

Proposed Scrutiny Review: Heritage Service and Tourist Information Centre

1. Review Outline

Subject of review	Heritage Service and TIC (Tourist Information Centre): a future strategic direction.
Methodology / Approach	Task and Finish Group. Incorporating councillors, officers and relevant stakeholders to review, collaborate, develop and share ideas to identify a corporately agreed strategic direction for the Heritage Service and TIC.

1.1 Reasons for the Review

Reasons for conducting this review [attach necessary background briefing papers / scoping material]	<ul style="list-style-type: none"> • To remove uncertainty/ lack of clarity around the Heritage Service and TIC. • To ensure the Heritage Service and TIC are aligned with a corporately agreed direction and deliver services efficiently, providing value for money. • To ensure appropriate resources are dedicated to the Heritage Service and TIC. <p>Background info to be shared: 21 June 2024 presentation to Chair/ Vice Chair of Overview and Scrutiny – Services.</p>
Key question that the review is seeking to answer	<ul style="list-style-type: none"> • Where does the Heritage Service and TIC sit within the GBC priorities/ remit? • What is our shared vision for these areas, and what should our plans be for short/ medium term service delivery and a longer-term strategic direction?
Objectives of review / Areas for investigation	<ul style="list-style-type: none"> • Review and understand the current operation of the Heritage Service and TIC, the issues affecting them and relevant workstreams that have been undertaken. This will help inform further discussions. • Review the Heritage Service Forward Plan (2023-2025) and consider how it might inform a vision / objectives for the future operation of the service. (NB. the Forward Plan was developed before the TIC joined the Heritage Service). • Develop and agree a future vision for the Heritage Service and TIC, both for short term service delivery and a longer-term

If you would like to be involved in the review, please email james.dearling@guildford.gov.uk
or call 01483 444141

Outcomes expected from conducting this work

<p>strategic plan, including consideration of alternative operating and/ or funding models.</p> <ul style="list-style-type: none"> Propose and agree relevant aims/ objectives and key workstreams for the Heritage Service and TIC. Understand the financial position of the wider Council, how this impacts the service and how to make better use of existing assets/ finances to create a sustainable service and/ or explore alternative funding opportunities.
<p>A plan setting out:</p> <ul style="list-style-type: none"> Our agreed shared vision for the Heritage Service and TIC, for the short and longer terms including a strategic direction. Aims/ objectives and key workstreams for the service.

1.2 Possible sources of information

<ul style="list-style-type: none"> Work undertaken to date with key councillors, officers and CMB. Current Heritage Service/ TIC officers. Previous reviews/ consultant reports and their recommendations. Interested local stakeholders. Industry supporters/ experts, e.g., Arts Council England, Museum Development South East, Surrey Museums Partnership. Other local authority run Heritage Services, covering multiple sites and delivering a range of services (like our offer).
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2. Project Plan and Resourcing

2.1 Councillor Involvement

O&S Councillor leading review	tbc
Other O&S Councillors involved	tbc
Key Executive Councillors	<p>CLlr Catherine Houston CLlr Julia McShane</p>
Other Executive portfolios covered	Finance

2.2 Officer Support and External Involvement

Lead Officers	<p>Amanda Hargreaves, Heritage Lead</p> <p>Kelvin Mills, Assistant Director of Commercial Services</p>
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O&S Officer	James Dearling, Senior Democratic Services Officer – Scrutiny
Expert witnesses and possible co-optees	None proposed.

2.3 Council Services Expected to Contribute

Contact / Council Service	Contribution Expected
Joint Strategic Director of Finance and Resources, Richard Bates.	Strategic financial oversight.
Heritage Service/ TIC Accountant or Financial representative.	Financial review/ planning.
Assets & Property officers.	Review of operational assets.
Heritage Service and TIC officers.	Experience of current operation of the service. Ideas for the future. Subject matter experts.
Other services as discussions are progressed.	

2.4 External Organisations to be Invited to Contribute / Submit Evidence

Contact / Organisation	Contribution
Friends of Guildford Museum	As knowledgeable users, active supporters and volunteers of the Heritage Service and TIC: perspectives from outside of the service, potential partnership working opportunities, funding opportunities, volunteer support.
Surrey Archaeological Society	As owners of a significant number of objects in our collection: knowledge of the archaeological objects, potential partnership working opportunities.
Guildford Heritage Forum	Interested stakeholders, actively involved in supporting Heritage Open Days, shared thoughts and ideas at various Council meetings: perspective from outside of the service.
Guildford Town Guides	Active supporters of the Heritage Service and TIC, partners in delivering History of Guildford courses: perspective from outside of the service, potential partnership working opportunities, volunteer support.
Friends of Guildford House	As supporters of Guildford House: perspective from outside of the service. NB. The group was dissolved in April 2024, however, remains operational until a plan to divest their funds has been established.
Experience Guildford	As supporters of our events and TIC, town centre experts: perspective from outside of the service, potential partnership opportunities.
Arts Council England	As national subject matter experts: how other museums operate, the wider climate in which the service is operating, industry trends/ issues/ context, funding opportunities.

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Museum Development South East	As regional subject matter experts: how other museums operate, the wider climate in which the service is operating, industry trends/ issues/ context, funding opportunities.
Surrey Museums Partnership	As regional subject matter experts: how other museums operate, the wider climate in which the service is operating, industry trends/ issues/ context, funding opportunities.
Visit Surrey	As regional subject matter experts: understanding the visitor economy in the borough.

NB. The word partnership has been used to imply both formal partnerships, alongside more ad hoc, reactive opportunities to work together.

2.5 Publicity and Awareness of the Review

Publicity activities to be undertaken

Possible press release once report shared with O&S and relevant decision makers and a decision on whether to support any recommendations has been agreed.

2.6 Timetable for Core Phases of Review (assuming agreement to set up is given on 22 July)

Phase	Time required	Completion Date
Agree scope/ outcomes with the group	Three months (subject to holidays)	31 October 2024
Meetings and evidence gathering sessions	Three months (approximately 4 x 2hour meetings)	February 2025
Evaluation of evidence and formulate recommendations	Two months (2 x 2hour meetings)	April 2025
Produce the draft report	Two weeks	May 2025
Witness / Executive comment on report	Three weeks	June 2025
Consideration of draft report by Overview and Scrutiny Committee – Services	Overview and Scrutiny Committee – Services meeting July 2025	July 2025
Report to relevant decision makers	TBC	
Schedule monitoring of the implementation outcomes	Six monthly feedback reports to Overview and Scrutiny Committee – Services	

2.7 Specific Costs Identified

Anticipated call on Scrutiny Budget

£0

2.8 Equalities Issues

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Relevant equality and diversity issues in relation to the proposed scrutiny review

None.

2.9 Constraints / Barriers / Risks

Including timing constraints to when the review can be carried out

- Holiday periods may mean that the timeline slips, timeline will be adjusted accordingly.
- Capacity of officers to undertake work required.
- Stakeholder availability.
- No agreement on shared vision.
- Further investment from within the Council is not possible, bearing in mind the financial situation.
- External investment may be possible, in the longer term, with staff capacity/ expertise to harness this type of opportunity.

3. Signed Approval

Signed:

(By Chair on behalf of Overview and Scrutiny Committee)

Date Agreed:

(By Overview and Scrutiny Committee)
