



London Cultural Improvement Programme

Heritage Change Programme 1. New Ways of Working 1.5 Routes to Further Information

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Heritage Change Programme

1. New Ways of Working

1. 5 Routes to Further Information

The Heritage Change Programme has reviewed the available information for London Boroughs considering transforming their Heritage Services and new management models. This supports a broader range of generic guidance in this area.

The range of information can be quite overwhelming and as a response to requests by London Boroughs, we have highlighted the key publicly available documents here with weblinks.

The key areas covered are as follows

- [Guidance on options appraisals](#)
- [Guidance on business cases](#)
- [Guidance on Trust Vehicles](#)

Please note these documents should only be used as a guide and specialist advice should be sought as appropriate.

Guidance on options appraisals and business cases

Title	Author and Information	Weblink
Options appraisal, the business case and procurement (2010)	<p>Local Partnerships (Formerly I&DeA)</p> <p>This is one of three detailed guidance papers to support ‘Understanding commissioning.’ A guide for Local Authorities.</p> <p>It provides a clear ten stage approach for options appraisals and guidance on how to approach development of business cases.</p> <p>This is currently the most recent guide to approaching options appraisals and business cases for Culture and Sport organisations.</p>	http://bit.ly/es7L5q
HM Treasury Green Book Guidance (2009)	<p>HM Treasury</p> <p>HM Treasury has developed a series of guides to assist local authorities in developing business cases. These include:</p> <ul style="list-style-type: none"> • Using the Five Case Model – for creating business cases. • A guide to assessing business cases. 	http://bit.ly/eXiUvM
Rethinking Service Delivery (2003)	<p>This guidance from the previous government provides some excellent advice which is still current.</p> <p>Making sure that you are mapping the right course, have buy-in from all stakeholders, assessing all options and having a viable business case are the essential steps for partnerships. These are areas that often lack proper consideration, which can lead to problems later on in procurement. "From Vision to Outline Business Case" explains how</p>	http://bit.ly/gTKrxb

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Title	Author and Information	Weblink
	<p>it should be done.</p> <p>Includes:</p> <ul style="list-style-type: none"> • How to translate the vision into a Strategic Outline Case • How to conduct a business review • Tips when working with other authorities and other public sector bodies • How to prepare an Outline Business Case and what to include • Conducting an options appraisal • An overview of the structures for partnership - the different governance models and where each is appropriate • The overall project management approach • A technical advice note on appointing external advisors. 	

Guidance on alternative management models

Title	Useful for	Weblink
<p>Exploring the trust option for museum services (2008)</p>	<p>Renaissance Yorkshire</p> <p>This is a practical guide targeted at local authority officers who have responsibility for, or who are involved in, a local authority museum service and who are considering the transfer of services from the local authority to a Trust.</p> <p>It is intended to be a practical document to help you to think about what might be involved in transferring a local authority museum service to a Trust. The critical focus of this guide is the first stage of the transfer process – the feasibility stage.</p>	<p>http://bit.ly/gDsXEA</p>
<p>Moving to Museum Trusts: Learning from Experience Advice to Museums in England & Wales (2006)</p>	<p>MLA</p> <p>The Museums, Libraries and Archives Council (MLA) have developed a summary of the means by which museum trusts were set up, their reasons for doing it, their agreements for continued local authority or other public funding, and their experience as independent entities since they were set up.</p>	<p>http://bit.ly/g42ZUL</p>
<p>Pillars of the community: The transfer of local authority heritage assets (2011)</p>	<p>The Development Trust and English Heritage</p> <p>English Heritage in partnership with the DTA's Asset Transfer Unit and other organisations in the Heritage Sector, have pooled their knowledge together to produce this new guidance document on the transfer of heritage assets from local authorities and other public bodies to communities.</p> <p>Pillars of the community is a web based resource and only available to download.</p>	<p>http://bit.ly/dOZD4d</p>
<p>Delivering</p>	<p>Galleries Scotland</p>	<p>http://bit.ly</p>

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Title	Useful for	Weblink
<p>Public Services in the 21st Century (2010)</p>	<p>This piece of work has been conducted in response to the current climate of public service reform and spending cuts in Scotland. Museums Galleries Scotland (MGS) had seen various publications suggesting alternative methods of delivering public services. Galleries Scotland had also become aware that some Local Authorities were considering the move to trust status for delivering museum / cultural services.</p> <p>Galleries Scotland were concerned that Local Authorities should have as much information as necessary to inform decision making about potential changes to the way they deliver their services. Galleries Scotland was also aware that trusts are not the only model. The first step in providing support for Local Authorities was to conduct a systematic review of the literature. This was a piece of desk based research, and the purpose was to present an overview of the literature available on the subject of public service delivery in the UK, identify gaps and present conclusions.</p> <p>There is some useful guidance in this document but reviewers should be advised that some aspects of this advice will only apply in Scotland.</p>	<p>y/d8PSkt</p>
<p>Choices for Change (2011)</p>	<p>Galleries Scotland</p> <p><i>Choices for Change</i> has been designed to help public sector organisations in Scotland prioritise, assess and make decisions about service delivery in the current economic climate.</p> <p>It is predominantly aimed at museums and local authorities but the content is relevant and useful for a wide range of organisations.</p> <p>The <i>Choices for Change</i> website will provide:</p> <ul style="list-style-type: none"> • Current news • Live research • Guidance and case studies • Toolkits • Contributions and discussion. <p>There is some useful guidance in this document but reviewers should be advised that some aspects of this advice will only apply in Scotland.</p>	<p>http://www.choicesforchange.info/</p>