London Cultural Improvement Programme

Heritage Change Programme
2. The Heritage Service of the Future
2.7 A Fresh Look at Resourcing

# Heritage Change Programme

2. The Heritage Service of the Future

2.7 A Fresh Look at Resourcing

Introduction

This advice on Resource Planning has been developed as part of 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 'A Fresh Look at Resource Planning' fits into the range of resources for creating the 'Heritage Service of the Future'.

Figure 1. Process for using the Guidance Pack
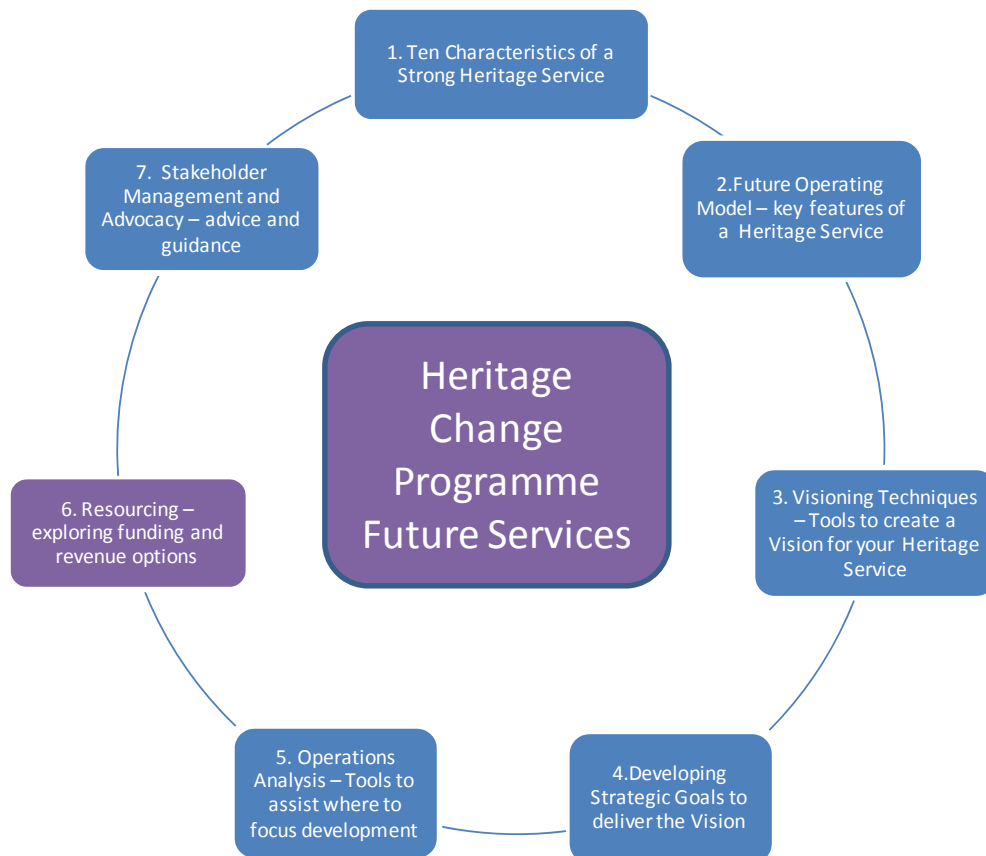
Planning resourcing

Resourcing for the Service of the Future demands many features. Reliance on core funding from the Borough will be more difficult. Therefore Services are going to have to be more innovative and strategic in their finding and use of resources. Figure 2 is a flow diagram showing how a Service might plan its resourcing.

Figure 2. A flow chart for resource planning
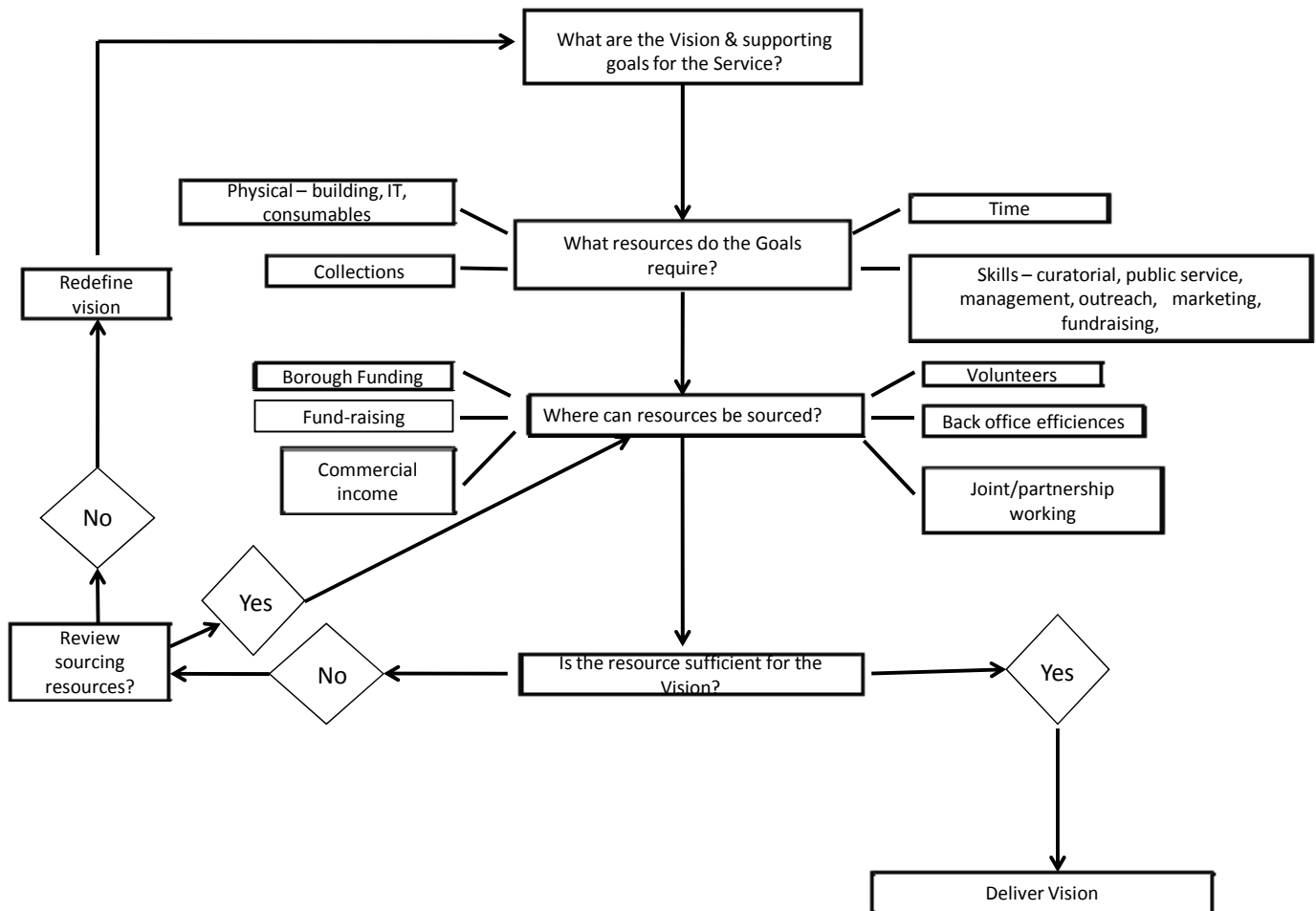
The key issue is to decide what the Service wants to achieve by articulating the Vision and the goals necessary to fulfil that Vision. This provides the basis for deciding what resources the Service needs. The aim is to ensure that, however limited resourcing might be, distribution amongst the Service is undertaken in a strategic rather than reactive manner. The resources will be varied. The diagram above suggests four main resource types for any service; the Service must know how much of each type of resource it needs before it sources them. This may well require gap analysis.

Once the level of resourcing required has been determined the Service needs to consider how to find the resources. Resourcing can come through several channels:

- Direct funding: This could be through a number of channels including core funding, specific fundraising (including funding bids), or commercial income. S

- 'In kind' funding, such as volunteers.

- Efficiencies in operations or working with partners to create economies of scale.

- Working with partners who can bring in additional resources such as space and expertise.

If this generates sufficient resources the Service can then deliver its strategic goals and thus work towards its Vision. If the Service cannot generate sufficient resources or enough resource of a specific kind, it has two courses of action: it can either review where it might get additional resources or it can redefine its Vision and go through the resourcing process again.

Prompts for considering how to find resources

Resourcing for Heritage Services at the current time can be difficult and requires many of the characteristics of a Service of the Future.

- Be innovative: don't just do things how they have always been done. Resourcing needs to be creative. This could be anything from finding a new partner to moving to a completely new style of governance
- Be collaborative: resourcing in this difficult economic environment is going to require working with others to achieve new economies of scale. This joint working may be specific projects, shared posts, even a shared location or storage
- Be proactive: go looking for resources. Don't just wait for resources to come to the service.
- Be promoted: help the Service's champions fight for the resources the service needs. Have strong arguments for why the resourcing is needed with good evidence of need and potential return as well as delivery against wider outcomes and key local objectives

Here are some tools to help innovative thinking about resourcing:

Time Travel
 How would you deal with this issue if you were in a different time period? 10 years ago? 100 years ago? 1,000 years ago? How about in the future? 10 years later? 100 years later?

Teleportation
How would the Service find resources if it were in a different location? A different county? A rural location? A different local authority? A different political environment?

Reverse thought mapping
What would the Service do not to raise more resources?   What would it cut? What would it avoid? Who would it alienate? What would it waste?

Attribute change

How would the Service find resources if it changed individual attributes? A commercial museum? An organisation ten times as large as the current Service? A Service based on social enterprise? A Service combined with another organisation such as a University? Keep changing attributes to prompt more thoughts.

Split Personality

How would the Service find resources if it was managed by someone else? Gordon Ramsey?   The Mayor? The Finance Director? Tom and Jerry? Margaret Thatcher? Andrew Lloyd-Webber? Ghandi? Community volunteers?

Money is not a resource; it is the quickest route to resources

It has been said that 'Money is not a resource in itself; it is the quickest route to resources. In this difficult economic climate money is not always forthcoming so consider whether resources in kind are available to the Service. Volunteers are an obvious example. Volunteers can be invaluable but do be aware that Volunteers are not free. Volunteers need extensive management, possibly to a level which is unproductive for the Service, and are not always a consistent resource. If the Service does decide to undertake using volunteers, ensure that there is a clear strategy and suitable policies. Management of volunteers needs to be sufficiently resourced if volunteers are to be an effective and productive resource.

Think innovatively about commercial income

Raising commercial income is a specific skill which should be properly resourced. People who work in Heritage services without any commercial background or training cannot necessarily be expected to develop a sufficient commercial income stream. However, that does not mean that a Heritage Service cannot generate commercial income.

Think about the assets that the Service holds that may have commercial potential e.g.

- images
- locations
- skills sets amongst employees
- specific products e.g. educational material.

Look around for examples of where other Services or organisations have exploited such assets e.g.

- Historic buildings and Heritage Service buildings can provide unique wedding venues, concerts, art exhibitions, film locations
- Skills may provide the basis for a commercial consultancy service
- The rise in popular history has created an enormous demand for historic images
- Historical records and packaging could provide creative resources for manufacturing companies e.g. food, clothes. M&S produced a whole line of food and clothing products inspired by its archive for its 125th Anniversary. Could your collections provide the basis for the design of a new computer game?

Seek out organisations who are skilled in such markets to discuss the potential for commercial income e.g. image management firms, event firms, publishing houses, trade associations and niche consultancies.

Finally, seek out partners that might be willing to join with the Service to create a commercial offer e.g. several Borough Services might join together to develop and promote a bank of images of London that would be managed by a commercial image library.

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](#)
- [Operations Analysis](#)
- [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](#)