



London Cultural Improvement Programme

Heritage Change Programme

2. The Heritage Service of the Future

2.1 About the Guidance

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Introduction

This Guidance has been developed as part of The London Cultural Improvement Programme's Heritage Change Programme (HCP). The Programme undertook a short but intensive review of the Heritage Services run by the London Boroughs. It identified the key issues and opportunities which face these Borough Services. As a result of the review it became clear that the Boroughs were keen for assistance to help them move smoothly through a period of transition and, in some cases, transformation. This Guidance is one of the advice sources delivered by HCP.

Who is this Guide intended for?

This Pack is for anyone who wants to think creatively about developing a Heritage Service, although it has been developed specifically for the London Borough Heritage Services. It can be used by anyone to help encourage strategic thinking and creativity.

Why you should use this Guide

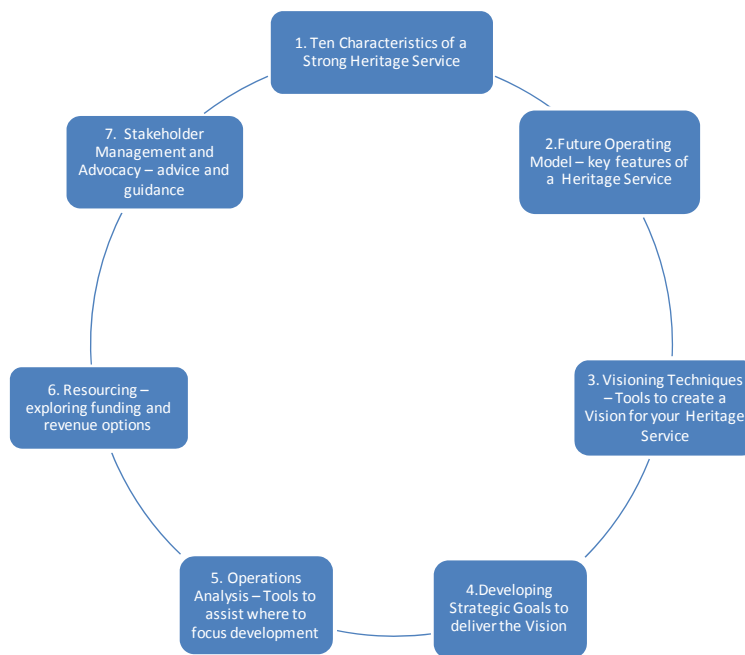
It has been created specifically for London Boroughs by heritage consultancy professionals. The HCP uncovered a strong demand for support to think creatively and work collaboratively to ensure the Heritage Services survive the current funding restrictions and develop to be sustainable and relevant for the long term. This Pack is informed by the findings of the HCP. It provides a wealth of information, tools and further information to enable a Service to create a clear Vision and assess and develop key parts of the Service. The Pack enables Heritage Services to:

- think creatively and holistically using practical tools
- develop a clear strategic vision
- work on high level planning for their future survival and development.

How to use this Guide

This Guidance is intended to provide advice and tools for Services to develop their services. It is made up of a series of sections. How these sections interact is shown in Figure 1.

Figure 1. Process for using the Guidance Pack



The foundation of the Pack is the Ten Qualities in Section 1. These are the key qualities which a successful service of the future is likely to have. These qualities have informed the creation of the Future Operating Model (FOM) explained in Section 2. The FOM identifies for each of the elements that makes up a Heritage Service (e.g. customer experience, collections, assets and locations, skills and capabilities) the characteristics that describe the developmental level of the Service i.e. reactive, ad hoc, baseline, balanced, transformational.

A Service can then use the Visioning Techniques provided to develop their own FOM. This FOM will then provide the basis for developing strategic goals using Section 4 on Developing Strategic Goals. Once a Heritage Service has developed its goals it can then work on Operations analysis and business development (Section 5), Resourcing (Section 6), and Stakeholder management and advocacy (Section 7).

As Figure 1 shows, the process can be cyclical with reassessment of the Service to create a process of continuous improvement.

The Pack has been developed to provide an integrated process for assessing and developing the Service as a whole. However, a Heritage Service may decide to take up one element e.g. stakeholder management. It is recommended that whatever the approach the Ten Qualities are used as the foundation for any strategic development.

Accessing the Guidance

The individual sections of the Guidance can be found by clicking on the relevant title below:

- [The Ten Characteristics](#)
- [The Future Operating Model](#)
- [Visioning Techniques](#)
- [Developing Strategic Goals](#)
- [Operations Analysis](#)
- [A Fresh Look at Resourcing](#)
- [Stakeholder Management and Advocacy](#)

Further information about the Service of the future

For signposting to further information relevant to a Heritage Service of the Future go to

- [Routes to Further Information](#)