

HAMPSHIRE COUNTY COUNCIL**Decision Report**

Decision Maker:	Executive Member for Culture and Recreation
Date:	8 March 2011
Title:	Hampshire Museums and Arts Service- Phase 1 Reorganisation Update
Reference:	2689
Report From:	Director of Culture, Communities and Rural Affairs

Contact name: Janet Owen

Tel: 01962 826704 **Email:** janet.owen@hants.gov.uk

1. Executive Summary

- 1.1 This report provides an update on progress with the Phase 1 reorganisation of Hampshire Arts and Museums Service building specifically on the 28 January 2011 report. It seeks necessary approvals in order to proceed with further specific aspects of this work.

2. Background Context

- 2.1 The 17 November 2010 Executive Member for Culture and Recreation report summarises the wider strategic context and key drivers for change that are shaping the future direction of the Hampshire Museums and Arts Service. The Phase 1 reorganisation of the Service set out in that report will now enable Hampshire County Council to address the impact of significant changes in Renaissance funding from 2011/12. Since late November, work has commenced on preparing for the implementation of Phase 1 and a complementary transitional Renaissance Operational Plan for 2011/12 at the request of the Museums, Libraries and Archives Council (MLA).
- 2.2 A draft plan was submitted to the MLA for consideration in December 2010 and was successful. The Executive Member report in January outlined the focus of the successful Renaissance fund bid for fixed term funding to support our exit from the current programme. This funding will be used to support the initiatives set out in this report and preparations for Phase 2 of the review which are set out in a separate report.

3. Roll out of Phase 1 Reorganisation

- 3.1 Phase 1 will be implemented from 1 July 2011, with the exception of the Basing House and Milestones management team who will commence in their new roles from 1 April 2011 for commercial reasons.
- 3.2 A voluntary redundancy scheme was offered to staff as part of the Phase 1 reorganisation process and significant progress has been made in reducing the number of compulsory redundancies to a minimum. For the Arts and Museums Service, 75% of the fte reductions required in Phase 1 have been met through voluntary redundancy (20.26 fte). There are currently 5.76 fte on the redeployment register who are at risk of compulsory redundancy (1.76 of whom are on fixed term contracts). Additionally, of the 10 fte who are employed in the Central Renaissance South East Team (all fixed term contracts), 1 fte reduction has been met through voluntary redundancy and 9 fte are currently on the redeployment register and are at risk of compulsory redundancy.
- 3.3 An internal transition planning team has now been established to prepare the Service for transfer into the new delivery structure from 1 July 2011. This involves managers and staff in preparing for the new structure including training and support where required.

4. Update on Community Partnership Approaches

- 4.1 Further to the update provided on 28 January 2011, the Alton Museums Partnership has met on two further occasions and progress remains positive. It is recommended that this be formally constituted as the Alton Museums Partnership Advisory Group (AMPAG) with an agreed terms of reference (TOR). A draft TOR is attached as appendix 1 for approval.
- 4.2 A draft Memorandum of Understanding which establishes a framework for cooperation between Hampshire County Council and Hampshire Museums and Galleries Trust for the operation of Alton Museums for an initial period of 3 years is attached as appendix 2 for approval.
- 4.3 Both these documents have been compiled in consultation with the existing Alton Museums Partnership Steering Group. In addition the proposals for Alton were outlined at a full public meeting in late January and there was unanimous public support expressed for developing this approach. A Service Level Agreement will be created under which the HMGMT will manage and provide front-of-house services via a combination of their own staff and volunteers for both the Curtis Museum and Allen Gallery, and lead efforts to seek development and additional funding support for both venues.

- 4.4 Once the SLA is established, HMGT will consider the best way of securing a successful bid to the HCC Museums Community Partnership Transition Fund for funding support during 2011/12. This will be done in close collaboration with AMPAG.
- 4.5 With the support of fixed term funding from Renaissance during 2011/12, Rockbourne Roman Villa will open for 4 days per week during the April – September 2011 season. During 2011/12 a Renaissance-funded community partnership officer will work with local community organisations to facilitate greater volunteer involvement in the running of Rockbourne Roman Villa especially from 2012/13 onwards. A group of interested community organisations held a second meeting at Rockbourne Village Hall on 23 February 2011 to discuss the development of an events and activities programme for 2011/12 and to advise on the establishment of the community partnership officer role. This group consists of representatives from Rockbourne Parish Council, Fordingbridge Town Council, New Forest National Park Authority, Fordingbridge Museums Trust, Fordingbridge Historical Society, English Heritage, King Edward School, Southampton, and Hampshire County Council.
- 4.6 During 2011/12, the Renaissance Operational Plan will fund a part-time community partnership officer at Bursledon to help pump prime the establishment of a new sustainable approach to operational delivery with strong local community support. Work is also underway to ensure the new model provides appropriate risk management of the specialist functions involved in operating the windmill, and examples of best practice are being considered from similar operations elsewhere in the UK. The Joint Management Committee has agreed to arrange a meeting of community organisations who have expressed an interest in supporting the project, to seek their advice and involvement in developing this programme.

5. Joint Management Committee Budgets

- 5.1 On 28 January 2011, the Executive Member Culture, Communities and Rural Affairs approved the presentation of a full and transparent cost budget to the JMC and SLA partners from 2011/12 onwards. It was clarified at this time that a consequence of this approach may be that the parity of budget contributions between the County Council and its JMC partners (as previously reflected and presented in JMC financial reports) will no longer be possible. It was also noted that during 2011/12 several Joint Management Agreement (JMA)/ SLA arrangements expire or reach a break clause. JMC meetings have now been held, budgets for 2011/12 either confirmed or provisionally confirmed with actions for completion.
- 5.2 The Eastleigh Museum JMA between Hampshire County Council and Eastleigh Borough Council expires on 31 March 2011. The JMC has

requested that a 1 year agreement is prepared for 2011/12 which HCC will draft based upon the existing JMA with amendments to reflect actual budget contributions. Any future JMA for 2012/13 onwards will be informed by Phase 2 of the County Council's Arts and Museums Strategic Review.

- 5.3 The Gosport Museum JMA between Hampshire County Council and Gosport Borough Council expires on 31 March 2011. The JMC has requested that a 1 year letter of extension for the current agreement is prepared for 2011/12. Any future JMA for 2012/13 onwards will again be informed by Phase 2 of the County Council's Arts and Museums Strategic Review.
- 5.4 The draft full cost budget for Andover Museum for 2011/12 was accepted by the Joint Management Committee representatives from Test Valley Borough Council and Hampshire County Council at their meeting of 21st January 2011, limiting Test Valley Borough Council's liability to £95,000 and Hampshire County Council's liability to £136,375 for the forthcoming year. It was agreed that the future mechanism for funding arrangements for 2012/13 onwards would be reviewed this year in light of the planned Test Valley Borough Council grants review and Hampshire County Council's planned phase 2 reorganisation of the Museums and Arts service. An amended/ renewed Joint Management Agreement reflecting this outcome will need to be approved by the Cabinet of Test Valley Borough Council in May 2011.

6. Recommendation(s)

That the Executive Member:

- 6.1 Welcomes the significant progress made in reducing the number of compulsory redundancies in Phase 1 and endorses efforts to support and redeploy the remaining staff.
- 6.2 Approves the creation of the Alton Museums Partnership Advisory Group and the corresponding Terms of Reference attached (appendix 1). With an immediate invitation for that group to convene and advise upon the developing Service Level Agreement.
- 6.3 Approves the Memorandum of Understanding (appendix 2) between Hampshire County Council and Hampshire Museums and Galleries Trust, and supports the development of a Service Level Agreement regarding delivery of museum services at Alton.
- 6.4 Approves the intended approach to renew joint management arrangements with Eastleigh Borough Council and Gosport Borough Council for 2011/12 based upon current Joint Management Agreements,

with any future Joint Management Agreements for 2012/13 onwards being informed by Phase 2 of the County Council's Arts and Museums Strategic Review.

- 6.5 Notes the outcome of the Andover Museum Joint Management Committee on 21 January 2011 and approves the intended approach to amend/renew the current Joint Management Agreement between Test Valley Borough Council and Hampshire County Council regarding Andover Museum in accordance with the approach accepted by the Joint Management Committee representatives.

**CORPORATE OR LEGAL INFORMATION:
Links to the Corporate Strategy**

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

Other Significant Links

Links to previous Member decisions:		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
Renaissance South East Hub		17/07/2008
Renaissance South East	920	10/09/2009
Hampshire Museums and Arts Service – Planning for the Future		08/07/2010
Hampshire Museums and Arts Service – Planning for the Future	2154	17/11/2010
Hampshire Museums and Arts Service – Planning for the Future		28/01/2011
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>
None	

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

Equality Impact Assessments have been completed to evaluate the impact of the proposed phase 1 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.

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 Phase 1 implementation. It is anticipated that the new Learning and Community Engagement Team will have a positive impact working with target groups in the local community.

2. Impact on Crime and Disorder:

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:

How does what is being proposed impact on our carbon footprint / energy consumption? Not applicable

How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts? Not applicable

Appendix 1

Alton Museums Partnership Advisory Group

Terms of Reference - Draft

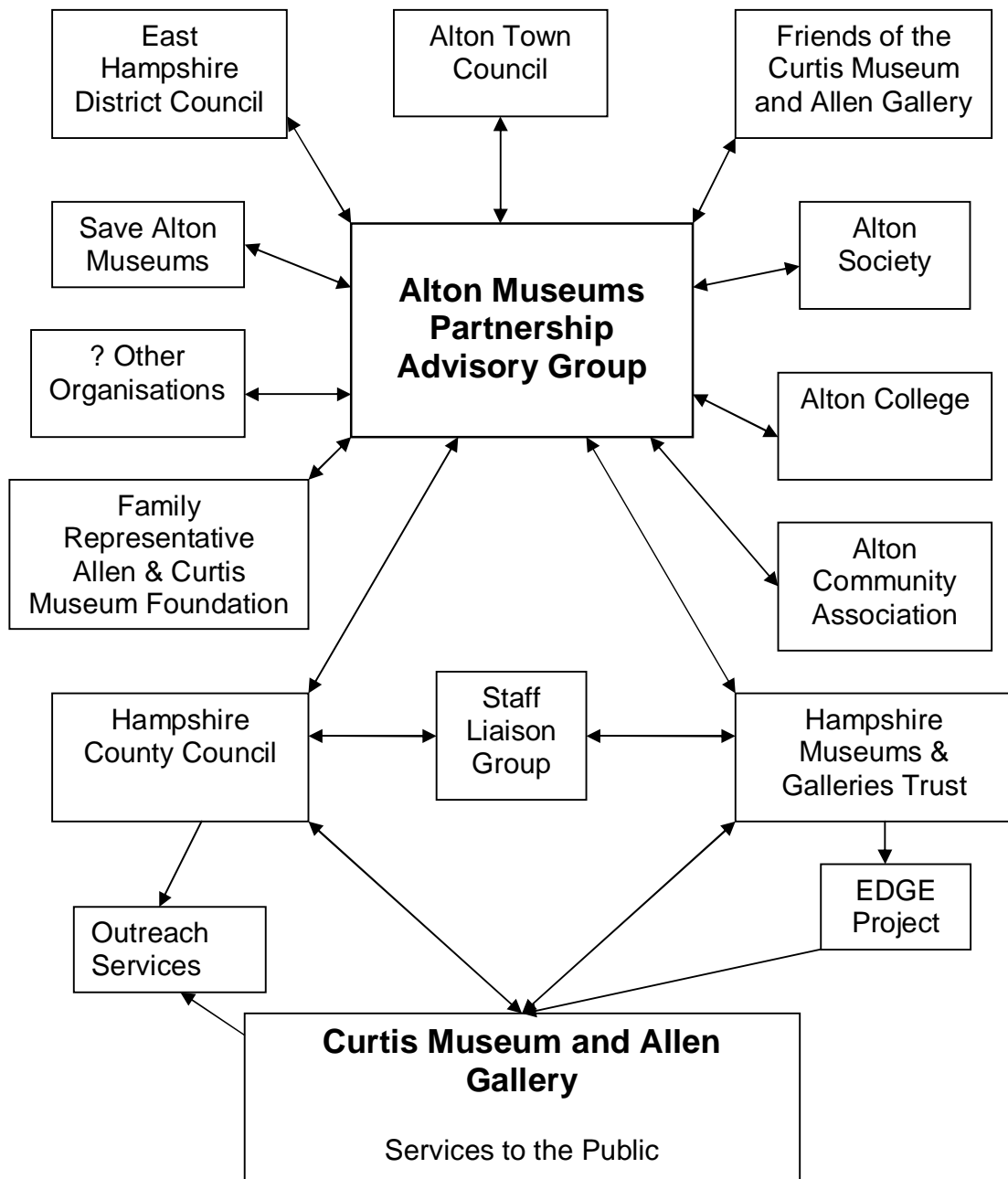
1. The Alton Museums Partnership Advisory Group (AMPAG) is a partnership of local organisations with a commitment to the future operation of the Curtis Museum and Allen Gallery (Alton Museums) to be formed from the April 1st, 2011, at the invitation of Hampshire County Council's Executive Member for Culture and Recreation.
2. Membership of the AMPAG will consist of nominated representatives from the following organisations (in alphabetical order): Alton College and/or other local education establishments (1); Alton Community Association (1); Alton Town Council (ATC) (1); Alton Society (1); East Hampshire District Council (EHDC)(1Councillor); Allen Family Representative (1); Friends of the Curtis Museum and Allen Gallery (1); Hampshire County Council (HCC)(1Councillor); Hampshire Museums and Galleries Trust (HMGT) (1); Save Alton Museums (SAM) as long as it exists (1); and a maximum of (2) co-opted members representing other sectors of the local community.
3. The Chair of the AMPAG will be elected from amongst their number on an annual basis.
4. If a vote is necessary, each member will be entitled to one vote with the Chair having the casting vote. Five members must be in attendance for the meeting to be deemed to have a quorum. A majority vote of all members will be required to extend or restrict the remit of the AMPAG or modify the Terms of Reference.
5. Appropriate officers from the Town Council, East Hampshire District Council, Hampshire County Council Museums and Arts Service and Hampshire Museums and Galleries Trust will also attend AMPAG meetings and provide regular written reports.
6. The AMPAG meetings will be serviced by Alton Town Council who will provide a venue, agendas and a written record of the minutes of each meeting.
7. The AMPAG will meet formally at least three times per annum (April-July, August-November and December-March) although initially it is expected that this will be on a much more frequent basis, at least in the first year of its operation. If one of the representative elements (other than the Allen family representative) fails to attend for three consecutive four-monthly

meetings then its membership of the AMPAG will be deemed to have lapsed.

8. All organisations represented on the AMPAG will contribute directly to the future of the Alton Museums by providing advice and/or resources, either financial or 'in kind', to support the operation and/or future development and sustainability of museum services to be delivered in the Alton area.
9. A Memorandum of Understanding (Appendix 1) is in place between HCC and HMGT which establishes a framework for co-operation between HCC and HMGT for the operation of Alton Museums for an initial period of three years. It sets out the role of each organisation and explains how they will work together towards the common objective of developing a sustainable future for the Curtis Museum and Allen Gallery. A Service Level Agreement (SLA) will be signed by 30 June 2011 under which the HMGT will manage and provide 'front of house' services for both the Curtis Museum and Allen Gallery and lead efforts to seek development and additional funding support for both venues.
10. The main responsibilities of the AMPAG are to:-
 - act as an advisory and monitoring group for the development and operation of the Service Level Agreement (SLA) between Hampshire County Council and the Hampshire Museums and Galleries Trust for the running of the Curtis Museum and Allen Gallery;
 - contribute to the decisions or assessment of the trustees of the Curtis and Allen Foundation and the perpetual public trust to which the Curtis Museum (except the 'mortuary' annex) is subject;
 - provide a consultative forum and ideas for the creation of an Alton Museums vision and audience development plan (ADP);
 - assist the work of HCC and HMGT in seeking the resources and solutions to create a sustainable future for the Alton Museums for the foreseeable future;
 - act as advocates for and help with the promotion of the Alton Museums and associated activities;
 - provide a route for constructive feedback from local users in relation to the Alton Museums' policies and standards of operation
 - review the Terms of Reference on an annual basis.
11. A diagram representing the relationship between the member organisations, the AMPAG and the provision of museum services in Alton is provided below.

Alton Museums Partnership - Draft

Diagrammatic representation of relationships for the delivery of museum services at the Curtis Museum and Allen Gallery and in the Alton area



N. B. 'Terms of Reference' will include further details of representation on AMPAG.

Appendix 2

Draft Memorandum of Understanding between Hampshire County Council and Hampshire Museums and Galleries Trust

This memorandum of understanding establishes a framework for co-operation between Hampshire County Council (HCC) and Hampshire Museums and Galleries Trust (HMGT) for the operation of Alton Museums for an initial period of three years. It sets out the role of each organisation and explains how they will work together towards the common objective of developing a sustainable future for the Curtis Museum and Allen Gallery. The division of responsibilities is based on five guiding principles:

- **clear accountability** – each organisation must have unambiguous and well defined responsibilities;
- **transparency** – the Alton Museums Partnership Advisory Group (AMPAG) must know who is responsible for what;
- **cooperative effort** – close and collaborative working to achieve the maximum level of support for Alton Museums;
- **avoidance of duplication** – each organisation to have a clearly defined role to avoid unnecessary duplication of effort and to reduce sources of tension ;
- **support for the local management process** - regular information exchange and liaison meetings between relevant staff from both organisations.

The intention of both organisations is to work towards the creation of a Service Level Agreement (SLA) under which the HMGT will manage and provide ‘front of house’ services for both the Curtis Museum and Allen Gallery and lead efforts to seek development and additional funding support for both venues.

The details of the SLA, including standards of delivery, will be drawn up by both parties with the support of HCC Legal Services. However, in broad terms the agreement will place the following responsibilities on the two organisations.

Hampshire County Council will:

- retain responsibility for the Curtis Museum and Allen Gallery buildings and its responsibilities as a trustee of the Curtis and Allen Foundation and the perpetual public trust to which the Curtis Museum (except the ‘mortuary’ annex) is subject;
- provide annual funding for the building maintenance of both venues as part of its ongoing estate responsibilities;
- continue to own, store and provide curatorial and conservation support for the Curtis Museum and W H Allen collections as well as all other Alton area related items in its care, subject to the provisions of the agreed HCC

Acquisition and Disposal Policy 2007-12

(<http://www3.hants.gov.uk/museums-collecting-policy.pdf>) ;

- continue to 'self insure' the buildings, public liability and collections as well as employees (both HCC and HMG) and volunteers carrying out the duties of the County Council with the authorisation of a duly authorised officer;
- provide two exhibitions per annum and, when appropriate, some additional support for the local community exhibition planning;
- use the Alton museums as a base for the Museums and Arts Service's Central Learning & Engagement Team working in East and Central Hampshire;
- continue to provide marketing, financial, IT, web development and partnership management support, as well as expertise to assist in the future development of both venues;
- support the creation of and contribute to an Alton museums staff liaison group to promote coordinated working between the two organisations;
- report regularly to AMPAG.

Hampshire Museums and Galleries Trust will:

- provide staff to act as on-site managers of the Curtis Museum and Allen Gallery;
- recruit, train and develop volunteers and support wider community involvement;
- maintain agreed standards of security, health & safety, front-of-house staffing levels, opening hours, site cleaning and garden maintenance;
- develop and manage a programme of local community exhibitions, events and activities;
- provide partnership management support;
- lead and develop projects for future change at the two venues
- actively seek grant and development funding in support of AMP plans and aspirations;
- re-establish and develop the Alton museums as a base for the EDGE Project locally (The EDGE Project is a Hampshire Museums and Galleries Trust initiative to engage young people aged 14 to 24 with their local Museums, Galleries, Discovery Centres, Arts Centres, and Libraries);
- develop appropriate retail and income opportunities to support the future of both venues and the work of HMG locally in Alton;
- seek opportunities to work with the media, local businesses and other museums (e.g. Jane Austen's House, Gilbert White's House and Garden) in the area to market and promote both venues;
- support the creation of and contribute to an Alton museums staff liaison group to promote coordinated working between the two organisations;
- report regularly to AMPAG.

Both organisations will work together to establish agreed standards and clear responsibilities under an SLA in a number of crucial areas some of which have significant legal implications, including:

- budget accountability and monitoring;
- health & safety, including risk assessments and fire evacuation plan;
- employment law and HR support;
- building and collection security
- museum accreditation
- insurance
- quality standards

Signed on behalf of Hampshire County Council:

Date:

Signed on behalf of Hampshire Museums and Galleries Trust:

Date: