

Meeting of:	Cabinet
Date of Meeting:	Monday, 20 January 2020
Relevant Scrutiny Committee:	Learning and Culture
Report Title:	Reshaping Services - Review of the Delivery of the Arts Service and Arts Central
Purpose of Report:	To seek Cabinet approval to undertake a review of the Council’s Arts Service, including a programme of consultation on the way services are delivered in the future.
Report Owner:	Kathryn McCaffer, Cabinet Member for Leisure, Arts and Culture
Responsible Officer:	Paula Ham, Director of Learning and Skills
Elected Member and Officer Consultation:	Trevor Baker, Head of Strategy, Community Learning and Resources Phil Southard, Culture and Community learning Manager Tim Greaves, Equalities Victoria Davidson, Legal Becky Quinn, Business Improvement
Policy Framework:	This is a matter for Executive decision.
<p>Executive Summary:</p> <p>This report seeks Cabinet approval to undertake a review of the Council’s Arts Service, including a programme of consultation on the way services are delivered in the future. It is proposed that the consultation be undertaken on the following three elements:</p> <p>Consultation Element 1 - Meeting the objectives of the Arts Strategy Consultation Element 2 - Ensuring the service is sustainable and cost neutral to the Council Consultation Element 3 - Identifying potential future uses of Art Central Gallery</p> <p>It is intended that the outcome of the consultation will be evaluated and will inform a business case. It is recommended that the future business case be initially referred to the Learning and Culture Scrutiny Committee for pre-decision scrutiny and then to the Cabinet for a decision to be made. The report provides a project plan, including indicative timescales.</p>	

Recommendations

- 1.** That Cabinet approves the proposals contained in this report as a basis for consultation with staff, trade unions, the public and the Art Central Friends group on the way in which services are provided and on the use of the Arts Central gallery.
- 2.** That this report is referred for consideration by the Learning and Culture Scrutiny Committee as part of the consultation process.
- 3.** Subject to recommendations one and two, proposals are prepared in the form of a business case for discussions at the Learning and Culture Scrutiny Committee and that those proposals and the views of the Committee are brought to Cabinet in due course for a decision.

Reasons for Recommendations

- 1.** To enable a consultation exercise to be undertaken with service users and stakeholders to inform proposals as to how the Council can best deliver Arts as a service and consider how this may relate to the best use of the Arts Central Gallery space.
- 2.** To enable the consideration by Scrutiny Committee as part of the consultation process.
- 3.** To ensure that the process for progressing any changes is undertaken efficiently and effectively in accordance with the Council's policies and procedures and that the views of the Scrutiny Committee are taken into account when reaching a decision as to how to progress.

1. Background

- 1.1** On 5 March 2018 a report was taken to Cabinet seeking approval of a new Arts Strategy. The strategy entitled "Arts and Culture: An Aspirational and Culturally Vibrant Vale" sets out the priorities for the service over the next four years as well as its vision and values. The priorities outlined in the strategy are aligned and reflect the priorities contained in the Council's Corporate Plan, the Well-being of Future Generations Act and "Light Springs through the Dark: A Vision for Culture in Wales", produced by Welsh Government in 2016 outlining its vision for culture in Wales.
- 1.2** Following the Cabinet meeting on 5th March 2018, the strategy was referred to Learning and Culture Scrutiny Committee as a basis for consultation. This took place on 23rd April 2018 and the comments of the Learning and Culture Scrutiny Committee were referred back to Cabinet for their consideration on 21st May 2018 where the strategy was formally adopted.
- 1.3** The Arts Strategy sets out a delivery plan for increasing arts activity in the Vale of Glamorgan and developing new opportunities to create a 21st century arts programme that reinforces a sense of cultural identity and belonging, and to

ensure access and engagement opportunities across all arts and culture is accessible to all residents and visitors to the Vale of Glamorgan.

- 1.4** The vision is for an art offer that creates a lifelong learning pathway that connects with the lives of the citizens in the Vale and provides new and evolving opportunities for artistic expression and appreciation.
- 1.5** The strategy states this will be achieved by building on current partnerships and forging new ones, to ensure that investment from the Vale of Glamorgan Council is maximised for the widest public benefit, while ensuring that the offer is sustainable for the future reflecting the Vale of Glamorgan Council's Corporate Plan wellbeing outcome for 'An Aspirational and Culturally Vibrant Vale'.
- 1.6** Cabinet endorsed the strategy and furthermore a proposal to review the provision of Art Central with a further report to be brought back to Cabinet.
- 1.7** This report outlines the current service provision for Arts in the Vale of Glamorgan and seeks Cabinet approval of proposals to use as a basis for consultation with staff, trade unions, the public and the Arts Central Friends group on the use of Arts Central, and the way in which services are provided in the future.

2. Key Issues for Consideration

Current Service Provision

- 2.1** The Council currently operates a dedicated gallery space, Art Central, which is located adjacent to Barry Library in King Square, Barry, and hosts a number of events throughout the year. These are linked to the performing arts, as well as other events such as talks, seminars, readings, and recitals. The venue attracts visitors to view local, national and international exhibitions through a variety of media.
- 2.2** The current arts offer provides a variety of pathways to learning and skills, including volunteering and training to bolster career opportunities. As such, a specific outcome was included in the Arts Strategy to review Art Central, which will consider the relevance and purpose of the space and its success or otherwise as an arts space. This review will facilitate dialogue and engagement with parties to ensure that future use and direction reflect our aspirations as well as ensuring the most efficient use of the floor space.
- 2.3** The gallery currently caters for a limited audience but can sometimes attract between 60 and 100 invited guests on viewing or launch days of exhibitions and events. All gallery events are offered by an open invitation to all including all Councillors.

- 2.4** The Council works with organisations that support the recruitment of volunteers and has a cohort of dedicated individuals who receive training to invigilate and assist with supporting the exhibition programme. The development of volunteers has a positive impact on individuals, the arts community and cultural businesses in the area.
- 2.5** The gallery also works closely with Art Central Friends, a dedicated group of volunteers who help to support the Council's art gallery. Their main aim is to assist by promoting and encouraging interest in Art Central and the events they host. The Friends host a number of events throughout the year including artists' talks; supporting private views; organise various day trips; book launches and other activities. Art Central Friends is an independent voluntary group and its members pay an annual membership fee. The group organise their own events from Art Central and the Council receives no income from this organisation.
- 2.6** The Gallery area is 244M² (2,628ft²) (approx.), currently used solely as an art exhibition space and is located on the ground floor in the Eastern section of the building. The flooring is wood block, high ceilings, the space is light and open with a modern design benefiting from a good level of natural light.
- 2.7** The following table shows footfall figures for the Arts Central Gallery and how this has changed in recent years.

Year	Footfall
2016/2017	14,774
2017/2018	13,500
2018/2019	12,500

- 2.8** The use of the space is calculated using an infrared clicker system, which picks up the number of instances people enter the Gallery. This includes those passing through the space to access other areas and organised groups such as schools who visit.
- 2.9** It should be noted that these figures do not include those for events to which invited guests attend, which can amount to between 60 and 100 people. It should also be noted that the figure for 2018/19 may have declined slightly due to the Mayor's parlour being vacated in 2018 and relocated to the Civic Offices. The staff who previously occupied this space may have occasionally used this Gallery entrance.
- 2.10** These figures have been compared to the number of visitors to Barry Library, to which the Gallery is adjoined. It can be seen that there are substantially far more visitors to the Library in the same time periods suggesting that visitors to the Library do not visit the Gallery. Again, these figures have been calculated via automatic door sensors into the Library itself.

Year	Footfall
2016/2017	232,313
2017/2018	221,160
2018/2019	241,070

- 2.11** The Art Central Gallery is promoted online, along with many other council services. The number of people seeking information on services online provides a measure of their popularity and the level of public interest in them. The Art Central Gallery webpage is regularly updated and sits within the 'Enjoying' section of the Council's website (<https://www.valeofglamorgan.gov.uk/en/enjoying/Enjoying.aspx>). In the period 01 July to 01 October 2019, this section of the site received 76,068 pageviews. The number of views of selected sub-pages during this period is shown below.

Page name	Pageviews
Cosmeston Country Park	10122
Porthkerry Country Park	6030
Vale Libraries	4695
Barry Island Beach Huts	2478
Community Centres	1463
Art Central Gallery	240

- 2.12** The following tables show the costs and income for Arts Central for the last three years. The costs associated with running the facility include staff costs, supplies and services, running costs, central recharges, and transport.

Budget	2017/18	2018/19	2019/20
Staff & Running Costs (e.g. utility bills)	£58,330	£60,350	£58,901
Central Recharges (including premises)	£61,611	£61,920	£71,519
Total Costs	£119,941	£122,270	£130,420
Income	-£1,212	-£1,212	-£1,212
Total	£118,729	£121,058	£129,208

- 2.13** In line with the Council's Income Generation & Commercial Opportunities Strategy and the current financial climate, it is considered that costs of operating the Art Central gallery are unsustainable in terms of subsidy level. As such, other ways of delivering this service at considerably reduced running costs must be found.

Reviewing the Provision of Arts Services & the Use of Arts Central

- 2.14** The Council needs to consider how and where Arts services are delivered to improve future flexibility and suitability in line with the Arts Strategy and to reduce running costs for the Council. Prior to formal proposals being considered by Cabinet, it is proposed a consultation exercise is undertaken with the relevant staff group, the public and Arts Central Friends as well as involving the relevant Scrutiny Committee (Learning & Culture).
- 2.15** The proposals that will be developed will seek to identify alternative ways in which the arts service could operate in order to better meet the aims of the Arts Strategy. This could be achieved in a number of alternative ways as described below. Consultation would therefore be on the basis of these elements.

Consultation Element 1 - Meeting the objectives of the Arts Strategy

- 2.16** This consultation element seeks to identify opportunities for a more sustainable and inclusive arts service in line with the objectives of the Arts Strategy. The strategy aims to increase arts activity in the Vale of Glamorgan and develop new opportunities to create a 21st century arts programme that reinforces a sense of cultural identity and belonging, and to ensure access and engagement opportunities across all arts and culture is accessible to all residents and visitors to the Vale of Glamorgan.

Consultation Element 2 - Ensuring the service is financially sustainable

- 2.17** This consultation element looks at identifying opportunities for reducing costs and/or increasing income so that the service is operated on a cost neutral basis.

Consultation Element 3 - Identifying potential future uses of Art Central Gallery

- 2.18** This element of the consultation will consider how the Art Central Gallery could be used in the future. The consultation will consider the space potentially becoming surplus to the requirements of the Learning and Skills Directorate and explore potential alternative uses.
- 2.19** The consultation exercise will be designed to be accessible to all of the groups described above. It is envisaged that in addition to online engagement and

feedback, a mixture of other approaches including face to face meetings and group sessions would be held.

- 2.20** The project has equalities impacts. An initial scoping for equality impacts has been undertaken and a copy is included in Appendix A. This scoping identifies that the proposals will impact upon customers, staff and Arts Central Friends and as such, a full Equality Impact Assessment will be undertaken and informed by the consultation process. This will be included as part of the development of the business case proposals for consideration by Cabinet following the programme of consultation.
- 2.21** The Council is proposing to undertake an 8-week consultation exercise from the week commencing 03rd February 2020 until the week commencing 23 March 2020. The primary method for collecting stakeholders' views will be via an online survey.
- 2.22** The following steps will be undertaken to give the relevant stakeholders opportunities to respond to the consultation.
- Meeting to be held with staff prior to the launch of the consultation.
 - As well as being made available on the Vale of Glamorgan Council website the online survey will be promoted at the Art Central Gallery and other arts venues in the Vale of Glamorgan throughout the consultation period. Hard copies will be made available where required.
 - A consultation session will be held with the Friends of Art Central group during consultation period.
 - Additional methods to be identified to ensure key stakeholders such as young people, other arts venues and other voluntary arts groups in the Vale of Glamorgan are able to share their views.
- 2.23** The consultation will be widely promoted to ensure responses are received from a wide range of respondents.

Next Steps and Timetable

- 2.24** It is intended the outcome of the consultation will be evaluated and will inform a business case. It is recommended that the future report should initially be referred to the Learning and Culture Scrutiny Committee for pre-decision scrutiny and then to the Cabinet for a decision to be made.
- 2.25** The following timeline has been designed to ensure the continuing engagement of staff, trade unions, the public and Arts Central Friends and the meeting of all statutory and local consultation requirements.

Key Activity	Description	Timescale
Pre-Cabinet Preparation	Information provided to staff and Trade Unions as well as Arts Central Friends	Monday 13 January 2020
Cabinet Report	Cabinet Report published online	Tuesday 14 January 2020
Cabinet Report	Cabinet Consideration	Monday 20 January 2020
Consultation	Consultation process begins	w/c 03 February 2020
Scrutiny Consultation	Scrutiny consultation	Thursday 13 February 2020
Consultation	Consultation process ends	w/c 23 March 2020
Business Case Development	Business Case relating to the future of the service developed following consultation exercises	April/May 2020
Pre- Scrutiny Preparation	Information provided to staff and Trade Unions.	Early June 2020
Pre-Cabinet Scrutiny	Business Case referred to Scrutiny Committee for consideration	June 2020
Cabinet Report	Cabinet Consideration of Business Case	June/July 2020

2.26 The above timeframe provides an indicative project plan, which may be subject to change as determined by the response to the consultation and the outcomes of each key activity as set out above

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

3.1 Identification of historic, heritage and cultural places throughout the Vale can contribute to a safer place to be and provides the opportunity for long-term inclusive access to this information for both residents and visitors to the area.

- 3.2** A digital archive of historic, heritage and cultural information is environmentally beneficial to the Vale of Glamorgan. Promotion of local historic opportunities can contribute to cultural tourism and in turn increase economic benefit through visitor attraction and sustainable practice.
- 3.3** The promotion and marketing of cultural, heritage, tourism and museum opportunities and walks promoted under one branded umbrella contributes to the culturally vibrant experiences available in the Vale.
- 3.4** By engaging residents and visitors alike in experiencing active cultural, heritage, learning historic and live visitor experiences and opportunities, impact upon and contribute to individuals mental and physical health and wellbeing, promoting an active, inclusive, healthy Vale.

4. Resources and Legal Considerations

Resource Implications

- 4.1** The proposed consultation exercises will be progressed in accordance with the Council's agreed policies and procedures. The initial consultation exercises will focus on the way in which services are delivered and as such this stage will involve detailed consultation with staff and trade unions as well as Arts Central Friends and the public.
- 4.2** Informed by this consultation, a business case will be developed and if the proposals contained in the approved business case have staffing implications, the Council's relevant policies and procedures would be followed. These include maximising opportunities to mitigate any potential displacement of staff through matching existing staff to appropriate posts or redeploying to suitable existing vacant positions within the Service and the wider Council.
- 4.3** This project is at a very early stage of development and whilst there are currently no changes affecting staff, both the recognised trade unions and staff working within this area have been made aware of the proposals and the intention to carry out a consultation exercise. It is anticipated that depending upon how the project progresses and the outcomes of the consultation exercises, more detailed consultation with staff and unions may be required and this will be an on-going aspect of the project which will develop as it progresses.
- 4.4** There is currently one member of staff employed in the role of Arts Officer, for which managing the art gallery forms a part of the existing role, equating to a total of 1 FTE.

Legal (Including Equalities)

- 4.5 There are no legal implications as a direct result of this report at this time. Any proposals to change the nature of the way in which Arts services are provided following the planned consultation exercises will be accompanied by a full Equalities Impact Assessment, which will be continually updated as the project progresses. Any legal implications arising from proposals following the consultation exercises will be fully considered and outlined in any future business case and reports to Cabinet.

5. Background Papers

Cabinet Report - 05.03.2018 - Arts and Culture Strategy: An Aspirational and Culturally Vibrant Vale 2018 – 2022

https://www.valeofglamorgan.gov.uk/Documents/_Committee%20Reports/Cabinet/2018/18-03-05/Reports/updated-15-02-18-Cabinet-Report-Arts-Strategy-2018-Final.pdf

Equality Impact Assessment

Please click on headings to find [general guidance](#) or section guidance with an example.

You will find supporting information in appendices at the end of the guidance.

When you start to assess your proposal, arrange to meet Tim Greaves, Equality Co-ordinator, for specific guidance. Send the completed form to him for a final check and so that he can publish it on our Vale of Glamorgan equality web pages.

Please also contact Tim Greaves if you need this equality impact assessment form in a different format.

1. [What are you assessing?](#)

The future delivery of the Arts Service

2. [Who is responsible?](#)

Name	Trevor Baker	Job Title	Head of Strategy, Community Learning and Resources
Team	Strategy, Community Learning and Resources	Directorate	Learning and Skills

3. [When is the assessment being carried out?](#)

Date of start of assessment	September 2019
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4. [Describe the proposal?](#)

What is the purpose of the proposal?

On 5 March 2018 a report was taken to Cabinet seeking approval of a new Arts Strategy. The strategy entitled; Arts and Culture: An Aspirational and Culturally Vibrant Vale strategy sets out the priorities for the service over the next four years as well as its vision and values.

The Arts Strategy sets out a delivery plan for increasing arts activity in the Vale of Glamorgan and developing new opportunities to create a 21st century arts programme

Equality Impact Assessment

that reinforces a sense of cultural identity and belonging, and to ensure access and engagement opportunities across all arts and culture is accessible to all residents and visitors to the Vale of Glamorgan.

The vision is for an arts offer that creates a lifelong learning pathway that connects with the lives of the citizens in the Vale and provides new and evolving opportunities for artistic expression and appreciation.

Cabinet endorsed the strategy and furthermore a proposal to review the provision of Arts Central with a further report to be brought back to Cabinet.

As such, proposals have been developed to use as a basis for consultation with staff, trade unions, the public and the Art Central Friends group on the way in which services are provided in the future.

Why do you need to put it in place?

- To ensure the Council is meeting the objectives of the Arts Strategy
- To ensure the service is sustainable and cost neutral to the Council
- To identify potential future uses of Art Central Gallery

Do we need to commit significant resources to it (such as money or staff time)?

No

What are the intended outcomes of the proposal?

It is intended the outcome of the consultation will be evaluated and will inform a business case. It is recommended that the future report should initially be referred to the Learning and Culture Scrutiny Committee for pre-decision scrutiny and then to the Cabinet for a decision to be made.

Who does the proposal affect?

Note: If the proposal affects lesbian, gay, homosexual, or transgender people, ensure you explicitly include same-sex couples and use gender neutral language.

- The Public
- Art Central Friends
- Staff
- Art Community in the Vale of Glamorgan

All of these groups will be consulted with on the future delivery of Arts Services in the Vale of Glamorgan.

Will the proposal affect how other organisations work?

Equality Impact Assessment

- Art Central Friends depending upon the outcome of proposals
- Any impacts on other organisations arising from the consultation process will be reviewed and documented as part of this assessment.

Will the proposal affect how you deliver services?

In line with the Council's Art Strategy the elements for consultation as part of this review are designed to:

- Consultation Element 1 - Meeting the objectives of the Arts Strategy
- Consultation Element 2 - Ensuring the service is sustainable and cost neutral to the Council
- Consultation Element 3 - Identifying potential future uses of Art Central Gallery

Will the proposal impact on other policies or practices?

This will be determined by the outcome of the consultation exercises and a subsequent business case.

Can you change the proposal so that it further promotes equality of opportunity and fosters good relations?

The consultation will take equality monitoring into consideration so that any future proposals are suitably informed by this data.

How will you achieve the proposed changes?

Consultation will be undertaken with the Public, Arts Central Friends and staff and trade unions on the following consultation elements:

- Consultation Element 1 - Meeting the objectives of the Arts Strategy
- Consultation Element 2 - Ensuring the service is sustainable and cost neutral to the Council
- Consultation Element 3 - Identifying potential future uses of Art Central Gallery

It is intended the outcome of the consultation will be evaluated and will inform a business case. It is recommended that the future report should initially be referred to the Learning and Culture Scrutiny Committee for pre-decision scrutiny and then to the Cabinet for a decision to be made.

Who will deliver the proposal?

This will be determined as part of the consultation exercise.

Equality Impact Assessment

How will you know whether you have achieved the proposal's purpose?

It is intended the outcome of the consultation will be evaluated and will inform a business case. It is recommended that the future report should initially be referred to the Learning and Culture Scrutiny Committee for pre-decision scrutiny and then to the Cabinet for a decision to be made.

5. What evidence are you using?

Engagement (with internal and external stakeholders)

Consultation (with internal and external stakeholders)

National data and research

Local data and research

6. How robust is the evidence?

Does it show what the impact will be (positive and negative)?

What are the gaps?

What will you do about this?

What monitoring data will you collect?

How often will you analyse and report on this?

Where will you publish monitoring data and reports?

7. Impact

Equality Impact Assessment

Is there an impact?

If there is no impact, what is the justification for thinking this? Provide evidence.

If there is likely to be an impact, what is it?

Age

Disability

Gender reassignment, including gender identity (ensure policies explicitly include same-sex couples and use gender neutral language)

Marriage and civil partnership (discrimination only)

Pregnancy and Maternity

Race

Religion and belief

Sex

Sexual orientation (ensure policies explicitly include same-sex couples and use gender neutral language)

Welsh language

Human rights

How do you know?

Explain this for each of the relevant protected characteristics as identified above.

What can be done to promote a positive impact?

Explain this for each of the relevant protected characteristics as identified above.

Equality Impact Assessment

What can be done to lessen the risk of a negative impact?

Explain this for each of the relevant protected characteristics as identified above.

Is there a need for more favourable treatment to achieve equal outcomes? (Disability only)

Will the impact be positive, negative or neutral?

Explain this for each of the relevant protected characteristics as identified above.

8. Monitoring ongoing impact

Date you will monitor progress

Measures that you will monitor

Date you will review implemented proposal and its impact

Equality Impact Assessment

9. [Further action as a result of this equality impact assessment](#)

Possible Outcomes	Say which applies
No major change	
Adjust the policy	
Continue the policy	
Stop and remove the policy	

10. [Outcomes and Actions](#)

Recommend actions to senior management team
Outcome following formal consideration of proposal by senior management team

11. [Important Note](#)

Where you have identified impacts, you must detail this in your Cabinet report when seeking approval for your proposal.

12. [Publication](#)

Where will you publish your approved proposal and equality impact assessment?

In addition to anywhere you intend to publish your approved proposal and equality impact assessment, you must send a copy to Tim Greaves, Equality Co-ordinator, to publish on the equality pages of the Vale of Glamorgan website.

Equality Impact Assessment

13. Authorisation

Approved by (name)	
Job Title (senior manager)	
Date of approval	
Date of review	