



London Cultural Improvement Programme

Heritage Change Programme

2. The Heritage Service of the Future

2.3 Future Operating Model for Heritage Services

Heritage Change Programme

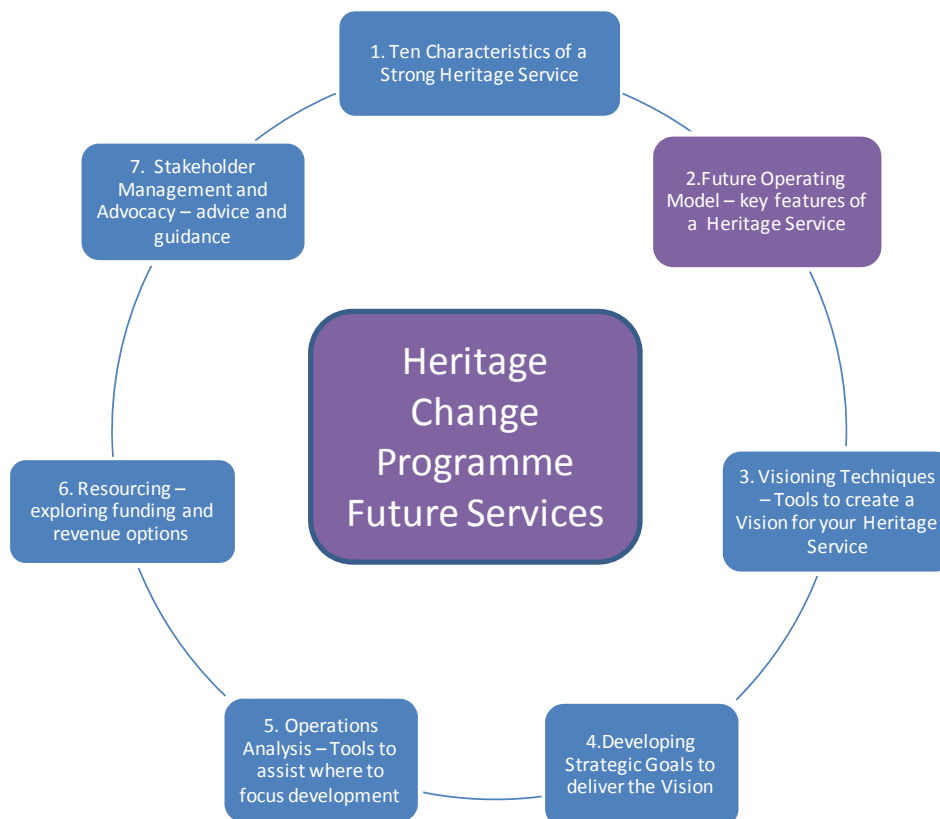
2. The Heritage Service of the Future

2.3 Future Operating Model for Heritage Services

Introduction

This advice on a 'Future Operating Model' has been developed as part of the London Cultural Improvement Programme's Heritage Change Programme (HCP). It is part of the Guidance on developing a Heritage Service of the Future, which is itself part of the wider Heritage Change Programme Support Package. This Guidance 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. Figure 1 shows how the Future Operating Model fits into the range of resources for creating the Heritage Service of the Future.

Figure. 1 Process for using the Guidance Pack



About the Future Operating Model

This Section describes and explains the Future Operating Model (FOM) designed for the Heritage Change Programme. It has been developed specifically for the London Borough Heritage Services but may be adapted by any Heritage Service. This section includes:

- An explanation of the general purpose of a Future Operating Model.
- Guidance on how to use this specific FOM
- An outline description of the FOM (Figure 1)
- An in-depth analysis of each element of the FOM including:
 - Why that element is important
 - A table showing how successfully managing that element can help a Service achieve some of the characteristics of a Service of the Future
 - A matrix showing how specific features of that FOM element can be used to ascribe the nature of the Service with regards to its capacity to be seen as a transformational service.
- Example maps of FOMs for Services in different types of situations.

Purpose of a Future Operating Model

The Future Operating Model (FOM) describes the set of processes required to operate within a given environment, in this case the London Borough Heritage sector. It describes the Service as a model with parts that each have their own characteristics and purposes but also interact with each other.

How to use this Future Operating Model

This Future Operating Model (FOM) has been designed specifically for the London Borough Heritage Services and can be used either for an individual Service (e.g. a museum, an archive or conservation service) or for a Heritage Service which encompasses several types of Service. It is intended to be for used by those with responsibility for strategic development of the Heritage Service to including Heads of Service, senior managers and Portfolio holders.

The Future Operating Model for Heritage Services on page 5 provides an overview of the model. For each element which a Service wishes to analyse go to the specific section on that element e.g. customer experience. There is an explanation of how that element can contribute to attaining the Ten Qualities of a Service of the Future. This is then followed by a grid which maps the developmental level of the Service against the characteristics of that element for that level of development. There are five developmental levels which can be seen in Table 2 overleaf:

Table 2 Five Developmental Levels for Heritage Services

Reactive	Decisions and actions are determined by the immediate environment, not vision and strategy.
Ad hoc	Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.
Baseline	Conscious of need and implements basic good practice in a structured manner.
Balanced	Understands theory and implements good practice
Transformational	Sector leader – innovative and comprehensive practice

With these five levels the Heritage Service can undertake a four step process to help plan change and improvement:

- Identify current attainment level for any or all of the elements
- Identify desired attainment level for any or all of the elements. (The Visioning Techniques in Section 3 can support this part of the process as can the examples of FOMs mapped out at the end of this Section 2)
- Identify where the gaps are between current state and desired state
- Assess the actions that need to be taken to move the Heritage Service to a higher attainment level

The Future Operating Models can be adapted to meet the needs of the individual Service. Elements can be amended, removed or added. Features for each level can be tailored to individual circumstances.

How a Service uses the FOM depends on what it is trying to achieve. The FOM does not seek to be 'one size fits all'. Instead it is for the Service to decide where on the five levels of attainment it wants to be. It should be recognised that a Service does not need to achieve excellence in all elements of the model, rather Services with different aspirations will have different profiles.

The Service needs to ask itself “Where’s our ambition?” “Do we want to be transformational or do things slightly better i.e. incremental change?” This model is about projecting into the future – helping organisations to consider where they might be.

How does the Future Operating Model fit with the Culture and Sport Improvement Toolkit?

The Future Operating Model (FOM) has been specifically designed for the London Borough Heritage Services in response to the strengths and issues raised during the Heritage Change Programme. The purpose of the FOM is to aid transformational planning. It offers a tool for creating a FOM for any type of service. It is a high level, aspirational planning tool. The Culture and Sport Improvement Toolkit (CSIT) is a single improvement toolkit supporting all types of Sport and Culture Services. It is by its nature a strategic self-assessment benchmark as part of a continuous improvement process.

The FOM can be used to provide a goal against which CSIT elements can be measured. Table 3 below shows how FOM elements fit with CSIT and thus encourage the eighth element of CSIT - ‘Performance, Achievement and Learning’.

Table 3 FOM and CSIT - compatibility

FOM element	CSIT
Customer experience	Customer service, policy and strategy, community engagement
Culture	Leadership and governance, policy and strategy
Skills and capabilities	People management, Resource Management
Collections	Leadership and governance, Resource management
Use of Information Technology	Resource management, customer service
Organisation and governance	Leadership and corporate governance, policy and strategy
Assets and locations	Resource management
Processes	Resource management
Performance metrics	Continuous improvement process

Figure 4 The Future Operating Model for Heritage Services

How the customer interacts with the business to experience the value proposition i.e. the quantifiable benefits which the Service promises to deliver to customers

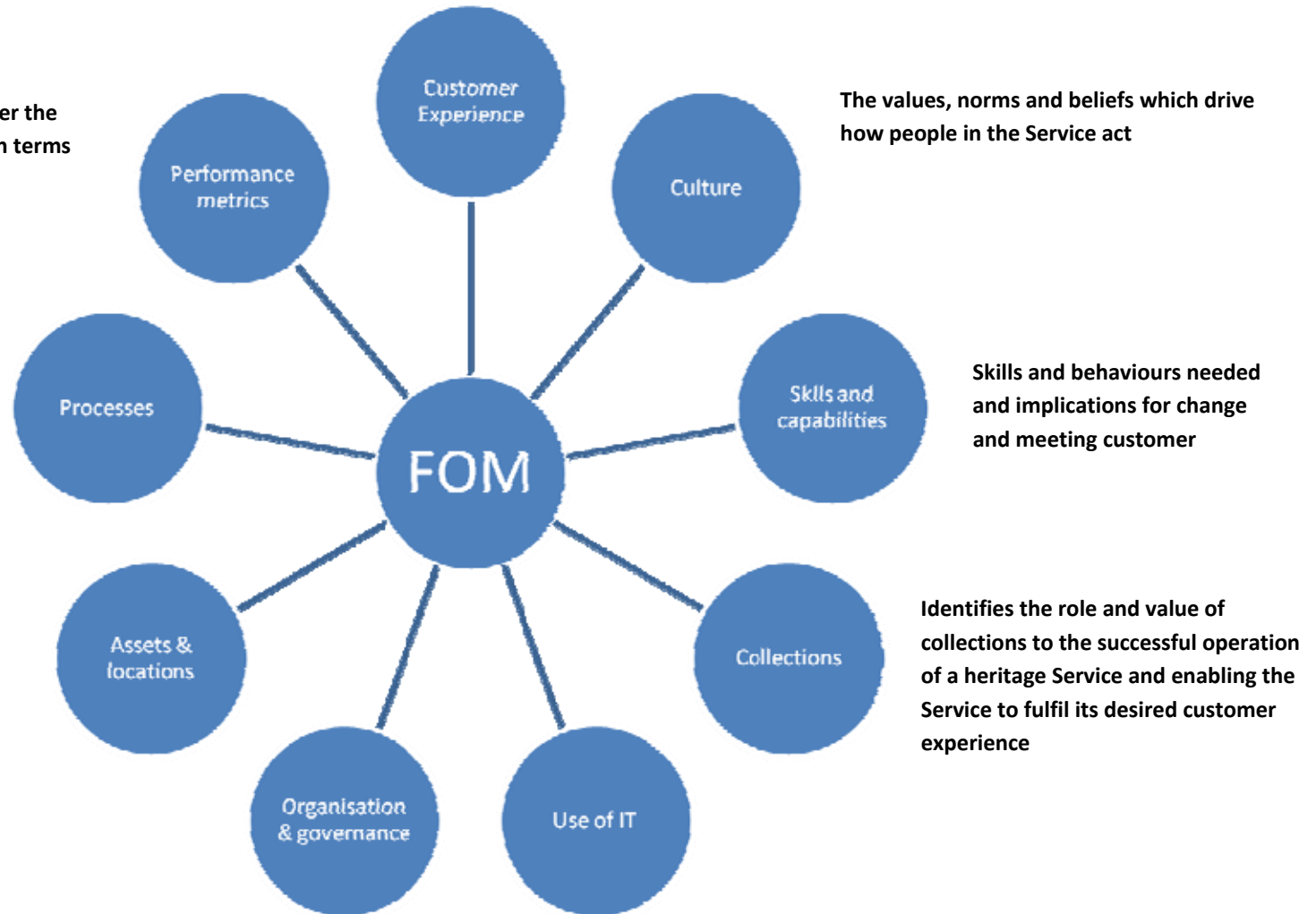
The key measurements which assess whether the Service is effective and delivering benefits in terms of the customer experience

The repeatable steps that are taken to satisfy customer and business requests. Defines exactly HOW things are done

The asset management strategy for physical assets including buildings, locations, facilities management

The organisational structure and mechanisms for change.

How IT can be used to support the Service deliver its customer experience.



Customer Experience

The Customer Experience should be at the heart of the modern Heritage Service. It embodies all the experiences that the Customer has as a result of contact with a Service; from the first time it finds its webpage through to using original material or visiting. A Service which is Customer-focused has several facets which are given below. These facets are assessed for their contribution to the characteristics of a Heritage Service of the future.

How the customer experience can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
Recognises there is a range of customers who will have varying levels of loyalty to and understanding of a Heritage Service.									
✓			✓	✓	✓				
Recognises the importance to stakeholders of meeting different customer needs. So, if users communicate to their Councillor the value of the Heritage Service the Councillor may well place greater value on it than previously.									
✓		✓	✓	✓	✓			✓	✓
Actively seeks out new customers, recognising that it may be able to provide services that new user groups who may not even be conscious of the Service.									
	✓	✓	✓	✓	✓		✓	✓	
Actively researches listens for what customers want and experience, rather than makes assumptions.									
		✓	✓	✓	✓	✓			✓
Learns from other sectors about how to assess, identify and deliver customer experience and does not always assume that being a Heritage Service it is always that from other service industries and therefore exempt from the vagaries of the market and consumers.									
	✓	✓	✓	✓	✓	✓	✓		
Recognises that its customers are quite unlike other services in one respect – which it is seeking to lay the foundations (i.e. collections and collection knowledge) for users, hundreds of years from now.									
✓	✓			✓	✓		✓		

Service features for the Customer Experience

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>There is no perception of users as customers.</p> <p>There is no attempt to tailor services to customers' needs. Customers have to deal with the Service on the Service's terms.</p> <p>There is no activity to capture customers' opinions or experiences. Performance metrics are entirely from the Service's view e.g. number of enquiries not quality of enquiry response.</p> <p>There is no expectation of developing the customer base.</p>	<p>The Service does know that it services a range of users but does not take any concerted effort to deal with this fact.</p> <p>Undertakes occasional customer surveys using basic metrics.</p> <p>Provides occasional opportunities for customer-centred services e.g. feedback form.</p> <p>Performance metrics are not customer-centric but service-centric.</p> <p>Lack of capability and confidence to move the service to customer-centric model.</p>	<p>There is simple measurement of the customer experience using methods such as feedback forms, online surveys and user groups.</p> <p>Service occasionally develops or alters services to recognise customers' needs e.g. new sections on a website, different opening hours.</p>	<p>Customer experience is understood as a concept, measured and analysed. This informs development of customer experience.</p> <p>Services are developed and trialled so that they are customer-facing.</p> <p>Stakeholders recognise the value of the customer experience and reward successful fulfilment by the Service.</p>	<p>The Service culture is focused on customer experience. Customer experience drives all other behaviour within the Service.</p> <p>Service actively seeks to both understand and manage customer experience.</p> <p>Service seeks to maximise the quality of the customer experience. The workforce understand the importance of customer experience and how they impact on it.</p> <p>People individually tailor their behaviour to maximise the customer experience.</p> <p>The Service actively seeks comparators both inside and outside the heritage sector as a basis for developing itself.</p>

Culture

Culture is the psychology, values, beliefs and experiences that are shared across an organisation. The culture drives the behaviours and ultimately the outcomes and effectiveness of an organisation. In this FOM it is assumed that the ideal Heritage Service culture is one that drives the organisation to fulfil the customer experience through strong collections and flexible, appropriate processes. Events that can provide opportunities for changing culture include: changes in key personnel, a new Cabinet, move to a new location, new building or refurbishment, crises such as the recent cuts in public funding, contracting-out individual processes or services.

How culture can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
The Service's culture is focused on meeting stakeholders' needs and wants.									
✓				✓				✓	✓
Delivering a high quality customer experience is central to the culture.									
				✓	✓				✓
The workforce feels comfortable with and readily buy-in to the culture. It is not enforced.									
	✓			✓					✓
The culture is flexible, adapting as the operating environment changes.									
✓	✓	✓		✓					
The culture is consciously strengthened and developed to ensure the maximum benefit from the Service.									
✓	✓	✓	✓	✓	✓				✓

Service features for Culture 1 of 2

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>No conscious effort to identify or shape culture.</p> <p>Culture is the sub-conscious product of the interactions between individuals providing the Service, using the Service and Borough management.</p> <p>Culture change, especially driven from outside the Service, is unnerving for people including users.</p> <p>Tends to result in deeply embedded cultures which emphasise those elements with which people are most comfortable.</p>	<p>No attempt to assess or change culture.</p> <p>Will occasionally have experiences that affect culture e.g. offer of a new type of collection brings Service into contact with a new community.</p> <p>Culture can be significantly affected by arrival of new personnel e.g. new Head of Service.</p> <p>May result in silo working with failure to recognise and unite behind cultural aims.</p>	<p>General awareness among management of the concept of culture.</p> <p>Some attempt to identify e.g. through statement of purpose for the Service.</p>	<p>Management team understands that culture influences effectiveness.</p> <p>Management team has recognised the cultural elements of their Service.</p> <p>Explicitly identifies and enshrines ideal culture e.g. in Service mission statement and supporting goals which drive the Service’s activities.</p> <p>Culture reflects overall Borough culture to ensure alignment of Service within Borough.</p> <p>Seeks to change and strengthen culture e.g. people are sent on CLORE leadership programmes.</p>	<p>Culture is strategically assessed, manipulated and developed. This will also result in effective stakeholder management as meeting users’ needs will often intertwine with stakeholders’ interests.</p> <p>Will actively seek out new opportunities for developing the culture e.g. working with new audiences, recruiting new personnel, changing the physical layout of the Service.</p> <p>Service provides a cultural lead within the Borough.</p>

Service features for Culture 2 of 2

Reactive	Ad hoc	Baseline	Balanced	Transformational
<p>Change (including incorporating new personnel) is difficult and can cause resentment as individuals have to step outside their comfort zone.</p> <p>Service is probably not innovative and continues to Service same users with same Services e.g. failure to exploit online users, failure to seek out new types of depositors.</p> <p>Will often result in people each working in their own silo driven by their own interests rather than working as a team.</p> <p>Lack of cultural awareness is often accompanied by lack of awareness of customer experience.</p> <p>Ultimately results in poor stakeholder management as Service not aware of stakeholders' priorities because it is not culturally aware either of itself or the Borough.</p>				<p>Service provides a cultural environment that other Services emulate.</p>

Skills and capabilities

A Heritage Service is highly dependent on the skills it can access. It is a knowledge-based organisation and thus it is vital that a successful service can access the skills required to provide and develop services. These may be accessed in-house or brought in from an external supplier.

How skills and capabilities can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
A service can access the skills it needs at a price it can afford.									
	✓								
The skills requirement is regularly audited to assess capacity and changes in requirements as the Service develops.									
✓	✓	✓	✓	✓	✓				
Skills may be sourced from outside the Service.									
		✓	✓			✓	✓		
Curatorial skills are embedded in the Service to ensure long-term understanding of and access to collections.									
✓	✓			✓	✓				

Opportunities for changing skills and capabilities

- New partnerships which bring in opportunities for learning whilst on the job.
- Bartering with organisations to exchange skills and skills development.
- Projects with a specific training/development element.
- Development of volunteer workforce.
- Joining in with wider Borough workforce development.

Service features for Skills and Capabilities

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>Significant gaps in skills requirements which adversely affects user Services, collection management and general management.</p> <p>No planning for developing skills requirements or succession planning.</p> <p>No investment in training or personnel development.</p> <p>Key processes, particularly curatorial and audience development, either do not occur or happen to a very low standard.</p> <p>No dedicated budget for skills capacity.</p>	<p>No strategic assessment of gaps in skills and capabilities.</p> <p>Skills development is very ad hoc, often driven by individual requests for training.</p> <p>No dedicated budget for skills development or capability resourcing. All financed out of existing budgets on an occasional basis.</p> <p>Borough management not aware of skills and capability needs.</p>	<p>Core skills of collection management, user Services and general management are reasonable but open to improvement both in terms of skill levels and headcount.</p> <p>Training and development is available on limited basis.</p> <p>Skills and capability requirements can be outsourced on a limited basis.</p> <p>Small budget for skills development.</p> <p>Borough management is aware of Service’s needs and supports development.</p>	<p>Strong in-house curatorial and outreach/education function – sufficient for Service needs and up to date practice.</p> <p>Some other skills contracted in as required e.g. web design.</p> <p>People have generic skills to the level of their need notably financial and project management, advocacy.</p> <p>Coherent programme of training based on audit of need with dedicated resources.</p> <p>Skills development is an element in the offer to employees.</p>	<p>A learning organisation that constantly seeks to improve its skills at all levels with ring-fenced resources.</p> <p>Full complement of heritage Service skills including curatorial, public Service, outreach/education, advocacy, general management and IT.</p> <p>Generates new levels of professional practice e.g. in digital preservation.</p> <p>Other Services come to this Service for advice and training.</p> <p>Potential for selling skills on to other organisations.</p>

Service characteristics for Skills and Capabilities - continued

Reactive	Ad hoc	Baseline	Balanced	Transformational
<p>No capacity for buying in capability to cover gaps. Borough management has no interest in developing skills and capabilities in Service.</p>			<p>Simple forward planning for skills requirements.</p> <p>Borough management is supportive of maintenance of skills and capability</p>	<p>Service has freedom to buy in other capabilities as it sees fit.</p> <p>Skills and capability planning is central to strategic planning and appraisal as is succession planning.</p> <p>Borough management team actively recognises and endorses maintenance of appropriate skills and capabilities.</p>

Collections

Collections are the foundation of any Heritage Service. Without them the Service cannot exist. Collections need to be respected and cared for, valued by all key stakeholders. However, they also need to be managed in a critical and knowledgeable fashion with one eye on the needs of current audiences, and one eye on the needs of future users many centuries from now.

How collections can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
Collections are recognised by all key stakeholders as being at the heart of a successful Heritage Service.									
✓	✓			✓					
Collections are strategically managed and developed, just like other resources.									
✓	✓	✓	✓	✓	✓				
Collections are maintained to provide a relevant, coherent and in-depth research resource.									
✓	✓		✓	✓	✓				✓
How collecting is undertaken is regularly reviewed, evaluated and planned for to ensure appropriate depositors and material are identified and to enable the development of productive relationships with owners of historical assets.									
✓	✓	✓	✓	✓	✓	✓	✓	✓	
Collection acquisition and management processes all meet professional standards, legal compliance and best practice.									
	✓			✓					

Service characteristics for Collections

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>Collecting is reactive and based entirely on resource availability.</p> <p>Significant proportion of collections is of low value and low relevance to purpose of Service.</p> <p>Those responsible have low awareness or low capability to collect key collections as they become available.</p> <p>Senior management are unaware of the importance of strong collections.</p> <p>Tends to collect material similar to that collected in the past i.e. no development for new audiences.</p>	<p>Has very simple collecting policy that is rarely reviewed.</p> <p>Collecting is not understood, valued or monitored by senior managers.</p>	<p>Has basic collecting policy that is occasionally reviewed.</p> <p>Meets basic standards in collecting processes.</p> <p>Occasionally manages to attract high value new collections.</p>	<p>Has rigorous collecting policy that is regularly reviewed (every 5 years).</p> <p>Proactive collecting based on strategic priorities for collecting.</p> <p>Collections are of value to a good range of users and have potential for exploitation to new users.</p> <p>Collecting processes meet professional standards. People are knowledgeable about valuable collections becoming available.</p> <p>All relevant people know, understand and practice the collecting policy. Senior Borough managers are aware of collections and appreciate their importance a good Service.</p>	<p>Collects proactively and strategically.</p> <p>Actively courts potential depositors of high value collections.</p> <p>Collections are of relevance to a very wide range of current and potential users.</p> <p>Collecting strategy is closely allied to overall strategic planning.</p> <p>Collections are entirely relevant to the mission of the Service.</p> <p>Rigorous appraisal of all collections new and longstanding.</p> <p>May develop new approaches to collecting that others adopt.</p>

Use of Information and Communications Technology

Information and communications technology (ICT) has great potential for Borough Heritage Services. It can be low cost and yet take Heritage Services and collections to audiences around the globe, many of whom would never consider visiting the actual Heritage site. It can be a core tool in understanding user needs and desires. It is also now a core information channel where user expectation of presence is automatic and where user expectation of online service provision will readily outstrip reality. The modern service needs to be fearless in using ICT, be given the flexibility by its parent body to create an online presence as the Service sees fit, and have the knowledge to carve out its own virtual niche.

ICT also provides the means for running high quality collections management which can feed directly into user services. The provision of collection management packages and training means that ICT can be a vital tool in running a service. However, poor investment and planning can make ICT a disruptive and expensive element in Service operations.

How ICT can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
IT systems are capable of meeting the needs of the Service efficiently and effectively.									
	✓			✓					
IT needs are regularly reviewed and analysed and updated to ensure that IT is meeting Service needs.									
✓	✓		✓		✓				
IT systems fit seamlessly into the Service's processes and other resources, including people.									
	✓								
IT is provided in a flexible manner with sufficient responsive technical back-up and operational independence for the Service to shape the use of the IT as the Service sees fit.									
✓	✓	✓	✓	✓	✓		✓	✓	

Service characteristics for Use of ICT

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice.</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>There is no use of ICT beyond perhaps a simple web page on the Borough website.</p> <p>There is no ICT capability within the Service.</p> <p>There is no planning or resourcing for delivering services using ICT.</p> <p>There may be fear of ICT due to ignorance.</p>	<p>There is no strategy for using ICT.</p> <p>ICT usage is simple and reactive, dealing with the most obvious processes e.g. a web page.</p> <p>There is no dedicated resource for using ICT.</p> <p>ICT issues are dealt with by the Service but within the strict guidelines of the Borough's ICT policies.</p>	<p>ICT is recognised as a powerful tool.</p> <p>ICT is used in formulaic but effective ways e.g. an off-the-shelf electronic cataloguing system with online capabilities, a simple website, and /or a blog.</p> <p>There is a small budget.</p> <p>Borough policies, contracts and strategies dictate IT usage.</p> <p>The ICT is often picked up by someone who is enthusiastic about the technology, rather than there being a dedicated post for an ICT professional.</p>	<p>There is a written strategy for the development of ICT to promote the development of the Service.</p> <p>The ICT strategy which is informed by corporate strategies and contracts, but has the flexibility to enable the Service to develop and support ICT for its own needs.</p> <p>Uses ICT in a coherent manner throughout all aspects of its operations including collection management and enhancing the customer experience.</p> <p>ICT usage is properly resourced with in-house or contracted-in capability.</p> <p>Borough archive services have the capacity (whether individually or jointly) to manage digital collections to professional standards.</p>	<p>Full integration of ICT into both within curatorial and user Services and across e.g. online catalogue, document ordering and customer usage analysis.</p> <p>Uses ICT to drive the development of new services and user consultation.</p> <p>Innovates new technologies for wider sector use e.g. embraces social networking, as a way of advertising services and pulling in users.</p>

Organisation and governance

Organisation and governance is concerned with the organisational structure of the Service. It is concerned with the management of the Service, the organisation of activities, the sourcing of activities and the mechanism by which changes are decided and implemented.

How organisation and governance can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
The organisation and governance of the Service provides it with flexibility to determine its own development in concert with key stakeholders.									
✓		✓	✓	✓					
Organisation and Governance is strong enough to ensure that the Service has close, productive relationships with its Borough parent.									
✓	✓			✓	✓	✓			
The location of the Service's organisation is driven by several factors including efficiency, accessibility and costs. Historical ties to a particular location or Borough are not the primary driver.									
✓	✓	✓		✓	✓		✓	✓	

Service characteristics for Organisation and Governance

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>There is no interest in organisational or governance issues. Custom and practice or externally imposed structures are accepted without question.</p> <p>As a result the Service lacks opportunities to develop, take on new stakeholders or revolutionise its service delivery.</p>	<p>There are occasional changes in the structure e.g. creation of new roles.</p> <p>There is no discussion of governance issues. Governance is dictated by the Borough management.</p>	<p>Organisational structures are known to be influential on service delivery. Occasional changes will be made in the structure.</p> <p>There is understanding of the impact of governance on the activity of the Service.</p> <p>The Service accepts governance decisions passively either through choice or lack of influence.</p>	<p>Organisation is recognised as key to the development of a good Heritage Service. The Service will reorganise occasionally as it sees fit to develop the service.</p> <p>Governance is recognised as important. It is considered with senior Borough members when contemplating significant change.</p> <p>The Service can influence governance decisions.</p>	<p>Organisation and Governance are under the influence of Service. Service decides how it will be organised and is a full participant in discussions and decisions over the governance of the Service.</p> <p>Governance is such that it allows the Service freedom and creativity to develop as it sees fit.</p> <p>The nature of the Service’s governance is driven by what is best for the Service, the Borough and Service customers.</p> <p>Governance oversight is undertaken by parties knowledgeable and sympathetic to the Service but also cogniscent of external requirements such as the Borough’s priorities, charity law, financial regulations.</p>

Assets and locations

This part of the FOM looks at the physical assets of the Heritage Service, except its collections which are covered on page 14. The underlying question is ‘What is the Service’s asset strategy?’ It concerns physical asset management (e.g. buildings, vehicles) and facilities asset management (lighting, drainage, environmental control, insurance and security etc). It looks at where operations take place and how these different locations interact.

How assets and locations can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
There is a clear asset strategy for managing and developing assets to ensure the Service can deliver its Vision.									
✓	✓	✓	✓						
Physical assets are sufficient to enable the Service to deliver its Vision.									
	✓								
The Service is creative in how it can source physical assets, including working with partners.									
✓	✓	✓	✓		✓	✓	✓		
Key stakeholders recognise and support how central certain physical assets are to go collection management and use e.g. a suitably equipped and maintained building.									
✓	✓				✓				

Service features for Assets and Locations

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>There is no asset management strategy.</p> <p>Physical assets are managed on a reactive basis.</p> <p>There is no forward planning.</p> <p>There is no capacity (skills or time) within the Service to properly manage and exploit physical assets.</p> <p>New locations (e.g. off site stores) are obtained in an ad hoc way.</p>	<p>There is no asset management strategy.</p> <p>Asset management is undertaken on an ad hoc basis.</p> <p>Assets are not properly exploited.</p> <p>Asset management is inefficient and wasteful of resources.</p>	<p>There is a basic asset management plan.</p> <p>There is a defined, limited resource for asset management.</p> <p>Assets are managed efficiently but without forward planning or full exploitation.</p>	<p>There is a coherent written asset management strategy.</p> <p>Assets are managed in line with good practice and professional standards.</p> <p>Asset management has dedicated personnel, budget and other necessary resources.</p> <p>Physical assets are recognised as a vital resource that enables the service delivery, particularly in relation to the building.</p> <p>Physical assets are exploited for income revenue e.g. room hire, event management, film locations.</p>	<p>There is a comprehensive written asset management strategy which is closely linked to the strategic plan for achieving the customer experience and meeting Borough goals.</p> <p>Assets are closely managed to ensure maximum efficiency and to meet relevant standards.</p> <p>There is on-going investment in assets to ensure their longevity and efficiency.</p> <p>Asset management has dedicated resources including budget and a responsible manager.</p> <p>Physical assets are recognised for their influence on working practices and organisational culture e.g. occasional revision of building layouts, the impact of a new or refurbished building to change working practices.</p> <p>Where appropriate asset management may be outsourced.</p>

Processes

Processes are the repeatable steps that the Service has to take to satisfy a stakeholder’s needs. This is the most complex area as it defines **how** the Service undertakes specific tasks. Ultimately a full process model is a list of processes that the Service operates. Performance metrics are often linked to processes to aid their efficiency and effectiveness. The overriding purpose of the Process Map is to define, document, train and consistently maintain standard procedures for repeatable activities. To ensure maximum efficiency, processes should be developed for each type of task the Service routinely undertakes. This includes all areas of a Service’s operations such as:

- Curatorial – collecting, cataloguing, moving items in and out of exhibition
- User needs – running membership schemes, processing schools visits, handling basic enquiries e.g. about opening hours and holdings
- Financial – taking income, recording financial transactions, reporting
- Staff – recruitment procedures, staff appraisals.

How processes can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
The process is undertaken correctly.									
	✓			✓					
The process is undertaken with maximum efficiency and efficacy.									
✓	✓	✓	✓						
Standards are met where appropriate.									
	✓				✓				
People do not have to waste time thinking about how to do these routine tasks but are freed up to undertake more sophisticated tasks.									
✓	✓		✓						

Service features for Processes

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice.</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>There is no process mapping.</p> <p>Tasks are undertaken by individuals in a random manner, each using their own approach.</p> <p>Quality control of routine tasks is poor and errors are inevitable e.g. collection documentation is inaccurate, of varying quality and not available for all collections.</p> <p>Work is dominated by the fulfilment of routine tasks. There is little capacity for innovation.</p>	<p>Certain routine tasks do have a procedure e.g. accessioning collections.</p> <p>Training in processes is patchy and generally on the job.</p> <p>There is little or no quality control of processes so errors in processes are frequent.</p> <p>A significant amount of time is preoccupied with routine tasks.</p>	<p>Most core processes have routine procedures some of which may be linked to professional standards.</p> <p>People receive training as required.</p> <p>Quality control is on an ad hoc basis, and may be done by exception.</p>	<p>Most processes are mapped and have documented operating standards which are linked to professional standards where appropriate.</p> <p>All relevant people are trained in processes. This training is reviewed on a regular basis.</p> <p>There may well be a HR handbook of key processes.</p> <p>There is quality control of processes so errors are kept to a minimum and rectified when found.</p>	<p>All routine processes are mapped with operating standards which link directly to professional standards/legal requirements/Borough operating standards.</p> <p>Processes are regularly reviewed for efficiency, efficacy and relevance, particularly through consultation with people operating those processes and customers experiencing the outcome of those processes.</p> <p>Training in processes is on-going. New personnel are inducted in processes.</p> <p>All processes are subject to regular or even continuous quality control.</p>

Performance metrics

A Heritage Service needs to assess how it is meeting the customer experience by gathering performance data. However, this needs to be done with care. Whatever gets measured will drive people’s behaviour e.g. preoccupation with cost cutting will override other more creative and positive behaviours such as upgrading the quality of interaction between a user and the service personnel. Furthermore there is a danger of gathering too many metrics, creating too much data with little value and wasting time. The key is to gather a few key metrics which really inform the Service how it is doing e.g. is it of more value to know how many onsite users a Service had or how many times the Service failed to meet a visitor’s expectations or needs (e.g. unable to answer a research query) and why? The latter will give a Service far better perspective on the customer experience. Many performance metrics will be linked to processes (repeatable tasks). Senior managers should be fully conversant with metrics for which they are responsible.

How performance metrics can contribute to the ten characteristics of a Heritage Service of the Future

Strategic	Sustainable	Innovative	Proactive	Relevant	Accessible	Collaborative	Borderless	Promoted	Respected
The development of the Service is informed by evidence from high quality metrics and benchmarking.									
✓		✓	✓	✓	✓				
Only metrics relevant to the strategic development of the Service are collated and evaluated.									
✓	✓		✓	✓				✓	
Senior managers understand and act on the metrics provided.									
✓			✓	✓	✓			✓	
People are fully aware of the metrics and use these to inform their own work and to share with other services.									
✓	✓	✓	✓	✓					
Metrics link through to the aspirations of the Borough.									
✓	✓			✓					

Service features for Performance Metrics 1 of 2

Reactive <i>Decisions and actions are determined by the immediate environment, not vision and strategy.</i>	Ad hoc <i>Awareness of value of vision and planning but lacks strategic approach in favour of random processes and initiatives.</i>	Baseline <i>Conscious of need and implements basic good practice in a structured manner.</i>	Balanced <i>Understands theory and implements good practice</i>	Transformational <i>Sector leader – innovative and comprehensive practice</i>
<p>There are no performance metrics.</p> <p>Operation of the Service is entirely reactive.</p> <p>There is no basis for evaluation, reporting or improvement.</p> <p>Assessment of the Service will be based on the ‘gut feel’ of the assessor which may be very biased and inaccurate, particularly for a Heritage Service where its purpose and value are often not realised by some stakeholders.</p>	<p>There is no strategic approach to the development and use of metrics.</p> <p>Only a few processes which are subject to metrics but these may be overanalysed e.g. lots of breakdown of current user types but no attempt to measure development of new audiences.</p> <p>Metrics will tend to be mechanistic (e.g. number of items issued) rather than critical of the customer experience (e.g. speed and accuracy of document retrieval).</p>	<p>A range of standard performance metrics exist derived from standards, good practice and benchmarking.</p> <p>Metrics are simple but do have relevance to Service assessment.</p> <p>Some metrics are tied in to Borough goals.</p>	<p>There is a good range of performance metrics which are relevant to the customer experience.</p> <p>Benchmarking is used as part of the measurement process.</p> <p>Relevant managers are responsible for the metrics.</p> <p>Metrics are reviewed regularly for relevance and effectiveness.</p> <p>There is a good body of longitudinal data to aid performance analysis and development.</p> <p>Borough goals inform what metrics are measured.</p>	<p>Metrics are developed in light of assessment of the customer experience.</p> <p>Metrics range from simple to sophisticated e.g. gathering user numbers but also Generic Social Outcomes.</p> <p>Metrics are closely linked to the goals of the borough.</p> <p>Information technology is employed to help collect and analyse data e.g. online surveys, automatic counting of visitors, data generated from collection management systems.</p>

Service features for Performance Metrics 2 of 2

Reactive	Ad hoc	Baseline	Balanced	Transformational
	<p>Metrics are collected on the basis of ease of collection rather than relevance to Service development.</p> <p>Metrics are reported on an infrequent basis and may be used to promote the Service to stakeholders rather than honestly assess the effectiveness of the Service.</p>	<p>Metrics are regularly reported to stakeholders.</p> <p>Metrics help inform planning for the Service.</p>	<p>There is regular, relevant reporting of metrics to key stakeholders.</p> <p>Metrics are used as a basis for developing the Service.</p>	<p>Metrics are created, upgraded or abandoned as their relevance to the customer experience alters.</p> <p>Some metrics are gathered in real time to inform processes concurrent with the metric.</p> <p>Metrics are gathered and used on a sparing basis.</p> <p>The responsible manager owns and promulgates their metrics.</p> <p>Metrics provide the basis for developing the Service including arguing for funding, pulling in partners and developing assets.</p> <p>Metrics are used honestly to provide a true assessment of the Service.</p> <p>Other Services look to this Service as a benchmark.</p>

Examples of Future Operating Models for different service environments

This section shows ‘maps’ of FOMs for Services in different situations. These examples exhibit different profiles. They provide a discussion point for developing the Service’s own FOM and show how a Service can use a FOM to map out how it would like to develop. This section also shows the flexibility of the FOM. It is not meant to be ‘one size fits all’ but rather a flexible tool to help a service envision how it could develop and even transform.

A Heritage Service which uses the Internet as a primary channel to users

	Reactive	Ad hoc	Baseline	Balanced	Transformational
Customer experience					
Skills and capabilities					
Collections					
Use of ICT					
Organisation and governance					
Assets and locations					
Processes					
Performance metrics					

A Heritage Service which focuses on providing high quality one-to-one service to researchers

	Reactive	Ad hoc	Baseline	Balanced	Transformational
Customer experience					
Skills and capabilities					
Collections					
Use of ICT					
Organisation and governance					
Assets and locations					
Processes					
Performance metrics					

A Heritage Service which serves a wide range of users from its local community

	Reactive	Ad hoc	Baseline	Balanced	Transformational
Customer experience					
Skills and capabilities					
Collections					
Use of ICT					
Organisation and governance					
Assets and locations					
Processes					
Performance metrics					

A Heritage Service which is very traditional in its service delivery

	Reactive	Ad hoc	Baseline	Balanced	Transformational
Customer experience					
Skills and capabilities					
Collections					
Use of ICT					
Organisation and governance					
Assets and locations					
Processes					
Performance metrics					

A Heritage Service which has very limited resources and finds strategic working difficult

	Reactive	Ad hoc	Baseline	Balanced	Transformational
Customer experience					
Skills and capabilities					
Collections					
Use of ICT					
Organisation and governance					
Assets and locations					
Processes					
Performance metrics					

The FOM can be used to map in holistic terms where a service currently stands and where it wants to go and from these two mappings develop a gap analysis of what needs to be done to achieve the desired Service FOM.

Further information

Accessing more Heritage Change Programme Guidance on developing the Heritage Service of the Future

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

- [Introduction to the Heritage Service of the Future Guidance](#)
- [The Ten Characteristics](#)
- [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](#)