

Heritage Services Review — Communications

Scope of this paper

This paper proposes arrangements to disseminate information on the establishment of the steering group and the publication of the PwC report, *Investing in the future to protect the past*, on 28 September 2016.

Since these arrangements do not extend beyond the announcement of the project to create Historic Wales, the steering group will need to identify any other communications activity that may be required to publicise the work of the group or the submission of its report to the Cabinet Secretary for Economy and Infrastructure in January 2017.

Once that report has been submitted and the detailed development of Historic Wales gets underway, the steering group will need a fully elaborated communications strategy to ensure that staff, sector stakeholders and members of the public are kept informed about progress.

Background

The Cabinet Secretary for Economy and Infrastructure announced in the Culture, Welsh Language and Communications Committee on 14 September 2016 that he was evaluating options for the creation of 'Historic Wales' to exploit synergies between our national historic environment organisations. In his statement to the committee, he explained that he would draw upon the findings of the recent review undertaken by Baroness Randerson and establish a steering group. That group would take the work forward by providing him with advice and creating a roadmap for the establishment of Historic Wales.

Target Audiences for Communications

- Assembly Members
- Staff
- The media in Wales
- Stakeholders and partners
- Members/friends of Cadw, NMW, NLW and RCAHMW
- Interested members of the public

Proposed Communications Activity

Summary of approach

Following an announcement to Cadw and NMW staff, a written statement will be issued to coincide with the publication of the PwC report. The following day the organisations involved will issue an email announcement to stakeholders.

Format and timings

Date	Action	Who
Thursday 22 September	First meeting of steering group	Justin Albert chairing
Wednesday 28 September AM	Issue staff communication	Cadw, NMW NLW and RCAHMW
Wednesday 28 September PM	Publication of PwC report - Press release - Written statement to AMs - ToR on website	Cadw
Thursday 29 September	Stakeholder update	Cadw, NMW, NLW and RCAHMW
Early October	<i>Heritage in Wales</i> magazine issued including foreword to explain that Cadw is evolving and branding questionnaire	Cadw

Communication channels

Website

'A 'Heritage Services Review' area will be created on the Culture and Sport page of the Welsh Government website. This will provide links to the PwC report and the written statement. The terms of reference and membership of the steering group will also be posted here.

Staff

A written statement to be issued to staff on the morning of Wednesday 28 September is attached at **Annex A**

Social media

Tweets will be sent from the Cabinet Secretary, Cadw and the Welsh Government on the content of the written statement on 28 September. It will be helpful if these can be retweeted.

Email announcement

After the publication of the written statement, an email announcement will be sent to Cadw stakeholders who receive regular updates on the historic environment legislation. (The list includes over 600 people and groups, but does not cover the heritage sector generally).

NMW, NLW and RCAHMW may wish to issue a similar email.

Consideration should be given to the creation of a consolidated distribution list incorporating the partners and stakeholders of all the organisations involved to facilitate future communications activity.

Media engagement

A Welsh Government press release will accompany the publication of the written statement. It will focus on the manifesto commitment to create Historic Wales and the establishment of the steering group.

Target media include:

- Wales-wide media: BBC Wales, ITV Wales, Media Wales, S4C
- UK media
- Specialist media

General messages

- The Welsh Government is committed to enabling our heritage and cultural institutions to maximise the economic benefit that they bring to the people of Wales.
- The Welsh Government is committed to considering options for the potential creation of a new entity - Historic Wales - to create a stronger, unified identity for the Welsh heritage sector, improving the performance of heritage sites and increasing the sector's contribution to the Welsh economy.
- A steering group has been established as the first step in taking this initiative forward. It will identify how Historic Wales can best be constituted so that it can effectively realise the commercial potential of the Welsh Government's Historic Environment Service, Cadw and National Museum Wales.
- The steering group is made up of representatives from national heritage institutions — National Museum Wales, Cadw, National Library of Wales and the Royal Commission on the Ancient and Historic Monuments of Wales – union representatives and functional specialists.
- The steering group is chaired by Justin Albert, the National Trust's Director for Wales. He has knowledge and understanding of the Welsh heritage sector, but is independent of the organisations being considered as part of this exercise.
- The steering group will consider a range of options for Historic Wales that were evaluated in a report — *Investing in our future to protect our past* — prepared by PwC earlier this year. The report, which has been published on the Welsh Government's website, was informed by a steering group chaired by Baroness Randerson.
- The importance of maintaining the identity, integrity and core purposes of the national institutions is recognised. The objective of Historic Wales is to enable them to harness their collective expertise and resources to

maximise commercial revenues for the benefit of our heritage.

Questions and Answers

1. What institutions are within the scope of the project? How were these decided upon?

The steering group will advise on which organisations should form part of the initial scope of the project.

2. What will be the functions of Historic Wales?

The steering group will peer-review the development of a full business case to identify what benefits could potentially be delivered through a new body. There is no pre-determined list of functions that can or can't be part of Historic Wales.

3. Will Historic Wales be within or outside Government?

That is impossible to say at this stage. The steering group will consider options as part of the business case development.

4. What is the driver? Why is this initiative needed?

The national heritage institutions need to be effective in their role as custodians of much of the nation's unique historic heritage and in providing an excellent visitor experience. To achieve this in a challenging financial climate, they need to be more resilient, commercially astute and share expertise.

5. Is the priority to reduce costs?

The priority is to enable our heritage and cultural institutions to maximise the economic benefit they bring to the people of Wales. It is about investing in the sector to make it more effective and resilient.

6. What are the implications for staff of the creation of Historic Wales?

There is full trade union engagement in the steering group and we are committed to engaging closely with staff throughout the development of the business case. The group's terms of reference make it clear that any options for the new body must consider the best possible outcome for staff in regards to future career opportunities and development.

7. What is the timeline for this work?

The steering group will report to the Cabinet Secretary for Economy and Infrastructure in early 2017 with their initial findings.

8. Which commercial functions of Cadw and National Museum Wales are in scope?

All potential commercial functions are in scope

9. What is the cost of creating Historic Wales?

Any recommendations will be costed as part of the business case development

10. What are the benefits of creating Historic Wales?

A full benefits plan will be delivered as part of the business case.

11. Will the whole of Cadw and NMW become part of Historic Wales?

The steering group will consider which commercial functions could be best delivered by a potential new body. There is no pre-determined list of which functions and responsibilities could form part of Historic Wales.

12. When can we expect more information and detail on the creation of Historic Wales?

Further details will be published in January 2017.

13. Will you be consulting on the creation of Historic Wales? When?

Yes. Further details will be published in early 2017.

14. Will the creation of Historic Wales require legislation?

This will be identified as part of the business case development.

15. If you do recommend a new body, will it definitely be called Historic Wales?

Historic Wales is just a working title. The business case will cover branding opportunities and whether Historic Wales is appropriate.

Annex A

Dear Colleagues,

Historic Wales

Later today the Cabinet Secretary for Infrastructure and Economy will make a statement on the manifesto commitment to create 'Historic Wales', bringing together many of the commercial functions of the Welsh Historic Environment Service (Cadw) and [Amgueddfa Cymru - the National Museum Wales](#).

These national institutions, along with others, are custodians for much of the nation's unique historic heritage and have responsibility for providing an excellent visitor experience, [high quality educational services and academic research](#). However, to be effective in the current challenging financial climate we have to be more resilient, commercially astute and share expertise and experience.

[Earlier this year, PwC were commissioned by the Welsh Government to examine options for creating a](#) ~~This work was initially started earlier in 2016 with a feasibility study, completed by PwC, which examined the options for creating a~~ more sustainable historic heritage sector. In the Cabinet Secretary's statement he will explain that he is publishing in full the ~~PwC~~ report as well as creating a new steering group to take this work forward.

The steering group includes representatives from Cadw, [Amgueddfa Cymru - the National Museum - Wales](#), National Library of Wales, the Royal Commission on the Ancient and Historical Monuments of Wales, as well as trade union representation. Justin Albert, Director of the National Trust for Wales has been asked to chair the group in an independent capacity.

We appreciate that any announcement regarding potential new structures or commercial operations is potentially unsettling. ~~We are writing to assure you that we, alongside full trade union representation, view this as a significant opportunity to grow and improve the sector.~~ With competing demands for limited resources it is crucial that we all work in collaboration to evaluate whether the structures underpinning our sector are fit for purpose and whether we could achieve more if we work even closer together.

The steering group will oversee the development of a business case and implementation plan for the establishment of Historic Wales which will be considered by the Cabinet Secretary in January 2017. This will be followed by a full [public](#) consultation on the proposals.

~~[bit on who to speak to if concerned]~~

