

**SUBJECT: MONMOUTHSHIRE MUSEUMS: TRANSITION AND FORWARD PLANS**

**MEETING: CABINET**

**DATE: 7<sup>TH</sup> DECEMBER 2016**

**DIVISION/WARDS AFFECTED: All**

**NON-PUBLICATION: (Insert appropriate non publication paragraph if necessary)**

**1. PURPOSE:**

- 1.1 To present the findings of the Amion Cultural Services Review;
- 1.2 To request Cabinet approval of the 2017-2022 Forward Plan required for the on-going Accreditation of Monmouthshire Museums, subject to bringing forward individual business case submissions for approval as appropriate.

**2. RECOMMENDATIONS:**

2.1 That Cabinet:

- Considers the findings and recommendations of the Amion Cultural Services Review in particular the key recommendations associated with Monmouthshire Museums (Appendix One);
- Approves the Monmouthshire Museums 2017-2022 Forward Plan (Appendix Two) and associated Transition Chart illustrating the phased approach to delivery (Appendix Three);
- Approves the centralisation of the service to include a new centralised team structure (detail to follow in the Enterprise re-structure report March 2017); coordination of budgets and income generation opportunities; revised and consistent all day opening hours and the implementation of a lone working policy with associated safeguards;
- Receives future submissions of individual business cases enabling full delivery of the Forward Plan.

**3. KEY ISSUES:**

**BACKGROUND**

- 3.1 In 2014, Cabinet approved an initial investment of £30,000 to commission Amion Consulting to undertake a comprehensive review of the future options for our Cultural services. The purpose of the review was to identify future delivery options with an overall objective of improving, sustaining and developing local services to enable them to become more self-reliant and resilient. During the review it became apparent that cultural services overlapped many of the wider tourism, leisure and culture services so rather than view cultural services independently, it made sense to widen the review to consider the inter-dependencies at a service wide and local level.

3.2 In October 2015, Cabinet approved the release of £60,000 to finance the supplementary work needed to consider future delivery options for the wider Leisure, Events, Youth and Outdoor Leisure services, independent experts Anthony Collins were appointed to undertake this work. In October 2016, Cabinet approved the principle recommendation made by Anthony Collins to establish a new Alternative Delivery Model (ADM) based on a flexible group structure. As part of their analysis and due diligence activities, Anthony Collins concluded that there was a significant amount of transition work to be undertaken with Monmouthshire Museums prior to their full consideration for transfer into the ADM. The attached 2017-2022 Forward Plan and associated Transition Chart presents the programme of activities that will be required.

#### 4. REASONS

##### 4.1 Key Findings of the Amion Cultural Services Review

The Amion report recognises that the **status quo is not acceptable** and recommends a strategy that reduces duplication in staffing, lowers staff costs, reduces expenditure on buildings and assets and realistically increases income, redefining the Service and giving it a sustainable blueprint for the future. The report assesses the County's museum provision concluding that;

- The Service is over stretched and far too fragmented to be effective;
- There is little sharing of resource and expertise, with the Service functioning as three independent entities; yet
- There is a high level of commitment and passion from most of the staff with clear evidence of very good practice in collections management and the Service which is being offered to residents and visitors;
- None of the buildings are ideal with Abergavenny and Monmouth being very compromised in terms of access and display spaces;
- The Council will not be able to achieve current budget savings without substantial reductions to staffing levels and opening hours whilst income generation services are insufficiently resourced with a limit to the amount of 'profit' which could be generated; and
- The Council is simply trying to do far too much with too little resource – the offer is not a good one for Monmouthshire's residents, visitors or staff therefore the Council needs to do less but do it much better and differently.

##### 4.2 Key Recommendations

In making their key recommendations, Amion applied guiding principles for change:

- Each museum **location** should continue to have a means of telling its local story whereby the most distinctive stories and collections for each place should be selected and presented;
- Centralised storage and skills would enable better delivery across the offer – a collections centre needing to have public access and research facilities;
- The current staff structure is muddled and unbalanced and a clear centralised structure is needed;
- There needs to be a strong on line presence for Monmouthshire's heritage;
- Cross county trails are needed to link stories together and communicate the heritage offer outside of museums and buildings.

The overarching recommendations are therefore as follows:

- **Create a centralised museum offer with an effective leadership function;**
- **Create a collections centre/centralised store;**
- **Continue to provide access to the county's heritage; and**
- **Create a properly resourced trading company\***

\*This recommendation has been dismissed due to the ongoing development of the ADM

#### 4.2 Individual Site Recommendations

In considering the overarching recommendations, Amion also made recommendations for each individual site which have been reflected in the attached Forward Plan and are detailed in section 5.6 onwards. However, it is important to draw Member's attention to some inaccuracies in the Amion report regarding Abergavenny Museum which are addressed as follows:

- It is suggested that the museum building is 'very compromised' yet it is one of only ten in Wales to have upgraded its security and environmental facilities to a standard that it is suitable for the loan of items from National institutions. It is also the most visited of the three Monmouthshire Museums with 24,000 visitors in 2014, consistent with 2012 and 2013;
- A 'fairly significant long term maintenance cost' is suggested yet significant capital expenditure has been made over recent years suggesting maintenance costs may be lower than implied;
- The low annual peppercorn rate of £5,000 is not mentioned and the report suggests handing back the castle at the end of the lease, due to an 'added complication that Nevill Estate would expect to take a % of any profits made reducing commercialisation opportunities– this is not the case.
- Amion do however suggest opportunities for additional income generation via ticketed activities and seasonal catering pods within the grounds. The Service would like to take this recommendation wider extending this to include an outdoor events structure as detailed below.

#### 4.3 Creation of a centralised Museum Service

The current staff structure is muddled and unbalanced with two Service Managers. Staff are operating in independent town based entities with very little sharing of resources and expertise which is detrimental to the offer. In addition, as illustrated in Table One below, opening hours are inconsistent across the towns with Abergavenny and Monmouth closing for lunch, not ideal for a visitor facing service:

Table One

<b>Current Opening Hours</b>	<b>Abergavenny</b>	<b>Monmouth</b>	<b>Chepstow *</b>
March to October (Mon to Sat)	11 – 1; 2 - 5	11 -1; 2 - 5	11 - 5
March to October (Sun)	2 - 5	2 - 5	2 - 5
November to February (Mon to Sat)	11 -1; 2 -4	11 – 1; 2 - 4	11 - 4
Nov to February (Sun)	Closed	2-4	2 - 4

\*Chepstow's funding from the Town Council lunchtime opening all year

It is therefore proposed that a centralised staffing structure is established to address the issue of uncoordinated decision making and to coordinate budgets and income generation opportunities. The new centralised team will also enable the capacity needed to take forward the Forward Plan. It is intended that the detail of the revised structure will be presented for consultation as part of the wider Enterprise restructure report in March 2017.

In improving our visitor offer for residents and visitors - doing less, but doing it differently and much better, a change to the opening hours is proposed in Table Two below. These changes will not only offer consistency across the service but will also enable all day opening. In addition, following consultation

with the MCC Health and Well Being Lead, a lone working policy and associated safeguards will be introduced e.g. buddying with other MCC services, external PIR lighting, personal attack pendants, training etc. Although these proposed activities will incur an approximate cost of £5000, the staffing efficiencies will result in a net efficiency saving of £35,000 per annum:

Table Two

<b>Revised Opening Hours</b>	<b>Abergavenny</b>	<b>Monmouth</b>	<b>Chepstow *</b>
Monday to Sunday	11 – 4	11 - 4	11 - 4
October to May	Closed one weekday		

\*Chepstow’s additional funding from the Town Council enables longer opening hours

4.4 Future Submission of Individual business cases

In line with the attached Transition Chart and Forward Plan the proposed changes to Monmouthshire Museums will be developed as individual business cases and submitted for approval as they evolve. Approval is therefore sought to start developing proposals for the following:

HLF and Rural Community Development Fund Applications

- Feasibility study to assess the location for the Collections Centre which is likely to be either the Rolls Hall or the Market Hall in Monmouth;
- Feasibility study to assess the location for the consolidated public displays relating to Nelson and the history of Monmouth and surrounding area which is likely to be either in the new Collections Centre or the Shire Hall;

Abergavenny

- Pilot study and associated business case to assess the viability for the new outdoor events space and enhanced exhibition opportunities, potential funding via the Rural Development Programme.

Chepstow

- Feasibility study and business case to assess the viability for a new café and enhanced exhibition opportunities, subject to local economic impact assessment.

Caldicot

- Assessment of the Caldicot social history and Nelson collection currently held in Caldicot Castle, alternative sites for the collection to be considered in collaboration with community.

**5. RESOURCE IMPLICATIONS:**

- 5.1 The proposed changes to the opening hours and the implementation of the lone working policy will provide c£40,000 efficiency savings per year however there will be c£5000 investment required to implement the safeguards required.
- 5.2 The full cost of the proposals detailed in section 5.6 of the Forward Plan onwards, are yet to be established and will therefore be presented for approval as further detail is available. Funding streams will be investigated to reduce financial burden on the Authority.

**6. CONSULTEES**

Senior Leadership Team  
Economy and Development Select Committee  
Cabinet

**7. BACKGROUND PAPERS**

**Appendix One** – Amion Cultural Review  
**Appendix Two** – Five Year Forward Plan  
**Appendix Three** – Transition Chart  
**Appendix Four** – Future Generations Evaluation (included below)

**8. FUTURE GENERATIONS IMPLICATIONS**

The completed Future Generations Evaluation can be found in Appendix Four below. In summary the 2017-2022 Forward Plan for Monmouthshire Museums will provide a framework to ensure the delivery of a much valued local service is maintained and by its nature continue to provide employment, growth and an increasingly skilled workforce. This will enable services to be kept open but with more community focus and coordination, helping knit communities together. Proposed activities will require positive engagement with the local community as well as income generation and investment in key aspects of the business to ensure the service thrives, contributing greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

**9. AUTHOR:** Cath Fallon – Head of Economy and Innovation

**10. CONTACT DETAILS:**

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## Future Generations Evaluation (includes Equalities and Sustainability Impact)

<b>APPENDIX FOUR</b>  <b>Name of the Officer</b> Cath Fallon <b>Phone no:</b> 07557 190969 <b>E-mail:</b> <a href="mailto:cathfallon@monmouthshire.gov.uk">cathfallon@monmouthshire.gov.uk</a>	<b>MONMOUTHSHIRE MUSEUMS: TRANSITION AND FORWARD PLANS</b>
<b>Name of Service:</b> Enterprise including Tourism, Leisure, Culture and Youth	<b>Date:</b> Future Generations Evaluation 11 <sup>th</sup> November 2016






***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**1. Does your proposal deliver any of the well-being goals below?**

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	To ensure much valued local services are maintained and by their nature provide employment, growth and an increasingly skilled workforce.	<ul style="list-style-type: none"> <li>• Keeping services open but with more community focus and coordination – helping knit communities together.</li> <li>• Positive engagement and coordination with community focused services.</li> <li>• Income generation and investment in key aspects of the business will ensure the culture and business thrives.</li> </ul>
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Close working with countryside and planning and ensuring our green spaces and cultural heritage is supported.	The service will seek to develop partnerships to access new forms of funding to secure partnership action.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and opportunities to encourage a fit and healthy lifestyle through cultural access.</p> <p>The new offer will ensure that events and activities are also well signposted and the benefits of such activities demonstrated.</p>	<p>Working with key partners through PSB will ensure that physical and mental health through activity is widely available and that the service is central to this by working directly with its communities. communities.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The service will seek to improve community engagement and connection with local priorities leading to service improvements.</p>	<p>To ensure the service focuses on encouraging community cohesion as one of its and social drivers.</p>
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The service will work to ensure high standards are met and maintained that do not conflict with the global drivers.</p>	<p>Any decisions taken will take into account global and well-being issues as part of its day to day processes.</p>
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Monmouthshire Museums contributes greatly to the local culture, heritage and art including the promotion and protection of the Welsh language which will remain part of the core values going forward.</p>	<p>One of the key drivers of the services is the promotion of culture and art and its Forward Plan reflects that.</p>
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>Monmouthshire Museums provides services for all age ranges and delivers a comprehensive package for all of its communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer.</p>

**2. How has your proposal embedded and prioritised the sustainable governance principles in its development?**

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The attached Forward Plan provides a framework which will guide the future delivery of the service, balancing short term needs with longer term aspirations.</p>	<p>The reducing budgets and savings will lead to some service areas reducing core hours of operation. There has been a concerted effort to assist by mobilising volunteers, making efficiencies and generating income.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The services have some key partners from funding, grants and delivery of service. As the Forward Plan unfolds all major stakeholders and partners will be involved.</p>	<p>The transition phase of the service will include an engagement programme.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The transition phase the Forward Plan will include an engagement programme.</p>	<p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The Forward Plan has been developed with the site teams and managers. In the plans there are opportunities for growth and investment.</p> <p>If this is not done the services will be managing decline and income targets will not be maintained causing a downward spiral.</p>	<p>The new Forward Plan will involve the development of a new staffing structure and investigate how best to staff to maximize business opportunities and service delivery.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The opportunity to develop a new way of delivering the service and sustaining its long term future should give the opportunity to better connect wellbeing outcomes to other partners and bodies. The service contributes to the wellbeing goals and staff are to demonstrate and understand their input into the wellbeing goals whilst also considering the impact.</p>	<p>One of the key drivers of the offer is the promotion of culture and art and its revised staffing structure and key developments will reflect that.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)



Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Consider the impact on our community in relation to this e.g. how do we engage with older and younger people about our services, access issues etc. Also consider what issues there are for employment and training.	n/a	n/a
Disability	What issues are there are around each of the disability needs groups e.g. access to buildings/services, how we provide services and the way we do this, producing information in alternative formats, employment issues.	n/a	n/a
Gender reassignment	Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.	n/a	n/a
Marriage or civil partnership	Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance	n/a	n/a
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>	n/a	n/a

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Race	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i>	n/a	n/a
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>	n/a	n/a
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>	n/a	n/a
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>	n/a	n/a
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>	n/a	n/a

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	n/a	n/a
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>	n/a	n/a

5. What evidence and data has informed the development of your proposal?

This report is founded upon the following:

- Amion report regarding the Future Options for MCC's Cultural Services;
- The Medium Term Financial Plan;
- The Five Year Forward Plan for Monmouthshire Museums

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The Forward Plan for Monmouthshire Museums will provide a framework to ensure the delivery of a much valued local service is maintained and by its nature continue to provide employment, growth and an increasingly skilled workforce. This will enable services to be kept open but with more community focus and coordination, helping knit communities together. Proposed activities will require positive engagement with the local community as well as income generation and investment in key aspects of the business to ensure the service thrives, contributing greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.

**7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

What are you going to do	When are you going to do it?	Who is responsible	Progress
Agreement of the key recommendations as detailed in the Amion report.	December 2016	Cath Fallon	
Approval of the Five Year Forward Plan	December 2016	Cath Fallon	
Submission of individual business cases to deliver the Forward Plan as appropriate	2017-2022	Cath Fallon	

**8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.**

<b>The impacts of this proposal will be evaluated on:</b>	<b>On going</b>
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**9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Approval of the Amion report and associated Five Year Forward Plan</i>	<i>December 2016</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

The Forward Plan for Monmouthshire Museums will provide a framework to ensure the delivery of a much valued local service is maintained and by its nature continue to provide employment, growth and an increasingly skilled workforce. This will enable services to be kept open but with more community focus and coordination, helping knit communities together. Proposed activities will require positive engagement with the local community as well as income generation and investment in key aspects of the business to ensure the service thrives, contributing greatly to our local culture, heritage and art with the promotion of activity, health and wellbeing forming part of its key drivers.