

---

**BEST VALUE REVIEW OF HERITAGE SERVICES**

---

**Report of the Service Director (Cultural Services)**

**1 Purpose of Report**

- 1.1 To seek Cabinet approval for the Improvement Plan arising from the recommendations of the Best Value Review of Heritage Services.

**2 Summary**

- 2.1 The Heritage Services Best Value Review looked at heritage services provided by the council, and explored issues relating to the museum service in greater depth. The underlying principle of the Review was:

*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 Leicester's neighbourhoods and communities.*

- 2.2 Many of the Review's recommendations have already been agreed as part of the Council's 2004/5 - 2006/7 Budget Strategy, and related service improvements. This paper seek Cabinet's endorsement of the improvement plan to conclude formally the Best Value Process started in 2002.

- 2.3 Since the Review was first started, the Council has developed its new Corporate Direction, with two strategic objectives:

- Raise educational standards and skills irreversibly so that all schools are good schools and individuals are committed to learning throughout life.
- Improve our environment to make local neighbourhoods and the city centre places for people to be proud of.

2.4 The Review delivers these new priorities by:

Raising educational attainment

- Engaging people with learning throughout their lives
- Improving neighbourhood and city centre environments
- Encouraging people to be proud of their city.
- Widening access to culture to include people of all backgrounds in a cohesive community.

### **3 Recommendations**

3.1 Cabinet are asked to:

1. Note the recommendations of the Best Value Review of Heritage Services set out in the Supporting Information (paragraphs 2.2 – 3.14.2) as previously agreed and implemented as part of the 2004/5 Departmental Revenue Strategy,
2. Approve the Heritage Services Best Value Review Improvement Plan, attached as an appendix to this report

### **4 Financial and Legal Implications**

#### ***Financial Implications***

- 4.1. The Heritage Services Best Value Review made a number of recommendations at a total estimated cost of £183,000 pa, but also identified some matching savings opportunities.
- 4.2 These recommendations were considered along with other issues as part of the Council's Budget Strategy 2004/5. Reinvestment in the museum service of £50,000 in 2004/5, rising to £183,000 pa from 2005/6, was approved. This reinvestment is being funded through reductions in museum opening hours across the service, and the running costs of Wygston's House and Jewry Wall Museum.
- 4.3 No provision has yet been made for funding of the Heritage Development Framework. A number of alternatives will be investigated and it may again be considered as part of the forthcoming 2005/06 Budget Strategy.  
*Alan Tomlins 2.8.2004*

#### ***Legal Implications***

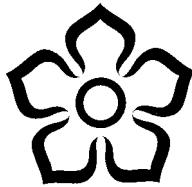
- 4.4 Nothing specific arises out of this report. However, it should be noted that:
  - Leicester City Council has power to operate museums under the Museums and Libraries Act 1964 although strictly speaking it is not a statutory service.
  - The department of Culture, Media and Sport issued specific policy guidance in 2000 highlighting the role of Museums, Galleries and Archives in helping to promote social inclusion.
- 4.5 It should also be noted that some museum resources in Leicester are owned on a Trust basis and these resources must be managed within the powers of the respective Trust and not as part of the general resources of the Council.

- 4.5 Further reports will be needed if, for example, the Museum Shop is considered for outsourcing or a Building Preservation Trust is pursued.  
*Joanna Bunting 27.7.2004*

**5 Report Author**  
Sarah Levitt  
Head of Museums  
8912  
[levis001@leicester.gov.uk](mailto:levis001@leicester.gov.uk)

#### DECISION STATUS

<b>Key Decision</b>	Yes
<b>Reason</b>	Significant in its effects on communities living working in an area comprising one or more wards
<b>Appeared in Forward Plan</b>	Yes
<b>Executive or Council Decision</b>	Executive (Cabinet)



Leicester  
City Council

WARDS AFFECTED: CITYWIDE

CABINET

6 September 2004

---

## BEST VALUE REVIEW OF HERITAGE SERVICES

---

### Report of the Service Director, Cultural Services

## SUPPORTING INFORMATION

### 1. Background

- 1.1 Cabinet considered the Heritage Services Best Value Review in March 2003. At that meeting Members agreed the strategic principles that directed the review:
- The need for strategic co-ordination of heritage issues across the Council
  - The need to engage all the communities of Leicester in museums and heritage and to increase visitor numbers and participation, particularly by traditionally excluded groups
  - The need to deliver a more customer oriented service
  - The delivery of a focused service, prioritising relevance to and engagement with the communities of Leicester
- 1.2 Cabinet requested a further report on the proposals and their implications. Following consultation with Members and Corporate Directors Board, that report was deferred until after the departmental budget strategy had been agreed.
- 1.3 This report includes two elements which need to be considered together: the step changes represented by the Heritage Services Best Value Review recommendations for improvement, and further changes including those made possible by the wider Departmental Review, which have already been agreed as part of that process.
- 1.4 These two elements are included throughout this document because they are inter-related. The first section deals with the wider heritage recommendations and the second section deals with the specific museum recommendations.
- 1.5 The Improvement Plan, which is appended to this report, goes into more detail about the specific actions proposed.

## **2. Heritage related recommendations**

### **Issues:**

- 2.1. Heritage provision in Leicester is spread across a number of different departments and services, with no one service area able to take an overview and lead on heritage issues. Awareness of heritage is very patchy, from what constitutes “heritage” in its different forms to knowledge of Leicester’s heritage itself. In consequence, Leicester’s heritage is not being used to its full potential in the regeneration of the city, or in supporting social cohesion through a shared sense of cultural identity and local pride.

### **Recommended Improvements:**

#### **2.2. BV Recommendation 1**

##### ***A strategic lead and senior structure for heritage issues***

- *Implement a clear structure for Heritage, led by a Corporate Director*

### **Actions:**

- 2.2.1 Cultural Services and Neighbourhood Renewal and Environment, Regeneration and Development have now merged. This facilitates a more integrated approach since cultural services, regeneration, and urban design now come under one Corporate Director. The Corporate Director Regeneration and Culture will take on the strategic lead for heritage across the council. This will provide the more coherent approach to heritage required by funding bodies and English Heritage and ensure that heritage plays a significant role in regeneration.
- 2.2.2 The City Archaeologist post was transferred from museums to Urban Design as part of the merger process, facilitating a more integrated approach to built and buried heritage issues.
- 2.2.3. The Corporate Head of Property is now the single point of contact for all council property issues.
- 2.2.4. The Head of Design and Maintenance, a post created under Resources, Access and Diversity’s recent Property Services Review, is taking a strategic overview of all issues relating to council property, and developing lines of communication that are facilitating management of heritage buildings across the Council.
- 2.2.5. The Museums and Heritage Service was renamed the Museums Service, which is a more accurate description of its function, since it does not have a citywide remit for heritage.
- 2.2.6. The Regeneration and Culture Department will further review the way the Council’s heritage providers link together once the Best Value Review recommendations are adopted.

### **2.3. BV Recommendation 2**

#### ***Regeneration initiatives should take heritage into account***

- *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.*

#### **Action:**

- 2.3.1. The City Council, English Heritage and Leicester Regeneration Company are jointly funding a strategic heritage conservation officer to address heritage issues in Leicester's Master plan and Leicester Regeneration Company's Business Plan.

### **2.4. BV Recommendation 3**

#### ***A clear framework for heritage services***

- *Finalise the Draft Heritage Strategy to reflect the review's recommendations*
- *Host an annual conference bringing together Leicester's Heritage organisations*
- *Develop a city-wide heritage assets mapping database*
- *Develop a cross departmental forum for heritage services*
- *Create a new post of Heritage Development Officer with a council-wide remit*

#### **Actions:**

- 2.4.1. Proposals for implementing a clear heritage framework are incorporated into the Improvement Plan

### **2.5. BV Recommendation 4**

#### ***Improved management of heritage assets***

- *Establish a heritage sub group on the City's Asset Management Plan Implementation Team (AMPIT)*
- *Categorise heritage buildings separately within this plan*
- *Maintenance and development plans to be created for the council's listed buildings*
- *Consider the role a Buildings preservation trust could play in the maintenance and development of other historic buildings*

#### **Actions:**

- 2.5.1. A prioritisation system is currently being developed by the Resources, Access and Diversity Department (RAD) for building maintenance. Heritage requirements will be taken into account in the pilot project.
- 2.5.2. Additional funding has been identified by RAD to carry out condition surveys on all council buildings over the next three years

### 3. Museum related recommendations

#### Issues:

3.1. From 1960-1974 Leicester doubled its number of museums, from four to eight, and the service also has very extensive collections. Even though the number of sites has been reduced to six, this is still high in comparison to similar cities and the cost of the service per head of population is higher than average. Despite this, the costs of maintaining these buildings and collections and using them to deliver an effective service have not been adequately met for many years, and the effects of under investment are apparent in all aspects of our activities.

- The number of visits do not make an adequate return on the level of investment in the service, in comparison to similar services
- We are not meeting the needs of local people through effective, quality displays, activities, outreach and education, and marketing
- We are not looking after our collections properly, making them accessible, using them, or developing them to make them more relevant to and reflective of Leicester's present day communities
- We are not looking after or presenting our historic buildings properly

3.2. This problem was highlighted in the Best Value Review and further explored in the Department's review of all its activities. These reviews recommended "fewer but better services" in order to:

- Become more reflective of and relevant to modern communities in Leicester
- Improve the quality of what it does and meet long-felt needs
- Prioritise key activities and major developments
- Have more long term financial stability and sustainability
- Develop income streams to supplement core funding

#### Recommended Improvements:

#### 3.3. ***BV Recommendation 5***

##### ***Improve the service's engagement with communities***

- *Develop use of the community gallery at New Walk Museum*
- *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*
- *Develop an outreach programme that includes a travelling exhibition, development of resources such as handling boxes, reminiscence work with elderly groups, and specific work with disabled groups and at least 1 project in each neighbourhood.*
- *Help local groups with grant applications relevant to museums*

#### Actions:

3.3.1. Outreach programmes have commenced with a range of communities within the city. The reinvestment programme includes £40K per annum additional funding to support this work from 2005/06. This will enable further activities to be carried out as outlined in the improvement plan

3.3.2. A Service Wide Interpretation strategy is in place

- 3.3.3. An NRF-funded travelling exhibition for non-museum venues will be launched in October 2004
- 3.3.4. Four community-led exhibitions will be held at New Walk Museum per year
- 3.3.5. Four local groups have been helped to obtain funding towards Heritage Projects
- 3.3.6. HLF funding has been secured for “Leicester and Me” a project celebrating different cultural heritages through festivals
- 3.3.7. A 6 month Refugees and Asylum Seekers project funded through DCMS strategic partnerships programme is being continued for a further 18 months
- 3.3.8. ERDF Funding for the CREATE project at Belgrave Hall/Cross Corners has enabled a team of access and outreach workers to be set up for two years to develop use of the site

#### **3.4. BV Recommendation 6**

##### ***Provide higher quality and more accessible facilities and better presentation***

- *Maintain a quality standard of facilities across all sites*
- *Complete carrying out recommendations of the DDA access audits*
- *Introduce identification road shows to make the service more accessible to Leicester’s citizens.*
- *Provide better information on services available, at sites and in communities.*
- *Provide introductory text panels in each museum with translation sheets in major languages*
- *Provide transport to bring socially excluded groups into museums*

##### **Actions:**

- 3.4.1. DDA improvements have been incorporated in the refurbishments of Newarke Houses, Belgrave Hall and New Walk Museum. These improvements will enable us to move towards compliance with the Disability Discrimination Act.
- 3.4.2. A grant of £5000 has been received from EMLAC for introductory text panels in different languages.
- 3.4.3. A PSA grant has been received towards transport for residents of the Beaumont Leys area for a project at Abbey Pumping Station.
- 3.4.4. The reinvestment programme includes £30K per annum additional funding to support this work from 2005/06. This will enable further activities to be carried out as outlined in the improvement plan.



### **3.5. BV Recommendation 7**

#### ***Develop education provision***

- *Develop early years play areas at all sites*
- *Develop new sessions for Key Stage 1 and 2 and develop a programme for secondary schools*
- *Develop a handling collection and family activity sheets and resources in all museums*
- *Develop sessions for early years groups in all museums*

#### **Actions**

- 3.5.1. "Discover!" A new children's gallery, has been opened at New Walk Museum
- 3.5.2. Handling collections and family activity sheets are being developed
- 3.5.3. School activity session charges have been reviewed, to maximise usage by city children
- 3.5.4. *Renaissance* funding secured for a part time education officer for 18 months to develop use of museums by schools and teachers who currently do not visit or who come rarely
- 3.5.5. *Renaissance* funding secured to improve the loans box service administered by the County museums service, to increase use by city schools
- 3.5.6. The reinvestment programme includes £10K per annum additional funding to support this work from 2005/06. This will enable further activities to be carried out as outlined in the improvement plan

### **3.6. BV Recommendation 8**

#### ***Make the museum service's staffing profile more reflective of the city***

- *Improve representation of diversity within the workforce*
- *Conduct outreach work to raise awareness of the variety of careers in museums with schools, colleges and universities*

#### **Actions:**

- 3.6.1. Job descriptions and person specifications have been revised to maximise the number of suitable applicants from a wide cross-section of the community
- 3.6.2. A positive action traineeship has been created funded by *Renaissance*
- 3.6.3. Further activities to be carried out as outlined in the improvement plan

### **3.7. BV Recommendation 9**

#### ***Develop the collections to reflect the communities of the 20<sup>th</sup> and 21<sup>st</sup> centuries***

- *Develop new collections to reflect modern communities*
- *Review the collections strategy and improve the speed and effectiveness of disposal of irrelevant items (following the Museum Association's code of ethics)*
- *Research "hidden histories" of objects so that existing collections as well as contemporary collecting can be used for projects reflective of diverse communities*

#### **Actions:**

- 3.7.1. Collecting to reflect diversity, and research on collections, is happening in preparation for the redisplay of Newarke Houses and the New World Cultures Gallery at New Walk Museum
- 3.7.2. The British Museum's Partnership UK programme is making collections from a wide range of cultures available- e.g. masks exhibition, star loans, and loan items for the World Culture Gallery
- 3.7.3. Renaissance funded secured for 2-year World Cultures Curator post to support this work
- 3.7.4. The reinvestment programme includes £10K per annum additional funding to support this work from 2005/06. This will enable further activities to be carried out as outlined in the improvement plan

### **3.8. BV Recommendation 10**

#### ***Increase access to and use of collections in stores***

- *Improve access to collections through better access to stores and digitisation projects*

#### **Actions:**

- 3.8.1. The Budget Strategy approved £750k capital investment in setting up a new collections facility. A venue has been identified and work will start on the development in the summer. This go hand in hand with strategies for disposal of collections and contemporary collecting relating to the diverse communities of the city
- 3.8.2. *Renaissance* funding has been secured for two documentation assistants for two years
- 3.8.3. The reinvestment programme includes £50K per annum additional funding to support this work from 2004/5. This will provide two collections access assistants, support revenue funding for the new facility and enable further activities to be carried out as outlined in the improvement plan

### **3.9. BV Recommendation 11**

#### ***Improve the marketing of the service***

- *Working with the Cultural Services marketing team, develop a programme of research, consultation, service targeting and promotion to better meet the needs of Leicester's citizens.*

#### **Actions:**

- 3.9.1. Detailed user surveys are used at sites on a day to day basis and provide better visitor information
- 3.9.2. We are partners in the Institute of Public Finance's national museums programme to provide standardised market research information and the first surveys will be carried out this year
- 3.9.3. The *Renaissance* project and *Renaissance* funding is providing more detailed and reliable information about our users and an annual visitor survey is being funded
- 3.9.4. A series of consultation exercises were carried out with a range of community groups to support development of Newarke Houses Museum
- 3.9.5. Belgrave Community Heritage Partnership has been formed as part of the CREATE project

### **3.10. BV Recommendation 12**

#### ***Make collections accessible via the Internet and other electronic means***

- *Panels from selected exhibitions to be added to the museums web site – at least 1 per year.*
- *Develop and deliver ICT and digitisation strategies for museums*

#### **Actions:**

- 3.10.1. ERDF Funding for the CREATE project at Belgrave Hall/Cross Corners has enabled a web-site officer to be appointed for two years to support the project
- 3.10.2. The Museum Website's infrastructure and appearance are in progress of being improved
- 3.10.3. Funding has been secured via a private legacy to create a web-site showcasing the Gimson furniture collection, Dryad Collection and other Arts and Crafts Movement collections.
- 3.10.4. Further activities are included in the Improvement Plan

### **3.11. BV Recommendation 13**

#### ***Increase income generating potential***

- *Improve the infrastructure of facilities to encourage sponsorship, lettings and other commercial activities*
- *Develop a greater number of grant applications and seek partnership revenue or capital funding*
- *Work with Property services to identify match funding for projects within existing landlord maintenance budgets*

#### **Actions:**

- 3.11.1. Major improvement projects are now being carried out at New Walk Museum, Newarke Houses and Belgrave Hall which will improve their infrastructure
- 3.11.2. External funding applications are increasing, e.g. £50k HLF funding in partnership with the Friends of Leicester and Leicestershire Museums for "Leicester and Me" project
- 3.11.3. Property Services are contributing £120K towards the partnership funding for the Newarke Houses HLF project
- 3.11.4. Weddings Licence secured for Guildhall
- 3.11.5. Income generating activities developed e.g. successful "Ghostwatch" evenings at Guildhall and Belgrave Hall
- 3.11.6. Admission charge introduced for current Amazing Music Studio exhibition
- 3.11.7. Admission charge for Guildhall from October 1 2004

### **3.12. BV Recommendation 14**

#### ***Improve retail profits***

- *Complete implementation of retail strategy*
- *Retail cost centre to be replaced with a business unit allowing annual profits to be rolled over*
- *Investigating outsourcing or partnership options for New Walk Museum shop*

#### **Actions**

- 3.12.1. A partnership arrangement with Dominoes toyshop has increased the range of products and if further developed may strengthen our "brand"
- 3.12.2. Retail profits doubled in 2003/4 from £10 k per year average to £20k
- 3.12.3. In the Staffing Review for the Service, a post of Commercial Manager has been created to support income generation from retail and commercial activities.

### **3.13. BV Recommendation 15**

BV Recommendation 15a: Refocus activities at Jewry Wall Museum and Belgrave Hall

*BV Recommendation 15b: Revise opening hours*

*BV Recommendation 15c: Generate more income from Wygston's House*

#### ***Deliver a more strategically compact service***

- *Become more reflective of and relevant to modern communities in Leicester*
- *Improve the quality of what it does and meet long-felt needs*
- *Prioritise key activities and major developments*
- *Have more long term financial stability and sustainability*
- *Develop income streams to supplement core funding*

#### **Actions:**

- 3.13.1. By redirecting resources the service is prioritising two museums, which are currently undergoing major improvement projects: New Walk Museum and Newarke Houses Museum. These will continue to function as traditional museums and will be further developed to increase capacity. Newarke Houses will be open all week to meet funding requirements whilst New Walk Museum will close on Fridays when visitor numbers are at their lowest.
- 3.13.2. A new, more accessible collections centre is being developed, which will meet the long standing need to bring more of the collections together, replace obsolete and unsuitable stores and enable more of the collections to be used by the public. Improved collections management and access is integral to delivery of the Interpretation strategy and essential if service delivery is to be improved at all sites.
- 3.13.3. Jewry Wall Museum will be developed as a centre for education, building on existing use by schools and higher education students. School visits and use by organized groups will continue all year round. There will be public access every Saturday, plus public events.
- 3.13.4. Abbey Pumping Station will focus on presentation of the site as a heritage attraction and event location. It will be open to the public 5 days per week, April to October, and at half terms. The beam engines will continue to operate, and steam days and other activities will continue to be held. A feasibility study will be developed in 2005 to consider options for the buildings which ensure the long term sustainability of this historic site.
- 3.13.5. Belgrave Hall and the Guildhall will open five days a week, with closure during the coldest winter months. Both will be used in more commercial ways to develop income streams for the service. For example there will be a small admission charge at the Guildhall.
- 3.13.6. Humberstone Drive annexe, Belgrave House and Wygston's House will be sold or leased to create capital investment in council services including the new Collections Facility which will improve access to all collections.

3.13.7. The Council has responsibility for the Magazine Gateway, the Castle and Wygston's House. The issues relating to John of Gaunt's Cellar and the Castle will be addressed through the current review of corporate property. De Montfort University's masterplan to regenerate the Newarke includes the Magazine Gateway as part of the campus setting, and its future will be clarified as this progresses. The 2004/5 Budget Strategy agreed that Wygston's house would be leased on a financial basis rather than "in kind" pending wider redevelopment of the area.

### **3.14. BV Recommendation 16**

#### ***Identify support for Heritage Framework from departments providing heritage services***

##### **Action:**

3.14.1. No provision has yet been made for funding of the Heritage Development Framework. A number of alternatives will be investigated.

### **3.15. BV Recommendation 17**

#### ***Note the Museum Service's major building projects plan***

- ***New Walk Museum:*** refurbish and focus on arts, world culture and biodiversity. 1<sup>st</sup> Phase Refurbishment of the Art Galleries and First Floor of New Walk Museum to commence in October 2004. Masterplan for the building will be presented in 2004/5.
- ***Belgrave Hall /Cross Corners:*** refurbish and reposition as cultural, arts, education and community centre. ERDF Funding secured and project underway
- ***Newarke Houses:*** Refurbish with focus on Royal Leicestershire Regiment and modern Leicester. HLF funding secured plus partnership funding from Royal Leicestershire Regiment. Project completion 2005
- ***Replacement Collections facilities:*** New Collections Facility under negotiation. A report will be presented to Cabinet once details are finalised.

##### **Action:**

3.15.1. Individual approvals will be sought as required through the project development and delivery process, and any capital funding applications will be developed as part of the Department's overall application. All major projects are developed on the assumption that no additional revenue funding will be required by the service as a whole.

#### 4. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

##### *Financial Implications*

4.1 Please refer to summary report.

##### *Legal Implications*

4.2 Please refer to summary report

#### 5. Other Implications

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING PAPERS
Equal Opportunities	YES	1.1, 3.3., 3.4., 3.5., 3.6., 3.7., 3.8., 3.9., 3.10.
Policy	YES	2.2., 2.3., 2.4., 3.13., 3.14., 3.15.,
Sustainable and Environmental	YES	2.2., 2.3., 2.4., 2.5., 3.11., 3.12., 3.13., 3.14.
Crime and Disorder	NO	
Human Rights Act	NO	
Elderly People/People on Low Income	YES	3.3., 3.4.,

#### 6. Risk Assessment Matrix

	Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
1	Failure to/delay in implementing Heritage Framework may have negative impact on: service efficiency, delivery of council priorities, relations with public and heritage organisations, funding opportunities	M	M/H	Ensure framework is implemented
2	Failure to/delay in implementing museum recommendations for more compact service and income generation will result in continuing decline in standard of facilities and service, lack of capacity to deliver council priorities, customer dissatisfaction and declining user numbers	M	H	Implement recommendations
3	Failure to become more customer focused and more relevant to and reflective of modern Leicester means that the museum service will continue to be given a low importance rating by Leicester residents, and its spiral of decline will accelerate as it becomes less and less valued	L	H	Implement recommendations

L - Low  
M - Medium  
H - High

L - Low  
M - Medium  
H - High

## **7 Background Papers – Local Government Act 1972**

- 7.1 Heritage Services Best Value Review: Scoping Document and Interim Report 2002.
- 7.2 The conduct of Best Value Reviews, and in particular improvement planning, is governed by the provisions of Part 1 of the Local Government Act 1999 and the accompanying guidance, the most recent of which is the circular on Best Value and Performance Improvement dated 13th March 2003.

## **8. Consultations**

<b>Consultee</b>	<b>Date Consulted</b>
R&C Head of Finance	30.7.04
RA&D Legal (Joanna Bunting)	27.7.04
R&C Urban Design (Fraser Robson/Ian Tomie)	18.5.04
R&C Regeneration (Geoff Miller)	28.5.04
RA&D Property (Lynn Cave/Steve Silverwood)	25.5.04
Education (Bob Vincent)	11.6.04

## **9. Report Author**

Sarah Levitt  
Head of Museums  
8912  
levis001@leicester.gov.uk



## **HERITAGE SERVICES BEST VALUE REVIEW**

### **BEST VALUE IMPROVEMENT PLAN**

Museums undertook a review of Museums & Heritage Services in 2002. The Best Value process required 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

An improvement plan was drawn up in order to 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

**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.

***The Improvement Plan has been updated and identifies action that has been taken to date and target completion dates for recommendations that required additional resources. This is subject to the Report being agreed by Cabinet.***

## 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 Regeneration &amp; Culture will be the citywide 'champion' for heritage and lead officers relating to heritage are identified across the Council.</p> <p>1.2 The Regeneration and Culture Department will further review the way the Council's heritage providers link together once the Review recommendations are adopted.</p> <p>1.3 The Corporate Head of Property will respond to the recommendations relating to the Council's Heritage Buildings</p> <p><b>Lead officer:</b> <b>Service Director for Cultural Services</b></p>		Complete December 2004	Provision of advocacy for heritage across the City & the City Council.
<p>1.2 Draft heritage strategy finalised.</p> <p><b>Lead officer:</b> <b>To be agreed</b></p>	Budget and staffing constraints	Commence work 2005	Supports development of a framework for heritage services
<p>1.3 Develop and deliver a community heritage assets mapping database that incorporates built, buried and cultural heritage.</p> <p><b>Lead officer:</b> <b>To be agreed</b></p>	Budget and staffing constraints	Commence work 2005	To provide a communication tool for both developers and communities in highlighting heritage resources across the city.

<b>1 HERITAGE FRAMEWORK</b>			
<b>Outcome and Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<b>Impact on users and non users</b>			
<b>1.1. – 1.3</b>			
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.			
<b>1.4</b> <i>Host an annual conference bringing together Leicester's Heritage organisations</i> <i>Develop a cross departmental forum for heritage services</i> <i>Create a new post of Heritage Development Officer with a council-wide coordination remit</i>  <b>Lead officer:</b> <b>To be agreed</b>	Budget and staffing constraints	Conference to be held 2005/6  Forum to be set up by April 2005  Confirm remit and nature of post with all heritage services by October 2004  Identify budget for post 2004/5, recruit 2005/6	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.
<b>Impact on users and non users</b>			
<b>1.4</b>			
Although there will be no direct benefits to customers in relation to this, there will be indirect benefits as follows: -			
<ul style="list-style-type: none"> <li>• Co-ordinated approach to heritage provision of services across the city.</li> </ul>			

## 1 HERITAGE FRAMEWORK

**Outcome and  
Officer responsible for delivering outcome**

**Constraints  
and  
dependencies  
to complete  
task**

**Targets and milestones**

**Justification**

### **\*Financial Implications**

The cost of this work including staff time is estimated at £50,000. This could be funded through the 2005/6-budget strategy and/or a funding application – ERDF and SRB.

## 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 & accessibility issues.
- 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 Providing the support and facilities to diverse community groups in order to enable them to exhibit and curate their own heritage within the community galleries.</p> <p><b>Lead Officer</b> <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 commenced in April 2003. To date, 4 community exhibitions have been delivered. Further 4 exhibitions planned for this year. Subsequent years will have 3 exhibitions per year. Will assist to meet the total visits target (BV170B ).</p>	<p>Encourage greater use by diverse community groups.</p>
<p><b>Impact on users and non users</b> 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 strategic approach to exhibition display, events, and programming, that focuses on the diverse communities of the city.</p> <p><b>Lead Officer</b> <i>Head of Museums &amp; Heritage Services &amp; 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><b>Interpretation Strategy Completed</b></p>	<p>Strategic approach to collections across the service.</p>

<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<b>Impact on users and non users</b>			
Considerably enhanced visitor experience in terms of relevance and accessibility. Will engage a much wider cross section of the population.			
<b>2.3</b> A policy for access, inclusion and diversity for museums produced to provide a framework and direction for enabling provision of accessible and inclusive services.  <b>Lead Officer</b> <b><i>Access &amp; Business Manager</i></b>	Staff time through reprioritising work loads.	Draft by September 2004  Policy in place by November 2004	To ensure that service provision is accessible. Community Plan & Cultural Strategy Diversity targets.
<b>Impact on users and non users</b>			
Ensures that all stakeholders are involved in the development and delivery of services.			

<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<p><b>2.4</b> Developing a community outreach programme aimed at 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><b>Lead Officer</b> <b><i>Outreach Team</i></b></p>	<p>Budget to be identified £5,000 from the review.</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 2005.</p>	<p>User surveys have demonstrated that approximately 70% of residents do not use the service at present. This also supports both the Community Plan &amp; Cultural Strategy in terms of inclusion. Will assist us to meet the usage target (BV170A)</p>
<p><b>Impact on users and non users</b></p> <p>Increasing participation amongst non users and in turn help develop confidence and skills amongst participants.</p>			

<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<p><b>2.5</b> Outreach programme designed to target groups with disabilities. This improves accessibility by taking services out to the users.</p> <p><b>Lead Officer:</b> <i>Outreach Team</i></p>	<p>Budget to be identified £1,000 from the review.</p>	<p>Five groups per year commencing April 2005. Each project will target approximately 25 people.</p>	<p>This supports both the Community Plan &amp; Cultural Strategy in terms of inclusion.</p> <p>Will assist us meet the usage target (BV170A)</p>
<p><b>Impact on users and non users</b></p> <p>By taking the service out to disabled groups who would otherwise not be able to use our facilities, we are enabling access.</p>			
<p><b>2.6</b> Work with young Asian people developed to produce a joint museum event.</p> <p><b>Lead officer:</b> <i>Outreach Officer</i></p>	<p>£3,750 PSA funding allocated. £1,250 identified in the budget</p>	<p>Consultation to carried to in 2003. Fashion show developed and staged in March 2004. One further project to be completed by March 2005.</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>
<p><b>Impact on users and non users</b></p> <p>Young Asian people will be able to participate and develop new skills through working on a joint project.</p>			

<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
2.7 A programme of activities/event in community targeted across the city.	Budgets to carry out projects £20,000	Commencing April 2005- 5 projects a year across the City.	both the Community Plan & Cultural Strategy in terms of inclusion.
<b>Impact on users and non users</b> Will enable non users to participate in services within their own areas.			
2.8 Touring exhibition developed to take out to community centres, doctors surgeries, libraries etc.  Lead Officers: <b>Access &amp; Business Manager and Outreach Team.</b>	Funding allocated through NRF and £10,000 match funding from service budgets.	Consultation has taken place. exhibition to be launched in Oct 2004 at Belgrave Neighbourhood centre. .  Will assist us meet our usage target (BV170A)	Developing new audiences through taking the service at non-traditional venues.
<b>Impact on users and non users</b>  It will encourage users to participate more as we will be taking the services out at a neighbourhood level.			

**2. Creating a sustainable service that increases usage and participation**

<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<p>2.9 Reminiscence outreach programme with Senior Citizens through approaching a diverse range of elderly groups.</p> <p>Lead Officer: <b>Outreach Officers</b></p>	<p>Budget to be identified £1,000 from the review</p>	<p>1<sup>st</sup> Project – Bid submitted for a Black Veterans Project working with voluntary organisations.</p> <p>Delivery &amp; evaluation April 2005 onwards. Target of 2 groups per year. Each project will target up to 20 people.</p> <p>Will assist us meet our usage target (BV170A)</p>	<p>This supports both the Community Plan &amp; Cultural Strategy in terms of inclusion.</p>

**Impact on users and non users**

Encouraging elderly people who do not currently use the service to participate in the service through a targeted programme.

## 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><b>2.10</b> 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><b>Lead Officers:</b> <b>Outreach Officers</b></p>	<p>Budget to be identified £3,000 from the review.</p>	<p>Commencing April 2005 – 6 boxes will be developed in the first year.</p>	<p>This supports both the Community Plan &amp; Cultural Strategy in terms of inclusion.</p>
<p><b>Impact on users and non users</b></p>			
<p>We are providing a more portable and mobile service for our users and non users.</p>			
<p><b>2.11</b> Assistance provided to locally based groups with grant applications relevant to museums &amp; heritage. Include information in proposed pack for community gallery users.</p> <p><b>Lead Officer:</b> <b>Outreach Officers</b></p>	<p>Staff time to allocated through reprioritising work loads.</p>	<p>Ongoing target of 5 groups per year – 4 groups supported in 2003-4.</p>	<p>This supports both the Community Plan &amp; Cultural Strategy in terms of inclusion.</p>
<p><b>Impact on users and non users</b></p>			
<p>Will help community group access more funding to provide their own heritage services at a neighbourhood level.</p>			
<p><b>2.12</b> Begin a programme of refurbishment to reception facilities in order to achieve a standard that is more customer-oriented.</p> <p><b>Lead Officer:</b> <b>Managing curator New Walk</b> <b>Managing Curator Riverside</b></p>	<p>Budget to be identified £15,000 from the review.</p>	<p>Pilot New Walk Museum and Belgrave Hall – April 2005.</p>	<p>Maintaining quality control</p>

<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<b>Impact on users and non users</b>			
Users will benefit from an enhanced service.			
<p><b>2.13</b> 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><b>Lead Officers:</b> <i>Access and Business Manager &amp; Managing Curators Museums</i></p>	<p>Funding will need to be identified to comply with DDA April 2004. Budget to be identified £15,000 from the review</p>	<p>Major Access improvement relating to Newarke Houses and New Walk Museum Museum have been incorporated in the redevelopment of the site. A plan has been drawn up for the priorities for the service and the money allocated will be spent on this basis.</p>	<p>To make our service accessible to all. In addition this is a legal requirement.</p>
<b>Impact on users and non users</b>			
This will make our service more accessible to disabled people.			
<p><b>2.14</b> A consultation forum made up of target groups set up to actively involve local disabilities groups for advice on appropriate service provision.</p> <p><b>Lead Officer:</b> <i>Outreach Officer</i></p>		<p>Set up forum by September 2004</p>	<p>DDA requirements</p>



<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<b>Impact on users and non users</b>			
By way of consulting with target groups, we are ensuring our services directly meet their requirements.			
<p><b>2.15</b> One event each at New Walk Museum and Guildhall, provided annually at targeted at groups with disabilities, e.g. touch sessions, signing interpretation, sessions for people with learning disabilities.</p> <p><b>Lead Officer</b> <b>Outreach Team and Managing Curators</b></p>	PSA funding for 2004/05 of £1,125 for the two events.	<p>Two events per year at specific sites to commence April 2004. Each event will target up to 50 people.</p> <p>Will assist us meet our visits target (BV170B) as well as PSA target.</p>	Encouraging usage by disabled groups.
<b>Impact on users and non users</b>			
Providing additional events such as these will actively encourage participation amongst disabled groups.			

<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<p><b>2.16</b> Museums Road shows to be developed which will incorporate an identification service handling collections and promote contemporary collecting.</p> <p><i>Lead Officer</i> <i>Head of Museums</i></p>	<p>The cost of this improvement is staff time and transport costs. Cost of launching this service will be funded through the Travelling Exhibition budget.</p>	<p>Commencing April 2004. Up to 2 road shows a year, both in neighbourhoods.</p> <p>Will assist meet our visits/ usage target (BV170A) &amp; (BV170B).</p>	<p>Make a service, which is currently not advertised, widely available to all.</p>
<p><b>Impact on users and non users</b></p> <p>Promoting this existing service will increase peoples awareness and in turn encourage participation at both a museum and a neighbourhood level.</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>2.17 Provide introductory text panel in each museum with translation sheets in major languages. Site managers</p> <p><i>Lead Officer</i>  <b>Business &amp; Access Manager</b>  <b>Managing Curators</b></p>	<p>£ 5000 Grant received from EMMMLAC towards this.</p>	<p>Panels to be completed by September 2004.</p>	<p>Leicester is a diverse City, Museums users are not currently representative of these communities.</p> <p>Community Plan &amp; Cultural Strategy – diversity.</p>
<p><b>Impact on users and non users</b></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>			

## 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><b>2.18</b> Provision of transport to bring economically socially excluded groups into the museum</p> <p><i>Lead Officer</i> <i>Managing Curator- Riverside</i></p>	<p>PSA funding of £3,100 secured for a bus project in the Beaumont Leys/Stocking farm area.</p>	<p>Evaluate existing summer pilot scheme by Dec. 2002. Commence August 2004. The pilot project will target up to 500 socially excluded people.</p> <p>Will assist us in meeting our visitor target (BV170B)</p>	<p>Revitalising Neighbourhoods</p>
<p><b>Impact on users and non users</b> By providing additional transport services to these targeted groups, we are breaking down barriers to usage and encouraging participation.</p>			
<p><b>2.19</b> Provision of outreach service to city primary schools</p> <p><i>Lead Officer</i> <i>Education Manager</i></p>	<p>Regional hub funding received for 2yr part-time post.</p>	<p>?? number of schools</p>	<p>Targeting non user city schools</p>
<p><b>Impact on users and non users</b> Children will be able to access the service directly from their school</p>			
<p><b>2.20</b> Provision for Early Years established at New Walk Museum.</p> <p><i>Lead Officer</i> <i>Managing Curator New Museum</i></p>	<p>Funding provided by existing exhibitions budget.</p>	<p>Completed Children's Gallery in 2003.</p>	<p>Encourage greater use by parents and children.</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
<b>Impact on users and non users</b>			
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>2.21 Education Policy updated. This is written in consultation with teachers, further/higher education practitioners, project leaders, museum site staff and public consultation</p> <p><b>Lead Officer</b> <b>Education Manager</b></p>	Officer time.	Draft by Sept. 2004	Clearer framework for the provision of educational services linked into curriculum element of Education Strategy.
<b>Impact on users and non users</b>			
Will support the development of more targeted formal and informal educational provision which will: <ul style="list-style-type: none"> <li>• Help raise educational standards</li> <li>• Support lifelong learning opportunities</li> </ul>			

## 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><b>2.22</b> New sessions for KS1 and KS2 to support exhibitions and the curriculum, for example:</p> <ul style="list-style-type: none"> <li>• ‘Art’ and ‘Earth Sciences’ at New Walk Museum</li> <li>• ‘How has Britain changed since 1948’ at Newarke Houses</li> <li>• ‘Second world war’ at Newarke Houses Museum</li> <li>• ‘Toys and Games’ at Newarke Houses</li> <li>• Literacy and numeracy events and activity sheets – service-wide.</li> </ul> <p><b>Lead Officer</b> <b>Education Manager</b></p>	<p>Dependant on key re-displays.</p> <p>Cost is staff time plus £3,000 needs to be identified as part of this review.</p>	<p>Commencing April 2004.</p> <p>Earth Sciences, Toys &amp; Games, Literacy and Numeracy events completed in 2003.</p> <p>Will assist us meet our school visits target (BV170C)</p>	<p>Will enhance current provision</p>
<p><b>Impact on users and non users</b></p> <p>Primary schools will benefit from additional curriculum linked education programmes</p>			
<p><b>2.23</b> Development of Secondary schools programme</p> <p><b>Lead Officer</b> <b>Education Manager</b></p>	<p>Cost is staff time plus £3,000 needs to be identified as part of this review.</p>	<p>Developed by Jan 2006.</p> <p>Will assist meet our school visits target (BV170C)</p>	<p>Enhance programme for secondary schools which is curriculum linked.</p>
<p><b>Impact on users and non users</b></p> <p>Secondary schools will benefit from an educational programme linked to the curriculum</p>			

<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<p><b>2.24</b> Handling collection and family activity sheets and resources in museums developed.</p> <p><i>Lead Officers:</i> <b>Community Outreach Team</b></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>Family Activity Sheets developed For Castle Park Festival and Old Town Museums.</p>	<p>Enhanced informal learning opportunities within museums.</p>
<p><b>Impact on users and non users</b></p> <p>Will provide additional resources to support informal learning for families as well as individuals.</p>			
<p><b>2.25</b> Actively encourage the recruitment of people from ethnic minorities in order to ensure that the service has a representative workforce.</p> <p><i>Lead Officers:</i> <b>Access and Business Manager</b> <b>Collections and Education Manager</b></p>	<p>Currently undergoing a staffing review. Vacancies are likely to be frozen until next financial year to meet budget targets. Have secured funding from the regional hub for a positive action traineeship for 2yrs.</p>	<p>Target to fill 20% of vacancies from underrepresented groups.</p> <p>Positive action traineeship to commence Sept 2004.</p>	<p>Staffing profile currently under representative.</p>
<p><b>Impact on users and non users</b></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>			

## 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>Conduct outreach work to raise awareness of the variety of careers in the museums with schools, universities, and colleges.</p> <p><b>Lead Officer:</b> <b>Education Manager</b></p>	<p>Staff Time</p>	<p>Commencing April 2003, attend 2 events a year. Completed 2 events in 2003/4.</p>	<p>Staffing profile currently under representative. Also supports Community Plan- Jobs &amp; regeneration. Cultural strategy – diversity.</p>
<p><b>Impact on users and non users</b></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>			



## 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>2.27 New collections developed to better reflect 20<sup>th</sup> &amp; 21<sup>st</sup> century communities.</p> <p><b>Lead Officer:</b> <b>Head of Museums</b></p>	<p>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.</p> <p>Further £20,000 to be identified from this review in order to provide partnership funding for grant applications.</p>	<p>Consultation carried out as part of the Development of Newarke Houses and New Walk Museum lottery bids in Summer 2003.</p> <p>Small scale project of contemporary collecting commenced in April 2004, to develop material for Social History Galleries at Newarke Houses Museum.</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>

### 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. 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><b>2.28</b> Research into collections carried out so that new ways of exhibiting and interpreting can be developed focusing on 'hidden histories' that reflect excluded people.</p> <p><i>Lead Officer</i> <i>Senior Curator – Later Leicester</i></p>	<p>Staff time</p>	<p>One project a commencing Sept 2003.</p>	<p>Community plan &amp; Cultural Strategy diversity strands</p>
<p><b>Impact on users and non users</b> Will make the collections more relevant to diverse groups of people.</p>			
<p><b>2.29</b> 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>Lead Officer</i> <i>Collections &amp; Education Manager</i></p>	<p>Staff time and proposed collection access assistants</p> <p>Long ethical process for disposals of collections.</p> <p>Possible delays to the development of the new collections store could hinder the operation.</p>	<p>The first stage of this process will deal with social history and archaeology collections and science &amp; technology, commencing August 2004.</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><b>Impact on users and non users</b> 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><b>2.30</b> 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>Lead Officer</i> <i>Collections &amp; Education Manager</i></p>	<p>Staff time and proposed collection access assistants</p>	<p>Final draft complete, August 2004.</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><b>2.31</b> Environmental monitoring systems extended to all sites so that the right storage conditions for collections are maintained.</p> <p><i>Lead Officer</i> <i>Collections &amp; Education Manager</i></p>	<p>Staff time</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 identified as priorities; start monitoring in 2005/6.</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>2.32 Rolling programme of housekeeping improvements to museum stores.</p> <p><i>Lead Officer</i> <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>Completed Newarke Houses, Pilot House &amp; Matrix House in 2003.</p> <p>A further one store per year commencing April 2004</p>	<p>Better co-ordinated stores-lead to greater access for customers.</p>
<p>2.33 Documentation procedures manual developed which will enable an efficient recording of objects, which in turn support access to collections.</p> <p><i>Lead Officer</i> <i>Registrar</i></p>	<p>Staff time</p>	<p>Completed September 2003</p>	<p>Co-ordinated approach to collections management .</p>
<p><b>Impact on users and non users</b></p> <p>2.30 – 2.33</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>			
<p>2.37. Develop a marketing strategy for outreach service and community groups.</p> <p><i>Lead Officer</i> <i>Business &amp; Access Manager</i> <i>Marketing Manager</i></p>		<p>Work to commence in Sept 2004</p>	<p>Improved communication to raise awareness around services provided.</p>

<b>2. Creating a sustainable service that increases usage and participation</b>			
<b>Outcome &amp; Officer responsible for delivering outcome</b>	<b>Constraints and dependencies to complete task</b>	<b>Targets and milestones</b>	<b>Justification</b>
<b>Impact on users and non users</b> By providing a more structured dissemination programme, more individuals and groups will have better awareness of the service provided.			
<b>2.38.</b> Panels from selected exhibitions to be added to Museums Website – one a year.  <b>Lead Officer</b> <b>Exhibitions Manager</b>	Funded through existing exhibitions budget	One per year starting in 2005/06.	Links to the development of customer access via the internet.
<b>Impact on users and non users</b> Service will be accessible to a wider audience via a different medium.			
<b>2.39</b> 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.  <b>Lead Officer</b> <b>Collections &amp; Education Manager.</b>	£7,000 to be identified as part of the review to further digitise collections	By Sept 2004	Alternative approach to service provision through ICT.
<b>Impact on users and non users</b>  By being more IT focused, we are offering our users and non users a different medium through which to experience our 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><b>2.40</b> 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.</p>	<p>Member Approval</p>	<p>Decision made by 5<sup>th</sup> November 2002.</p>	<p>The review has demonstrated that the current museum service is not sustainable. It has also demonstrated that the current service does not meet the needs of Leicester's diverse communities.</p>