

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.

Questions

Following the steering group's consideration of this paper, an agreed position on the following questions will facilitate consistency in the messages provided to staff in different organisations, partners, stakeholders and those with an interest in heritage.

1. Do you agree with the general messages? How could they be improved?
2. Should other questions and answers be included at this stage?
3. How should staff within the different organisations be briefed, at what stage and by whom?
4. How should communications with partners and stakeholders be conducted? Could there be a single vehicle distributed to a comprehensive list of partners, stakeholders and interested members of the public? Or should individual institutions be left to manage the dissemination of information via their existing channels?
5. The terms of reference and membership of the steering group will be available on the Welsh Government website. Are you content with this?

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 at Cadw and National Museum Wales (NMW)
- Staff at other organisations that may be affected directly — National Library of Wales (NLW) and Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW)
- 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

(N.B. All dates after the steering group meeting are subject to confirmation from the office of the Cabinet Secretary.)

Date	Action	Who
Thursday 22 September	First meeting of steering group	Justin Albert chairing
Tuesday 27 September	Issue staff communication	Cadw and NMW (and NLW and RCAHMW?)
Wednesday 28 September	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.

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 announcement.

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.
- Historic Wales will 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?

Cadw and National Museum Wales are integral to the project, but the steering group will explore wider synergies as part of its objectives. It will be able to identify other national institutions that could benefit from inclusion in Historic Wales.

2. What will be the functions of Historic Wales?

These will be determined by a full business case to be commissioned and reviewed by the steering group.

3. Will Historic Wales be within or outside Government?

The PwC report, *Investing in our future to protect our past*, recommended that further consideration should be given to developing a new charity or Executive Agency. The steering group will consider which form is most appropriate as part of the business case development.

4. 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.

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

There is full trade union engagement in the next phase of work and we will engage closely with staff to ensure the new organisation is fit for purpose. We will not propose any substantive changes to staff terms and conditions without full consultation and engagement.

6. What is the timeline for this work?

The steering group will report to the Cabinet Secretary for Economy and Infrastructure in early 2017 with an implementation plan for the creation of Historic Wales.

7. What is meant by commercial functions of Cadw and National Museum Wales?

Commercial functions include, but are not limited to:

- Marketing and promotion
- Admissions policy and pricing
- Retail
- Membership
- Third-party hire including weddings and functions
- Food and beverage
- Car parking
- Rentals
- Filming and photography
- Consultancy services
- Publications
- Website
- Events
- Customer service

8. What is the cost of creating Historic Wales?

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

9. What are the benefits of creating Historic Wales?

Historic Wales will create a structure within which our heritage and cultural institutions will be able to maximise the economic benefit that they bring to the people of Wales. A full benefits plan will be delivered as part of the business case.

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

While the steering group may offer further advice to the Cabinet Secretary for Economy and Infrastructure, it is currently envisaged that only the commercial functions of Cadw and National Museum Wales will be brought into Historic Wales.

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

Further details will be published in January 2017.

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

Further details will be published in January 2017.

13. Will the creation of Historic Wales require legislation?

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