

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Culture and Recreation
Date:	28 January 2011
Title:	Hampshire Museums and Arts Service- Planning for the Future
Reference:	2530
Report From:	Director of Culture, Communities and Rural Affairs

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1. Executive Summary

1.1. The purpose of this paper is to:

- Provide an update on progress with the Phase 1 reorganisation of Hampshire Museums and Arts Service as approved by the Executive Member for Culture and Recreation on 17 November 2010.
- Seek necessary approvals in order to proceed with further specific aspects of this work, particularly in relation to the Renaissance Operational Plan 2011/12, the development of community partnership approaches, and the presentation of Joint Management Committee (JMC) budgets.
- Outline the intended approach to planning for Phase 2 of the strategic review and reorganisation in advance of a more detailed presentation at the Decision Day in March.

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. 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). A draft Plan was submitted to the MLA for consideration on 2 December 2010.

3. Impact of Recent Renaissance Funding Developments

3.1 On 17 December 2010, Hampshire Museums and Arts Service (HCCMAS) received MLA approval in principle for its draft Renaissance Operational Plan 2011/12. This is very welcome news as the Plan outlines 5 primary projects which are designed to assist Hampshire Museums Service in exiting from the current Renaissance hub model and seeking to achieve a new sub-regional alliance partnership. These projects are as follows:

- Towards a Hants-Solent Alliance: which supports increased partnership working between Hampshire, Portsmouth, Southampton and Winchester museums services, and with the Isle of Wight Council, Mary Rose Trust and National Motor Museum, Beaulieu
- New partnership models of delivery: a transition programme to support the introduction of new sustainable partnership management arrangements at Alton, Bursledon Windmill and Rockbourne Roman Villa. Specifically, Bursledon Windmill and Rockbourne Roman Villa would receive volunteer coordination support during 2011/12 and improved interpretation. The museums in Alton would receive a contribution towards development costs associated with the new Alton Museums Partnership.
- Towards shared exhibitions and audiences: a transition programme that will equip the Hampshire Museums and Arts Service to evolve its exhibitions and marketing programme to support tourism impact and move towards a more joined-up approach with alliance partners.
- New routes to learning and engagement: a transition programme to help Hampshire Museums and Arts Service adapt to a new way of working with regard to community engagement and learning both within and beyond the museum walls
- Exiting the Renaissance South East Hub Model: a project designed to bring about the organisational changes associated with termination of the Renaissance Hub Model in relation to HCCMAS, central Renaissance South East team and the current regional Museums Development Service.

3.2 This MLA approval in principle means that the current structure will continue until 30 June 2011, and the new Phase 1 structure will be implemented from 1 July 2011. This is good news in that it negates the need for an April 1 start date, allows us more preparation time and, above all, provides an extended period for existing staff members affected by the re-organisation. The only exception to this will be the three posts that constitute the Milestones and Basing House management team which, for reasons associated with commercial imperative, will be implemented from 1 April 2011. These three posts are:

Milestones and Basing House Manager
Milestones and Basing House Venues Manager

Milestones and Basing House Commercial Activities Manager

All other posts at Milestones and Basing House will remain the same until 1 July 2011.

- 3.3 On 9 December 2010, the Arts Council announced that it will take over a number of the functions relating to the MLA. The Renaissance programme is one of the functions to be transferred during 2011/12. Detailed discussions are now underway between the Arts Council, Department of Culture, Media and Sport and the MLA to manage the transfer of responsibilities and to confirm the criteria and application processes for the new Renaissance Programme post 2011/12. These will be announced in due course.

4. Roll out of Phase 1 Reorganisation

- 4.1 As an outcome of the recent Renaissance developments outlined in section 3 above, Hampshire Museums and Arts Service will have the December 2010 – June 2011 period to prepare for transition to the new Phase 1 structure.
- 4.2 Since 17 November 2010, the primary focus of activity has been associated with recruiting staff into the new Phase 1 posts and managing related human resources processes, including redeployment and redundancy.
- 4.3 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. During January, staff on the HCC redeployment register will be invited to apply for remaining vacant posts in the reorganisation. We will provide a further report on the outcomes of this process for the March Decision Day.
- 4.4 An internal transition planning team is now being established to prepare the Service for transfer into the new delivery structure from 1 July 2011, addressing key risks and ensuring appropriate training and development of staff into their new roles.
- 4.5 Throughout this difficult process the staff have continued to deliver a highly professional and quality level of service for all customers. This is commendable during what continues to be a highly sensitive period for all concerned and the service will continue to maintain a regular dialogue with staff and the Trade Union representatives. A communications plan and specific human resources support arrangements are in place to support staff through this period.

5. Developing Community Partnership Approaches

5.1 Thanks to the enthusiasm and constructive responses made by all involved significant progress has been made in developing ideas and collaboration at the Alton Museums and Rockbourne Roman Villa.

5.2 At Alton, following the invitation offered by the Executive Member, an Alton Museums Partnership Steering Group has been established and has met regularly to develop ideas. This group consists of representatives from The County, District and Town Councils along with those from the Friends; Save Alton Museums; Alton Society; Alton College; Alton Community Association and the Hampshire Museums and Galleries Trust (HMGT). Significant progress has been made and there is outline agreement to the principle of creating a formal partnership involving the same organisations and using the good offices and experience of the HMGT in supporting volunteers and front of house operations at both venues. Hampshire County Council will continue to provide central exhibitions, collections management, marketing, learning and community engagement support. A public meeting, organised by Save Alton Museums (SAM) and involving the wider Steering Group membership was held on 19 January with the objective of sharing this progress with the public and seeking endorsement of the new partnership approach.

During 2011/12, the Renaissance Operational Plan will receive a one-off pump-priming contribution towards development costs associated with the new Alton Museums Partnership. It is also anticipated that an appropriate partnership agreement together with a bid against the £50,000 community partnership transition fund will be presented to the Executive Member in due course.

5.3 On 9 December 2010, a group of interested community organisations held a first meeting at Rockbourne Village Hall to explore the potential development of a community partnership model for Rockbourne Roman Villa. 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. Areas of potential collaboration were identified and these will be examined further in the next meeting scheduled for late February. During 2011/12, the Renaissance Operational Plan will fund a part-time community partnership officer at Rockbourne and Fordingbridge to help pump prime the establishment of a new sustainable approach to operational delivery with strong local community support.

5.4 Hampshire Museums and Arts Service is in close dialogue with the Bursledon Windmill Joint Management Committee to determine the most appropriate mechanism for developing a new community partnership model at Bursledon Windmill. 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 a windmill, and examples of best practice are being considered from similar operations elsewhere in the UK. A further report on progress will be provided at the Decision Day in March.

- 5.5 On 17 November 2010, the Executive Member for Culture and Recreation approved 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 this section of the report. Appendix 1 sets out the draft criteria and supporting information concerning the fund and approval is sought to make this available for applications.

6. Joint Management Committee Budgets

- 6.1 Since 2002, Renaissance funding has increasingly supported core museum activities and enabled the Joint Management Agreements (JMAs)/ Service Level Agreements (SLAs) with borough and district council partners to benefit significantly from enhanced educational and marketing activities, temporary exhibitions and collections management activity all of which have increased the quality of the offer and widened audience participation.
- 6.2 Previously these additional benefits, derived from over £1 million of Renaissance funding per annum, were not specifically identified to partners, nor represented in JMC budgets albeit they directly supported work at venues right across the County.
- 6.3 The Head of Hampshire Museums and Arts Service has held regular meetings with relevant borough and district councils during the last 12 months and has previously outlined the implications that Phase 1 reorganisation will have on JMC budgets from 2011/12. To date, the JMC budgets presented have not incorporated the full costs of providing marketing, learning, temporary exhibition support and collection management. With the significant changes in Renaissance funding from 2011/12 onwards, these core activities will need to be funded from County Council and borough/ district partner contributions. Phase 1 has been about achieving that position for 2011/12. It is proposed that the full costs of providing this support will be shown in the JMC/ SLA budgets for 2011/12 onwards.
- 6.4 Presentation of a full and transparent cost budget to the JMCs and SLA partners will be of significant benefit to all partners. It will enable a clearer understanding and accountability for the funding invested in delivery of the Museum and its associated activities. The connectivity between the funding invested and the outcomes delivered will be much clearer, and this approach will better support the role of the JMC in planning and prioritising

local service delivery on an annual basis. It will also help identify areas of support and activity which may secure wider community benefit and involvement and so potentially broaden the base of support for service delivery at such venues.

- 6.5 Presenting the full costs of funding each museum venue in the 2011/12 budget will also enable all partners to make informed decisions regarding how to manage any budget reductions required by partner authorities as an outcome of the October 2010 Spending Review process. The 2011/12 budget will provide a baseline from which Phase 2 of the Museums and Arts Service strategic review can identify ways of achieving any such reductions whilst maintaining an agreed level of museum service delivery.
- 6.6 In presenting this information in a new and inclusive way there is no intention or plan to request that partners increase their contributions beyond that previously agreed, but rather to seek their support to the principle whereby a full cost approach is used to inform the work and support of the JMCs.
- 6.7 A consequence of this approach will be that the parity of budget contributions between Hampshire County Council and its JMC partners (as previously reflected and presented in JMC financial reports) will no longer be possible. In terms of managing future negotiations regarding funding levels it is proposed that the County Council's policy remains as present. In principle, if a percentage reduction is proposed by a borough or district council partner, the County Council will implement a reduction in its own contribution of the same percentage.
- 6.8 During 2011/12, several JMA/ SLA arrangements will expire or reach a break clause. Eastleigh Museum and Gosport Museum JMAs currently expire on 31 March 2011 and Hampshire Museums and Arts Service is in negotiation with the respective partners regarding the ongoing development of these agreements. Further detail will be provided at the Decision Day in March.

7. Phase 2 Strategic Review: Introduction

- 7.1 Planning will now need to commence on Phase 2 of the review. This will seek to build upon the base created under phase 1 when faced with the need to secure further external funding and develop potential partnership/shared service initiatives. Equally steps will be taken to address the ongoing impact of budget cuts and the need to widen community engagement and participation to support broader departmental and corporate themes. The outcome of Phase 2 will provide a strong and sustainable platform for the future direction and vision for the service.
- 7.2 As of 17 December 2010, Hampshire Museums and Arts Service has successfully negotiated transition funding in principle from Renaissance for the 2011/12 financial year to support the Museum Service's exit strategy

from current arrangements. It is therefore unlikely to be necessary to address the financial risks associated with real term reductions in core service budgets during 2011/12.

- 7.3 Phase 2 will seek to address the financial risks associated with likely real term reductions in core budgets from 2012/13 onwards. It is likely to include proposals for close integrated working between museums and arts, and closer alliance and joint working with Southampton City Council, Winchester City Council and Portsmouth City Council. Outline details about potential options for phase 2 will be presented to the Executive Member in March 2011.
- 7.4 Early dialogue will commence from January 2011 with JMC/ SLA partners and other key external stakeholders to ensure that the emerging solution for long-term museum service delivery across the county meets as far as possible the corporate priorities and funding needs of all relevant community interests.

8. Financial Implications

- 8.1 A report, including financial implications, will be submitted to the Executive Member in March once full approval of the Renaissance Operational Plan 2011/12 has been received from the MLA in February 2011.

9. Recommendation(s)

That the Executive Member:

- 9.1 Welcomes receipt of in principle approval from the MLA regarding the Renaissance Operational Plan 2011/12 and consequently endorses the implementation of the new operational structure for the Hampshire Museums and Arts Service from 1 July 2011.
- 9.2 Welcomes the significant progress made in reducing the number of compulsory redundancies in Phase 1 and endorses efforts to support and redeploy any remaining staff.
- 9.3 Welcomes the creation of the Alton Museums Partnership Steering Group and support the development of a formal partnership group and agreement with Hampshire Museums and Galleries Trust, the detail of which will be presented to the March 2011 Executive Member Decision Day, accompanied by details of a bid for community partnership transition funding.
- 9.4 Approves the County Council's Community Partnership Transition Fund criteria and making the Fund available for applications with immediate effect (as set out in Appendix 1).

- 9.5 Approves the move to full cost budgets for Joint Management Committees/ Service Level Agreements and welcomes the benefits that this approach offers in terms of ensuring fully transparent and outcome specific reporting.
- 9.6 Notes the intention to commence work upon Phase 2 of the Museums and Arts Strategic Review and supports the outline approach presented in this report prior to more detailed proposals in Spring 2011.

**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:	no
Corporate Improvement plan link number (if appropriate): No	
Enhancing our quality of place:	yes
Corporate Improvement plan link number (if appropriate):	
OR	
This proposal does not link to the Corporate Strategy but, nevertheless, requires a decision because:	
Hampshire Museums and Arts Service is facing a period of significant change and uncertainty including the potential implications of a significant withdrawal of central government support in this area of work.	

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
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 the restructure proposals. 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

Museums and Arts Service – Community Partnership Transition Fund

What is the Transition Fund?

The Community Challenge Fund is a one year community partnership transition fund of £50,000 run by Hampshire County Council's Museums and Arts Service. It offers direct support for efforts to establish, develop or sustain community partnerships at community museum venues currently funded by Hampshire County Council, with priority given to:

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

What will we Support?

- Development of local community based partnership groups and governance arrangements including feasibility studies where appropriate.
- Community and volunteer initiatives aimed at directly supporting and sustaining these individual venues for the future.
- Feasibility or development funding for appropriate projects that will draw in resources from a broader base of potential partners including grant aiding bodies.
- Projects that will maintain or extend public access to these venues and which offer new initiatives with support from the local community.

Applications will need to include support from a number of partner organisations and to demonstrate a local collective and sizeable approach to securing additional resources. Priority will be given to applications that are based upon appropriate levels of community involvement and consultation and which have local support. Equally preference will be given to applications that have a broad base of partners and demonstrate a collective approach to securing sustainable resources.

Who can apply?

Local community and not for profit organisations are eligible for support. Applications from established organisations acting on behalf of, or in support of, emerging local community partnerships will be considered but any award made must be clearly ring fenced for specific activities and venues.

Who can't apply?

Payments can only be made to organisations and not to individuals. Commercial organisations are not eligible for support.

What can't we fund?

Projects that are for capital works only. General running costs of an organisation.

Amount of funding

Individual grants will be offered of between £1,000 - £10,000 depending on the nature of the application.

Funding criteria

The project must meet at least one of the priorities listed in “what will we fund” above.

You will need to provide a project plan with your application.

If the project is successful, it is expected that you will have a plan to continue the activity after the end of the funding period. Grants will be available from 1 April 2011 and will cover projects running for 12 months.

Condition of funding

It is a condition of all funding that organisations in receipt of assistance should acknowledge the support of Hampshire County Council.

What happens next?

You will be sent an acknowledgement that your application has been received. Your application will be assessed and shortlisted, and circulated to your local County Councillor for comment. Finally, the applications will go to the Executive Member for Culture and Recreation for approval.

Once funding has been agreed, you will be contacted and informed of how much you have been awarded and any requirements attached to the award. This will include returning a monitoring and evaluation report and your income and expenditure account. The evaluation requirements will be proportionate to the size of the grant awarded.

If details of your project change we ask that you inform us as soon as possible so that we can update the information in the report.

Following the authorisation we will allocate funds and hold them until we receive the information outlined above. Funds will be release when work commences and upon the basis of a signed agreement with the organisation concerned.

Please note that the funds allocated can only be applied to the project detailed in the original application.

In the event that your application is unsuccessful you will receive feedback together with appropriate advice and guidance should you request it.

For further information and advice please contact:

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