London Cultural Improvement Programme

Heritage Change Programme
2. The Heritage Service of the Future
2.6 Operations Analysis Matrix

Heritage Change Programme

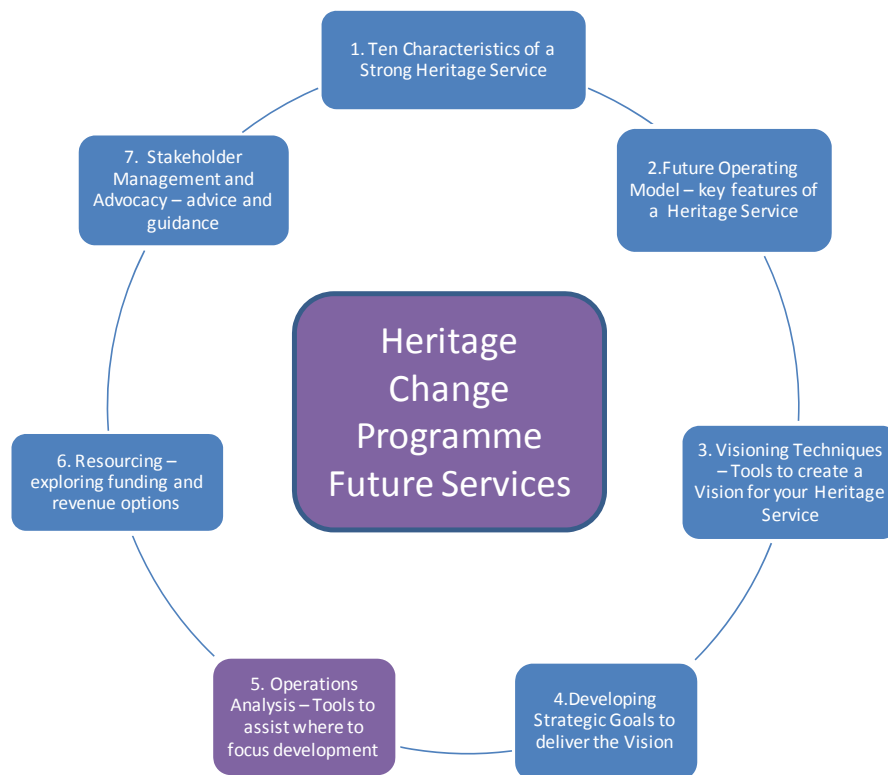# 2. The Heritage Service of the Future

2.6 Operations Analysis Matrix

Introduction

This advice on the 'Operations Analysis Matrix' 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. It can be used by senior managers or service staff. Figure 1 shows how the Operations Analysis Matrix fits into the range of resources for creating the Heritage Service of the Future.

Figure 1. Process for using the Guidance Pack

Heritage Change Programme Future Services

1. Ten Characteristics of a Strong Heritage Service

2. Future Operating Model – key features of a Heritage Service

3. Visioning Techniques – Tools to create a Vision for your Heritage Service

4. Developing Strategic Goals to deliver the Vision

5. Operations Analysis – Tools to assist where to focus development

6. Resourcing – exploring funding and revenue options

7. Stakeholder Management and Advocacy – advice and guidance

What is the Operations Analysis Matrix?

This Operations Analysis Matrix has been developed to help prompt ideas around how to develop the core elements in a Heritage Service to support the Service develop goals, a Vision and ultimately the service itself. This Matrix takes the core resources of a Heritage Service and collections, skills technologies and strategic planning and aligns them with core stakeholders to ask questions that can help a service plan for the future.

The core resource types are:

- collections – without strong collections a Heritage Service will not be successful.

- skills – which may be provided in-house or outsourced.

- technologies – particularly around buildings and IT.

- strategic planning – those planning processes and decisions which determine the expected future for the Service.

The core stakeholders are:

- contributors – i.e. those who input into the Service with little material return expected, such as, owners of collections or other groups such as volunteers, individuals knowledgeable about collections or those who provide help in kind.

- consumers – the users of the Service and its facilities. Can be internal or external.

- key stakeholders – those groups or individuals beyond consumers and contributors who will be affected by the actions and processes of the Service.

How to use the Matrix

The purpose of the Matrix, which can be seen overleaf, is to enable a Service to look critically and creatively at how it currently operates and how it could improve the operations to the benefit of the Service and the core stakeholders. A Service can ask itself the questions on the Grid or use the Grid to generate additional questions for each cell.

Operations Analysis Matrix	Collections	Skills	Technologies	Strategic
Contributors	Does the Service have an active relationship with the right contributors? Will contributors enable Service to develop through strong, relevant collections?	Does the Service need to skill up contributors e.g. to cope with digital collections? Does the Service have the capacity to seek out & nurture contributors?	How can technology be used to encourage high quality contribution (e.g. The Postal Museum's Wiki)? Is technology holding back contribution (e.g. poor storage)?	Is there a long-term plan to actively develop contributors? Why? What do contributors get in return for their contribution and is this return of value to them?
Consumers	Do collections meet current user needs? Are collections suitable for developing new consumers?	What consumer-orientated skills is the Service strong in and how can it maintain and develop these? What skills does Service lack to access desired new consumers? What skills are required to deliver new services?	Does the Service's current use of technology attract or deter users? Does Service technology work around users or vice versa? Do Service technologies meet current user requirements? Future desired user requirements? Where can the Service access technology-related skills?	What user profile does the Service want in 5 years time and why? Is there a long-term strategic plan for developing & servicing consumers? Why? Has there been any change in the pattern of consumers over the last ten years and is this likely to continue?
Supporters	Do all supporters understand the purpose and value of collections? How did they reach that level of understanding? Which supporters do and do not provide Service with the capacity to care for & develop for collections? How?	What skills do supporters provide to the Service? Are these sufficient for the Service's development?	Are supporters willing to support technologies necessary to develop the service? How come?	Does Service strategy meet needs of parent organisation? How come? Is parent organisation conscious of this contribution? Do supporters block development of the Service? Would alternative position within Borough organisation assist Service development? Would greater independence in governance assist Service development?

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
- The Future Operating Model
- Visioning Techniques
- Developing Strategic Goals
- 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

Heritage Change Programme; The Heritage Service of the Future; Operations Analysis Matrix Ref 2.6