities for older residents reaching over 24,000 adults in 2009/10. Renaissance programme investment has also made it possible to increase visits to museums by 2% year on year as well as facilitating significant match funding for major capital investments.

### **3. Future Direction**

- 3.1. Hampshire County Council Museums and Arts Service aims to inspire people to participate in and shape the dynamic cultural life of Hampshire. In terms of an ongoing mission or vision it seeks to provide access to the County's museum collections, creative talent and quality artistic experiences for a wide range of users and audiences as part of an integrated cultural offer.
- 3.2. The ability of collections and creative opportunities to inspire the imagination is increasingly used to support wider economic, social and corporate objectives in full alignment with the issues highlighted in paragraph 2 of this report. It is proposed that the Service will focus on the following key objectives over the next five years within the context of wider departmental and corporate themes.
  - Inspiring a greater sense of place - creating a Hampshire where people want to live and invest
  - Supporting the Hampshire visitor economy and creative industries
  - Contributing towards raising the educational attainment of young people and supporting their transition into successful adulthood
  - Improving the health and wellbeing of older Hampshire residents
  - Generating income and improving sustainability
- 3.3. For the future, there is a need to continue the transformation of the way in which a wider public audience engages with museum and archive collections. This will continue to move heritage services away from a passive presentation of objects to one where they are used in a dynamic context to support learning throughout life and their importance in the story of local communities is emphasised. This approach is an essential means of ensuring that each generation finds its own connection with these important communal assets.

### **4. Asset Management Approach**

- 4.1. Management of heritage assets is a County Council responsibility that needs to be integrated with other service delivery duties. Its key role is to identify, protect, preserve and present such assets for current and future generations. This requires a balance between efficient delivery of local government services overall and the effective stewardship of key parts of Hampshire's heritage for the future.
- 4.2. The asset management approach adopted within Phase 1 of the review aims to address the vision, strategic role, key objectives and long-term context set out in this report. In terms of the assets managed by the service there is clear recognition of the powerful combination of buildings, monuments, collections, venues, professional expertise, voluntary commitment and partnership involved in the operation of the service across a large and diverse county.

- 4.3. In order to maximise support for and use of these assets at a time of significant financial challenge it is important to establish an effective balance of skills, resources and partnerships in taking the service forward. This does require the prioritisation of activity, revised resource allocation and consideration of alternative models of delivery where possible. The proposals set out seek to achieve this.
- 4.4. In terms of the buildings for which the County Council is responsible there is a clear commitment to sustain the level of investment required to maintain and protect them as part of the County Council's corporate estate. There is also a necessity to consider appropriate partnership projects or proposals that may sustain or enhance heritage value for the community.
- 4.5. Staff are a huge asset and the approach set out seeks to establish a strong core of staff that can take the service forward and sustain priority areas or performance in the future. Within the current financial climate this does require very significant review and change, which is reflected in the proposals set out. This is seen as crucial in placing the service in the most favourable position for the future.
- 4.6. Collections and their long term care lie at the heart of service provision. Access to the collections through associated learning, display and public engagement activity relies upon a well managed collections resource as well as appropriate professional expertise to ensure their safety and effective interpretation. The proposals set out in the report seek to fulfil these stewardship responsibilities in a flexible and sustainable manner.
- 4.7. The fundamental element of the approach seeks to build upon community partnerships, both those already in place, and those where potential can be realised. There is a commitment to actively support the development of such potential and particularly the very significant levels of volunteer support for museums. The proposals put forward focus primarily upon community museums following a review of the overall inventory of museums, and collections, for which the service is responsible.
- 4.8. This approach to the assets for which the service is responsible will be developed as part of the business planning and application approach aimed at securing future funding set out in section 6 of this report. This will be expanded to develop the effective integration of heritage asset management for which the County Council is responsible and will be reported to the Executive Member in the new year.

## **5. Phase 1 Reorganisation of Museums**

- 5.1. The next 2-3 years will represent a significant period of challenge for the Museums and Arts Service and it needs to be ready to meet that challenge. Specifically, the Service will need to re-shape its activity to deliver its strategic objectives with significantly reduced financial support. Phase 1 of this process, the primary focus of this report, affects the Museums Service and seeks to address the significant financial risk associated with the changes to the current nationally funded Renaissance programme from 1 April 2011. Hampshire Museums Service currently receives £1,150,000 per

annum of funding from the Museums, Libraries and Archives Council (MLA) towards its activities, primarily in the areas of learning, engagement, exhibitions, marketing and collections.

- 5.2. Within this wider context, it is therefore necessary for Hampshire County Council to reinforce its role as a strategic museums authority and prepare a new baseline structure which is affordable through available local authority investment. Phase 1 is intended to create this baseline from which to continue strategic development of museums service provision, maximise opportunities for future external support, and from which to address any local authority reductions required as an outcome of the detailed implications of the Comprehensive Spending Review.
- 5.3. The Executive Member report approved on 8 July 2010 provided the framework within which the museums and arts strategic review is being undertaken. It outlined five key principles underlying efforts to achieve these objectives:
  - Widening participation
  - Maintaining strategic collections
  - Promoting integrated working
  - Developing partnership working and shared services
  - Generating income.
- 5.4. It is proposed that this ongoing strategic role focuses upon four key priorities, all dependent to some degree upon local community partnership investment:
  - Priority 1: learning and community engagement activity across the county encouraging wider participation with museum collections and stories both within and beyond museum venues
  - Priority 2: delivering strategically located museum exhibition and heritage venues in significant population areas and major tourism destinations.
  - Priority 3: supporting delivery, where practical, of community museum and heritage venues in other areas where significant community partnership investment can be generated and sustained
  - Priority 4: providing a county-wide strategic curatorial and collection management/ care service that provides appropriate level of stewardship and professional support in the collections
- 5.5. In adopting the asset management approach set out in paragraph 4, and pursuing the priorities referred to above, the main changes to the museums service proposed in the Phase 1 reorganisation are:
  - i) A revised staffing structure as detailed in Appendix 1 representing a total reduction of 26.34 fte or 26.69 fte subject to the final arrangements adopted at the Aldershot Military Museum.
  - ii) Efforts to establish and support alternative community partnership models of delivery for the following venues as detailed in Appendix 2

Curtis Museum and Allen Gallery, Alton  
Bursledon Windmill, Eastleigh  
Rockbourne Roman Villa, Rockbourne

- iii) Revised opening hours for museum venues (detailed in Appendix 3).
- iv) Development of new business plans for service functions whilst recognising the legal requirements placed upon us within the operating environment by factors such as the Red House Museum Foundation and the Allen and Curtis Foundation.

5.6. With reference to 5.5 (ii) above the rationale behind the selection of these three venues in Phase 1 involved a review of criteria relating to geographical location, population demographics, tourism market, current user numbers, costs of venue and existing levels of community partnership support. As an outcome of this review, the Curtis Museum and Allen Gallery at Alton were selected because they relate to Priority 3 outlined in 5.4 above and have limited existing levels of community partnership support. Bursledon Windmill and Rockbourne Roman Villa have less than 10,000 visitors per annum and have the potential to be run in a more cost effective way through enhanced community partnership initiatives. Appendix 2 provides further detail on progress regarding establishing alternative community partnership models of delivery as of 22 October 2010.

## **6. Implications of Renaissance Programme Funding Changes**

- 6.1. In his ministerial speech to the Museums Association Conference on 5 October, Ed Vaizey, Minister for Culture, Communications and Creative Industries, announced that Renaissance would continue but as a new programme in which the current Hub model would be completely transformed into a core museums and challenge funding framework. This new arrangement has significant implications for Hampshire Museums as, from 2011/12, funding will not be available for the same activities as at present. In order to address this risk and prepare itself for future budget reductions, it is proposed that the service re-position itself, in closer partnership and integration with other services in the Hampshire and Solent area. This offers the best chance to secure new external funding opportunities and maximise public benefit from the reduced level of overall core local authority investment likely to be available in the future.
- 6.2. It is important to recognise the implications of recent announcements concerning the Renaissance Programme. We have received unequivocal guidance from the MLA that the current programme will be terminated and be replaced by a completely different model of funding and support. Within the Comprehensive Spending Review announcement, welcome reference was made to the continuation of the Renaissance programme with cuts limited to 15%. This relates to the new and future programme starting in April 2012 and not to the current programme. We are still (at the time of compiling this report) being asked by the MLA to plan for a 20% reduction in terms of potential transitional funding for 2011/12. Access to future funding will

essentially be a competitive process as set out in 6.4. and the proposals presented in this report are targeted at placing Hampshire County Council Museums and Arts Service in the best possible position to seek and secure such funding. Consequently announcements to date, including those on the Comprehensive Spending Review on 20 October, do not alter either the timescale we need to work to nor the basis and rationale for the proposals set out. This has been further confirmed in discussions between the Director of Culture, Communities and Rural Affairs and the Chief Executive of the MLA . There is currently no certainty that the County Council will receive either transition/exit funding from the current programme in 2011/12 or new funding from the revised Renaissance programme from April 2012 onwards.

- 6.3. The MLA has issued guidance for all existing Hub museums to prepare a Renaissance business plan for 2011/12 which currently assumes 20% less funding and defines an exit strategy during the first 3-6 months which transitions out of the current Hub funding model. A draft business plan for Hampshire County Council Museums and Arts Service will be submitted to the MLA by 2 December 2010. If successful this would cover costs associated with exit from the current programme or transition to the new one if a successful core museum application is achieved. Confirmation of such funding is likely to be dependent upon a clear indication that the service will be in a position to deliver the necessary outcomes required.
- 6.4. Details regarding the 'New Renaissance' model of core museums and challenge funding are expected to be issued in early November. It is likely that there will be fewer future core museums than current Hub museums, and that museums will need to apply competitively and demonstrate ability to meet a range of criteria. The exact criteria have not been announced but it is believed that these will emphasise areas of significant population and the regional and national excellence of collections. It is proposed that a core Hampshire and Solent group bid involving Hampshire County Council, Winchester City Council, Portsmouth City Council, Southampton City Council and other partners including the Mary Rose Trust, Isle of Wight Council and the National Motor Museum Beaulieu has the greatest chance of success. If this core bid is unsuccessful aspects of our work may be eligible for future 'challenge funding', but the nature and scope of this is less defined at present.
- 6.5. It is also proposed that Hampshire County Council continue to develop close strategic partnership working with other primary museum organisations in the Hampshire and Solent area. An update on progress regarding this and wider strategic partnership initiatives under discussion, including options for shared services, will be presented to the Executive Member in the New Year.
- 6.6. Clearly these are important changes and will affect Hampshire Museums and Arts Service fundamentally. It is important to acknowledge the very real impact Renaissance has had in the region and the many new initiatives and programmes it has been able to deliver that broaden audiences and participation.

## **7. Phase 1 Staff and Union Consultation**

- 7.1. Formal staff and union consultation was held about the Phase 1 reorganisation proposals during the period 6 September – 6 October 2010. At least 74 members of staff are affected by the proposals in posts across the Museums Service (both in terms of geographical and functional area). Draft proposals and procedures were, therefore, issued to all staff simultaneously across the Museums Service on 6 September and briefing sessions were held, to which all staff were invited, on 7 and 9 September. Opportunities for feedback and questions have been provided via email, letter, management attendance at team meetings, union representatives and normal line management methods of communication. Answers to generic questions received have been issued to all staff and unions on a weekly basis. Regular meetings with union representatives have been held before, during and after the consultation period.
- 7.2. 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 comments together with the management response is summarised in Appendix 4.
- 7.3. This is a highly sensitive period for all concerned and the service will continue to maintain a close dialogue with staff. A communications plan is in place to ensure that the consultation and information process is handled as effectively as possible. Specific human resources support arrangements are in place and a regular dialogue with the Trade Unions is being undertaken. A written response has been issued to staff highlighting those areas where adjustments to the proposals or specific responses to comments made will be implemented. This response has been discussed with and shared with the Trade Unions as part of the overall process.

## **8. Phase 1 Summary of Public Comments and Contact with External Stakeholders**

- 8.1. A summary of the proposals has been provided on the Hampshire County Council website and arrangements made for public comments to be received up to and including 22 October 2010.
- 8.2. The main areas of public comment received during this period are as follows:
  - Alternative partnership model proposal for Curtis Museum and Allen Gallery, Alton: 368 letters received, including 65 standard emails from the Save Alton's Museums website; a petition has been received which was entered on the County Council's website together with a response from the Executive Member. Concern over proposed deletion of existing posts and loss of staff with local

knowledge; reduced levels of access to museums and Allen Gallery garden; potential loss of cultural facilities in Alton; lack of public consultation and short timescale for setting up new management arrangements; perceived treatment of staff; questions regarding the legal arrangements concerning the Curtis and Allen Foundation.

- 31 additional comments received relating to Andover, Basing House, Red House Museum, Willis Museum, Westbury Manor Museum, Rockbourne Roman Villa and Aldershot Military Museum. Concerns focused upon reduction in curatorial capacity and potential resulting drop in quality of service; loss of local knowledge; risks to collections and historic sites; reduced access to collections; lack of volunteers available; joint management of Milestones and Basing House.
- 8.3. Letters were issued to and meetings arranged with all Borough and District Council partners in July regarding the overall direction of travel for the service approved in the Executive Member Report of 8 July 2010. Joint Management Committee (JMC) Chairs also received a letter and copy of the 8 July report and were informed that discussions regarding details of proposals would be undertaken with relevant council officers during the summer and autumn period. Updates on progress would be provided at scheduled JMC meetings as appropriate during this period.
  - 8.4. Meetings were also held during July/ August with other external stakeholders including New Forest National Park Authority, Alton Town Council and the Friends of Curtis Museum and Allen Gallery.
  - 8.5. This communication with Borough and District Council partners was followed up in early September with correspondence outlining detailed proposals of the Phase 1 reorganisation, and meetings were arranged to discuss these details and implications in terms of budgeting.
  - 8.6. Lead officers from the Museums Service attended meetings of the JMCs for Andover Museum, Westbury Manor Museum, Eastleigh Museum and Bursledon Windmill in September and October to explain the proposed changes and the impact they might have on the individual museums. They will also be attending the JMCs for Gosport Museum and Gallery and for the Red House Museum and Gardens, which are to be held in November.
  - 8.7. JMC members have expressed concerns over the potential impact of the proposals in some venues and ongoing discussions are taking place where this is the case. All JMCs wish to carefully consider the full implications as part of planned budget setting meetings which will consider the financial situation for the coming year. A further letter has been sent to all JMCs alerting them to this report and inviting them to comment before the Decision Day on 17 November. A similar letter has also been sent to officers in district and borough councils with Hampshire County Council museums in their area that do not have JMCs. The service is liaising with Rushmoor Borough Council to identify the most appropriate revised hours of opening from a business perspective, and with Eastleigh Borough Council regarding the budget implications concerning Bursledon Windmill.

- 8.8. External stakeholder meetings were also arranged with other parties regarding the proposed alternative partnership models as follows:

Bursledon Windmill – Bursledon Parish Council; Hampshire Buildings Preservation Trust and Bursledon Brickworks; Eling Tide Mill; Hampshire Mills Group; Hampshire Fayre; A Space (creative artists studios)

Rockbourne Roman Villa – New Forest National Park Authority; King Edward VI School; Fordingbridge Town Council; Fordingbridge Museums Trust; HCC Countryside Service; English Heritage

Curtis Museum and Allen Gallery – Alton Town Council; Friends of Curtis Museum and Allen Gallery (meeting postponed); Treloars School; Alton Community Centre; Alton College.

## **9. Phase 1 Finance and Budget Information**

- 9.1. The Phase 1 reorganisation provides a baseline structure for the Hampshire Museums and Arts Service affordable from the current core local authority investment, and excluding the current Renaissance investment of £1,150,000.<sup>1</sup>
- 9.2. The purpose of the review is to address the potential loss of Renaissance funding. It does not at this stage address the likely real terms reduction in core budgets for 2011/12 and beyond. This will be the subject of Phase 2 of the review.
- 9.3. It is inevitable, with the savings sought, that the restructuring will have a significant impact upon current staffing structures and it will be necessary to reduce the overall numbers of staff within the proposed new structure. Overall the Museums and Arts Service expects to reduce current staffing levels by a total of 26.34 fte (if Model One at Aldershot Military Museum is implemented) or 26.69 fte (if Model Two at Aldershot Military Museum is implemented) with an additional 10 fte who are employed in the Central Renaissance South East Team.
- 9.4. It is equally inevitable, given the reductions in staffing involved, that the baseline structure will have less capacity to deliver the quantity of activity across all service areas which the public and stakeholders have come to expect. However, opportunities to develop and evolve this capacity in the future will be maximised by the re-positioning of the service to make the most of new external funding opportunities and new ways of working. There is also recognition that a move to greater reliance upon community partnership and volunteer support will involve significant change, adjustment and collaboration. Consequently recommendation 4 in this report refers to a one year community partnership transition fund of £50,000. This budget will be found from outside the existing core museums budget and will represent a

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<sup>1</sup> This does not include the central Renaissance South East management team budget and funding from Renaissance for this central Hub activity.

departmental commitment to support such initiatives including the use of central Policy Fund resources.

- 9.5. The savings in staffing as a result of the restructuring will occur at the following levels:
- Grade H; reduction of 1fte (50% of H Grade, 0.9% of total staff)
  - Grade G; remains the same Grade F; reduction of 5.09fte (23% of F Grades, 4.5% of total staff)
  - Grade E; reduction of 5fte (22.4% of E Grades, 4.4% of total staff)
  - Grade D; reduction of 11.64fte (60.4% of D Grades, 10.3% of total staff)
  - Grade C; increase of 7.9fte (47.2% increase of C Grades, 7% of total staff) Model One at Aldershot Military Museum
  - Grade C; increase of 7.66fte (45.8% increase of C Grades, 6.8% of total staff) Model Two at Aldershot Military Museum
  - Grade B; reduction of 11.3fte (52.8% of B Grades, 10% of total staff) Model One at Aldershot Military Museum
  - Grade B; reduction of 11.41fte (53.3% of B Grades, 10.1% of total staff) Model Two at Aldershot Military Museum.

## **10. Phase 1 Alternative Options Considered**

- 10.1. To do nothing and wait until there is more clarity from Government or absolute certainty on long term funding – this was rejected on the basis that the scale of financial risk arising from the current and overall financial challenge faced by the organisation, in common with most other Local Authorities, is far too high. In addition, such a response would not allow the Authority to deal in a planned and responsible way with the staffing issues associated with the scale of change required by such a potential loss of funding.
- 10.2. To attempt to segregate Renaissance funded posts and activity and remove these to offset the financial implications of Renaissance changes - this was rejected for the following reasons. As outlined in the Executive Member report on 8 July, Renaissance funding has transformed the Museums Service and its ability to increase participation right across the County. There is no key function that has not benefited from this funding and, in particular, significant achievements have been made in the areas of education, outreach, exhibitions and marketing. These activities have become embedded as a core and fundamental part of the service, helping it to increase and widen the audience base. To remove them now would be a major backward step leaving the service more vulnerable in the future. Such action would also seriously diminish the ability of the service to deliver against the strategic objectives set out earlier in this report. In addition, their removal would significantly impact upon capacity to secure future external funding from New Renaissance, the Heritage Lottery Fund

or other sources that emphasise the importance of widening participation. Huge strides have been made in reaching new and younger audiences and this must be nurtured to ensure museums have the audiences of the future.

- 10.3. To completely close down or dispose of certain venues – although some museums authorities around the country are already considering the complete closure of some museums and venues, this is not a course of action included in the proposals. The County Council has invested strongly in cultural assets over many decades and even within the current financial stringencies is committed to do its utmost to support them. While the Phase 1 proposals include significant and challenging reductions in service across some venues, the County Council remains committed to sustaining core levels of funding and professional support for them and is seeking to develop further community partnership approaches that can build upon this investment in a sustainable way.
- 10.4. 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.
- 10.5. Use different criteria to assess the strategic importance of venues - full consideration was given to the factors which should contribute to such an assessment and those chosen were felt to properly reflect the range of issues and parameters that needed to inform such consideration. The criteria adopted link to the strategic objectives, drivers for change and asset management approach identified in the report.
- 10.6. There is recognition that the proposals put forward involve major change and are subject to strong views and concerns, but the current proposals are put forward as the best option in order to leave the Museums and Arts Service in the best possible position for the future. Hampshire County Council is determined to position the Service so it reinvents its fundamental purpose and expands its audiences. Change is essential if this is to happen.

## **11. Timetable for implementation**

- 11.1. The final timetable for implementation of Phase 1 will be clarified once the budget available from Renaissance for 2011/12 is known following the Comprehensive Spending Review announcement. However the two scenarios are as follows.
- 11.2. If there is no or a significantly reduced Renaissance funding available from 1 April 2011, Phase 1 will need to be implemented on that date. To achieve this it will be necessary to start interviews and selection processes

relating to the proposed structure in November/December 2010. Following this, appropriate contractual notice will need to be given to staff in a potential redundancy situation by early January 2011.

This process will ensure that only staff who are confirmed as at risk of redundancy will be given notice where this is required. The process and procedures are in full accordance with wider County Council policy and are proposed to be accompanied by the implementation of voluntary redundancy arrangements in an attempt to minimise the number of compulsory redundancies that may be required.

- 11.3. If there is a significant level of Renaissance transition funding achieved for 2011/12, it may be possible to defer implementation of the base-line structure created through Phase 1, until July 2011. In December 2010, the Renaissance Business Plan for the transition or exit funding referred to in 6.3 of this report will be submitted. The Core Museum expression of interest (this relates to the ongoing Renaissance funding based on a completely new process as set out in 6.4 of this report) will also be submitted. The outcome of the Renaissance Business Plan submission will be known in February 2011.

Until this outcome is known, the Service is having to work on the basis that the new Phase 1 structure will be in place and operational from April 2011. Accordingly the selection process as outlined in 11.2 above will therefore need to commence in November/December 2010.

If notice has been issued to staff and there is a significant level of Renaissance transition funding available, then the Service will seek to agree an extension to contractual notice and fixed term contracts until 30 June 2011. The Phase 1 restructure would then be implemented on 1 July 2011.

- 11.4. It is proposed that every effort is made to develop potential alternative partnership solutions at Alton, Bursledon Windmill and Rockbourne Roman Villa and that the Service continues discussion with key partners and stakeholders in parallel with the restructuring processes. This will provide an absolute deadline for identifying sustainable and budgeted solutions that may involve current staff at risk by 31 March 2011 or 30 June 2011.

## **12. Phase 2 Museums and Arts Reorganisation**

- 12.1. The first phase of the Museums and Arts Service reorganisation is designed to place it in the best possible position to meet the challenges faced by the closure of the current Renaissance programme.
- 12.2. It is anticipated that a second phase of reorganisation will be required during 2011/12, which is likely to include proposals for closer integrated working between museums and arts, and closer planning of services with Portsmouth City Council, Southampton City Council and Winchester City Council. This second phase will seek to address the financial risks associated with likely real term reductions in core budgets for 2011/12 and beyond.

**13. Consideration by the Culture, Communities and Rural Affairs Select Committee**

- 13.1. On the 4 November 2010 the draft Executive Member report was presented to the Select Committee for comment in advance of her decision on 17 November 2010. The meeting received a formal deputation by the Save the Alton Museums group and were also alerted to the petition presented to the Leader of the County Council regarding the proposals in Alton.
- 13.2. In a wide-ranging discussion concerning the proposals a number of key points were raised by members of the committee prior to a majority decision to support the recommendations presented. In particular;
- Maximising the amount of time available to deliver potential local partnership solutions, in recognition of the strong community support for local museums.
  - Supporting an effective transition to new arrangements particularly at Bursledon Windmill and Alton, as well as support for the Friends and Volunteer Groups that will become even more critical in the future than they are currently.
  - Recognition of the professional approach of staff in the face of a very challenging situation and full support for actions to minimise any compulsory redundancies arising from the changes required.
  - Discussion over the level and amount of existing partnership funding across the county and a request for further information on this together with visitor numbers and associated costs (this is now attached as Appendix 5 of this report).
- 13.3. In response to the concerns raised it is proposed that a one year community partnership transition fund of £50,000 is established to support the move to new community partnership models focusing specifically on the venues highlighted in section 5.5 ii. This funding will be made available to all those venues and will be targeted at supporting and encouraging additional funding or resources from other potential partners. The fund will be held and administered by the Head of the Museums and Arts Service and will be allocated across the venues based upon a business case, developed in discussion with local groups and partner organisations who wish to contribute resources to develop or sustain community partnership approaches. It is intended that this will include support for friends or volunteer groups as part of any such consideration. This now forms a new and specific recommendation in this report at recommendation 4.
- 13.4. In addition to this officers will ensure that the business case for transition Renaissance funding, referred to in section 6.3 of this report, will include bids for specific actions and projects that seek financial support to develop the current proposals at these venues. Any success in such a bid will be used to underpin the above in terms of developing new models of service delivery. This is recognised in the revised wording of recommendation 5.

- 13.5. In terms of timescale issues, a commitment has already been made to allow the maximum time possible to develop potential local partnership models as set out in section 11.4 of the report. Members acknowledged that it would be necessary to conduct such discussions in parallel with the contractual and HR procedures set out in the report. This approach will minimise the number of staff who would require formal notice and also the number of potential compulsory redundancies following the ringfencing and voluntary redundancy procedures. Recommendation 3 makes specific reference to the section of the report dealing with the timescales associated with this.

**14. Recommendations:**

That the Executive Member:

1. Approves the Phase 1 reorganisation of the Hampshire Museums and Arts Service and implementation of the necessary measures to meet the financial implications and timescales associated with them, taking into account the proposed strategic direction and heritage asset management approach.
2. Recognises and commends the professionalism of all staff who are facing a very challenging situation and supports the adjustments made following the staff consultation exercise together with the implementation of employment procedures aimed at minimising the number of compulsory redundancies required.
3. Recognises the representations and responses made in relation to the local impact of proposals, reaffirms the commitment to ongoing core support, and confirms that the maximum amount of time and effort possible will be allocated in seeking appropriate and sustainable community partnership arrangements (as set out in section 11.4 of this report).
4. Agrees the establishment of a community partnership transition fund of £50,000 for 2011/12 in direct support of efforts to establish, develop or sustain such partnerships at the venues identified in the report.
5. Fully supports ongoing efforts made by the Museums and Arts Service to develop a formal business plan that seeks to achieve transitional Renaissance Funding for the 2011/12 financial year and that this plan should seek direct financial support for developing the community partnership models referred to in the report.
6. Approves a consortium bid to the MLA/DCMS involving other services and Museums for potential future New Renaissance funding in an attempt to secure the maximum amount of future funding for museums across Hampshire.

**CORPORATE OR LEGAL INFORMATION:**

**Links to the Corporate Strategy**

<b>Hampshire safer and more secure for all:</b>	no
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	yes
Corporate Improvement plan link number (if appropriate):	

**Links to previous Member decisions:**

<u>Title</u>	<u>Reference</u>	<u>Date</u>
Executive Member for Culture and Recreation	1637	8 July 2010

**Direct links to specific legislation or Government Directives**

<u>Title</u>	<u>Date</u>

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
Renaissance Business Plan	Museums HQ Chilcomb

## **IMPACT ASSESSMENTS:**

### **1. Equalities Impact Assessment:**

1.1. Equality Impact Assessments have been completed to evaluate the impact of the proposed reorganisation and restructuring of the Hampshire Museums Service on;

- the staff currently working for the Service and employed by Hampshire County Council and
- on existing and potential users of the museums and related services.

The summary impact assessments are published on the Hampshire County Council website.<sup>2</sup>

1.2. There are no recommendations for further action as a result of the equality impact assessments. There is no inequitable impact for any group of staff as a result of the restructure proposals. Potential impact has been identified for some customer groups – older people, children and families, people on low income and people in deprived areas – and a number of mitigating actions have been identified and incorporated in the restructure proposals. It is anticipated that the new Learning & Community Engagement Team will have a positive impact working with target groups in the local community.

### **2. Impact on Crime and Disorder:**

2.1. The County Council has a legal obligation under Section 17 of the Crime & Disorder Act 1998 to consider the impact of all the decisions it makes on the prevention of crime. The proposals in this report have no impact on crime and disorder.

### **3. Climate Change:**

a) How does what is being proposed impact on our carbon footprint / energy consumption?

No impact identified.

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

No impact identified.

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<sup>2</sup> [Equality Impact Assessment – Hampshire Museum Service restructure 2010 \(staff\)](#)  
[Equality Impact Assessment – Hampshire Museum Service restructure 2010 \(customers\)](#)