

Culture Service Review

FEI Consulting



FEI is pleased to offer a Culture Service Review (CSR), an **independent audit** of cultural services developed exclusively for the Local Authority (LA) sector. The Review responds to the increasing need for Culture Services to justify and improve upon their existing delivery models, whilst identifying cost savings and revenue opportunities. Delivered by a team of recognised industry experts, the Culture Service Review takes **two weeks to undertake** and provides a clear set of recommendations to enable your Service to be as efficient, robust and entrepreneurial as possible.

How does it work?

The CSR comprises **three key stages** – An Audit, Options Analysis and Recommendations – and can include an assessment of all assets within the Culture Service, including venues, libraries, museums, festivals/events and arts development.

Stage one: Audit

We assess your Service's current assets, structure, priorities, challenges and critical success factors. We work with you to determine whether the existing Culture Service, facilities and assets are:

- Fit for purpose
- Demonstrating value for money
- Aligning with the LA strategic aims/corporate plan
- Generating revenue
- Appropriately located
- Operating through a sound management and governance structure
- Genuinely providing superior community engagement and visitor services

Stage two: Options Analysis

Following the audit, we identify tangible ways in which the Service can be improved. In addition we assess a number of other delivery options and consider the benefits for/against continuing with the status quo. The options analysis is based upon an agreed set of criteria (e.g. financial viability, ability to generate income, fit with LA's aims, operational/resource viability, ease of transfer, risks, etc).

Delivery options could include the status quo, consolidation, outsourcing to an arms-length, non-profit distributing organisation (NPDO) and charitable/trust structure, or a commercial operator depending on the particular circumstances of your Service.

Stage three: Recommendations

The team would provide a clear strategy for implementing the preferred option, including cost saving measures, earned income opportunities, operational improvements, governance structures and legal considerations.

About FEI

Created by senior executives of the Edinburgh and Brighton Festivals and involving a number of associates with many years experience of cultural services and developments, FEI is a specialist consultancy company providing advice, business planning and project management for public agencies, cultural venues, and arts and sports events. For further information see www.feiuk.com

The CSR Team

The CSR will be undertaken by two experienced directors. **Nick Dodds**, FEI Managing Director, was Chief Executive of Brighton Dome and Festival Ltd for eight years where he led the transfer of the local authority service into a charitable trust.

Scott Marshall, FEI Associate, has twenty years of direct experience in delivering central and local governments' economic regeneration and cultural agenda. Most recently he served as the Director of Housing, Culture & Enterprise for Brighton & Hove City Council.

What does the Culture Service Review cost?

The CSR starts at £5,000 + VAT, with the three stages adapted to the needs of your organisation.

How can I find out more?

We welcome an opportunity to discuss your particular situation. Please call Nick Dodds, Managing Director, at **01273 549710** or email nick.dodds@feiuk.com

Recent Projects and Clients

Belfast City Council Benchmarking of best practice in developing and managing major events leading to a new City Events Strategy

Basingstoke and Deane Borough Council Strategic development of a new Basingstoke Arts Festival

Birmingham City Council Festivals Strategy followed by Feasibility Study and Business Plan for new large scale cultural festival

Derby City Council Development of festival and event portfolio and advice on tendering for external event producers

Durham County Council Development of a new County Durham Cultural Partnership to encourage joint working and shared services

Greenwich Council Options appraisal for Council's delivery of festivals in the Borough leading to the creation of The Greenwich Festivals grouping

Newcastle City Council Business Plan for new Housing Expo and cultural programme

One North East Outsourced capacity building and operation of the North East Festivals and Events Service on behalf of the regional development agency

Royal Borough of Kensington and Chelsea Review of cultural festivals in the borough with options for development

St Edmundsbury Borough Council Recruitment of new commercial venue manager for brand new arts centre venue

Step Development Trust Commercial and operational review of small arts, entertainment and conference centre followed by interim management of the Venue, Stocksbridge

Stoke-on-Trent City Council Operational and commercial review of the refurbished Mitchell Memorial Youth Arts Theatre

Swale Borough Council Options for developing cultural infrastructure in Sittingbourne town centre

Tower Hamlets Council Options for use of Victoria Park as an Olympic Live Site and procurement advice

Waltham Forest Council Development of cultural activity in the Borough leading up to the Olympic Games

Design Wolfströme Design (www.wolff.co.uk)

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