

6. CONCLUSIONS AND RECOMMENDATIONS

The following conclusions and recommendations arise from the review, and are intended to achieve its principle:

In order to reflect cultural diversity and achieve social inclusion, the heritages of the city and all its communities should be available for everyone to share and enjoy. If everyone is to feel included, it is vital to make heritage available through services that reach out to all of Leicester's neighbourhoods and communities

Further details of all recommendations, costings, and timescales will be found in the improvement plan. The recommendations fall into two parts; 6.1 shows recommendations concerned with the strategic management of heritage in the city, while 6.2 deals with improvements to the Museums Service and how this can be financially achieved.

6.1 The Long Term Vision

6.1.1. The long term vision for heritage

These recommendations are practical, achievable improvements that can be carried out in one to three years to effect significant step change in the delivery of heritage services. However, they are not the ultimate aims, only essential first steps on a journey that in 5 – 10 years will see heritage being fully utilised as an agent for regeneration and social change and everyone being able to fully share and enjoy the city's heritages.

A strong, influential and substantial heritage framework will act as a vehicle to make things happen- to really use our heritage resource and the funding streams available to it as effectively as Manchester or Birmingham have been able to do. Heritage issues are crucial to the Old Town Development Plan, the Cultural Quarter, the Masterplan, the development of strong, confident, neighbourhoods and a socially cohesive city.

6.1.2. The long term vision for museums

Having an effective heritage framework is crucial if the museum service is to develop and fulfil its potential as an agent for social cohesion and change. The lack of such a grouping has held back to city's ability to fully utilise the resources of its museums, historic buildings and collections.

The improvements recommended for museums are also essential first steps along a 5 – 10 year journey. At the end Leicester's museum service will be transformed, valued by and important to most local people, with well resourced, flourishing museums supporting Leicester's role as a premier regional city.

The recommendations offer realistic ways to improve the service as much as possible **within existing resources**. They are fully achievable pragmatic solutions to immediate problems. These include refocusing core services to release funding to:

- Become more customer focused and achieve top quartile for customer satisfaction as well as visitor numbers
- Develop outreach, neighbourhood and education activities
- Develop strong community partnerships and support base across city
- Develop collections and make better use of them
- Improve facilities and presentation
- Begin to make interpretation truly reflective of and relevant to 21st century Leicester people

The review also identifies long-term issues relating to the buildings and collections. These will be addressed through the service's major projects strategy, set out in **appendix 2.1.4**. This was part of the capital strategy developed by the Arts and Leisure Department in 2001. This will now be progressed by the Cultural Services and Neighbourhood Renewal Directorate, working with Property Services as Landlord to clarify areas of responsibility and develop a joint approach.

The current major projects strategy needs to be noted to understand the context of the Best Value Review recommendations, but the recommendations do not depend on it.

The converse is not the case. Successful delivery of these major projects depends on having the Best Value Review recommendations in place as a first step.

Summary of Major Projects

- **New Walk Museum:** Refurbish and focus on “A sense of Leicester” introducing the city, plus decorative arts, biodiversity, world culture. *Status: Stage 1 HLF application in preparation, to be submitted 2003*
- **Cultural Quarter - Visual Arts Gallery:** explore development of new gallery for both contemporary and historical collections
- **Abbey Pumping Station:** Refurbish and focus on Science, Technology and Industry, cultural diversity to complement Riverside Science Park. *Status: Project development in 2004.*
- **Belgrave Hall/Cross Corners:** Refurbish and reposition as cultural, arts education and community centre. Biodiversity, Victorian life and links with India. *Status: Funding secured and work commenced.*
- **Newarke Houses:** Refurbish and focus on Royal Leicestershire Regiment, other local war veteran’s stories, and the effects of war on life in modern Leicester (e.g. Leicester in the Blitz, refugees, new communities, memorials to victims and message of peace). Provide study collections for local education courses. *Status: HLF application in preparation, to be submitted 2003, in partnership with the Royal Leicestershire Regiment Association, which will provide match funding.*
- **Neighbourhood work:** Community projects in all neighbourhoods, neighbourhood involvement in all museums, better use and enjoyment of heritage of neighbourhoods, including built and buried heritage and biodiversity. *Status: NRF and PSA funding secured but further projects to be developed.*
- **Heritage Buildings:** conserve John of Gaunt’s cellar, Castle, Magazine and Jewry Wall. Secure more appropriate use for Belgrave House and stables. *Status: Some feasibility work complete and failed bids to capital programme.*

Longer Term Aspirations

- **Replacement collections facilities:** Relocate from obsolete Humberstone Drive Store to provide long-term “deep” storage plus public access facility for the

most used collections. Public access databases for collections information.
Could be in cultural quarter and/or linked to “Diverse City” (See below).
Status: Considerable feasibility work completed but more to be done.

- **New “Diverse City” collections based visitor attraction:** Modern facility in premier city centre location telling 20th and 21st century history of Leicester, celebrating its unique contribution as one of the world’s leading diverse-cities. Could be behind New Walk Museum along Tigers Way, or cultural quarter.
Status: Strategy development has identified this aspiration but feasibility work not yet started. Requires further discussions as part of regeneration agenda.

6.2. Heritage Framework

The review has shown that a scattered, piecemeal approach to heritage provision does not provide effective service. A more consistent focus is required across the authority, with heritage issues becoming integral to the relevant management processes across the authority. The outcome will be a clearer approach to sustaining our heritage, and more transparency and accountability of the council to the public.

Recommendation 1: A strategic lead and senior structure for heritage issues

- There should be a clear structure for heritage, led by the Corporate Director, Cultural Services and Neighbourhood Renewal, as a champion for all heritage issues, including non-council owned property, in the city. **See Improvement Plan 1.1.**
- The Service Director for Cultural Services working with the Head of Museums and Heritage should be responsible for co-ordination of the structure
- The structure should be closely aligned to and sit within the Cultural Strategy Framework
- The Corporate Property Officer should be the champion for heritage property in the ownership of the authority, responsible for ensuring that its management supports the Cultural Strategy. **See Improvement Plan 1.1.**
(These will be carried out within existing resources.)

Recommendation 2: Regeneration initiatives should take into account and fully utilise heritage resources

The Service Director Regeneration should be responsible for ensuring that heritage is integral to the regeneration agenda, and that the agenda supports the Cultural Strategy. This will be carried out within existing resources.

Recommendation 3: A clear framework for heritage services, links between service providers and the development of cross-working networks

- The Draft Heritage Strategy should be finalised, with full ownership by all heritage and related services, to reflect this review's recommendations. The Strategy should form the basis of a framework for cross-functional heritage work. **See Improvement Plan 1.2.**
- An annual conference on heritage should be held, focusing on supporting neighbourhood renewal through Leicester's heritage, and bringing together all heritage providers. **See Improvement Plan 1.3.**
- A working party should be set up of relevant officers to develop and deliver a neighbourhood heritage assets mapping database. **See Improvement Plan 1.4.**
- A cross-departmental forum should be set up for providers of heritage education and lifelong learning opportunities in Leicester. **See Improvement Plan 1.5.**
- A cross-departmental forum should be set up for built and buried heritage officers based on the model of the existing biodiversity group. **See Improvement Plan 1.5.**
- In order to deliver all heritage related improvements, including the above, a new post of Heritage Development Officer should be created

Some of this work involves existing staff time and budgets only, but the additional cost of this work, including an officer and a small operational budget is estimated at £30,000. This also includes the setting up of a Building Preservation Trust (**Recommendation 4**). £30,000 needs to be identified through a growth bid or through all directorates providing Heritage Services contributing (**see Recommendation 15**).

Recommendation 4: Improved management of heritage assets

- The City's asset management plan implementation team (AMPIT), should establish a heritage sub group to consider heritage issues. **See Improvement Plan 1.6.**
- "Heritage building" should be added to the asset management plan's categories for council-owned property. **See Improvement Plan 1.7.**
- Each "Heritage Building" should have an agreed level of care and a development plan as part of an overall strategy for managing the council's heritage buildings. **See Improvement Plan 1.6.**
- Set up a new, regeneration focused building preservation trust to facilitate renovation and appropriate use of The Great Hall of Leicester Castle, John of Gaunt's Cellar, The Magazine Gateway, Wygston's House, Belgrave House and Stables, and other relevant buildings. **See Improvement Plan 1.8.**
- Give consideration to the role such a trust could potentially play in supporting the maintenance and development of the service's other historic buildings. **See Improvement Plan 1.8.**

These improvements will:

- Develop clearer points of contacts.
- Develop a co-ordinated approach to heritage provision of services across the city.
- Development of regeneration initiatives, which will support funding for heritage buildings, and in turn will provide, enhanced services to customers.

6.3. Creating a sustainable service that increases usage and participation

Although the main body of the report considers the above as two different issues, they are interlinked and therefore are now dealt with together within this section.

The review has clearly shown that the existing museums service does not meet the needs and aspirations of Leicester's diverse community. Despite the fact that comparative usage levels are high, 70% of the citizens who pay for the service do not use it in any meaningful way. There is no clear collections strategy, and there is insufficient work with communities to make museums services relevant to their lives.

Comparison shows that our museums service is under resourced in relation to the number of buildings and size of collections it is attempting to sustain. Independent consultants reached the conclusion in 2001 that "to achieve a truly revitalised service, of which Leicester City Council and voters can be proud, the same investment needs to be maintained for a more strategically compact service".

Taking together the two key issues of increased participation and sustainability, it is clear from the review that we need to be using our resources differently- to release resources for citizen-focused work. The following recommendations demonstrate how this can be achieved:

Recommendation 5: Improve the service's engagement with communities

- Provide resources to develop the use of the community gallery at New Walk Museum, enabling four community exhibitions per year and provide at least two events annually at all sites targeted at people with disabilities. The cost of this improvement is £14,000 out of which £7,000 has been secured through the PSA funding. The remaining £7,000 will be found from Museums exhibition budget (2003/4). **See Improvement Plan 2.1.**
- Develop a service-wide interpretation strategy to deliver customer-orientated exhibitions, a proactive approach to visitors and collections related information focusing on Leicester's diverse communities. Also develop a strategy for diversity access and inclusion, to include outreach. These strategies are essential in developing the service and outreach provision, because the piecemeal development of services to date has meant the most important and relevant issues for local people are mainly lacking from exhibitions and collections information. A planned and targeted approach is needed. The cost of this improvement is staff and consultant time costing £16,000, which has

already been identified from existing budgets. **See Improvement Plan 2.2. & 2.3.**

- Develop an outreach programme that includes a travelling exhibition, development of resources such as handling boxes, reminiscence work with elderly groups, specific work with disabled groups etc. The cost of this improvement in addition to existing staff time is at least £70,000 out of which £30,000 will come from neighbourhood renewal funding (final stage to be approved), and £40,000 will need to be identified as part of this review. See recommendation 15. This will be used to secure external funding from other sources in the long term to further develop the relevance of the service. **See Improvement Plan 2.4. – 2.10.**
- Because the service is mainly city centre based, it needs to be refocused to be outward looking- ‘turn the service round to face the community’ and support all ten neighbourhoods. This can be achieved through linking all museums and individual staff to specific neighbourhoods, so that they become involved in the life of those neighbourhoods and valued by their communities. The focus of the service overall and all its staff needs to be fundamentally changed so that not only outreach provision is customer focused but that the provision within museums is reflective of the needs of the diverse communities of Leicester.

This will be achieved by:

- Regular consultation with local communities via the area forums and also listening to what people want.
- Being responsive to local communities and allowing them to genuinely influence the type of service that is provided.
- Regular activities within the community to raise awareness of the service and increase participation by excluded groups.
- Through making collections more relevant to local communities.
- Through training of our staff to work in partnership with local communities and working towards a more representative workforce.
- Through the refocusing of the service, all staff will have a key role in delivering outreach services.

The cost of implementing these activities will be staff time as well as the required funding requirement outlined above for increased outreach work. In addition to this it is about reprioritising the way the museums service works and realigning existing budgets. The Museums Capital Strategy will also support this work through incorporating identified community needs into funding applications and the Interpretation Strategy.

- Provide assistance to local groups with grant applications relevant to museums. The cost of this improvement is staff time, and will be identified through reprioritising workloads. **See Improvement Plan 2.11.**

Recommendation 6: Provide higher quality and more accessible facilities and better quality presentation of sites

- Maintain a quality standard regularly refreshing all display areas and facilities, including general housekeeping. The cost of this improvement would vary from year to year, but is estimated at costing a minimum of £15,000 in 2003/04, and will need to be identified as part of this review. See recommendation 15. **See Improvement Plan 2.12.**
- Carry out the recommendations of the access audits conducted in 2001/2. The cost of this is in excess of £100K and needs to be carried out by 2004/05. The smaller improvements will be undertaken within existing budgets over the next two years totalling approximately £20,000, therefore the additional funding requirement is at least £40,000 per year for the next two years assuming that external funding is not secured for part of this. This is an issue authority wide that needs to be addressed. There is an authority wide capital programme scheme which can be bid into, however this is not going to be sufficient to address all access issues identified. £15,000 has been identified as part of the reinvestment plan. See recommendation 15. **See Improvement Plan 2.13 – 2.15.**
- Introduce identification road shows instead of current object identification service in museums and neighbourhoods to make them accessible to more people. These are currently not promoted and as a result only used by people who are

aware of the service. The cost of this improvement is staff time and transport costs which will be identified through existing budgets and reprioritising workloads. **See Improvement Plan 2.16.**

- Provide enhanced information on services available both at sites and in communities. The cost of this improvement is £2,000 and will be found through existing museums budget and a grant application to the Friends of Leicester and Leicestershire Museums. **See Improvement Plan 2.17.**
- Provide an introductory text panel in each museum with translation sheets in major languages. The cost of this improvement is £4,000 and will be found through existing museums budgets and a grant application to the Friends of Leicester and Leicestershire Museums. **See Improvement Plan 2.18.**
- Provide transport to bring socially excluded groups into museums. The overall cost of this improvement will depend on the level of service provided and user demand. PSA funding of £3,100 has been secured to carry out a project in the Beaumont Leys/Stocking Farm areas of the city. Resources will need to be identified to extend this further. We will explore further the use of Recreational Transport vehicles and drivers and development of a volunteer programme. **See Improvement Plan 2.19.**

Recommendation 7: Develop education provision

- Investigate discounts on active learning sessions for city schools and investigate external funding to support school visits. The cost of this will be staff time. **See Improvement Plan 2.20.**
- Investigate the feasibility of providing an outreach service to schools. The cost of this will be staff time. **See Improvement Plan 2.21**
- Develop early years play areas at all sites (This will be funded through exhibitions budget and HLF applications.) **See Improvement Plan 2.22.**

- Update education policy in consultation with appropriate people. The cost of this will be staff time. **See Improvement Plan 2.23.**
- Develop new sessions for key stage 1 and 2 and develop a programme for secondary schools. The cost of this will be staff time and at least £5,000. A start up budget of £4,000 will need to be identified as part of this review to be augmented by grant applications. See recommendation 15. **See Improvement Plan 2.24 and 2.25.**
- Develop a handling collection and family activity sheets and resources in museums. The cost of this will be staff time and at least £5,000. A start up budget of £4,000 will need to be identified as part of this review to be augmented by grant applications. See recommendation 15. **See Improvement Plan 2.26.**
- Develop sessions for early years groups. The cost of this will be staff time and at least £5,000. A start up budget of £2,000 will need to be identified as part of this review to be augmented by grant applications. See recommendation 15. **See Improvement Plan 2.22.**

The Director of Education needs to consider how this work can be supported by the Education Department.

Recommendation 8: Take action to ensure that the Museum service staffing profile becomes more reflective of the diverse population of the city

- Improve representation of diversity within workforce, for instance by advertising all vacant posts in the first instance as positive action traineeships, secondments or development opportunities. We aim to fill 20% of vacancies by ethnic minority staff. **See Improvement Plan 2.27.**
- Conduct outreach work to raise awareness of the varieties of careers in museums with schools, colleges and universities. **See Improvement Plan 2.28.**

Recommendation 9: Develop collections to reflect the communities of the 20th and 21st Centuries

- Develop new collections to better reflect 20th and 21st Century communities. This improvement is reliant on the formulation of the collections development strategy and is hard to cost until decisions regarding the types of collections are made in consultation with communities in Leicester. However, in the light of the importance of this work, £20,000 is to be allocated which will provide partnership funding for grant applications. See recommendation 15. **See Improvement Plan 2.29.**
- Research “hidden histories” so that existing collections as well as contemporary collecting can contribute to projects reflective of diversity. The cost of this will be reprioritisation of staff time, and funding through exhibitions and major project budgets. **See Improvement Plan 2.30.**
- Improve the speed and effectiveness of collections disposal where items are not relevant to the collections strategy. The cost of this will be staff time including that of the proposed collections access assistants and will vary depending on the type of collections to be disposed of. **See Improvement Plan 2.31.**

Recommendation 10: Increase access to, and use of collections in stores

- Change how we work with existing collections: increase public access to the most relevant ones, improve storage and information database and revise collections policy and put in place a collections development strategy that will address the issues around collecting to be relevant to and reflective of Leicester’s diverse communities in the collections. These improvements require the recruitment of 2 collections access assistants costing £36,000. In addition existing staff will be involved. A start up budget of £10,000 will need to be identified as part of this review to be augmented by grant applications. Part of this budget will also support disposal costs (See recommendations 9 and 15) . **See Improvement Plan 2.32. .**

- Extend environmental monitoring systems to all sites. **See Improvement Plan 2.33.**
- Significantly improve access to collections and improve collections care eg better storage systems to facilitate access through a rolling programme of housekeeping improvements to museum stores. **See Improvement Plan 2.34.**
- Develop a collections management policy and strategy, and conservation plan. **See Improvement Plan 2.35.**
- Develop a documentation procedures manual. **See Improvement Plan 2.36.**
- The cost of delivering the above improvements is staff time and a minimum we will carry out a major review of storage facilities. This will address the issues of current storage within sites, and Humberstone Drive and other unsuitable stores.

Recommendation 11: Improve the marketing of the service

Working with the newly created marketing team, develop a programme of research, consultation, service targeting and promotion to better meet the needs of Leicester citizens. This will be carried out through existing marketing and museum budgets. **See Improvement plan 2.37**

Recommendation 12: Make collections accessible via the Internet and other electronic means.

- Panels from selected exhibitions to be added to museums web site- at least one per year. This will be done through existing exhibition budgets. **See Improvement Plan 2.38.**
- Develop ICT and digitisation strategy for museums and begin to implement it. The cost of this will be staff time. **See improvement Plan 2.39.**

- Delivery of ICT strategy. A start up budget of £7,000 will need to be identified as part of this review to be augmented by grant applications. See recommendation 15. **See Improvement Plan 2.39.**

NB. In order to achieve all of recommendations 11 & 12, the starting point is the development of a more suitable computerised documentation system. The current system, developed 15 years ago, does not support access to collections by the user.

Summary of improvement costs in recommendations 1-12:

• <i>Heritage Framework delivery</i>	<i>£30,000</i>
• <i>Outreach development</i>	<i>£40,000</i>
• <i>Site improvements</i>	<i>£15,000</i>
• <i>DDA access improvements</i>	<i>£15,000</i>
• <i>Education provision</i>	<i>£10,000</i>
• <i>Collecting for the 21st Century</i>	<i>£20,000</i>
• <i>Better access to collections</i>	<i>£10,000</i>
• <i>Develop more digitised projects</i>	<i>£7,000</i>
• <i>2 x Collections Access Assistants</i>	<i>£36,000</i>
<i>Or equivalent staffing</i>	
Total cost of proposed improvements	£183,000

The following section looks at options for increasing income for the service:

Recommendation 13: Increase income generating potential

- Improve the infrastructure of facilities to encourage sponsorship, lettings and other commercial activities. This is partly dependant on funding identified arising from this review for providing improved facilities (See recommendation 6)
- Brand Manager Museums and Arts to prioritise income generation for New Walk Museum and Guildhall in Marketing Team business plan

- Develop a greater number of grant applications and seek partnership revenue or capital funding. NB The scale of funding that can be secured depends the core funding to match it with which is outlined in recommendations 1 – 12
- Work with Property Services to identify matched funding for projects within existing landlord maintenance budgets

Recommendation 14: Improve retail profits

- Complete implementation of retail strategy. **See Improvement Plan 2.40.**
- Retail cost centre should be replaced with a business unit allowing annual profits to be rolled over into the next financial year. **See Improvement Plan 2.41.**
- Investigate outsourcing options for New Walk Museum Shop

A sustainable service is ultimately one that meets the needs of its communities. The above recommendations will support the delivery of this. The following section examines ways in which we can reprioritise existing resources to deliver this. See Improvement plan 2.42.

Recommendation 15: Deliver a more strategically compact service

An obvious option is the closure and/or vacation of facilities. We have explored this option in great detail as part of the Best Value process, and also as part of our strategy development process 2000-2001, when options appraisals were carried out on all buildings. We are not recommending any closures due to:

- The intrinsic importance of each site, confirmed by review consultation
- The commitment to all sites demonstrated by stakeholders and elected members
- The resources they provide which help deliver the objectives of this review
- The prohibitive capital and revenue costs which outweigh any savings, given the current circumstances of the service
- The logistical difficulty of quickly relocating offices, workshops and collections
- All but one site having existing major projects involving commitments to a range of external partners, and existing or potential major funding, or good prospects.

However we are proposing an overall refocusing of the service, that needs to be taken together as one package, because only by doing this can sufficient savings be identified to deliver meaningful step change. If this does not happen only limited improvement is possible within existing resources, and the service will continue to be overstretched.

These recommendations are in line with those of *Renaissance in the Regions*, which expects Local Authority museums to modernise, in order to ensure sustainability and create capacity to support social cohesion and change. They will support the action plan of the East Midlands Hub Partnership to deliver DCMS objectives. They also support the Community Plan and Cultural Strategy objectives.

The total sum needed to meet the museum recommendations of the review is £153,000. It is the maximum achievable by refocusing existing resources, but a minimum starting point to deliver significant improvements. It will enable the proposed five visitor attraction museums to be funded more in line with GLLAM benchmarking comparators. Income generation and external funding will augment it, but little improvement can be made in these areas without a more secure and sustainable core funding base.

The proposals will have an impact on existing activities, and this has been very carefully considered and balanced against their overall benefit. Detailed reasons for the recommendations are given in **Appendix 11**.

15a Refocusing the use of 2 facilities:

- **Jewry Wall Museum**

Concentrate on archaeological activities with an outreach and education focus with enhanced collections access; provide an appointment only service to the building with enhanced external interpretation of the site. Create base for education, outreach and collections access through archaeology. This will have an impact on Museum Assistant Posts but it is balanced by current vacancies.

This would create a saving of c. £65,000 pa to be reinvested in the service.

- **Belgrave Hall and site**

Make the best use of the neighbourhood base of the facility by creating an education, heritage, environmental and arts focused cultural facility for the primary benefit of local schools and communities. A Space for Sports and Arts Grant is already secured for Cross Corners House and an ERDF objective 2 bid has been submitted to extend the project to the whole site.

No savings are envisaged however there is income generating potential from some of the buildings and activities which will be reinvested in the service.

15b Revise opening hours

Introduce six day opening at all sites all year round. This is not only in line with the Space Centre and the City Gallery, but also with world wide major museum practice. Manchester City Art Gallery has just reopened after major extension and refurbishment and has retained its Tuesday to Sunday opening hours.

This will have an impact on Museum Assistant Working hours but it will be balanced through the development of collection access work and through existing vacancies.

This will create a saving of £60,000 to be reinvested in the Service.

15c Generate more income from Wygston's House

The National Coalition Building Institute and the Workers Educational Association currently use Wygstons House, under a partnership arrangement. In return for the use of the building, training to the value of around £7,000 per year is available to the museums service from these organisations. Although the training is of benefit to the service its benefit does not outweigh the imperative to generate additional income to support the development of services. The Museum Service will investigate the feasibility of accommodating the W.E.A.'s activities at Newarke Houses.

The cost to the service is staff time currently used to manage the building estimated as at least £2,000 and £6,200 building running costs. There is no budget for development of the building.

There is potential for a commercial tenant to be found which would yield a rent of at least £20,000. In addition the Museum Service would make a saving of £8,200. The total £28,200 could be reinvested in the Service.

Recommendation 16: Identify £30,000 support for Heritage framework delivery from departments providing heritage services.

The proposed heritage framework and activities will considerably benefit the work of all heritage services in delivering better customer services. This has got a considerable resource implication, estimated at around £30,000. It is proposed that either a growth bid is considered for this or the budget identified through departmental budgets.

Summary of resources identified in recommendations 15 and 16 to support delivery of recommendations 1-12

- *Refocusing of Jewry Wall Museum* £65,000
- *Six day opening at all sites* £60,000
- *Commercial let of Wygston’s House* £28,000
- *Growth bid for heritage Framework or Contribution from relevant departments.* £30,000

***Total resources* £183,000**

Recommendation 17: Long Term Vision

Note the long-term vision for Museum Service’s proposed major projects, set out in Appendix A2.1.4. which will be progressed as part of the overall Capital Strategy for the Cultural Services and Neighbourhood Renewal Directorate.

6.4. Options for 2% savings:

If Members decide to reduce the overall budget by 2% as part of the Leicester Best Value process, to reinvest into other services, then this 2% would be identified from the savings listed above and the reinvestment plan would also be scaled down by £43,000.