

## ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

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| <b>Date of Meeting</b> | Monday 12 <sup>th</sup> September 2016    |
| <b>Report Subject</b>  | Museums and Archives Service Developments |
| <b>Report Author</b>   | Chief Officers Organisational Change      |

### EXECUTIVE SUMMARY

Museums and Archive Services form part of the Organisational Change portfolio. They are relatively small services with budgets and staff numbers as detailed below.

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| Museums –  | Budget £0.063m | Staff 0.8 fte |
| Archives – | Budget £0.281m | Staff 7.4 fte |

Over the past two years the services achieved a small level of efficiency but due to the size of the services any significant efficiency would have a major impact on the services resulting in significant closures of facilities or reductions in accessibility. Both services have made significant improvements. The Museums Service has played a significant role in the re-development of Greenfield Valley leading the implementation of the £1m Heritage lottery project to improve the Museum and visitor attractions on site. The Archives Service has received national accreditation being one of the first local authorities to achieve this in Wales.

Long term sustainability of these services needs to enable them to manage budget efficiencies without having a real impact on service delivery, something that is unachievable in their current form as the services have no ability but to reduce services to make further efficiencies. The Museum Service has been looking at the options of being part of an existing charity such as Greenfield Valley where overhead costs could be shared and additional income could be found, or being part of the leisure and libraries employee led mutual which would achieve the same benefits. The Archives Service lends itself to regional collaboration with the potential for storage costs to be shared regionally and the opportunities to digitise materials and make them available on line. Work across the region has started to scope out where these regional opportunities exist. Through this approach it is believed that storage costs and overhead costs of the service can be reduced enabling the service to be sustainable in the long term.

This report aims to update scrutiny on the service developments in these two service areas and provide an opportunity to comment on their future direction.

## RECOMMENDATIONS

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| 1  | To consider and comment on the service developments taking place in these two services.  |
| 2. | To consider and support the approach to ensuring sustainability of these two services that aims to result in no major loss of service provision. |

## REPORT DETAILS

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| <b>1.00</b> | <b>SERVICE DEVELOPMENTS</b>   |
| 1.01        | <p>The Museums Service is a discretionary service and is made up of the following elements:</p> <ul style="list-style-type: none"><li>• Responsibility for 3 accredited Museums including Greenfield Valley, Buckley Museum and Mold Museum;</li><li>• The Flintshire Museum store in Deeside;</li><li>• Connahs Quay heritage displays at Connahs Quay Library.</li></ul> <p>In regional terms the service is comparatively small.</p>   |
| 1.02        | <p>Over the last two years 2015/16 and 2016/17 the main focus of the service has been to develop and deliver two major heritage Lottery Fund projects at Greenfield Valley and Bailey Hill. More detail is provided below. These projects demonstrate the enabling and developmental role of the service in working co-operatively with other partners to access major lottery awards i.e. Greenfield Valley Trust, Friends of Bailey Hill and Mold Town Council. This enabling role also includes mentoring independent museums for example St Winefrides Well. Two smaller developments have been completed in Council locations, Connecting Connahs Quay to its past at Connahs Quay Library, and Sharing the Treasures at Buckley Museum. Apart from the work in Council locations which will continually be managed by the service, development and mentoring work cannot be ongoing and projects and organisations need to be sustainable themselves at the end of each project e.g. Greenfield Valley.</p> |
| 1.03        | <p>‘Greenfield Valley Uncovered’ is a significant project to improve the visitor experience at Greenfield Valley. The project aims were to develop new flexible, interactive interpretation for buildings and collections; to improve the shop and entrance building; upgrade signage and site orientation; and provide better access through improved pathways. Finally to employ an activity leader to lead a bold three year volunteer project. The value of the project is £1.2 million and the capital works were completed in April 2016. It has made a significant difference to visitor numbers including school visits.</p>  |
| 1.04        | <p>Bailey Hill is a significant project to improve the heritage environment of the Motte &amp; Bailey Castle at Bailey Hill in Mold. This includes large areas</p>  |

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|      | <p>of tree removal, access improvements, a new play area and site-wide interpretation including a display area in the Custodians Lodge. The Council is working in partnership with Mold Town Council and the newly formed Friends of Bailey Hill Group. The value of the Heritage Lottery application is estimated at £1.2m through the Parks for People programme and a successful stage 1 development application for £0.044m was completed in July 2016. The development stage will include employment of technical advisors to work on capital development, access, interpretation and governance structure for the site and its operation. This work is due to be complete by September 2017 with an estimated stage 2 application to be submitted if the work is agreed by all partners by the end of 2017 or the beginning of 2018. The biggest challenges for the project are creating a sustainable governance structure and achieving the local match funding.</p> |
| 1.05 | <p>Further efficiencies in the service can only be achieved by either closing the Museums store, reducing access to displays or reducing staffing hours. To avoid these significant reductions the service has considered the option of joining an existing Museums Trust or considering the option of joining the Leisure and Libraries Employee Led Mutual. Greenfield Valley Trust have stated at this stage they do not want the additional responsibility for managing the museums service on behalf of the County as they need to concentrate on operating Greenfield Valley for the benefit of local residents. As a result the service is now considering in detail being part of the Employee Led Mutual and recommendations will be brought forward to Cabinet as part of the leisure and libraries implementation plan which is due in December, and will if approved enable establishment of the organisation during 2017.</p>                                   |
| 1.06 | <p>The Archives Service provides access to records including those from Local Authorities, Schools, Businesses, Parishes and Landed Estates. It is a statutory service with a legal requirement for a care plan to be in place for records held by the Council. The service includes a Record Office with a search room, environmentally controlled storage, and a conservation studio. Staff include professional archivists and a conservator. Some records are stored off site due to the lack of storage space. In regional terms the service is relatively large as the Record Office and services were originally part of Clwyd Council.</p>   |
| 1.07 | <p>Developments in the service have included the establishment of an online catalogue, grant funded projects to improve conservation and outreach, and the conservator acting as a mentor to other archive staff.</p>  |
| 1.08 | <p>The Archives Service received Accredited status in March 2015, becoming one of the first local authorities in North Wales to do so. This status is due for review by March 2018, by which time the Council will be expected to have made progress in solving the two major issues, lack of storage space and digital preservation.</p>  |
| 1.09 | <p>Funding has been gained by the North Wales Authorities from Welsh Government through the Museums, Archives and Libraries function 'MALD' to explore opportunities for collaborative working. The advisors are looking at scope work for specific areas including preservation, buildings and staff. This work will be complete by February 2017</p>   |

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| 1.10 | The lead officers for both services will be available at the meeting to answer questions from the committee about the contents of this report. |
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| <b>2.00</b> | <b>RESOURCE IMPLICATIONS</b>  |
| 2.01        | <p>Financial Implications</p> <p>Current budgets are detailed in this report. The Museums Service Investment has played a major role in bringing funding into the area with the £1.2m investment at Greenfield Valley and the potential £1.2m investment at Bailey Hill</p> <p>The aim in future is to sustain both services while recognising there may well be a need for future efficiencies</p> |
| 2.02        | <p>Human Resource Implications</p> <p>No implications at this stage. Depending on the final solution for sustainability then staff may need to be transferred to another organisation in which case Transfer of Undertakings Protection of Employment Regulations (TUPE) would apply.</p>   |

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| <b>3.00</b> | <b>CONSULTATIONS REQUIRED / CARRIED OUT</b>   |
| 3.01        | <p>Consultations have taken place with Greenfield Valley Trust about their interest in housing and operating the Museum Service on behalf of the county. The Trust has stated it does not want to do this as they need to concentrate on the development of Greenfield Valley as a local attraction.</p> <p>Consultation is currently taking place with the other North Wales authorities and Welsh Government through 'MALD' about opportunities for collaboration between Archive Services.</p> |

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| <b>4.00</b> | <b>RISK MANAGEMENT</b>  |
| 4.01        | <p>Key Risks and Mitigation</p> <ul style="list-style-type: none"> <li>(1) Long term sustainability of the service – without future operating models that can reduce overhead costs then the services are vulnerable if future budget efficiencies are needed, this is why Alternative Delivery Models (ADMs) are being explored</li> <li>(2) Loss of local accountability – If ADMs are implemented then the contractual arrangements need to ensure the local authority can hold to account the management organisation on behalf of Flintshire residents.</li> <li>(3) Reductions in the quality of the service – if efficiencies are needed then the quality of service will reduce through less staffing or</li> </ul> |

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|  | reductions in access to the service, the aim of the ADM work is to avoid this. |
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| <b>5.00</b> | <b>APPENDICES</b> |
| 5.01        | None              |

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| <b>6.00</b> | <b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>   |
| 6.01        | None<br><br><b>Contact Officers:</b> Sophie Fish / Claire Harrington<br><b>Telephone:</b> 01352 714172<br><b>E-mail:</b> sophie.fish@flintshire.gov.uk |

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| <b>7.00</b> | <b>GLOSSARY OF TERMS</b>   |
| 7.01        | Alternative Delivery Model – A different operating model for delivery of the service   |
| 7.02        | MALD – The arm of Welsh Government leading on Museums, Archives and Libraries  |
| 7.03        | Heritage Lottery Fund – Lottery body established to fund heritage projects in the United Kingdom   |
| 7.04        | Greenfield Valley Trust – Independent charity responsible for the management of Greenfield Valley including the Museum   |
| 7.05        | Archives Accreditation – The national standard across the United Kingdom for Archive Services  |
| 7.06        | Transfer of Undertakings Protection of Employment Regulations (TUPE) – Employees transfer automatically to the new organisation with their terms and conditions of employment and continuity of service preserved. |