

HERITAGE SERVICES BEST VALUE REVIEW

BEST VALUE IMPROVEMENT PLAN

Museums have undertaken a review of museums & heritage Services in 2002. The Best Value process requires all local government services to:

- Challenge the way in which services are currently delivered
- Compare performance with similar providers
- Consult with users, non-users, and stakeholders about services and how they can be improved
- Demonstrate competition with providers

The improvement plan will support the delivery of :

- A clear framework for the provision of heritage services in Leicester City Council.
- Provision of inclusive services addressing the needs of the diverse population of Leicester.
- An effective, sustainable and customer focused Museums Service

It will also enable us to meet our targets for usage for 2003/04

- No of pupils in organised school groups – 34,993 (BV170C)
- Visits in person per 1000 population – 1025 (BV170B)
- Visits/Usages per 1000 population – 1333 (BV170A)

The Main improvements proposed for heritage are: -

1. That the Corporate Director of Cultural Services & Neighbourhood Renewal be identified as a citywide 'champion' for heritage. The lead officer on Council owned property including Heritage Property Assets is the Corporate Property Officer. For non-Council owned Heritage property/structures the lead officer should be the champion.
2. That an Asset Management Plan Heritage sub-group be established to act as a forum on Council owned Heritage property assets.
3. That a Heritage Strategy will be developed which will set a framework and priorities for Heritage provision across the city.

Each of these three points will lead to clearer lines of responsibility and advocacy for heritage provision in the City and in turn making it clearer for customers when heritage issues are raised

4. That the City Council investigates the feasibility of setting up a Building Preservation Trust so that Leicester's historic buildings can contribute to regeneration projects.

This will enable us to better maintain Leicester's historic buildings, as a resource for the people of the City.

5. That the City Council develops a cross cutting approach to the provision of heritage based education.

This will enable the delivery of better education provision for Leicester's children.

6. That a database of heritage assets within neighbourhoods is developed and made accessible via the Internet.

This will enable local people/communities to access heritage information more easily.

The Main improvements proposed for museums are: -

7. To revise the Collections Policy and put in place a Collections Development Strategy to address the issues around contemporary collecting and reflecting Leicester's communities in the collections.

This will make the museums collections more relevant to the diverse communities of Leicester.

8. To ensure that all vacancies are filled in the first instance with positive action traineeship or development opportunities.

This will enable us to represent the communities of the city by making our workforce more representative.

9. To develop a community outreach programme that provides access to heritage at a neighbourhood level.

These two points, fit into the City Council's Neighbourhood Renewal Agenda, and will make service provision more relevant to the citizens of Leicester living in local neighbourhoods.

10. To set up an effective mechanism to enable expertise on applying for grants to be shared across the Cultural Services & Neighbourhood Renewal Department.

This will lead to additional external funding which will be used to further improve the service for Leicester's citizens.

11. To develop an Education programme for Secondary Schools.

Currently we don't have a formal education programme for secondary schools, therefore this improvement will enable us to contribute to secondary education in the City.

12. To consider the recommendations made regarding closures/service reductions in order to free up money which will enable us to reprioritise the museum service and respond to the Revitalising Neighbourhood project.

1. Heritage Framework

The review highlights the need for a better framework in order to deliver greater value from the diverse range of heritage provision within the city. This will be delivered through:

- Providing corporate direction for heritage provision.
- Improved internal lines of communication
- Strategic leadership for city council owned and other listed buildings

1 HERITAGE FRAMEWORK			
Outcome and Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>1.1 The Corporate Director of Cultural Services & Neighbourhood Renewal identified as citywide 'champion' for heritage and the lead officer on Council owned property including Heritage Property Assets is identified as Corporate Property Officer.</p> <p>Service Director for Cultural Services</p>	<p>Political process</p> <p>*see note at end of section</p>	<p>By April 2003</p>	<p>Provision of advocacy for heritage across the City & the City Council.</p>
<p>1.2 Draft heritage strategy finalised.</p> <p>Head of Museums & Heritage Services</p>	<p>*see note at end of section</p>	<p>By December 2003</p>	<p>Supports development of a framework for heritage services</p>
<p>1.3 Annual conference on heritage, focusing on supporting neighbourhood renewal through Leicester's Heritage and bringing together all heritage providers within the City, is set up.</p> <p>Head of Museums & Heritage Services</p>	<p>*see note at end of section</p>	<p>First conference to be held by May 2003</p>	<p>To facilitate cross service/departmental working and highlight issues surrounding neighbourhood renewal and how heritage can contribute to this.</p>
<p>1.4 A working party to develop and deliver a neighbourhood heritage assets mapping database, has been established.</p> <p>Head of Museums & Heritage Services</p>	<p>*see note at end of section</p>	<p>Complete the database by September 2003</p>	<p>Revitalising Neighbourhoods</p>

1 HERITAGE FRAMEWORK			
Outcome and Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
Impact on users and non users			
1.1. – 1.4			
It will give Heritage Services a clearer focus across the city. Customers will be able to access information more easily and will benefit from more joined up service provision.			
1.5 Cross departmental forum set up for providers of heritage education and lifelong learning opportunities in Leicester. A second forum also set up for built and buried heritage. <i>Head of Museums & Heritage Services</i>	*see note at end of section	Forum to be set up by January 2003	To coordinate cross sectional/departmental work of lifelong learning and formal educational programmes across the Council. The second forum will support environmental and sustainable regeneration.
Impact on users and non users			
A more efficient and effective programme			
1.6 Asset Management Plan Heritage sub-group established to act as a forum on Council owned Heritage property assets. <i>Team Leader – Property Review</i>		April 2003	Support more effective management of Heritage Buildings.

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Outcome and Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>1.7 Term 'Heritage Property Asset' introduced for categorising property so that when resources are allocated it is clear which buildings are historical buildings.</p> <p><i>Team Leader – Property Review</i></p>		April 2003	Support more effective management of Heritage Buildings.
<p>1.8 Leicester Building Preservation Trust established.</p> <p><i>Head of Museums and Heritage Services & Head of Regeneration</i></p>	*see note at end of section	December 2003	Will support the regeneration of historical buildings in the city
<p>Impact on users and non users</p> <p>1.6 – 1.8</p> <p>Although there will be no direct benefits to customers in relation to some of these tasks, there will be indirect benefits as follows:-</p> <ul style="list-style-type: none"> • Clearer points of contacts • Co-ordinated approach to heritage provision of services across the city. • Development of regeneration initiatives, which will support funding for heritage buildings, which in turn will provide, enhanced services to customers. 			
<p>*Financial Implications</p> <p>The cost of this work including staff time is estimated at £30,000. It is proposed that this is funded through a growth bid or through contributions from departments providing heritage.</p>			

2. Creating a sustainable service that increases usage and participation

Research and consultation have highlighted barriers to usage of heritage services by different sections of the community. The review of heritage services has demonstrated a series of gaps in service provision in order to address needs of the multicultural communities in the City. The need to provide Museums & Heritage services at a neighbourhood level is vital to help combat social exclusion. The GLLAM Report ('Museums & Social Inclusion' - October 2000) demonstrates that museums can contribute effectively to this. The report published by DCMS in 2001 (Libraries, Museums, Galleries and Archives for All') provides policy direction for libraries, museums, galleries and archives in tackling social exclusion.

The review has also identified that the current service is not sustainable in its current format. The review highlighted a number of issues that need to be addressed in order to deliver effective services. The current situation is not sustainable for the following reasons:

- Public facilities at sites are poor- buildings not refurbished & refreshed.
- Limited budgets - impact on provision of current services (equipment & materials) and development of services (for example ICT, Outreach, collections care etc.)
- Limited Income generation & inward investment

The following recommendations support the delivery of more inclusive services and will support the delivery of a more sustainable Museum Service.

2. Creating a sustainable service that increases usage and participation			
Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.1 Provision of resource to develop the use of the Community Gallery through targeted promotion and provision of resources.</p> <p><i>Managing Curator – New Walk Museum</i></p>	<p>£7,000 PSA funding allocated. A further £7,000 will be identified from the exhibitions budget.</p>	<p>Project to commence April 2003. Development of 4 community exhibitions per year. Will assist meet the visits target (BV170B) .</p>	<p>Encourage greater use by diverse community groups.</p>
<p>Impact on users and non users</p> <p>This will support capacity building through the provision of equipment for community groups to enable them to produce better quality exhibitions.</p>			
<p>2.2 A service wide interpretation strategy developed, providing a framework for the delivery and interpretation of exhibitions / displays and of collections information focusing on the diverse communities of the city</p> <p><i>Head of Museums & Heritage Services & Managing Curator – New Walk Museum</i></p>	<p>Staff time and consultant time costing £16,000 which has already been identified from existing budgets</p>	<p>Draft by Sept. 2002</p>	<p>Co-coherent approach to collections across the service.</p>
<p>Impact on users and non users</p> <p>Considerably enhanced visitor experience in terms of relevance and accessibility. Will engage a much wider cross section of the population.</p>			

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<p>2.3 A policy and strategy for access, inclusion and diversity for museums produced to provide a framework and direction for enabling provision of accessible and inclusive services</p> <p><i>Lifelong Learning & Community Outreach Manager.</i></p>	Staff time through reprioritising work loads.	Draft by April 2003; policy in place by Sept. 2003	To ensure that service provision is accessible. Community Plan & Cultural Strategy Diversity targets.
<p>Impact on users and non users Make the service more accessible and enable a greater number of people to access service.</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.4 A community outreach programme developed aimed at targeted socially excluded groups. Raise the profile of heritage for these groups. We will target both economically deprived groups as well as ethnic minority groups who are not currently represented within the museum service users</p> <p><i>Life long Learning & Outreach Manager</i></p>	<p>Recruitment of second Community Outreach post and second Education Officer post (already in staffing structure). Both in post by April 2003.</p> <p>Budget to be identified £5,000.</p>	<p>Minimum of four projects each year, within the most deprived neighbourhoods in the city. Each project will target approx. 25 people.</p> <p>Commencing April 2003.</p>	<p>User surveys have demonstrated that approximately 70% of residents do not use the service at present, and in addition The City Council's Neighbourhood Renewal programme requires provision of services at a Neighbourhood level. This also supports both the Community Plan & Cultural Strategy in terms of inclusion. Will assist us meet the usage target (BV170A)</p>

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Impact on users and non users			
Increasing participation amongst non users and in turn help develop confidence and skills amongst participants.			
<p>2.5 Outreach programme developed targeted at groups with disabilities through taking out services to them.</p> <p>Lifelong Learning & Community Outreach Manager. & Site.</p>	<p>Recruitment of second Community Outreach post and second Education Officer post (already in staffing structure). Both in post by April 2003 £1,000 needs to be identified</p>	<p>Five groups per year commencing April 2003. Each project will target approximately 25 people.</p>	<p>Revitalising Neighbourhoods Will assist us meet the usage target (BV170A)</p>
Impact on users and non users			
By taking the service out to disabled groups who would otherwise not be able to use our facilities, we are enabling access.			
<p>2.6 Work with young Asian people developed to produce a joint museum exhibition.</p> <p>Lifelong Learning Manager</p>	<p>£3,750 PSA funding allocated. £1,250 identified in the budget</p>	<p>Consultation to commence January 2003. Project to commence April 2003. Up to 50 young Asian people will be directly involved.</p>	<p>Limited use of service by Asian young people. Links to Community Plan and Cultural Strategy. Will assist us meet the usage target (BV170A)</p>
Impact on users and non users			
Young Asian people will be able to participate and develop new skills through working on a joint project.			

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<p>2.7 A structure to support all 10 neighbourhoods is developed through linking all museums and individual staff to specific neighbourhoods.</p> <p><i>Head of Museums & Heritage Services & Quality & Development Manager- Museums.</i></p>	<p>Budgets to carry out projects –</p> <p>£20,000</p>	<p>Commencing April 2003.</p> <p>Development of 1 project and 1 event for each neighbourhood per year. Each project will target up to 20 people, and each event will target up to 100 people.</p> <p>Will assist meet us the usage target (BV170A)</p>	<p>Revitalising Neighbourhoods</p>
<p>Impact on users and non users</p> <p>Will enable non users to participate in services within their own neighbourhoods.</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.8 Touring exhibition developed to take out to community centres, doctors surgeries, libraries etc.</p> <p>Quality & Development Manager,& Lifelong Learning & Community Outreach Manager.</p>	<p>Dependant on funding from Neighbourhood Renewal funding, Heritage Lottery Fund etc. Identify insurance and transport money from budget. £30,000 earmarked from NRF subject to final stage which needs completing by end of November. £10,000 to be identified via the proposed savings.</p>	<p>Consultation to start in Jan.2003; exhibition in place by Nov.2003. One exhibition a year will be developed to be toured around community facilities. Work will be carried out with local communities both in identifying relevant collections for exhibition and developing a local exhibition.</p> <p>Will assist us meet our usage target (BV170A)</p>	<p>Revitalising neighbourhoods</p>
<p>Impact on users and non users</p> <p>It will encourage users to participate more as we will be taking the services out at a neighbourhood level.</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.9 Reminiscence outreach programme with Senior Citizens through approaching a diverse range of elderly groups.</p> <p>Lifelong Learning & Community Outreach Manager</p>	<p>£1,000 needs to be identified. Oral history work will be done in partnership with East Midlands Oral History Archive</p> <p>Recruitment of second Community Outreach post and second Education Officer post (already in staffing structure). Both in post by April 2003</p>	<p>Development of programme and marketing to groups by Dec. 2003/March 2004</p> <p>Delivery & evaluation April 2004 onwards. Target of 4 groups per year. Each project will target up to 20 people.</p> <p>Will assist us meet our usage target (BV170A)</p>	<p>Revitalising Neighbourhoods</p>
<p>Impact on users and non users</p> <p>Encouraging elderly people who do not currently use the service to participate in the service through a targeted programme.</p>			
<p>2.10 Community boxes programme – a series of resources developed that the Community Outreach Officer can take out to Community groups or can be borrowed by community groups. These will include themed boxes around play, reminiscence, sensory access, community history, biodiversity</p> <p>Outreach officers</p>	<p>Delivery of the project will be dependent on the employment of the second outreach officer.</p> <p>£3,000</p>	<p>Commencing Sept. 2003 – 6 boxes will be developed in the first year.</p>	<p>Revitalising Neighbourhoods</p>
<p>Impact on users and non users</p> <p>We are providing a more portable and mobile service for our users and non users.</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.11 Assistance provided to locally based groups with grant applications relevant to museums & heritage. Include information in proposed pack for community gallery users. Link to Community Gallery and contemporary collecting projects.</p> <p>Community Outreach Officer</p>	Staff time to allocated through reprioritising work loads.	Development of pack by Sept. 2003. Target of 5 groups per year.	Revitalising Neighbourhoods
<p>Impact on users and non users</p> <p>Will help community group access more funding to provide their own heritage services at a neighbourhood level.</p>			
<p>2.12 Quality standards maintained at all sites, refreshing all display areas and facilities.</p>	£15,000 to be identified from the review to commence work.	Commencing April 2003	Maintaining quality control
<p>Impact on users and non users</p> <p>Users will benefit from a service which is consistent in it's standards.</p>			
<p>2.13 Groups with disabilities - recommendations of access audit carried out for physical, intellectual and sensory access e.g. virtual tours, more touch objects included in exhibitions, Braille and large print guides/labels.</p> <p>Quality & Development Manager & Managing Curators Museums</p>	Funding will need to be identified to comply with DDA April 2004. It is proposed that £15,000 is found toward this from the savings.	Rolling improvements 1stage: all small scale improvements (under £100) to be incorporated in 2003/4 Business plan.	To make our service accessible to all. In addition this is a legal requirement.
<p>Impact on users and non users</p> <p>This will make our service more accessible to disabled people.</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.14 Disabilities access forum set up to actively involve local disabilities groups for advice on appropriate service provision.</p> <p><i>Lifelong Learning & Community Outreach Manager</i></p>	<p>Recruitment of second Community Outreach post and second Education Officer post (already in staffing structure). Both in post by April 2003</p>	<p>Forum in place by June 2003</p>	<p>DDA requirements</p>
<p>Impact on users and non users</p> <p>By way of consulting with disabled groups, we are ensuring our services directly meet their requirements.</p>			
<p>2.15 At least two events provided annually at all sites targeted at groups with disabilities, e.g. touch sessions, signing interpretation, sessions for people with learning disabilities.</p> <p><i>Lifelong Learning & Community Outreach Manager & Site Managers.</i></p>	<p>£500 per site to be identified from existing budgets</p>	<p>Two events per year at each Museum to commence April 2003. Each event will target up to 50 people.</p> <p>Will assist us meet us our visits target (BV170B).</p>	<p>Increase access for disabled People.</p>
<p>Impact on users and non users</p> <p>Providing additional events such as these will actively encourage participation amongst disabled groups.</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.16 Identification road shows introduced instead of current object identification service (which is not advertised) in museums and neighbourhoods.</p> <p><i>Head of Museum & Heritage Services</i></p>	The cost of this improvement is staff time and transport costs	Commencing April 2003. Up to 6 road shows a year- three in museums and 3 in neighbourhoods. Will assist meet us our visits/ usage target (BV170A) & (BV170B).	Make a service, which is currently not advertised, widely available to all.
<p>Impact on users and non users</p> <p>Promoting this existing service will increase peoples awareness and in turn encourage participation at both a museum and a neighbourhood level.</p>			
<p>2.17. Enhanced information on service available at sites – ring binders containing all information relating to services and polices.</p> <p>Quality & Development Manager Managing Curators</p>	£2,000 identified through existing budgets and an application to the Friends of Leicester & Leicestershire Museums.	June 2003	Make information about all services available at 1 point.
<p>Impact on users and non users</p> <p>Able to access information about all museum services at one point</p>			

2. Creating a sustainable service that increases usage and participation			
Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.18 Provide introductory text panel in each museum with translation sheets in major languages. Site managers</p> <p>Quality & Development Manager Managing Curators</p>	<p>£4,000 identified through existing budgets and an application to the Friends of Leicester & Leicestershire Museums.</p>	<p>By June 2003. Translations will initially be done in the four main Asian languages, four European languages.</p>	<p>Leicester is a diverse City, Museums users are not currently representative of these communities.</p> <p>Community Plan & Cultural Strategy – diversity.</p>
<p>Impact on users and non users</p> <p>This will be of direct benefit to users and non-users whose first language is not English in terms of making service information more accessible to them. It will encourage participation of groups that are currently excluded from using our service due to language.</p>			
<p>2.19 Provision of transport to bring economically socially excluded groups into the museum</p> <p>Managing Curator- Riverside</p>	<p>Dependent on external funding –</p> <p>PSA funding secured for a bus project in the Beaumont Leys/Stocking farm area.</p>	<p>Evaluate existing summer pilot scheme by Dec. 2002. Commence April 2003. The pilot project will target up to 500 socially excluded people.</p> <p>Will assist us meet our visit target (BV170B)</p>	<p>Revitalising Neighbourhoods</p>

2. Creating a sustainable service that increases usage and participation			
Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
Impact on users and non users			
By providing additional transport services to these targeted groups, we are breaking down barriers to usage and encouraging participation.			
2.20 Feasibility of offering discounts on active learning sessions is reviewed, and external funding to support school visits is investigated. <i>Lifelong Learning & Community Outreach Manager</i>	Reliant on external funding	Identify potential funding sources by September 2003.	Ensure all city schools have access to service.
Impact on users and non users			
Enable all City schools to have access to museum education provision.			
2.21 Outreach service to city primary schools <i>Lifelong Learning & Community Outreach Manager</i>	Reliant on external funding Completion of project is dependent on employment of Education Officer	Identify potential funding sources by Sept. 2003	Revitalising neighbourhoods
Impact on users and non users			
Children will be able to access the service directly from their school.			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.22 Provision for Early Years established through development of play areas at facilities and specific sessions at all our sites.</p> <p><i>Lifelong Learning and Community Outreach Manager</i></p>	<p>The play area is dependent on exhibitions budget allocation.</p> <p>Other sessions -£5,000, £2,000 needs to be identified as part of this review. The balance to be augmented by grants applications.</p>	<p>Play area to be piloted at Abbey Pumping Station in 2003/2004.</p> <p>Sessions to commence September 2003.</p> <p>Will assist meet us our usage target (BV170B)</p>	<p>Encourage greater use by parents and children.</p>
<p>Impact on users and non users</p> <p>This will aim to increase usage and participation by both under 5's and their parents as a direct result of providing the above facilities</p>			
<p>2.23 Education Policy updated. This is written in consultation with teachers, further/higher education practitioners, project leaders, museum site staff and public consultation</p> <p><i>Lifelong Learning & Community Outreach Manager</i></p>		<p>Draft by Sept. 2003</p>	<p>Clearer framework for the provision of educational services linked into curriculum element of Education Strategy.</p>
<p>Impact on users and non users</p> <p>Will support the development of more targeted formal and informal educational provision which will: Help raise educational standards Support lifelong learning opportunities</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.24 New sessions for KS1 and KS2 to support exhibitions and the curriculum (Art and Earth Sciences at New Walk Museum; Forces and Motion at Abbey Pumping Station; how has Britain changed since 1948 at Newarke Houses; second world war at Newarke Houses Museum; Toys and Games at Newarke Houses, houses and homes at Belgrave Hall; literacy and numeracy events and activity sheets – service-wide.</p> <p><i>Lifelong Learning & Community Outreach Manager</i></p>	<p>Dependant on key re-displays.</p> <p>Cost staff time and at least £2500. £2,000 needs to be identified as part of this review. Balance to be augmented by grants.</p>	<p>Commencing April 2004.</p> <p>Will assist us meet our school visits target (BV170C)</p>	<p>Will enhance current provision</p>
<p>Impact on users and non users</p> <p>Primary schools will benefit from additional curriculum linked education programmes</p>			
<p>2.25 Secondary schools programme/toolkit developed.</p> <p><i>Lifelong Learning & Community Outreach Manager</i></p>	<p>Cost staff time and at least £2500. £2,000 needs to be identified as part of this review. Balance to be augmented by grants.</p>	<p>Developed by Jan. 2004</p> <p>Will assist meet our school visits target (BV170C)</p>	<p>Enhance programme for secondary schools which is curriculum linked.</p>
<p>Impact on users and non users</p> <p>Secondary schools will benefit from an educational programme linked to the curriculum</p>			
<p>2.26. Handling collection and family activity sheets and resources in museums developed.</p> <p><i>Lifelong Learning & Community Outreach Manager</i></p>	<p>Cost staff time and at least £5000. £4,000 needs to be identified as part of this review. Balance to be augmented by grants.</p>	<p>Commence work April 2003</p>	<p>Enhanced informal learning opportunities within museums.</p>
<p>Impact on users and non users</p> <p>Will provide additional resources to support informal learning for families as well as individuals.</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.27 All future museums posts are filled in the first instance by positive action traineeships or development opportunities from across the authority to encourage people from ethnic minorities to apply.</p> <p>Quality & Development Manager & Collections & Audience Services Manager</p>		<p>Will commence April 2003 From this date all posts will be reviewed as vacancies arise. Approx 5 vacancies a year, target to fill 20% of these from underrepresented groups.</p>	<p>Staffing profile currently under representative.</p>
<p>Impact on users and non users</p> <p>People from Leicester's diverse communities would benefit from a more representative workforce because this will reflect the ethnicity of our users and non users.</p>			
<p>2.28 Conduct outreach work to raise awareness of the variety of careers in the museums with schools, universities, and colleges.</p> <p>Lifelong Learning & Outreach Manager</p>		<p>Commencing April 2003, minimum of two projects a year.</p>	<p>Staffing profile currently under representative. Also supports Community Plan- Jobs & regeneration. Cultural strategy – diversity.</p>
<p>Impact on users and non users</p> <p>With a more representative workforce at all levels, this will support neighbourhood renewal and reflect the ethnicity of our users and non-users.</p>			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
2.29 New collections developed to better reflect 20 th & 21 st century communities.	Reliant on the formulation of the collections development strategy and staff time and proposed collection access assistants Consultation with communities will identify priorities that will in turn identify costs. £20,000 to be identified from this review, this will provide partnership funding for grant applications.	Consultation to be carried out with a range of groups that represent the communities in the City. Consultation will commence in March 2003. Policy revisions will commence June 2003. Final draft complete, December 2003.	Consultation with black communities has demonstrated the need for contemporary collecting in order to be representative. This also links to both the Community Plan and the Cultural Strategy in terms of diversity.
Impact on users and non users			
The impact of this will be increased usage and participation because collections will be more representative and reflective of Leicester's diverse population.			
2.30 Research into collections carried out so that new ways of exhibiting and interpreting can be developed focusing on 'hidden histories' that reflect excluded people.	Staff time	One project a year commencing April 2003	Community plan & Cultural Strategy diversity strands
Senior Curator – Later Leicester			
Impact on users and non users			
Will make the collections more relevant to diverse groups of people.			

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Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.31 A streamlining operation carried out to identify and dispose of collections that are not relevant to the diverse communities of Leicester. This will free up space for future collections.</p> <p><i>Senior Curator 'Later' Leicester and Senior Curator 'Early' Leicester</i></p>	<p>Staff time and proposed collection access assistants</p> <p>Long ethical process for disposals of collections.</p>	<p>The first stage of this process will deal with social history and archaeology collections, commencing June 2003.</p>	<p>Our current collections are not sustainable and expansion will incur more storage and maintenance costs. Therefore, we need to clear space to make room for more relevant collections for present day communities.</p>
<p>Impact on users and non users Enable the focus of the service to be on collections that are of the relevance of the users.</p>			

2. Creating a sustainable service that increases usage and participation			
Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.32 Collections Policy revised to put in place a Collections Development Strategy that will address the issues around contemporary collecting and better reflect Leicester's communities in the collections.</p> <p><i>Collections & Audience Services Manager Museums</i></p>	<p>Staff time and proposed collection access assistants</p> <p>Consultation needs to be carried out with a range of groups that represent the communities in the City. Consultation will commence in March 2003. Policy revisions will commence June 2003.</p>	<p>Final draft complete, December 2003</p>	<p>Consultation with black communities has demonstrated the need for contemporary collecting in order to be representative. This also links to both the Community Plan and the Cultural Strategy in terms of diversity.</p>
<p>2.33 Environmental monitoring systems extended to all sites so that the right storage conditions for collections are maintained.</p>	<p>Staff time and proposed collection access assistants</p> <p>£10,000 needs to be identified as part of this review to be augmented by grant applications.</p>	<p>Abbey Pumping Station and Guildhall as priorities; start monitoring in 2003/4.</p>	<p>Collections are core to our service, so we must ensure that they are well maintained.</p>

2. Creating a sustainable service that increases usage and participation			
Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.34 Rolling programme of housekeeping improvements to museum stores.</p> <p><i>All Managing Curators</i></p>	<p>Staff time and proposed collection access assistants</p> <p>£10,000 needs to be identified as part of this review to be augmented by grant applications.</p>	<p>One store per year commencing April 2004</p>	<p>Better co-ordinated stores-lead to greater access for customers.</p>
<p>2.35 Collections Management Policy and strategy, conservation plan produced to ensure that collections management standards are in place</p> <p><i>Collections & Audience Services Manager</i></p>	<p>Staff time and proposed collection access assistants</p> <p>£10,000 needs to be identified as part of this review to be augmented by grant applications.</p>	<p>Drafts by April 2003</p>	<p>Co-ordinated approach to management of collections across the service.</p>
<p>2.36 Documentation procedures manual developed which will enable an efficient recording of objects, which in turn support access to collections.</p> <p><i>Registrar</i></p>	<p>Staff time and proposed collection access assistants</p> <p>£10,000 needs to be identified as part of this review to be augmented by grant applications.</p>	<p>Guidelines to be in place by April 2003</p>	<p>Co-ordinated approach to collections management .</p>
<p>Impact on users and non users</p> <p>2.32 – 2.36</p> <p>This will support the preservation of collections so that present and future users can continue to benefit from them. It will make access to collections easier to access users and museum staff so that they can use and interpret them in exhibitions, events etc.</p>			

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<p>2.37. Service marketing/promotions plan developed in conjunction with Marketing Brand Manager including a marketing strategy for community groups.</p> <p><i>Quality & Development Manager & Group Brand Manager</i></p>		Work to commence in Dec 2002.	Improved communication to raise awareness around services provided.
<p>Impact on users and non users</p> <p>By providing a more structured dissemination programme, more individuals and groups will have better awareness of the service provided.</p>			
<p>2.38. Panels from selected exhibitions to be added to Museums Website – one a year.</p>	Funded through existing exhibitions budget	One per year starting in 2003/04.	Links to the development of customer access via the internet.
<p>Impact on users and non users</p> <p>Service will be accessible to a wider audience via a different medium.</p>			
<p>2.39 ICT and digitisation strategy for museums developed. This will support the development of collections being digitised in order to make them widely accessible via the internet.</p> <p><i>Collections & Audience Services Manager.</i></p>	£7,000 to be identified as part of the review to provide some match funding for grant applications.	By April 2003	Alternative approach to service provision through ICT.
<p>Impact on users and non users</p> <p>By being more IT focused, we are offering our users and non users a different medium through which to experience our service</p>			

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2.40 Retail strategy implemented. <i>Operations Manager New Walk Museum & Retail Manager</i>	Budgets need to be identified for some improvement. 2.40 will support this.	Implementation commence April 2002.	To create greater profits and a better retail service
2.41. Retail cost centre replaced with a business unit allowing annual profits to be rolled over into the following year. <i>Operations Manager New Walk Museum & Retail Manager</i>	Financial regulations	Commence April 2003	To create greater profits and a better retail service
Impact on users and non users Users will have enhanced retail facilities.			

2. Creating a sustainable service that increases usage and participation			
Outcome & Officer responsible for delivering outcome	Constraints and dependencies to complete task	Targets and milestones	Justification
<p>2.42.. Members to consider the recommendations made regarding service reductions in order to free up £155K which will be reinvested in the service to enable us to reprioritise the museums service and respond to the Revitalising Neighbourhoods project.</p>	<p>Member Approval</p>	<p>Decision made by 5th November 2002.</p>	<p>The review has demonstrated that the current museum service is not sustainable, and does not have the capacity to respond to the Revitalising neighbourhoods project. It has also demonstrated that the current service does not meet the needs of Leicester's diverse communities.</p>
<p>Impact on users and non users</p> <p>This will enable the delivery of a more reflective and responsive museum service.</p>			