

DUNDEE CITY COUNCIL

REPORT TO: Personnel Committee - 13 December 2004

REPORT ON: Leisure and Arts Department - Arts Development and Heritage Section - Review of Organisational Structure

REPORT BY: Director of Leisure and Arts and Assistant Chief Executive (Management)

REPORT NO: 774-2004

1.0 PURPOSE OF REPORT

1.1 This report proposes temporary changes to the organisation structure of the Arts Development and Heritage sections within the Leisure and Arts Department as a result of a successful bid to the Heritage Lottery Fund for the McManus Galleries and Museums Re-development.

2.0 RECOMMENDATIONS

It is recommended that the Committee approves the following temporary changes to the organisation structure of the Arts Development and Heritage Sections:-

- 2.1 the post of Heritage Officer (Communities), graded AP3-5 (£17,340-£24,396) be redesignated to Heritage Officer (Project Development);
- 2.2 the establishment of a fixed term post of Arts Development Officer (Project Development), graded PO1-4, £24,888 - £27,015, until October 2007;
- 2.3 the establishment of a fixed term post of Collections Management Officer, graded PO1-4, £24,888 - £27,015, until October 2007;
- 2.4 the post of Education Development Officer, graded AP3-5, £17,340 - £24,396, be redesignated Arts and Heritage Education Development Officer;
- 2.5 the establishment of a fixed term post of Front of House Officer, graded AP1-3, £14,211 - £19,029, until October 2007;
- 2.6 the post of Arts Development Officer, graded AP3-5, £17,340 - £24,396, be redesignated Arts Development Officer (Environment) and transferred to the Environment Development Team;
- 2.7 the post of Arts Development Officer, graded AP3-5, £17,340 - £24,396, be redesignated Heritage Officer (Oral History) and transferred to the Heritage Team;
- 2.8 the establishment of a temporary fixed-term post of Arts Development Officer (Exhibitions and Artist Liaison), graded AP3-5, £17,340 - £24,396, from November 2004 to October 2007;
- 2.9 the posts in 2.2, 2.3 and 2.5 will be filled internally, with the current posts of the successful candidates being held vacant until the review in 2007;

- 2.10 It is further proposed that the Arts and Heritage structure be reviewed prior to October 2007 on completion of the McManus Galleries and Museums redevelopment.

3.0 FINANCIAL IMPLICATIONS

- 3.1 The changes outlined in the recommendations will be cost neutral. The additional cost in making these changes will be met from savings in the vacancies arising from appointment to the temporary posts recommended at 2.2, 2.3 and 2.5 above. The post of Principal Arts Development Officer, graded PO3-6, £26,250 - £28,578, will also remain vacant for the duration of the project. The future of these posts should be reconsidered as part of the 2007 review.

4.0 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 The implementation of these recommendations will increase the opportunities of access to leisure and recreation activities for all, which will help encourage improvement in healthy lifestyles and promote social inclusion.

5.0 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 The implementation of the recommendations contained in this report will be in accordance with the Council's Equal Opportunities Policy.

6.0 MAIN TEXT

- 6.1 The Committee is aware that the Chief Executive and Chief Officers continue to monitor and review the organisation structures of departments to deliver efficiency and effectiveness and scrutinize costs. The present organisational structure of the Arts Development and Heritage Section as part of the overall formation of the new Leisure and Arts Department was approved by the Personnel and Management Services Committee on 16 June 2001 (Report No 363-2001). See Appendix 1.
- 6.2 As a result of the positive outcome of the Stage 1 bid to the Heritage Lottery Fund to redevelop McManus Galleries and Museums it is appropriate, at this time, to realign Arts Development and Heritage Sections to meet the challenges of this major project amounting to £7.5m. It is a requirement of the Business Plan submitted to the Heritage Lottery Fund that a structure be put in place that will progress the bid to the Stage 2 submission and manage the project over its implementation phase over the next three to five years.
- 6.3 It is proposed that a number of secondments be made from existing resources to establish a Project Team which will drive the Stage 2 bid and subsequent redevelopment of McManus Galleries and Museums forward to a successful conclusion that meets the needs of a 21st Century Art Gallery and Museums service of which the City can be justifiably proud.
- 6.4 It is proposed that the core of that Project Team consists of the following posts:-

Heritage Manager (Project Director)
Principal McManus Galleries Officer (Depute Project Director)
Heritage Officer (Project Development)

Arts Development Officer (Project Development)
Project Administrator

The Project Team will report directly to the Director of Leisure and Arts who will continue to take lead responsibility for the overall development of McManus Galleries and Museums and the establishment of a new service to meet the needs of the 21st Century.

- 6.5 In parallel with the ongoing redevelopment of McManus Galleries and Museums both the Arts Development and the Heritage Sections require to provide an ongoing service both prior to, and during, this major redevelopment. This includes the delivery of the service and continued development of sites such as Mills Observatory, Broughty Castle, Camperdown House and St Mary's Tower. Additionally there will be a requirement to provide a community enquiry service at the proposed Barrack Street Collection Unit which is integral to the overall bid to the Heritage Lottery Fund.
- 6.6 There is also a requirement to maintain an ongoing Arts Development Service during the redevelopment period as it moves towards providing an integrated service across the range of Arts and Heritage facilities directly managed by the Leisure and Arts Department. Identified priorities include the continued commitment to the Educational and Outreach programme leading to the establishment of the Lifelong Learning Centre which will be at the heart of the McManus Galleries and Museum redevelopment. The exhibition programme will continue at McManus Galleries and Museum until November 2005 with other venues being explored during the period of closure 2006-2008. Other priorities include the development and implementation of the Oral History project and the city-wide development of Traditional and Contemporary music.
- 6.7 During the period of the redevelopment and the secondment of the current Heritage Manager, it is proposed that the current Arts Manager will take lead responsibility for the management of the Heritage Section. This will ensure ongoing service delivery during the redevelopment of McManus Galleries and Museum. The Arts Manager will continue to report to the Director of Leisure and Arts.
- 6.8 The establishment of a temporary fixed term post of Arts Development Officer (Project Development) reflects the responsibility of the role they will be expected to play as a key player in the Project Team. The Fine Art, Contemporary Art, Applied Art and Craft collections are significant both in Regional and National terms and as such, require due diligence in their interpretation and display within the new development. The areas that they occupy will equate to roughly 50% of the total display including the ongoing temporary exhibition programme. In establishing McManus Galleries and Museum as a centre of excellence in the contemporary craft touring circuit it requires curatorial input at a level in excess of the Arts Development Officers current remit.
- 6.9 The temporary redesignation of the posts of Heritage Officer (Project Development) and Education Development Officer reflects the need to develop this area of the service in meeting the needs of the community and fundraising to enhance the service. The Heritage Officer (Project Development) will undertake the senior curatorial responsibilities bringing together the interpretive storylines, the interpretation of the Human, Social, Industrial, Archaeological and Environmental collections to produce a series of interactive displays that will engage directly with the public and provide opportunities for both physical (interactive) and intellectual (educational) access to these important Regional collections which embrace the story of the City of Dundee. The/...

The Arts and Heritage Education Development Officer will have lead responsibility for providing the educational interpretation of all ten galleries and interpretation zones ensuring that they meet the needs of visitors to McManus Galleries and Museums. In particular, school pupils needs will be addressed in relation to the Scottish Curriculum recommendations in relation to Art, History and the Environment. Additionally there is a need to develop the Life Long Learning Suite which has been acknowledged by the Heritage Lottery Fund as pivotal to a successful redevelopment

- 6.10 The establishment of a temporary fixed term post of Heritage Officer (Documentation) reflects the need to establish a post which has responsibility for Collections Management and the management of the Barrack Street Collections Unit. This role is key to the successful planning and implementation of the Audit requirements and the subsequent decanting of over 150,000 objects from the City's Collections to a number of sites across the city. During the period of gallery closure it is planned to show works from the collection at the National Gallery of Scotland and other venues in the United Kingdom. The postholder will be required to undertake the role of Registrar in relation to these initiatives. It is proposed that the Barrack Street Collections Unit be available from late 2005 and that a new enquiry service be established under the management of the Heritage Officer (Documentation) who will also have a day to day responsibility for the curatorial and front of house staff working at the facility.
- 6.11 The establishment of a temporary fixed term post of Front of House Officer which will be responsible for all aspects of Customer Care, Visitor Services and maintenance of the McManus Galleries and Museum. Other duties include the management of two Senior Arts and Heritage Assistants and fourteen Arts and Heritage Assistants across three Heritage sites.

7.0 CONSULTATION

- 7.1 The Chief Executive, Depute Chief Executive (Finance), Depute Chief Executive (Support Services) and Assistant Chief Executive (Community Planning) have all been consulted on this report and are in agreement with its contents. The trade unions have also been consulted.

8.0 BACKGROUND PAPERS

- 8.1 None.

Steve Grimmond
Director of Leisure And Arts

16 September 2004

J.C. Petrie
Assistant Chief Executive (Management)

7 December 2004