

## **APPENDIX ONE: Issues identified in the Interim Report and tackled by the Task Groups**

### **A1.1 Cross-cutting heritage issues**

Cross-cutting heritage issues identified in the Interim Report and addressed by the Task Groups were around ways in which the management and organisational structure of heritage provision in the City Council be improved to deliver greater value from the diverse range of heritage provision within the city. How to:

- improve public perceptions and raise the importance of heritage
- improve internal lines of communication
- remove barriers between business units
- provide strategic leadership for city council owned and other listed buildings
- link into other agencies to influence wider heritage developments
- set priorities within heritage provision
- remove professional barriers and encourage partnership working.
- provide corporate direction for heritage
- address any gaps in heritage provision e.g. no brief for historic public statues

*Also considered were:*

- the best framework to maximize external funding from different sources
- the best framework to enable heritage to be used to support the overall economic development of Leicester
- the role of the Museums Service within the wider heritage framework
- mechanisms for the delivery of heritage services across all Leicester's neighbourhoods
- development of heritage for tourism in association with Leicester City Promotions
- need for clarification of lead body for heritage trails and townscape interpretation
- need for clarification of relationship between Leicester Promotions and City Council heritage agencies
- What priority should be given to the development and safeguarding of under-used and inappropriately used historic buildings that the museums service maintains in addition to its six operational sites?

### **A2.1 Museums fundamental challenge issues**

Museums fundamental challenge issues identified in the Interim Report were addressed by Task Group 2 and by a number of staff consultation meetings; staff were also invited to contribute to questionnaires and matrices; Egeria consultants also contributed reports. Questions considered were:

- Can access to Museum provision be adequately achieved through four operational sites rather than six?
- What level of collections should the council maintain to meet its responsibilities to the community? This question challenged the relevance of the current museums and collections to Leicester's diverse communities
- What are the implications of reducing the collection and on what basis could it be done?
- Would a different form of governance deliver greater value for museums, e.g. a trust or part of a wider trust

- Should Newarke Houses Museum continue as a charitable trust, what are the implications of it being or not being one?
- Can the current museum provision be integrated into identified needs for additional museum-related and heritage provision, in particular:
  - Centre for visual arts in the Cultural Quarter
  - Centre for the heritage of ethnic minority communities and their impact on the region
  - New visitor attractions and interpretation in the Heritage Quarter
  - Increase potential of New Walk Museum as an existing major visitor attraction which needs to be developed
  - A new collections facility with public access to reserve stores
- In what ways can museums increase capacity to raise new sources of funding to respond to today's social agenda?

### **A1.3 Museums operational issues**

Task Group 3 looked at operational elements specifically relating to museums and considered how Leicester City Museums measure against Audit Commission indicators of best practice. For collections care issues it used *Benchmarks in Collections Care – a Self-assessment Checklist* (Resource, 2002). Tasks were selected for more detailed analysis from the problem areas identified, using the following criteria:

- Impact on customers
- Service efficiency and effectiveness
- Political sensitivity
- Risk

*Areas selected on this basis were:*

- Effective use of Museum Assistants
- Commercial activities
- Collections care (due to risk of loss of registered status which impacts on external funding)
- Schools education provision
- Exhibitions and interpretation

### **A1.4 Neighbourhood renewal issues**

Task group 4 examined what improvements need to be made to heritage provision in order to ensure that museums and collections were relevant to all including how to:

- improve access, in particular from neighbourhood level
- make collections and collections information available to all in a more effective way
- help neighbourhoods, at group and individual level, make the best use of and build on their heritage
- enable accurate management information to be collected in particular on ethnic minority take up of services.
- ensure cultural heritage is genuinely reflected in a way that encourages participation by everyone and social inclusion.
- ensure the workforce is more reflective of Leicester's population
- identify potential areas of heritage that would need to be included in a neighbourhood development/asset plan

- Effectively use heritage services to support the work of Leicester's schools and other educational establishments

### **A1.5 Equalities issues**

The remit of Task Group five was to examine how equalities can be mainstreamed within heritage service delivery by:

- Developing heritage provision that people feel genuinely reflects their cultural heritage and encourages participation by everyone
- Developing heritage provision that engages with Leicester's different communities to encourage participation by everyone
- Moving towards a workforce more reflective of Leicester's population, that can more easily deliver inclusive services

*They considered the following:*

- How the role of Heritage can be fully understood across Leicester as an agent for social inclusion?
- How Museums can help communities to make the best use of their neighbourhood heritage, and enable individuals to discover, value and build on their heritages?
- How Leicester's heritage including collections and collections information can be made available to all in a more effective way?
- What museums and heritage targets should be for ethnic minority take-up of services should be?
- How can heritage provision be developed that people feel genuinely reflects their cultural heritage
- How can Museums move towards a workforce more reflective of Leicester's population that can more easily deliver inclusive services?

## APPENDIX TWO A: Description of Museums and Heritage Services

### A2.1 Description of Museums Service

#### A2.1.1 Museums, historic buildings, sites and stores

The service manages:

- Six museum/ visitor attractions with daily public opening, routinely refreshed displays and public areas, requiring capital investment
- 2 Roman heritage sites: one a scheduled ancient monument
- 11 listed buildings and groups of buildings, dating from 1150-1966
- Housing: c.2 million objects, with wide-ranging subjects, stored at 9 of the listed sites plus two other sites, all needing care and access
- Housing: essential support services such as conservation and design studios, workshops, and education facilities

Museums open to the public are as follows, with an outline of their importance to Leicester:

**Abbey Pumping Station** (listed grade 2) is a regional centre for industrial history; important also for its proximity to the Space Centre and to the area proposed as a commercial science park in the Masterplan for Leicester. Site also includes several buildings used for storage and derelict adjacent building owned by Severn Trent Water

**Belgrave Hall** (listed grade 2\*, garden also listed). Only example of 18<sup>th</sup> century domestic architecture and interiors open to the public; links with hosiery and with John Ellis and his business interests and charitable works, close to the Belgrave community and golden mile (centre of South Asian Leicester), an excellent venue to attract community groups. It is in an Object 2 area.

Site also includes **Belgrave House, Cross Corners House and three stable blocks**, all used as collections stores until 2002 when Cross Corners House was converted with SSA funding to community and education performance and IT centre managed by Mellor Primary School.

**Guildhall** (listed grade 1) is Leicester's original town hall, dating to c.1390, it is the oldest vernacular building open to the public in Leicester and one of the country's best preserved timber-framed buildings. It is still used for corporate and civic events and forms a unique performance venue and tourist attraction. It has an active partnership with Leicester Cathedral, a new visitor center and houses the third oldest public library in Britain. Covers, the Tudors, law and order and displays information about the building.

**Jewry Wall Museum** (listed grade 2) and site (Jewry Wall itself and the excavated baths site are scheduled) is Leicester's archaeology museum. The wall is the second largest surviving Roman building in Britain and the adjoining Roman baths site is a rare example of an extensive Roman survival laid out in an urban area. Only museum in the area to tell story Leicester in its region showing the historic cultural diversity of Leicester, the foundation of today's diverse city. The Museum has close links with Leicester's pioneering lifelong learning tradition and shares a building with the University of Leicester's Lifelong Learning Institute (Vaughan College).

**New Walk Museum** (listed grade 2) is on the New Walk linear park (a late 18<sup>th</sup> century promenade from the city to the race course). It is one of the earliest municipal museums in the country and opened in 1849 with links to a previous Mechanics' Institute Museum of 1835. It

has an integral association with the development of Leicester and its values and is an obvious port of call for tourists. It has fine and decorative arts displays, Egyptology and natural sciences including the Rutland dinosaur.

**Newarke Houses Museum and William Wygston's Chantry House** (listed grade 2\*). The Chantry House was built in 1511, Skeffington House, which forms the other part of the building is the only stone-built Tudor town house surviving in Leicestershire. This Museum deals with post 1485 social history, it is a charitable trust with Leicester City Council as sole trustee. This trust is virtually indestructible unless an equivalent social history museum was opened elsewhere in Leicester in which case the building could be part of a historic building trust. Victorian street scene of interest in own right (1950s). Sentimental attachments - Gateway Boys for whom it was a school, popularity of Daniel Lambert. City-centre garden provides access to civil war gun loops in medieval Newarke wall.

**Other Listed Buildings and Scheduled Ancient Monuments open occasionally:** John of Gaunt's Cellar, Great Hall of Leicester Castle, Turret Gateway, Magazine Gateway, Raw Dykes Earthwork, Wygston's House.

**Ancillary sites:** Stores at all museum sites plus Humberstone Drive Annexe, the Rowans and Pilot House.

### **A2.1.2 Services currently provided by museums**

This list was compiled with the assistance of wide staff consultation:

- Permanent displays
- Temporary exhibitions
- Concerts
- Events and activities
- Group visits
- Talks and lectures, guided tours
- Identifications, enquiries and advice
  
- Shops and cafes
- Room hire/meeting spaces
- Active learning schemes for schools
- Independent visits for schools
- Some outreach project work
  
- Collections care
- Collecting objects, their history and context
- Loans to other museums
- Publications and research
  
- Providing conservation expertise to volunteers and other organisations
- Providing training e.g. work experience, vocational and student placements
- Providing volunteer opportunities
- Acting as the focus for special groups
  
- Conservation and protection of heritage (e.g. work of City archaeologist)
- Interpretation and care for historic sites and buildings

- Managing an important knowledge resource (e.g. Sites & Monuments Record, biodiversity records, collections information)
- Providing special places (e.g. to escape) in an urban commercial centre
- Providing social spaces for people to meet
- Encouraging tourism
- Encouraging respect for the environment

### **A2.1.3 The collections and their interpretation**

The basis of the service provided by museums is a collection of around 2,000,000 objects. An audit and assessment of the significance of collections and their importance for Leicester was undertaken by FOCUS Consultants (UK) Ltd working with curatorial staff in 2000. It includes numbers of objects, local, regional, national, international significance of collections, key items and contextual links. For the current review, this information was circulated to all relevant staff inviting updates and corrections. The small number of such updates and corrections were received included additions to the description of the South Asian crafts exhibition and a revision of the geology and archaeology entries. The audit is thus confirmed and current for the purposes of the Best Value Review. The assessment of collections divides into the following areas: costume & textiles; fine art; numismatics; Egyptology; archaeology; social & military history; South Asian crafts; 20<sup>th</sup> century crafts; Guildhall 16<sup>th</sup>/17<sup>th</sup> century library; other library / archive / photographic material; technology; biology: vertebrates / invertebrates /vascular plants; geology.

Focus Consultants (UK) Ltd summarised the audit and came to the conclusion that the key themes and stories of Leicester are:

- Evolution of the city
- Multicultural city
- Entrepreneurial city
- Environment city

Based on this and other survey and review work, including staff consultation, their conclusions were as follows:

*Nowhere tells the **story of Leicester**. This is a huge gap particularly in terms of wider City Council corporate goals and policy. The natural place and starting point for the discovery of Leicester for local people, visitors and education groups is New Walk Museum with a network of referral points throughout the city by walks, trails etc. to sites and buildings of relevance to the story.*

*The story of **entrepreneurial Leicester** is best told in a new science and technology centre developed from, and around, Abbey Pumping Station with direct physical, marketing and management links to the Space Centre next door.*

*The **evolution of the city** and its historic core (Old Town) is best told at Jewry Wall Museum with trails linking all the key sites of Old Town (building on the past Castle Park work) with perhaps a visitor centre for Old Town.*

*A key element of the Museums Strategy should be the development of a new **Collections Resources Centre** with strong public access which becomes an exemplar in collections storage and usage.*

*Other sites and features around the city need to be **linked with these core themes and facilities** through interpretative panels, marker plaques, trails and leaflets, publications, guided walks, re-enactments, events, activities and festivals.*

***Education services**, including **'outreach'** into schools and community facilities, is the key to accessing communities, addressing the issue of 'social inclusion' and making the museums and the city's heritage more meaningful to the community at large.*

These conclusions were also circulated by Task Group 2 and reviewed by staff. They are supported by staff with the exception of the proposal that New Walk Museum should act as an introduction to the story of Leicester, which is controversial, with some for and some against.

#### **A2.1.4. Major projects strategy**

The museums major projects strategy is part of capital strategy developed by Arts and Leisure 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.

#### **Collections**

The recommendations increase access to the most useful collections, developing new collections where needed and dealing with items to be ethically disposed of. However they will still be scattered across 11 sites, many in unsuitable and in some cases semi-derelict stores, and access will remain limited. Some are in historic buildings, such as Belgrave House (opposite Belgrave Hall) or obsolete sites, such as Humberstone Drive, and more community-friendly uses need to be found.

#### *Achievements to date:*

- Detailed feasibility study for replacement storage facility to meet basic requirements. The Humberstone Drive site is not suitable.
- Detailed feasibility study and action plan has improved environmental conditions at New Walk Museum but full solution costing up to £1 million will be incorporated into HLF application

#### *Long term aspiration:*

- Adequate collections storage facilities with public access to most useful items in a central location and deeper storage for least useful, possibly off site, bringing together

a large proportion of the stored collections. Could be linked to other developments e.g. Diverse-City, Replacement Record Office. Cost: £5 million plus.

### **Museum visitor attractions**

Although, as with all operational council premises, routine landlord maintenance is carried out, all sites open to the public need major refurbishment beyond the Landlord remit. A modern visitor attraction, celebrating Leicester's cultural diversity, is also included here as a long-term aspiration for Leicester.

#### *Achievements to date:*

- Capital strategy in place
- Service Wide Interpretation strategy underway
- £45,000 New store for biodiversity collections
- £50,000 Landscaping and disabled facilities at Abbey Pumping Station
- £300,000 New lift and disabled user toilet at New Walk Museum
- £500,000 HLF bid for Newarke Houses being developed and match funded by The Royal Leicestershire Regiment Association
- £750,000 Guildhall visitor centre partnership project with Cathedral
- £900,000 Belgrave Hall/Cross Corners project underway
- £5,000,000 HLF bid being developed for New Walk Museum, (partnership funding to be identified)

#### *Next targets:*

- Delivery of Newarke Houses and New Walk Museum projects
- Refurbishment of Abbey Pumping Station and transport shed including restoring adjacent derelict building owned by Severn Trent
- 20<sup>th</sup> Century art and design collections displayed at new Centre for Contemporary Visual Arts

#### *Long term aspiration:*

- "Diverse-City" collections based visitor attraction, "Iconic" modern building in premiere location, e.g. extension of New Walk Museum, telling modern story of Leicester, celebrating its unique contribution as one of the world's leading diverse-cities. Overlooking Tigers way, providing corporate facilities for the nearby office sector. Or could be in cultural quarter. Cost £15 -£30 million plus revenue.



## Historic Buildings and sites

The Service is responsible for two Roman heritage sites, a listed historic garden and eleven listed buildings and groups of buildings, dating from 1150-1966. Apart from Jewry Wall Museum they are maintained like any other council-owned premises through the landlord-tenant arrangement. Also, Abbey Pumping Station adjoins a derelict building owned by Severn Trent Water Authority. The museums, as fully operational public facilities, are given higher priority than the other structures, as they were before 1997 under the County Council. Many elements requiring maintenance are the Museum Service's responsibility, and it has not had resources for many years to deal with them.

The Heritage Framework proposal will benefit all council-owned historic buildings and sites including those cared for by the museums service. For instance:

The Heritage Framework proposal will benefit all council-owned historic buildings and sites including those cared for by the museums service. For instance:

- Services will work more closely with central property, urban design and regeneration teams as well as the new neighbourhood managers and cultural strategy partnership to approach issues more creatively and proactively.
- The Heritage Asset category will enable non-operational structures to be given higher priority for maintenance
- Landlord maintenance budgets can be used more strategically to generate external funding
- A regeneration-led Building Preservation Trust for Leicester would facilitate restoration projects

The Heritage Framework will also help to drive forward the capital strategy elements relating to historic buildings, and facilitate consideration of imaginative lateral proposals for their future management. In addition to capital programme support most of the projects below will attract external funding and other partnership support.

### *Achievements to date:*

- Draft Heritage Strategy
- Bringing Cross Corners House back into operational use

- Fire detection and security systems in Castle
- Feasibility work on John of Gaunt's Cellar and Magazine and successive capital funding applications
- Guildhall Visitor Centre

*Next targets:*

- Restore John of Gaunt's cellar and improve visitor routes round Castle grounds. (Currently on English Heritage's Buildings at Risk Register.)  
Cost: c. £250,000 but 50% funding from English Heritage likely
- Restore Castle and bring into use. Cost: £200,000 upwards
- Empty Belgrave House and stables of stores and secure re-use. Cost: staff-time and removal costs, both for House and freeing up storage space elsewhere. Income generated should support museum capital strategy
- Empty Cross Corners and Belgrave Hall stables and secure re-use
- Seek solution to Severn Trent owned derelict building adjoining Abbey Pumping Station. Cost: £250,000 upwards
- Restore Magazine Gateway and improve access. Cost £150,000 upwards
- Conserve Jewry Wall site and improve interpretation. Cost not identified
- Improve Raw Dykes site interpretation. Cost £20,000
- Secure appropriate re-use of Wygston's House. Cost: n/a

## **APPENDIX TWO B: Description of other heritage services**

Links with Museums and museum-related issues are indicated at the end of each section.

### **A2.2.1 Arts and Cultural Services**

Arts & Cultural Services cover a broad spectrum of the Arts across the following service areas:

- City Gallery: Contemporary Visual Arts
- De Montfort Hall: Performance
- Arts & Inclusion, comprising festivals and events, participatory arts, Asian, and African-Caribbean Arts development and the City Rooms
- Public arts: Contemporary and commissioned new works only
- Strategic development including education

In addition to the directly managed service areas, the section has management and client responsibility for the Council's investment (via grant-aid arrangements) in a number of organisations and trusts, including the Haymarket Theatre and Phoenix Arts.

*Both Arts and Cultural Services and Museums are involved in contemporary visual art and performance, and there is a cross-over between public art and the museum's city-wide heritage remit. There is a particular need for a visual arts strategy to better co-ordinate the City Gallery's and the Museum Service's activities, and to inform development of the new visual art facility in the Cultural Quarter.*

### **A2.2.2 Libraries and Information Services**

The main heritage-related services provided are:

- Record and Archives services delivered through a joint arrangement with the Record Office based in Wygston
- Access to community and local history resources delivered through the network of community libraries
- Provision of books/video etc. related to all aspects of heritage

Services provided by the Record Office\* are:

- Acquisition of archives and local studies resources for Leicester City
- Storage of archives to relevant Standards
- Maintenance of historic records of Leicester City
- Retrieval service for Leicester City Council building plans
- Conservation of items
- Preparation of catalogues of City records and local studies material
- Access to the collections at Wigston or by remote access
- Fee-based research service
- Development of services to improve access to archives and records

\*Services from the Record Office are commissioned through a joint arrangement with Leicestershire County Council, put in place at Unitary Status in 1997. The joint arrangement has been subject to a Best Value Review in 2001 and improvements to services for City residents are contained within the Library Services Improvement Plan. These are already being implemented.

*Museums will assume City management responsibility for the Record Office following implementation of Revitalising Neighbourhoods. Museums and Libraries now work closely together, sharing the same National Strategic Framework, working with the East Midlands Museums Libraries and Archives Council, funded and directed by Resource. Although Libraries are now part of the Education Department, even closer partnership working needs to be developed with museums, to make the best use of resources and also to enable museums to have a presence in neighbourhoods.*

### **A2.2.3 Lord Mayor/Civic Function**

The Lord Mayor, Deputy Lord Mayor and High Bailiff (all of whom are elected city councillors) deliver a programme of civic functions and visits are a vital part of Leicester's heritage. They make a strong contribution to Leicester's sense of its own civic pride, tradition and local identity. The Lord Mayor's Secretariat provides administrative support to the Lord Mayor, the Deputy Lord Mayor and the High Bailiff (elected city councillors). This includes organising all civic events.

### **A2.2.4 Parks & Open Spaces**

Parks & Open spaces are responsible for the management of 1,055 hectares of green space including 80 hectares of woodland. Heritage-related services are as follows:

- Maintenance of natural/cultural heritage through Contract specification with City Landscapes
- Management of Cemeteries, e.g. Welford Road
- Maintenance of built and buried heritage, including through Trading Agreement with Property Services, e.g. Abbey Park ruins
- Heritage management integral with responsibility/scope of Parks Management team e.g. Spinney Hill Park Heritage Lottery Fund Application

*Parks are closely linked to museums in that both have a substantial resource management responsibility that is integrally linked to the service they deliver, and both cover both cultural and environmental heritage. Most museum sites are linked to parks and gardens. Closer working would increase the effectiveness of both services. There is also an issue in that, like museums, parks are part of Leicester's heritage as well as a public service, and stewardship of that heritage in both cases needs to be adequately carried out by the city*

### **A2.2.5 Education: Adult & Community Learning**

Adult & Community Learning provides both accredited courses and non-accredited adult & community learning courses for adult learners. These cover all 14 areas of learning identified by the Adult Learning Inspectorate. The section provides the following services:

- Taught courses and links to University of the Third Age and the Workers' Educational Association which it partly funds
- Development of courses and engagement of teachers to deliver them
- Formal and informal learning opportunities
- Partnership work identifies and delivers community needs, especially for new learners

These services are delivered through dual use of buildings such as schools; the section also manages some buildings (including listed buildings). Heritage components include, for instance, oral and local history, music and dance, performing and visual arts and crafts, literature and drama, garden and architectural history, community languages, Asian cultural provision, and English as Secondary or Other Language.

*Museums are a major provider of adult and community learning. This needs to be recognised and linked to this service's framework and consultation mechanisms. More use could be made of opportunities offered by museums to add value to this service, and it could also assist the museum service to deliver services in neighbourhoods.*

#### **A2.2.6 Education: Standards & Effectiveness**

The Standards & Effectiveness Division is responsible for raising standards in all schools through the provision of challenge, intervention and support to schools. It also contributes to the implementation, monitoring and evaluation of the Education Development Plan. Its work includes National Curriculum issues. It contributes to the management and delivery of key strategies, both national and local, to raise standards of achievement and to reduce the inequalities in achievement of pupils in public care, under-achieving black and other ethnic minority pupils, boys and girls, pupils with special educational needs, pupils from socially deprived backgrounds. The Excellence in Cities plan is within its remit, including development of Gifted and Talented work in schools, clusters and partnerships. There are clear heritage-related elements in this strategic role:

- Heritage and cultural aspects of the National Curriculum
- Role of heritage in raising standards of achievement for all
- Heritage potential in Excellence in Cities programme
- Potential for partnership working with city schools and heritage organisations
- Role of heritage in raising the importance of education within the community
- Promotion of learning environments for children/young people in and beyond school

*Over 30,000 children per year visit Leicester's museums in school groups, from across the Midlands and South Yorkshire. Most schools using museums are primary schools, and Services need to build on the Museums' work with the Excellence in Cities Gifted and Talented Strand to develop secondary use. Many work placements are currently provided by museums and this also needs to be developed. The services need to build on the work carried out by the Museum Service and Rushey Mead School to encourage students from ethnic minorities to take up museums and heritage as a career. The services need to work together much more closely to increase use of Leicester's museums by its own schools.*

#### **A2.2.7 Education: Funded voluntary sector groups**

This Business Unit provides the following services:

- Voluntary sector grant administration
- Strategic framework for voluntary sector

There is a strong heritage element in provision of funding for minority ethnic organisations. £2.8 million comes from the Council to the community and voluntary sector in grant aid including major grants or individual small grants for specific activities. Examples include Bangladeshi Shomiti and the Sikh community centre in East Park Road who are providing

heritage-based services. The heritage need of grant beneficiaries is used as a platform from which they access lifelong learning and skills. Organisations that receive funding must have a contract that is monitored and grants must meet lifelong learning funding criteria - widening participation, raising standards, promoting inclusion and regeneration. Voluntary sector funding includes funding for building-related projects, and some projects are based in City Council buildings, e.g. Fosse Neighbourhood Centre.

*The voluntary sector grants system has not facilitated community exhibitions, museum and heritage projects. Also, grant-aid for voluntary museums ceased when the museum service transferred from the County Council in 1997. There is a lack of awareness and uptake of grants by many local heritage organisations involved in museums. The services should work together to involve communities more closely with museums.*

### **A2.2.8 Education: Youth Service**

The Youth Service provides services for and with young people aged 11-25, especially 13-19 year-olds. It addresses the following key areas:

- Providing a rich diversity of youth provision that is focused upon personal and social development and is learning and attainment oriented
- Enabling the voice of young people to be heard by helping them to influence decision making to ensure that services are needs led
- Providing more targeted intervention and prevention work with individuals and groups to address the causes of disaffection, exclusion and high risk behaviours
- Providing a consistently high-quality service to young people, which helps them achieve and progress
- Promoting Social cohesion and widening participation within particular areas and by particular groups of young people

The section works in partnership with other agencies e.g. Connexions, Social Services, health etc., and delivers the work via schools, free standing centres, voluntary organisations and detached youth work.

*Heritage is linked to national curriculum targets, for example environment, citizenship, international youth exchanges, visual and performing arts (music, dance and drama). There is potential to explore how heritage can enhance the youth work curriculum in programmes such as oral history projects linked with neighbourhood strategies. Museums are developing their work with Young People and there are opportunities for the services to work more closely together*

### **A2.2.9 Urban Design Group**

Urban Design is concerned with the appearance and treatment of buildings, landscapes and spaces, covering development and regeneration, conservation and enhancement. Its specialist officers provide an integrated, multi-disciplined service, with guidance and advice on all aspects of urban design at a single point of contact. A major area of public concern, which this service has a responsibility for, is the Listing of buildings, preservation of historic environments, and using their statutory powers to ensure that Listed Buildings are properly managed.

Urban Design Group provides key heritage services in the following areas:

- *Conservation of the Built Environment*
- *Environmental Enhancement*
- *Riverside Regeneration*
- *Nature Conservation*
- *Disabled Persons Access*

*Museums need to work more closely with this service in most of its areas. There is a lack of a lead body in the Council for overall strategic direction of and framework for the city's historic buildings and sites, as opposed to managing the regulatory system for listing them. The Services need to develop a strategic framework which will inform Neighbourhood Heritage Plans, and address public concerns, voiced weekly in the local press, about the safeguarding of listed buildings in the city.*

#### **A2.2.10 Urban Regeneration**

Urban Regeneration provides services in the following areas:

- Corporate Community Safety Team
- Regeneration Development Team
- Programme Management for SRB and similar programmes

The main heritage focus of the work of Urban Regeneration is that it provides a strategic overview of heritage in Leicester. In addition, heritage is part of SRB and similar programmes that it manages, though for these it acts as the accountable body only and is at arm's length from delivery of projects.

*Museums have a limited community presence and there is little awareness of the value of heritage as an agent for regeneration. Therefore they have not generally had "a place at the table" of regeneration initiatives. Museums should work closely with this service to ensure this happens.*

#### **A2.2.11 Communications and Promotions**

Services covered by the Communications & Promotions Best Value review enable staff in front line Departments to market heritage services and encourage the public to participate and enjoy heritage. They also provide support in a wider sense, for example where photography is used to record events, or where design and print is needed. In some circumstances marketing/communications are themselves heritage services, for example when producing publications about Leicester's heritage. Business Units responsible for producing many of the City Council's printed and other official materials contribute to sustaining the traditions and sense of history of the authority itself. A key area is the marketing/communicating of Leicester and its heritage to citizens and visitors. Some of this work is handled by Departments (especially Arts & Leisure), and some by Leicester Promotions Ltd..This is responsible for developing and implementing Leicester's Visitor Development Strategy, which links closely to this review.

*The link between Museums and heritage provision with Leicester Promotions Ltd. is particularly important and needs to be developed. Maximum support should be given to museums as a resource for tourism development. Some heritage issues, such as blue badge guides, are the responsibility of Leicester promotions. The lead body for heritage trails and townscape interpretation is unclear, and may be Leicester promotions.*

## A2.2.12 Property Services

The Council's Corporate Property Officer is directly responsible for Property Services in three separate Departments. As from April 2002 these have been brought together in Town Clerk's Department as part of Revitalising Neighbourhoods.

<b>Environment &amp; Development</b>	<b>Town Clerk's</b>	<b>Commercial Services</b>
<i>Strategic overview of property assets and responsibility for City's Asset Management Plan</i>	<i>Corporate Landlord – Operational Property including review</i>	City Consultants provide construction and building related technical and professional services to assist in implementing maintenance and improvement projects.
<i>Management of non-operational property</i>	Central Maintenance Fund	
<i>Property Review</i>	<i>Property-related services procurement</i>	
<i>Asset Register; Acquisitions/Disposals</i>	<i>Corporate asbestos and legionella management</i>	

Within this grouping, the heritage focus is the Council's ownership of historic buildings, a number of which date back to the Roman occupation and mediaeval times. Many listed buildings such as the Town Hall are a legacy of the civic pride that developed during the second half of the nineteenth century. Unitary Status in 1997 added a wide variety of property to the portfolio, which again reflected the historical development of the City. An area of public concern that this Service addresses is the management and safeguarding of the Council's own Listed Buildings and Scheduled Ancient Monuments.

<b>Listed and scheduled properties managed by Property Services</b>	<b>Nos.</b>
Scheduled Ancient Monuments	7
Grade 1 Listed/Ancient Monuments	4
Grade 1 Listed Buildings	9
Grade 2* Listed Buildings	12
Grade 2 Listed/Ancient Monuments	3
Grade 2 Listed Buildings	73
Grade B Listed	4
Total	112

*Museums have a serious issue regarding the development and safeguarding of their underused and inappropriately used historic buildings. This is an issue of public concern linked to a lack of a lead body in the Council for strategic development of its listed buildings, as opposed to operational management and maintenance. Museums and Property Services need to clarify this and ensure that the Asset Management Plan provides a satisfactory solution across the city.*



## **APPENDIX THREE: Budget reductions and morning closure: the lessons of the year 2000**

The following evidence is from the period of budget reductions in 2000 which led to morning closure at all sites except New Walk Museum.

### **2000/2001 BUDGET**

The following reductions to the Museum Service's budget were approved at the full Leicester City Council meeting on 1 March 2000:-

- Closure of Wygston's House Museum.
- Reduced opening hours at other museum sites.
- Deletion of Deputy Curator conservation post, 0.5 Deputy Registrar post and Team assistant Marketing post
- Reduction in exhibitions and marketing budgets by £3000 each
- Increase to existing income targets of £8500 in year one to £26,500 in year 3.

The then Arts and Leisure Committee approved the detailed reductions in museum opening hours at its meeting of 15 June 2000:-

- Closure of Wygston's House Museum wef 1 July 2000
- Reduction in morning opening at other museum sites on weekdays wef 1 September 2000.
- Reduction in Museum Assistants normal hours from 37 to 31 hours per week wef 1 September 2000.

As a result of these reductions, Head of Service received 154 complaints / comments from external individuals / organisations in 2000/2001, of which 79 specifically complained about the closure of Wygston's House Museum. These are on file. The complaints can be summarised in to the following main areas:-

- Closure of Wygston's House
- Reduction in staff and resources
- Reduction in access to museum provision
- Perception of service by tourists to the City
- Reduction in educational provision
- Impact on collections care and Registered status
- Impact on income generation

The overall impact on visitor figures was a reduction from 301,944 in 1999/2000 to 258,892 in 2000/2001, due to the double impact of morning closure and also lack of new exhibitions. (This latter was a result of declining budgets since 1998).

### **2001/2002 BUDGET**

At the full Leicester City Council meeting on 7 March 2001, an additional £40,000 was approved for the Service's 2001/02 budget specifically for the restoration of morning opening at all museum sites wef 1 April 2001. Museum Assistants hours were increased to 33 hours per week and an additional £160,000 specifically for the Museum Service's exhibition budget was also approved. Visitor figures recovered to reach 284,915 in 2001/2002 and continue to climb (against the national trend) in 2002/3, a reflection also of the additional money for exhibitions.

## **The evidence of the 2000 MORI poll**

*Please indicate whether you are satisfied or dissatisfied with each of the following elements of the service which we provide:  
Museums & Galleries in Leicester*

	<b>1996*</b>	<b>1998*</b>	<b>2000</b>
Base:	(639)	(348)	(349)
Very satisfied	34	24	32
Fairly satisfied	49	60	46
Neither satisfied nor dissatisfied	9	6	16
Fairly dissatisfied	3	3	3
Very dissatisfied	1	1	3
Don't know	4	4	NA
Satisfied	83	84	78
Dissatisfied	4	4	6
Net satisfied	+79	+80	+72
Base: all valid responses from users			
Source: MORI (BVPI General Survey for Leicester City Council			
*Overall, how satisfied or dissatisfied are you with museums in Leicester?			

The last MORI poll of Leicester was conducted in December 2000, 10 months after the major cuts to the Museums Service were announced and following months of negative reports in the press and on local radio. The net satisfaction vote which had been 79% in 1996 and 80% in 1998 fell to 72%.

## APPENDIX 4: Evidence of negative public perceptions and confusion about heritage provision

### A4.1 Examples of news clippings from survey of heritage news clippings, February-July 2002

These demonstrate confused public perceptions regarding responsibility for heritage buildings issues in Leicester and a lack of confidence in the ability of the City Council to deal effectively with heritage preservation issues.

# Historic buildings left to fall into disrepair

Once again Leicester City Council has ignored the advice and opinions of the conservationist.

I refer to the crass decision of the council's regulatory committee to allow the building of the Students Block close to St Mary de Castro Church.

But one should not be surprised at the decision, considering the council's attitude to historic buildings and conservation.

We have the County Rooms in Hotel Street, in need of urgent repair, and little work in progress.

Another example is St Mark's Church, I'm not sure who are the owners of the church, but I can envisage in a couple of years time the council stating that church is beyond repair and will have to be demolished.

We have the old Gas Offices in

Bowling Street in need of restoration, don't count on the council to act. The Liberty Building, demolished, Aylestone Hall, handed to private developers, the list goes on.

This council over the years has not bothered with regard to this city's old and fine buildings. That appalling Haymarket Centre, is the height of this city council's conservation policy.

What is left of our old historic buildings will be left to fall into disrepair.

One recalls the old maxim, "The Philistines are at the gates", with regard to Leicester, the gates have been breached, and they are in control of our city, and what is left of our heritage.

*B C Meredith, Leicester.*



**RUBBLE:** The site of the demolished Liberty Building

# Heritage left to decay

Several months ago I wrote expressing my concern over the state of several of the Victorian bridges in the west of the city.

Two in particular were then in a very bad state of repair.

Now, several months on they continue to fall apart and are becoming a danger to the public who pass underneath.

Large pieces of flaking iron are coming away and daylight can now clearly be seen through the iron plate on the Middleton Street bridge.

Councillor Farook Subedar made lame excuses about the Braunstone/Fullhurst Avenue bridge not being the city council's responsibil-

ity as it is owned by the rail authority which uses it, yet this bridge spans a public highway.

One only has to look at the disgrace of the Liberty Building to realise that Leicester City Council are totally useless when it comes to enforcing any sort of maintenance order on owners, listed building or not. Let's face it, they are incapable of even maintaining their own properties!

Yet again, two fine examples of the city's Victorian heritage have been left to decay beyond repair and it is only a matter of time before the engineers department informs us that these structures are unsafe and not worth repairing.

Add to these the bow bridge in Braunstone Gate and a considerable part of our heritage will vanish

in yet another heap of rubble! One could go on about the Granby Halls, St Margaret's Baths, Silver Arcade and the shameful affair of The County Rooms.

There are many of us who would prefer to see Leicester and its heritage preserved for future generations to enjoy, but as far as this city is concerned it has long lost its identity as a once fine city.

I have no particular political persuasion, but can honestly say that the lack of insight by the city council planning department over the past few years is an absolute disgrace!

Of course we now have a new claim to fame. The Club and Pub Capital of the UK!

Hardly a situation to be proud of.

*Michael Smith, Braunstone Town.*

## Examples of city 'care'?

**SO, IT** appears that Ross Willmott, Leader of Leicester City Council, really does believe that he, and his party, really do care for the "protection of the historic gems of Leicester for future Generations (Postbag, Sept 28).

Here, for the record, are just a few of the examples of this "care".

150, Highcross Street, a Grade Two Listed Building - demolished, as it was in a dangerous condition. Is that care?

The Liberty Building, on Eastern Boulevard, another Grade Two Listed Building, also demolished - as "uneconomical to repair and restore". Is that care?

Castle Gardens Conservation Area. Its border damaged by a De Montfort University students flat plan that had been rejected by the entire D C Sub-Committee and, also, the Conservation Advisory Sub-Committee. Is that care?

Spinney Hill Park, an area of "dedicated open public space"



**DEMOLISHED:** Grade Two Listed Liberty Building

under threat of losing a Lottery Grant for improvement, because of an (already approved) plan to build a new police station. Is that care?

For the record, when the applications were discussed by the Conservation Advisory

Panel, I, and Coun Tom O'Brien, stated that if the proposals were approved, then all city parks and open spaces would be under threat. Is that care?

Can Victoria Park be guaranteed really "safe" from the projected expansion of Leicester University, I wonder?

The Labour Cabinet have floated the idea of "selling off" several Listed Buildings owned by the council as they "have no money" to keep them in good condition. Is that care?

There are four places set aside for Labour Councillors on the Conservation Advisory Panel. Their attendance? Nil. Is that care?

There, above, are seven questions/comments. Were they to be tabled as formal questions to a full council meeting, they would exceed the ration of six questions per year. Is that, really, "caring for the Historic Gems" of Leicester?

*John Burrows, HonSec/PRO, Leicester Civic Society.*

## **A4.2 Churchyard Case Study**

There is public and officer confusion about the distribution of responsibilities for church yards and the Museums service is sometimes the first port of call for public enquiries regarding churchyards. In fact the City Council has certain statutory duties to deal with specific maintenance issues concerning disused burial grounds which have to be registered as such, but this is not widely known. The following examples are from 2002.

### **ST NICHOLAS CHURCHYARD**

St. Nicholas church (adjacent to the Jewry Wall Museum site) has a disused burial ground. The Head of Museums was contacted regarding several issues which were the responsibility of Leicester City Council, but not the responsibility of the museum service. The issues were:

- Overflowing rubbish bins - found to be the responsibility of City-wide Cleansing
- Overhanging tree branches - found to be the responsibility of Trees and woodland section
- Repair of boundaries and walls - found to be the responsibility of Operational Property

### **ST MARY DE CASTRO CHURCHYARD**

St. Mary de Castro has a disused burial ground adjacent to Newarke Houses Museum. The Museums service was contacted with problems of graffiti on the boundary gate. Museums contacted staff in Environment and Development Department who thought that the responsibility lay with Town Clerk's: Operational Property. Town Clerk's Contract Management section confirmed that they did deal with certain maintenance issues concerning disused burial grounds registered as such. This covered maintaining boundary walls, gates and footpaths. The planning and prioritisation of any work depended on the churchyard in question.

### **ST GEORGES CHURCHYARD**

St. George's churchyard is in the proposed Cultural Quarter. The church is currently used by the Orthodox Serbian community for worship but the burial ground is disused. The Museum Service was contacted by a member of the public who was researching family history. Museums first contacted Burials and Cremations who thought the responsibility lay with Town Clerks's – Operational Property. However this was not the case for this particular churchyard and we were referred by Town Clerk's to a contact in the Serbian Community, then to the Serbian Community organisation who gave us the contact details of the parish priest (based in Derby) who should be able to unlock the churchyard for access.