

## 1. DRAFT TERMS OF REFERENCE FOR THE REVIEW OF THE ART GALLERY

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The purpose of this report is to present the draft terms of reference for the review of the significant activity Art Gallery.

### BACKGROUND

The Budget Scrutiny and Audit Special Committee has approved a rolling programme of reviews of significant activities (as set out in the Annual Plan) and this review is part of the rolling programme.

It is anticipated that each review will generally address the following:

- Identification of current Council resolutions and policy relating to the activity.
- Analysis of three year forward budget expenditure and funding methods.
- Analysis of 10 year capital programme including the status of significant capital projects, implication of programme for operating costs and key drivers of the capital programme.
- Identification of statutory and discretionary activities.
- Projects, programmes and outputs where duplication may exist with other public sector providers, the not-for-profit sector and the private sector.
- Realistic options for changes to services and to levels of service.
- Review of service delivery arrangements, including any changes in the recent past, comparative/benchmark costs where available. Realistic options for methods of service delivery, including co-ordination with other Council services, joint service provision with other agencies.

The above is to be considered in a triple bottom line framework.

The base year for comparisons will be the current financial year (2001/02).

The issues identified through the review process will be reported to the Arts, Culture and Heritage Standing Committee as part of the consultation process and the Chair (or nominee) of the Committee is to be invited to join the Budget Scrutiny and Audit Committee as a voting member for the duration of the review.

The officer responsible for reporting review issues and outcomes to the Committee is the Principal Adviser, Director of Operations, Ken Lawn. The review team formed for each review is to be independent of the unit managing the outputs under review much in the same way that the Budget Scrutiny and Audit Committee is independent of the Standing Committees. This independence will be balanced by the Unit Manager and key staff attending review team meetings and being provided with the opportunity to state their viewpoint direct to the Committee where this is different to the conclusions reached by the review team.

### ART GALLERY

Background notes covering the outputs, funding, structures and issues relating to the art gallery business will be presented as part of the review process. This will focus on the proposed operation of the new art gallery.

Council resolutions, policy and strategy relating to this business will be collated as part of the review process.

### REVIEW OBJECTIVES

The review will report to the following objectives:

1. (a) To identify the major cost and revenue drivers for the previous six years and the next five financial years.
- (b) To compare operating costs against actual and forecast CPIs for this period.
- (c) To evaluate options to reduce costs and/or increase revenues

2. To review all current and proposed contractual arrangements relating to the art gallery business to ensure that:
  - Options for service delivery are considered; and
  - Contracts are efficient and effective.
3. To review options for alternative levels of service and service delivery methods.

The review will primarily focus on the Strategic Plan for the new Art Gallery to test the issues raised above.

#### **PROJECT TEAM AND REVIEW TIME-FRAMES**

The project team for the review is as follows:

Ken Lawn – Director of Operations, Project Sponsor  
Simon Markham – Director of Information, Project Leader  
Independent person(s) – candidates to be advanced for consideration  
Chris Kerr and Lorie Jean Roff – Business Improvement  
Grant McSherry – Communication and Advertising Project Manager

The review is to commence in May 2002 and be completed by July 2002.

The terms of reference for the above review have been approved by the Chairperson of the Arts, Culture and Heritage Committee.

At the Committee meeting discussion took place on the timing of the investigation into the possible introduction of a charging regime for the Art Gallery and the Canterbury Museum. It will be recalled that at its meeting on 8 April the Council passed the following resolution:

1. That no further action be taken at this time.
2. That a report on a possible charging regime be prepared in December 2003, with advice from an independent consultant.

The majority of members of the Committee considered that it would be appropriate to undertake this work in conjunction with the Art Gallery review currently scheduled for May-July 2002.

- Recommendation:**
1. That the terms of reference for the review of the Art Gallery be endorsed.
  2. That the Chairs of each Standing Committee be a member of the Budget Scrutiny and Audit Special Committee at the time the significant activities for which their Committee is responsible are being considered.
  3. That the review of user charges for non-local visitors to the Robert McDougall Art Gallery be undertaken in conjunction with the review.

(Councillors Stonhill and Wells requested that their votes against recommendation 3 be recorded.)