

Report of Chief Officer Culture and Sport

Report to Director of City Development

Date: 9 March 2015

Subject: Implementation of the Museums and Galleries Restructure

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Armley, Temple Newsam, City & Hunslet, Harewood.		
Are there implications for equality and diversity and cohesion and integration?	Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Summary of main issues

1. Implementation of the restructure savings proposals will contribute to our Best Council Outcome - achieve the savings and efficiencies required to continue to deliver frontline services.
2. The Museums and Galleries Service is required to identify significant budgetary savings whilst continuing to provide a comprehensive and sustainable service.
3. The proposal to restructure the Museums & Galleries Service complements the proposed reduction in opening hours at some sites, the review of income and the funding renewal from the Arts Council. These changes will deliver the required budgetary savings whilst limiting the impact to customers.
4. In addition to budgetary savings the proposals have been developed in line with the Best Council Plan and will simplify the structure.

Recommendations

5. It is recommended that the Director of City Development approves the implementation of the new structure for the Museums and Galleries Service.

1 Purpose of this report

- 1.1 To outline the proposed restructure of the Museums & Galleries Service in order to deliver budgetary savings of approximately £500k whilst ensuring the delivery of an excellent Service into the future.
- 1.2 This report is to request approval for the implementation of the new Museums and Galleries Service structure.

2. Background information

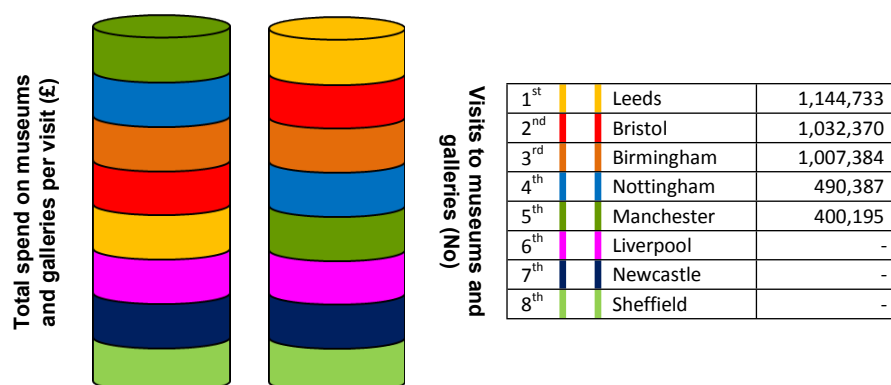
- 2.1 Leeds Museums hold nationally acclaimed collections in important historic buildings. The nine sites include collections Designated by the government to be of international importance. The service includes the Art Gallery - the most popular visitor attraction in the city - as well as major country houses like Temple Newsam and Lotherton, industrial heritage sites in Armley Mills and Thwaite Mills, medieval Kirkstall Abbey as well as the City Museum, Abbey House Museum and the Discovery Centre.
- 2.2 We have played a significant part in the social, cultural and educational life of the city for almost 200 years when the City Museum was first founded by the Leeds Philosophical and Literary Society. As it approaches the bicentenary in 2021 it is clear a track record of sustained growth, visitor engagement, collections and site development makes LMG one of the most significant museum services in the UK.
- 2.3 Over the past decade the Service has delivered significant external investment and funding and raised the reputation and profile of the service locally and nationally. Ten years ago the Service attracted some 334,000 visits, last year we exceeded one and a quarter million visits and over 98% of Leeds schools have used the service in the last three years. Every year over a thousand items from the collection are lent to venues locally, nationally and internationally. That success has been reflected in an increase in funding through the Arts Council Major Museum Partnership Programme from £150,000 in 2003 to £1.59m this year. Indeed the latest three year award covering 2015-18 is, alongside Manchester, the largest award made.
- 2.4 Leeds Museums and Galleries exists to collect, preserve and interpret historic, cultural and scientific collections and historic sites and use them as inspiration for educating, entertaining and inspiring the people of Leeds and visitors to the city. We provide unique learning environments through the maintenance of these sites, their collections and through the operation of high quality, welcoming visitor attractions with associated commercial activity.
- 2.5 Even prior to the savings outlined in this report Leeds performs well against the Core Cities in the Value for Money Profiles achieving the most visits and the least cost per visit of any of the reported cities and being one of only three cities with a spend per head of population that is under £10.

Value for Money Profiles

Cost per visit

1 st	Manchester	£19.11
2 nd	Nottingham	£11.82
3 rd	Birmingham	£9.08
4 th	Bristol	£8.15
5 th	Leeds	£6
6 th	Liverpool	Government funded through DCMS
7 th	Newcastle	Shared service between several authorities
8 th	Sheffield	2x Independent trusts-

Museum visits



2.6 Current budget pressures mean that the service has had to look at how things could be done differently in order to try and provide an even more efficient service to our customers.

2.7 The principles adopted in approaching the restructure were:

- to review the effectiveness of the previous Structure implemented in 2007/8.
- to try to minimise the impact on opening hours and services to the public whilst maintaining a viable service going forward and to be able to continue to be eligible for, and to maximise, Arts Council Major Partnership Museum funding that is critical to our public facing activity.
- Wherever possible to try and minimise the impact on staff.

2.8 The proposals represent the final part of the total service savings of approximately £700,000 required for the four years up to the end of 2014/15. The Service has already delivered significant resource reductions over the past four years through voluntary changes to ways of working, reduction in posts, trialling joint working initiatives and increased income generation totalling some £200,000. These were achieved without impacting on public opening hours or through any reduction in services offered. These measures have contributed to our overall savings but do not form part of these proposals.

3. Main issues

3.1 Financial Position

- 3.1.1 The Service's budget predominantly comprises fixed premises costs and staffing to operate the venues, care for the collections and to support the learning and community activity programmes. Discretionary budgets are minimal and predominantly externally funded. Consequently any efficiencies against these budgets are to be found from increased income, staff savings or reductions in opening hours and/or venues.
- 3.1.2 The current budget pressures mean that the service has had to consider service reductions including reductions to opening hours. The Service has also worked hard to increase its income over the past few years to revitalise our offer across retail, catering, weddings, commercial hire, the Picture Library and other miscellaneous initiatives ranging from ghost nights to canal boat moorings and we intend to build on this whilst reviewing our charging structure. The proposal to restructure the Museums & Galleries Service complements the reduced opening hours. These changes will deliver the required budgetary savings whilst limiting the impact to customers.
- 3.1.3 The implementation of the new structure will reduce the staffing budget by approximately £500k, including the savings from the reduction in opening hours.

3.2 Proposals:

- 3.2.1 This impacts on the overall Museum and Galleries staffing structure and the proposals presented here have gone through an extensive staff and trade union consultation process, whilst also working with the Executive Member for Digital & Creative Technologies, Culture and Skills.
- 3.2.2 The Proposals and structure diagrams are listed in Appendix One. The Proposal will delete a number of posts from the structure. This will equate to a net reduction of twenty three posts (in addition to the eight already deleted in the first phase of savings) to 134 fte's. The service currently has 157 LCC funded ftes. Through negotiation, management of vacancies, ELI and staff goodwill the impact on staff has been minimised. Changes in rotas have impacted on a wider group of staff but again this has been achieved through staff goodwill.
- 3.2.3 There are 172 employees who are out of scope of Managing Staffing Reductions and will be deployed to roles within the new structure.
- 3.2.4 The service is in receipt of Major Partnership Museum funding from the Arts Council of £1.59m pa until 2018. This funds a range of learning, digital, community engagement and collections based activity and a further 24 staff who are *not* included in these proposals.
- 3.2.5 The table below shows the potential reduction in staffing numbers that will be in scope of the Managing Staffing Reductions Policy.

Role	Current FTE's	Proposed FTE's	Variance
Technician Industrial Collections	2	1	-1
Learning Manager	1	0	-1

- 3.2.6 Changes to terms and conditions of employment for employees of Leeds City Council were implemented in 2014 and the signed collective agreement with the Trade Unions took effect from 1st December 2014. As a result, implementation and assimilation to the new structure will be in accordance with appropriate policies effective from 1st December 2014.
- 3.2.7 The Service is confident that following HR and legal advice and discussions with staff and Trade unions that the above reductions can be achieved in line with the new Managing Staff Reductions Policy but without requiring any redundancies.
- 3.2.8 The service has worked hard to consult with staff and trade unions in relation to the change in rota patterns which has resulted in staff acceptance of the revised rotas at the 3 sites. These changes will take effect from approval of the report.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Consultation with the staff and trade unions commenced in July 2014 and these further informed the structure. Methods of consultation included:
- Locally based drop in sessions open to all staff to outline the structure proposals and answer any questions.
 - Draft job descriptions were published for comment
 - Frequently asked questions were circulated.
 - Staff memos and newsletters outlining the changes have been sent out.
- 4.1.2 Consultation with trade unions and staff was carried out in a positive and helpful manner. Comments and suggestions were taken into consideration and where appropriate changes have been made to job descriptions, rotas, line management and reporting arrangements.
- 4.1.3 Collective consultation with the Trade Unions in relation to the structure was finalised in November 2014. Collective consultation with Trade Unions in regard to the implementation of the new structure, in line with Managing Staffing Reductions Policy is underway. The service will engage with Trade Unions and individual employees during this consultation period.
- 4.1.4 The Executive Member for Digital and Creative Technologies, Culture and Skills has been consulted.

4.1.5 Proposed Timetable for Implementation

Subject to the delegated decision approval and subsequent call-in, the proposed rota changes will be effective immediately. The proposed date to close the collective consultation period will be 31st March 2015 and individual consultation to take place during early April 2015, with the new structure taking effect on 20th April 2015.

4.1.6 Workforce Implications

The service have progressed requests for employees to leave under the ELI scheme to reduce the impact of potential redundancies. During consultation under the Managing Staff Reductions Policy, if there are appropriate posts available within the structure, then they will be offered as suitable alternatives to any employee who has been selected for redundancy. The service would look to release any new posts as vacancies as soon as possible which would be recruited to following the vacancy management process.

The impact of staff reductions will be managed in accordance with the Council's Managing Staff Reductions Policy.

All vacancies that occur as a result of the implementation of the new structure will be deemed as signed off under this delegated decision report however staffing approval forms will be completed to ensure that the recruitment can progress through the vacancy management process.

4.2 **Equality and Diversity / Cohesion and Integration**

- 4.2.1 The Best Council Plan identifies 'Becoming a more efficient and enterprising council' as one of its six objectives and the changes proposed in this report seek to support both this objective and the underlying priorities by improving and enhancing the experience of visitors to Leeds.
- 4.2.2 The proposed reduction in evening opening hours at the Art Gallery and the City Museum have been chosen as impacting on the least number of visitors however, they do have an impact in other ways. The Preservative Party (one of our Youth Groups) has traditionally met in the City Museum on Thursday evenings when the Leeds Philosophical & Literary Society Council has met since the museum opened in 2008. And similarly the Queer Eye group in the Art Gallery. We have discussed the issues with the groups and alternative venues and timings are being investigated.
- 4.2.3 The seasonal changes at Temple Newsam will only impact on casual drop in visitors and we expect to be able to more than offset any loss of visits here by increased group bookings, set guided tours and increased schools usage made possible by the house not being open to casual visitors and requiring a full complement of staffing to secure the 46 rooms open to the public.
- 4.2.4 It is possible that the opening hour reductions will have an impact on other service users who fall within the equality characteristics; however, each individual service user's requirements will be different. We have not identified any other obvious adverse impact.
- 4.2.5 An Organisational Change Equality Impact Assessment has been carried out as consultation on the structure commenced in July 2014, this has been reviewed in

response to consultation and is attached in Appendix4. A further EIA will be carried out if there is any need for selection criteria to be used under the Managing Staffing Reductions Policy to ensure there is no disproportionate impact on any employee who may have a protected characteristic under the Equality Act 2010.

4.3 Council policies and City Priorities

4.3.1 Implementation of the proposals will contribute to:

Our Best Council Outcomes -

- Achieve the savings and efficiencies required to continue to deliver frontline services
- Maximising the impact of our cultural infrastructure
- Becoming a more efficient and enterprising council
- Making the best use of our assets

4.4 Resources and value for money

4.4.1 As detailed in section 3.1.3 above, implementation of the proposals will deliver a service saving of £500k, this, combined with the review of income will complete the efficiency savings and limit the impact to customers and ensure a sustainable service for the future.

4.5 Legal Implications, Access to Information and Call In

4.5.1 The report is subject to call-in as the proposed savings exceed £250,000.

4.6 Risk Management

4.6.1 Any change of this scale is likely to attract some negative attention; however the service has attempted to limit the impact of service changes on individuals and amended proposals through the consultation process.

4.6.2 Not implementing the proposals will mean that the service is unable to deliver the required efficiency savings.

4.6.3 Alternatives to achieve the required efficiency savings are likely to have a greater impact on the community, for example through site closures and cessation of services.

5. Conclusions

5.1 The service is required to identify significant budgetary savings whilst continuing to maintain a comprehensive and sustainable service.

5.2 The proposals limits the impact to a small reduction of service at periods already identified as of limited demand to customers and will provide a staff saving of £500k.

6. Recommendations

6.1 It is recommended that the Director of City Development approves the implementation of the new structure for the Museums and Galleries Service.

7. Background documents¹

7.1 None

8. Appendices

8.1 Appendix 1 - Proposed Reduction in Posts and changes to opening hours summarised

Appendix 2 - Current LMG Structure

Appendix 3 - New LMG Structure

Appendix 4 - Organisational Equality Impact Assessment.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Appendix One: Reduction in Posts and changes to opening hours summarised

The Proposal will delete the following posts from the current structure.

- Head of Learning and Audience Development PO5
- Learning Manager PO2
- Admin Officer (HMI) B1
- Curator of Collections, Lotherton Hall SO2 (retiring replaced by Assistant Curator C3)

There are a number of current posts on the structure which are vacant and these will also be deleted from the structure.

- Head of Commercial Development PO3
- Commercial Officer Retail SO1
- Commercial Officer Innovation SO1
- Commercial assistant B1
- Shop Supervisor B3
- Assistant Curator Decorative Arts C3 (dependent on filling the Vacant Curator Temple Newsam Post SO2 and...)
- Technical Officer (industrial) SO2
- Senior Technician (industrial) C3
- Directorate Support C3
- Visitor Assistant Armley Mills A1/3
- Visitor Assistant Temple Newsam A1/3
- Visitor Assistant Temple Newsam A1/3
- Visitor Assistant Temple Newsam A1/3
- 0.5 Visitor Assistant Temple Newsam A1/3
- Visitor Assistant Art Gallery A1/3
- Visitor Assistant Art Gallery A1/3
- Visitor Assistant Art Gallery A1/3
- Visitor Assistant City Museum A1/3
- Visitor Assistant City Museum A1/3

- Visitor Assistant City Museum A1/3
- 0.5 Visitor Assistant City Museum A1/3
- Conservator SO2 (replaced by 0.4 Conservator).
- Technical Officer Industrial SO2
- Senior Technician Industrial C3
- Technician Industrial B1
- Technician B1
- Technician B1
- 0.46 Technician B1

Vacancies:

In order to ensure the Service remains viable we also need to fill some vacant posts currently on the establishment and create a small number of new ones:

Vacancies to be filled	New Posts
<ul style="list-style-type: none"> • Principal Keeper City Museum PO3 (in interim one keeper has covered three sites which is not sustainable long term). • Curator Temple Newsam SO2 (key Designated collection area, allows for Deletion of Assistant Curator Post and theretrement of Curator Collections Lotherton to be replaced by assistant Curator Lotherton) • Curator Industrial History (Key Designated Collection area- currently covered by external funding due to end March 2015) • Retain on structure but leave unfilled at moment pending future retirements/ELIs - Principal 	<ul style="list-style-type: none"> • Lifelong Learning Manager PO3 (replacing the two deleted learning management posts PO5/PO2) • Head of Business and Enterprise PO5 (replacing deleted Head of Commercial DevelopmentPO3) • Engineer SO1 (replacing deleted Technical Officer SO2 and Senior Technician industrial C3 posts) • Retail and Enterprise Officer C1 (replacing the deleted SO1 Commercial Officer Enterprise post) • Retail and Systems Officer C1 (replacing the deleted SO1 Commercial Officer Innovation post)

<p>Keeper Art Gallery PO3</p> <ul style="list-style-type: none"> • 0.5 Assistant Registrar C3 (to allow deletion of Conservator post) • A number of Visitor Assistant posts at various sites across the service held to assist with restructure now need to be filled 	<ul style="list-style-type: none"> • Retail and Systems Assistant B1 (replacing the deleted commercial assistant post) • Part time retail support supervisor C1 (20 hours) to support peak retail activity on sites. (replacing deleted and vacant shop supervisor post) • Assistant Curator Lotherton Collections C3 (replacing deleted Curator Lotherton Collections SO2). • 0.4 Conservator SO2 (to allow deletion of full time Conservator post)
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Reduced Opening hours

Leeds Art Gallery: Close the Gallery a full day on Mondays (rather than current half day on Wednesdays). Close the building fully at 5pm each day .This will bring the Gallery into line with the other sites that already close one day each week. The change to Mondays is to fit in with our partners in the building- the Henry Moore Institute and the Craft & Design Gallery who already close on Mondays. The separate proposal to move the Visitor Information Centre into the current Art Gallery shop/cafe are not included in these proposals.

Leeds City Museum: Closing at 5pm on Thursdays (instead of 7pm) when visitor numbers are low. Museum remains closed on Mondays but open for conference hire. New rotas have been agreed with staff.

Temple Newsam: To change the opening hours at Temple Newsam House from November to February half term. During this period the house will be closed to casual visitors but open to booked groups, guided tours, schools and for commercial hire. The courtyard shop remains open throughout. The house will open fully for half term and pre-Christmas activity.

So from February Half Term to the end of October – the house remains fully open for visitors with a full complement of staff as now.

From November to February Half Term open for guided tours, schools, commercial bookings facilitated by a smaller core team. New rotas have been agreed with staff.

