

Report of the Director of Learning, Culture and Children's Services

Restructure of the Arts & Culture Service

Summary

1. The purpose of this report is to consult the Executive Member about a restructure of the Arts and Culture Service. Under the Council's Constitution the Chief Officer has the power to implement minor restructures. Before implementing this proposed restructure the views of the Executive Member and Advisory Panel are sought on the principles set out.

Background

2. The current structure was put in place in 2004 with the amalgamation of the Arts Service with the former Culture and Community Development Service. It established 3 main teams responsible for supporting events and festivals, delivering community arts, and providing curriculum support, performing arts centres and the peripatetic music service.
3. Since that time the team has had some notable successes including the establishment of the *City of Festivals* brand which has strengthened the year round programme of cultural activity and raised the profile of festivals in the city. A forum with First Stop York and the city centre management team has been established which has co-ordinated festival support activity and has secured recognition for festivals within the emerging Area Tourism Plan. Work with North Yorkshire Culture (NYC) has resulted in a sub-regional bid to support festival development.
4. The Arts Action team, established in partnership with Arts Council England: Yorkshire is gaining recognition of their work as best practice in the field of community arts. Their achievements have been fully detailed and reported to members recently. The increasing government emphasis on safer, stronger communities and the agenda for positive engagement opportunities for young people provides a clear basis for further development of their work.
5. The Arts Education team continue to be highly rated in the annual schools survey. The take up of instrumental lessons in schools is higher than the national average (11% compared to 8% nationally) and the local authority currently has the highest percentage of primary schools with ArtsMark accreditation in the country (this will become a Cultural CPA Key PI in 2007).

6. Despite these successes Arts and Culture has to move on to address new challenges. A restructure is required which will allow the service to continue to develop, to focus on key priority areas, and to enable more resources to be directed to front-line service delivery, whilst working within the budget likely to be available. Because of the need for the Council to make significant savings in its budget for 2007/8 these proposals have been designed to be able to deliver budget savings of £32k in the Leisure & Culture portfolio, as well as supporting a projected £35k increase in income targets within the Children's Services portfolio. These budget savings are set out in the budget papers elsewhere on this agenda. Should these budget savings not be required the funding would be available for direct spending on arts and festivals initiative.

Consultation

7. In undertaking this review of the service we have consulted within the team, with stakeholders of the service, with other external partners, and with members of the departmental management team.

What did people say on the whole? A few summary bullet points:

- ❖ The team, as stands, has been successful in delivering their current responsibilities.
- ❖ That new opportunities to improve our 'youth offer' should be taken up with a refocus of our work.
- ❖ That we should continue to develop our work to ensure that those young people and residents who are not currently active culturally are encouraged to actively participate in the arts.

Principles for the revised structure

8. The guiding principles for the re focus of the service are:
- Increasing active participation in the arts by widening access and diversifying our work
 - Increasing active participation rates improving our offer to young people
 - Creating safer and stronger communities through focused, targeted work, especially in those communities where active participation rates are low
 - Focussing our festival work on community and arts development whilst working in partnership to promote the 'York - City of Festivals' brand.
9. Following this review Arts and Culture needs to refocus its educational work, especially in the area of the Performing Arts Centres (PACs), to improve the offer of arts activities to young people. We need to widen the PACs' appeal and include visual and media arts in the provision while still retaining high quality provision which challenges and supports young people to achieve their best. **Therefore we propose to change the post of Head of Centres into a Young People's Arts Officer.** This post has a completely revised job description with responsibility for making strategic links with the Youth Service, the Extended Schools service and internally within the Arts and Culture team. (Annex 2).

10. The Music Manifesto from the DFES is introducing a Wider Opportunities programme with £78K additional funding being delegated into schools through the Standards Fund in 2007/8. We have successfully piloted a Wider Opportunities programme for the last two years and will be seeking Schools Forum approval to ring fence this funding into a central pot so that all schools can benefit from the monies rather than small delegated amounts being lost in the larger school budget. To do this effectively we will have to work very closely with primary schools to deliver the service required. This will be necessary if we are to give every child in Key Stage 2 the chance to play a musical instrument and experience the music curriculum through instrumental playing. **Therefore we need to secure additional management time to oversee the quality of the Wider Opportunities provision into schools.**
11. The proposed Local Authority Agreement (LAA) places strong emphasis on outcomes related to both a healthier population and safer, stronger communities. These are reflected in the revised Lifelong Learning and Culture Plan. In supporting these objectives the work of Arts Action York and the Cultural Events team has been invaluable. **Therefore it is essential that we retain the frontline capacity to support communities and increase active participation in culture.**

Options

12. If we are to focus on these priorities and deliver the proposed budget savings and income generation required we need to do the following:
 - Secure additional management time to deliver a Wider Opportunities Programme and ensure the quality of provision. Through the awarding of an additional Teaching and Learning responsibility point and a reorganisation of current Teaching and Learning points we aim to support the Wider Opportunities programme effectively, improving our operation and efficiency.
 - Restructure the Performing Arts Centres into Young Peoples Arts Hubs to develop an improved youth offer, encompassing more art forms and liaising more closely with internal Arts & Culture team, Youth Service and the Extended Schools network. The Head of Centres position, which was previously held by a peripatetic teacher (part time) and is currently vacant, will change to a full time Young People's Arts Officer with a job description and person specification more focused on the expansion of provision and the improvement of our 'youth offer'.
 - Reorganise the Cultural Events team and the Arts Action team under one manager, the Arts and Events manager, realising potential budget savings while securing and enhancing the operational budgets that support frontline delivery. The responsibilities of the Events and Festivals Officer to work with wider communities on festival and events delivery will be increased. The focus of the team will continue to be on *Making York More Eventful*, increasing active participation rates and building safer, stronger and greener local communities with capacity and confidence to engage actively in culture. The reduction of one post will clearly reduce the capacity to develop partnership work although some of the resources freed up will be

reinvested into front line budgets. This should help to lever in additional funding.

- In order to ensure the efficient collection of income from fees, the effective business support to the workshops, events and festivals programme and the administrative support of the section the business support team will be reorganised under a single supervisor post.

Analysis

13. Through the implementation of these measures we will refocus on the work supporting the changing local, regional and national cultural agenda. Additionally the proposed budget savings of £32k within the Leisure and Culture budget portfolio will be made available and a structure capable of delivering the proposed £35k increase in income in the Children's Services budget portfolio will be put in place.

Corporate Priorities

14. The new structure will focus on the revised corporate priorities within the LAA and the 5 Lifelong Learning & Culture priorities:
- Making York More Eventful
 - Engaging in Learning
 - Being Healthy
 - Building Stronger, Safer and Greener Communities
 - A Vibrant Cultural Infrastructure

Implications

Financial Implications

15. The cost of the proposed staff structure is shown in the table below based on the new job descriptions and benchmarked gradings:

Leisure	2007/08	2008/09	Maximum Cost
	£	£	£
Cost of Existing Structure	221,000	225,000	231,000
Cost of Proposed Structure	181,000	186,000	195,000
Less Budget Saving	-25,000	-25,000	-25,000
Budget Remaining for additional activities	15,000	14,000	11,000

Education	2007/08	2008/09	Maximum Cost
	£	£	£
Cost of Existing Structure	327,000	332,000	336,000
Reduced contribution to EDS Budget	8,000	8,000	8,000
Cost of Proposed Structure	333,000	339,000	347,000
Budget Remaining for additional activities	2,000	1,000	-3,000

A more detailed financial analysis of the staff structure is included in Annex 1.

Human Resource Implications

16. HR has undertaken a benchmarking exercise for the proposed new and amended posts. The following grades are supported by HR, subject to the outcome of job evaluation:

- Arts & Events Manager PO6-PO9
- Arts & Festivals Officer SO1/SO2
- Events & Festivals Officer SO1/SO2
- Young People's Arts Officer SO1/SO2
- Events Assistant SC3

The proposal does have implications for current staff. It is proposed that the posts of Cultural Events Manager and Arts Action Manager are deleted from the structure and replaced with the new role of Arts & Events Manager. Also, the post of Events & Festivals Officer has been significantly revised, a new job description drawn up and a higher grade allocated to the post. There are staff in all three of these posts.

These three staff will therefore be potentially at risk of redundancy, as their substantive posts no longer exist in the new structure. The Council's Management of Change procedures will therefore apply. However the new post of Arts and Events Manager and the significantly revised post of Events and Festivals Officer in the proposed structure may provide suitable alternative posts under the redeployment procedure for two of the three staff affected.

When vacancies arise, the redeployment procedure gives priority to employees who are potentially at risk of redundancy. A post is deemed a suitable match when the employee's skills, experience and knowledge are of a level that will enable them to effectively undertake the duties and responsibilities of the post i.e. they meet the essential criteria for the post (or could do so with reasonable training). Where there is more than one suitable redeployment candidate, formal interviews will be held, which will be competitive amongst redeployees only.

The new post of Arts Hubs Officer and revised Arts & Festivals Officer are currently vacant. These posts should be recruited to in line with the vacancy management procedures and within the current establishment controls.

The careful management application of appropriate procedures and clear consistent consultation with staff affected at all stages is vital.

Equalities Implications

17. There will be improved access to the revitalised Young Peoples Arts Hubs. The year round festival and events provision and work undertaken by the Arts Action team with disadvantaged or disenfranchised communities will continue.

