

Integrated Impact Assessment (IIA)

Informing our approach to fairness

Name of proposal	Tyne and Wear Archives and Museums
Date of assessment	September 2018
Lead officer	Andrew Rothwell
Assessment team	Iain Watson, Jackie Reynolds
Planned review date	June 2019

Version control

Version	2
Date	February 2019
Replaces version	1

This is our assessment of the potential equality and other impacts of this 2019-20 proposal, based on the available evidence. We reviewed this assessment following consultation to consider comments and information from all stakeholders, research or new and emerging policy or announcements.

This is the ninth year of austerity and Government-imposed funding cuts. Coupled with unfunded cost pressures, like increasing demand for services and inflation, this has resulted in us needing to achieve savings of £267 million over the last eight years.

Our financial position remains challenging and we need to save a further £16.9 million in 2019-20.

The following proposal is put forward within this context and should be read in conjunction with 'Shaping our future together: Our medium-term plan 2019-20 to 2021-22'. This explains how we are responding to the continuing financial challenge, setting out our plans for the three years.

Section A: Current service

1. What does the service / function / policy do?

Tyne and Wear Archives and Museums (TWAM) is a joint archive and museum service which manages museums and archives for five local authorities and Newcastle University. In Newcastle it receives a financial contribution from the City Council to run the Laing Art Gallery and the Discovery Museum.

TWAM also holds, and provides access to, documents relating to Newcastle upon Tyne, Gateshead, North Tyneside, South Tyneside and Sunderland dating from the 12th to the 21st centuries, which are available to the public for information and research purposes. It satisfies the mandatory requirement for local authorities to provide proper care for their records.

TWAM provides access to, and cares for, Newcastle's historic and cultural collections for present and future generations. It provides free access to facilities although some temporary exhibitions and activities are charged for. It delivers a range of outreach and education programmes including targeted work with disadvantaged and excluded groups and class visits for children and young people.

2. Who do you deliver this service for?

The service is available for anyone to use and regularly attracts visitors from all parts of the city and the region as well as from other parts of the UK and internationally.

In 2017-18 Discovery Museum and the Laing Art Gallery attracted 571,482 in-person visits: 203,130 at the Laing and 368,352 at Discovery. Many of these users are from communities with protected characteristics including disabled people, BAMER communities, older people and people from lower socio-economic groups.

TWAM has a long-standing commitment to accessibility. It targets non-traditional audiences and encourages them to see museums as having a positive contribution to make to their lives. As well as providing a universal service at the main venues, targeted work is conducted across the city in partnership with community organisations.

3. Do you have any statutory requirements?

Museums are not a statutory service, and while Archives are not a statutory service, they have some statutory responsibilities: there is a duty to make "proper arrangements" for local authorities' records and those they have accepted into their care. Public Records (defined by the Public Records Act 1958) held locally are subject to statutory requirements and access to the records

covered by it must be free of charge. TWAM holds a large quantity of such records and therefore discharges the statutory duties of NCC in this regard.

4. How much do you spend on this service?

Gross expenditure	Gross income	Net budget	Capital projects
£3,769,740	£2,611,430	£1,158,310	

5. What workforce delivers this service?

Posts	FTEs	Comments
90	60.5	

Section B: Change proposal

1. What is the proposal to change the service?

We will reduce funding to TWAM by £150,000 in 2019-20, as previously set out in Newcastle 2020: Investing for a Fairer Future. This is the third year of reductions totalling £450,000, reducing our financial contribution to the service to £1 million per annum.

TWAM will also be required to make additional savings of £200,000 to accommodate cost pressures. The total saving therefore required is £350,000 (£150,000 plus £200,000).

The proposed alterations/reductions in expenditure to meet the savings target are:

Proposal	Saving
Use of reserves	£59,220
Additional fund raising	£15,000
NNDR saving	£122,880
Termination of rental agreement for Resources Centre	£25,000
Staffing review/restructure	£90,000
Closure of Discovery and Laing on five Bank Holidays each year	£7,400
Review of building access hours including for the public	£30,500
Total	£350,000

Additional Fundraising TWAM already generates almost £1 million a year from donations, trusts and foundations, trading activities and charges for some activities. That sum is scheduled to grow in the coming years. This will include more active solicitation of donations, increased use of contactless donations, requests for donation 'top ups' on top of any charges made and charges for some activities.

In May 2018, TWAM appointed an Individual Giving Officer, funded via a grant from the Heritage Lottery Fund, to develop a visitor giving programme across the venues. This has already included a pilot of contactless donations which is now being rolled out to all sites. Work has also started on researching and testing membership options for individual giving, developing a case for support, online giving, appeals and developing a strong donor journey.

Donations from individuals has risen by 171% in 2018/19 compared to the previous year.

NNDR Saving The (national) Valuation Office has recently revised the rateable value of the Laing Gallery and Discovery Museum. An appeal against the new valuation, which considerably increases the rates payable by both venues, has been submitted, based on precedents set by other museums services elsewhere in the country. If the appeal is successful, as anticipated, the funds required to cover the cost of rates will be considerably reduced.

Termination of rental agreement for Resources Centre. The lease for storage space for some resources held by TWAM terminated in August 2018. Internal re-organisation of space at TWAM will mean that there will be no need to renew the lease, saving (after dilapidations in the current year) an annual sum of £25,000.

Staffing review/restructure Some work has already been carried out with North East Regional Employers Organisation reviewing operational procedures. This will facilitate a review of the existing organisational structure to ensure that it is fit-for-purpose and to achieve budget savings.

Closure of Discovery and Laing on five Bank Holidays each year Attendance at Discovery Museum and the Laing Gallery is generally lower on Bank Holidays and the costs of opening are proportionately higher. Closure on these days will have the least public impact and the greatest financial benefit. In 2018/19, the average number of visitors on a bank holiday were 8% and 37% lower at Discovery and the Laing respectively when compared to the average number of visitors per day on other days in the bank holiday week. In addition, bank holidays were 40% lower at Discovery compared to other school holiday Mondays.

Review of building access hours including for the public Access to both Discovery Museum and the Laing Gallery is required by staff, suppliers and contractors outside public opening hours. A review of these hours will be undertaken, along with an assessment of public opening hours to seek to achieve further savings. The proposal includes reopening the Laing Art Gallery on a Monday and closing on a Sunday. This will not decrease public access, but will enable more visits by school children. It is estimated that this change in opening hours will increase income from visitors (retail, admissions and donations) by between £5k and £10k and reduce staffing costs by £17k.

Like Newcastle City Council, TWAM's volunteering policy is underpinned by the principle that volunteers are not used to replace paid staff. During 2017/18, 490 active volunteers worked alongside our staff in 147 volunteer roles.

2. What evidence has informed this proposal?

Information source	What has this told you?
Existing management information relating to costs and usage of the buildings	That the savings required may be achieved by reducing building opening hours; reducing external payments; a review of the staffing structure of the organisation; and use of reserves

3. How much will you spend on this service?

	Gross expenditure	Gross income	Net budget	Capital projects
2019-20	£ 3,669,550	£2,626,430	£1,008,310	

4. What will the net savings be of this proposal?

	Gross Saving	Implementation Cost	Net Saving
2019-20	£350,000 (£150,000 saving for NCC)	Redundancy costs TBC	TBC

5. What impact will this have on the workforce?

	No. FTEs	% workforce	Newcastle City Council are the employer for TWAM staff
2019-20	3.8	5.5	

6. Who have you engaged with about this proposal?			
Date	Who	No. of people	Main issues raised
January 2018	Previous budget consultation review	238	Whilst the reductions were regretted, no substantive observations were made.
November 2018 – January 2019	Members of the public via Let's Talk Newcastle Online and social media, Newcastle Council for Voluntary Sector, Disability Forum, Elders' Council	44	<p>Main concerns raised were in relation to proposals for closure on Bank Holidays:</p> <ul style="list-style-type: none"> Families, especially those on low incomes, would be negatively affected as they would have fewer free activities to take children to. There is a need to give a positive impression to visitors and tourists. People who work during the week would be less able to visit facilities if they are closed on Bank Holidays. <p>Respondents asked that other days, particularly mid-week, be considered from closures and that closures are well publicised. Suggestions were also made about increased fund-raising and use of volunteers.</p>
7. What are the potential impacts of the proposal?			
Specific group / subject	Impact (actual / potential disadvantage, beneficial outcome or none)	Detail of impact	How will you address or mitigate disadvantage?
People with protected characteristics			
Age	Actual / potential disadvantage	Some service users with limited financial resources may feel disinclined to visit the service due to the proposed approach of requesting a donation for every visit. More exhibitions and activities will be charged for, including family activities.	Donations to the service will remain optional and the core of the museum and gallery service will remain free to those who are unable or unwilling to make a donation. However, more exhibitions and activities will be charged for.
Disability	Actual / potential disadvantage	Some service users with limited financial resources may feel disinclined to visit the service due to the proposed approach of requesting	Donations to the service will remain optional and the core of the museum and gallery service will remain free to those who are unable

		a donation for every visitor. More exhibitions and activities will be charged for, including family activities.	or unwilling to make a donation. However, more exhibitions and activities will be charged for.
Sex	Actual/potential disadvantage	Some service users with limited financial resources may feel disinclined to visit the service due to the proposed approach of requesting a donation for every visit. More exhibitions and activities will be charged for, including family activities.	Donations to the service will remain optional and the core of the museum and gallery service will remain free to those who are unable or unwilling to make a donation. However, more exhibitions and activities will be charged for.
Marriage and civil partnership	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionate negative impact on people who are married or are in civil partnerships	
Pregnancy and maternity	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionate negative impact on people who are pregnant or during maternity.	
Race and ethnicity	Actual/Potential disadvantage	Some service users with limited financial resources may feel disinclined to visit the service due to the proposed approach of requesting a donation for every visit. More exhibitions and activities will be charged for, including family activities.	Donations to the service will remain optional and the core of the museum and gallery service will remain free to those who are unable or unwilling to make a donation. However, more exhibitions and activities will be charged for.

Religion and belief	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionately negative impact on people with differing religious beliefs	
Sexual orientation	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionately negative impact on people of any sexual orientation.	
Gender reassignment	Actual/potential disadvantage	Some service users with limited financial resources may feel disinclined to visit the service due to the proposed approach of requesting a donation for every visit. More exhibitions and activities will be charged for, including family activities.	Donations to the service will remain optional and the core of the museum and gallery service will remain free to those who are unable or unwilling to make a donation. However, more exhibitions and activities will be charged for.
Other potential impacts			
People vulnerable to socio-economic impacts	Actual / potential disadvantage	Some service users with limited financial resources may feel disinclined to visit the service due to the proposed approach of requesting a donation for every visitor. More exhibitions and activities will be charged for, including family activities. Some consultation feedback raised concerns that families, especially those on low incomes, would be negatively affected as they would	Donations to the service will remain optional and the core of the museum and gallery service will remain free to those who are unable or unwilling to make a donation. However, more exhibitions and activities will be charged for. TWAM works hard to promote its activities and the key opportunity is to sign up to TWAM's free online membership scheme – Must See Museums -

		have fewer free activities to take children to.	https://www.twmuseums.org.uk/museum-see-museums which provides updates on activity and events including many free events
Businesses	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionate negative impact on businesses.	
Geography	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionate negative impact on any particular ward.	
Community cohesion	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionate negative impact on community cohesion.	
Community safety	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionate negative impact on community safety.	
Environment and air quality	None	Based on our research, there is no evidence to suggest that the proposal will have a disproportionate negative impact on the environment.	