

# Beyond CPA towards Self- improvement

Martyn Allison  
National Advisor for Cultural  
Services

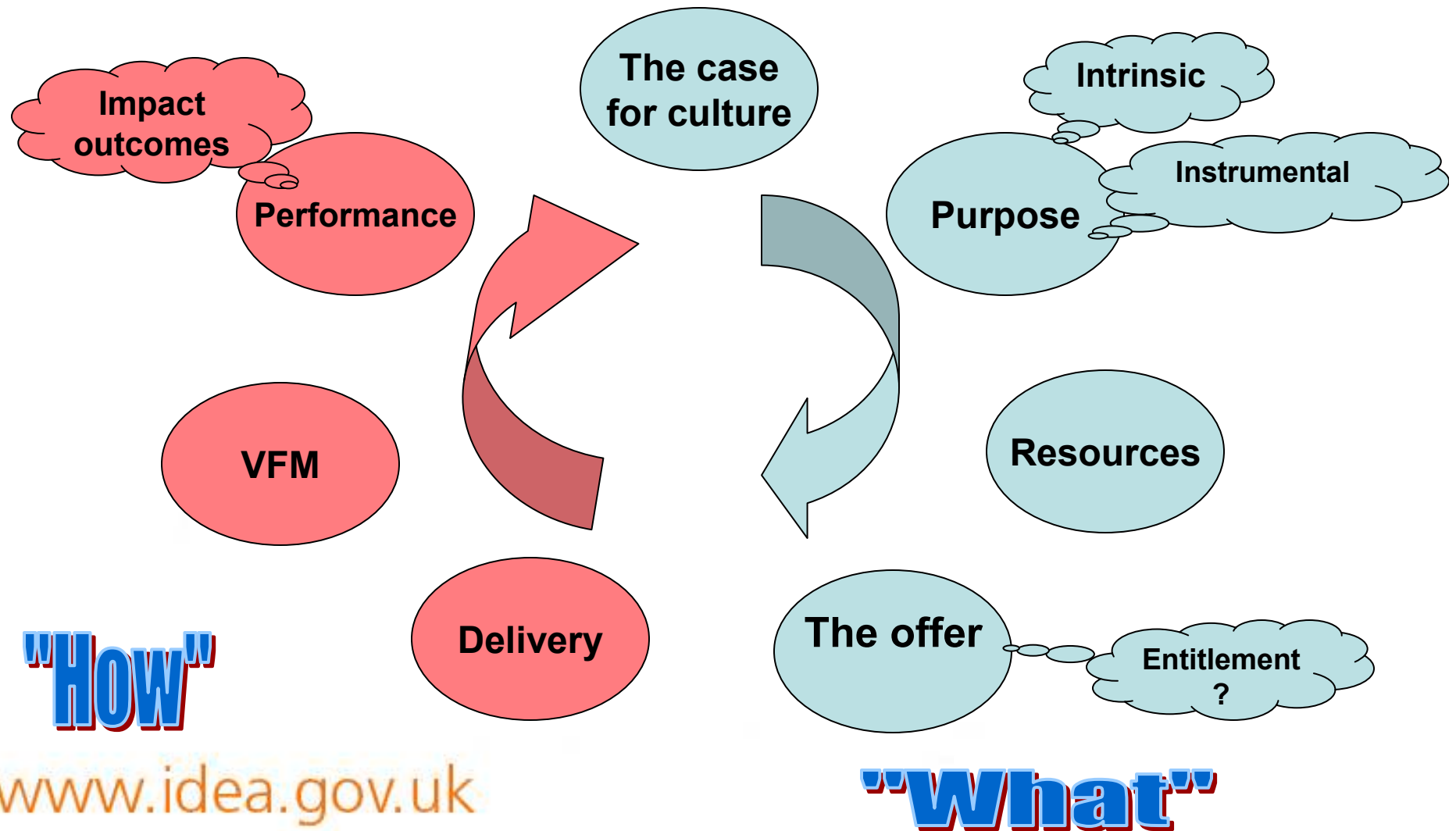
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## **Cultural services improvement project - objectives**

- **to build the capacity of local government and its partners**
- **to create and maintain tools which will help the sector improve**
- **to work with poor or weak cultural services to help them improve**
- **to identify and market good practice**

# Separating the “What” from the “How”





**If we do not improve “How “  
we work we will never  
succeed in making the case  
for culture.**



**Over 4 years ago we embarked on a journey to redress the spiral of decline that had started to marginalise the sector enhanced by the emerging CPA and the sectors fundamental weakness in terms of performance management.**

# A Spiral Of Decline



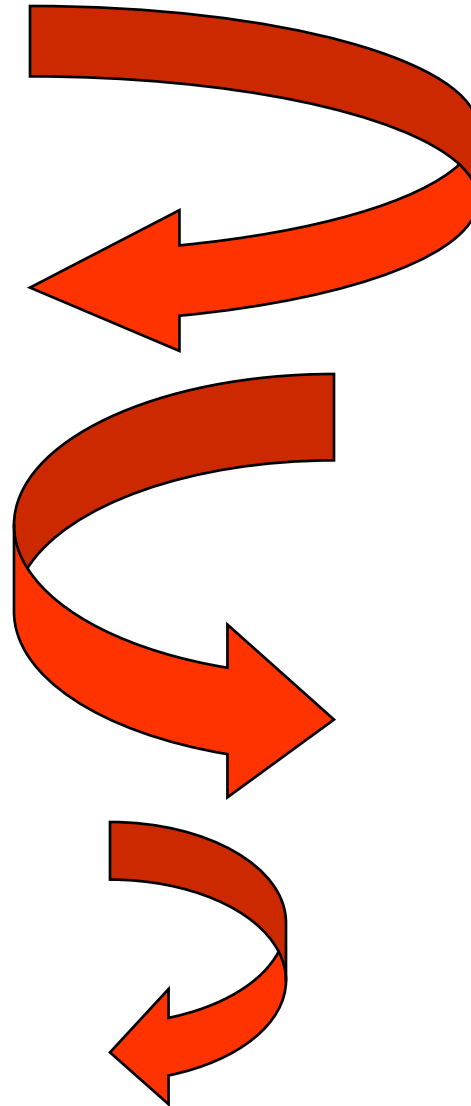
**Reductions in public expenditure**

**Rationalisation of organisation**

**Impact of CPA**

**Asset crisis/facility closure**

**Skill drain**



**Reducing resources**

**Reducing leadership**

**Reducing capacity**

**Reducing performance**

**Reducing satisfaction**

**Reducing confidence**



## ***Drivers of improvement in other sectors***

- **Time to embed improvement (15 Years)**
- **Leadership & “directional management”**
- **Data and information richness**
- **Inspection and challenge**
- **Additional capacity to sustain improvement**
- **Integrated and coordinated action between agencies**



## **Time to embed improvement (5 Years)**

- **Greater critical mass and sign up nationally, regionally and locally**
- **Early days but the rate of progress is good.**
  - **But**
- **Not yet won hearts and minds within the sector**
  - **Or**
- **Convinced those outside the sector**



## **Leadership & “directional management”**

- **All the key players are now showing some clear leadership in terms of the improvement agenda**  
**But:-**
  - **There remains a lack of clarity about roles and responsibilities**
  - **There remains concern about the commitment, and leadership being maintained and capacity being made available to deliver**
  - **There is tension between top down leadership and excessive prescription on local government.**



## Data and information richness

- **CPA Culture Block for upper tier has been a big driver to address data deficiency and it has had an big impact in terms of addressing the maginalisation**  
**But:-**
  - **Failed to achieve a rounded picture of culture**
  - **Still tend to focus on inputs and outputs and on individual services**
  - **Problems with data quality have emerged**
  - **Now seeing a major drive to reduce the number of national PI's and targets in a new performance management framework for 2008.**



# Inspection and challenge

- **Cultural inspections are continuing but by 2008 will focus on vulnerable services and authorities not improving.**
- **The sector is now building an impressive portfolio of tools to support self improvement.**
  - **14 Library peer reviews completed and 5 more this year**
  - **local authorities undertaking validated self assessment using TAES**
  - **Most County Sport Partnerships undertaken a validated TAES assessment**
  - **3 Governing bodies of sport piloting TAES**
  - **Piloting Arts at the strategic centre in the SE**
  - **TAES for Parks and open spaces under development**



**But.....**

**there is significant concern about the complexity of different tools and a desire to rationalise and simplify the offer without over constraining choice.**

## **Additional capacity to sustain improvement**

- **Cultural services improvement unit for 3 years**
- **11 Sport England secondments across the country and new regional support for improvement in each region**
- **Over 40 accredited peers to support validation and peer review including 19 new ones.**
- **Over 35 member peers interested in supporting the programme**
- **15 additional consultants offered to support the programme**
- **CLOA investigating peer based support**
- **Local bids being made to the regional capacity building fund**
- **Negotiations with the new single institute to sustain the work.**



## **Integrated and coordinated action between agencies**

- **National project board for the Cultural services improvement project**
- **“Working together “ DCMS guide for councillors published**
- **Regional Commentary teams formed**
- **Improvement networks emerging**
- **“Where we live” published**  
**<http://www.wherewelive.org.uk/>**

**BUILDING COMMUNITIES  
THROUGH CULTURE & SPORT**

# where we live!

**WHERE  
WE  
EAT!**



**WHERE  
WE  
PLAY!**

**WHERE  
WE  
LEARN!**



**WHERE  
WE  
LEARN  
& GROW!**

Culture and sport have amazing potential to bring communities together, creating prosperity and opportunity. They have an essential role to play in improving places and lives.



## **Local government white paper**

- **Likely to continue to drive improvement and co-ordinate with the governments wider public service reform programmes**
- **Need to revitalise local democracy and citizen and community empowerment through Community/Neighbourhood empowerment**
- **Will continue to drive and facilitate improved outcomes and value for money/efficiency**
- **Likely to focus on reducing inequality between individuals and communities**

## **Local government white paper**

- **Likely to change the central/local performance management framework**
- **Likely to stimulate improved local leadership and see Local Authorities as a convenor of local services (LSP's/LAA's)**
- **Likely to facilitate economic growth for cities/city regions through greater devolution**
- **Local Government Structures ?**



# **A Passion for Excellence.**

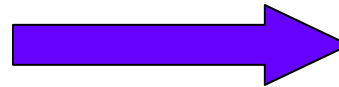
**An emerging self-improvement  
strategy for cultural services.**

**[http://www.idea-  
knowledge.gov.uk/idk/core/page.do?pagelId=4568078](http://www.idea-knowledge.gov.uk/idk/core/page.do?pagelId=4568078)**

**[www.idea.gov.uk](http://www.idea.gov.uk)**

# An improvement journey

**Externally driven  
Improvement**



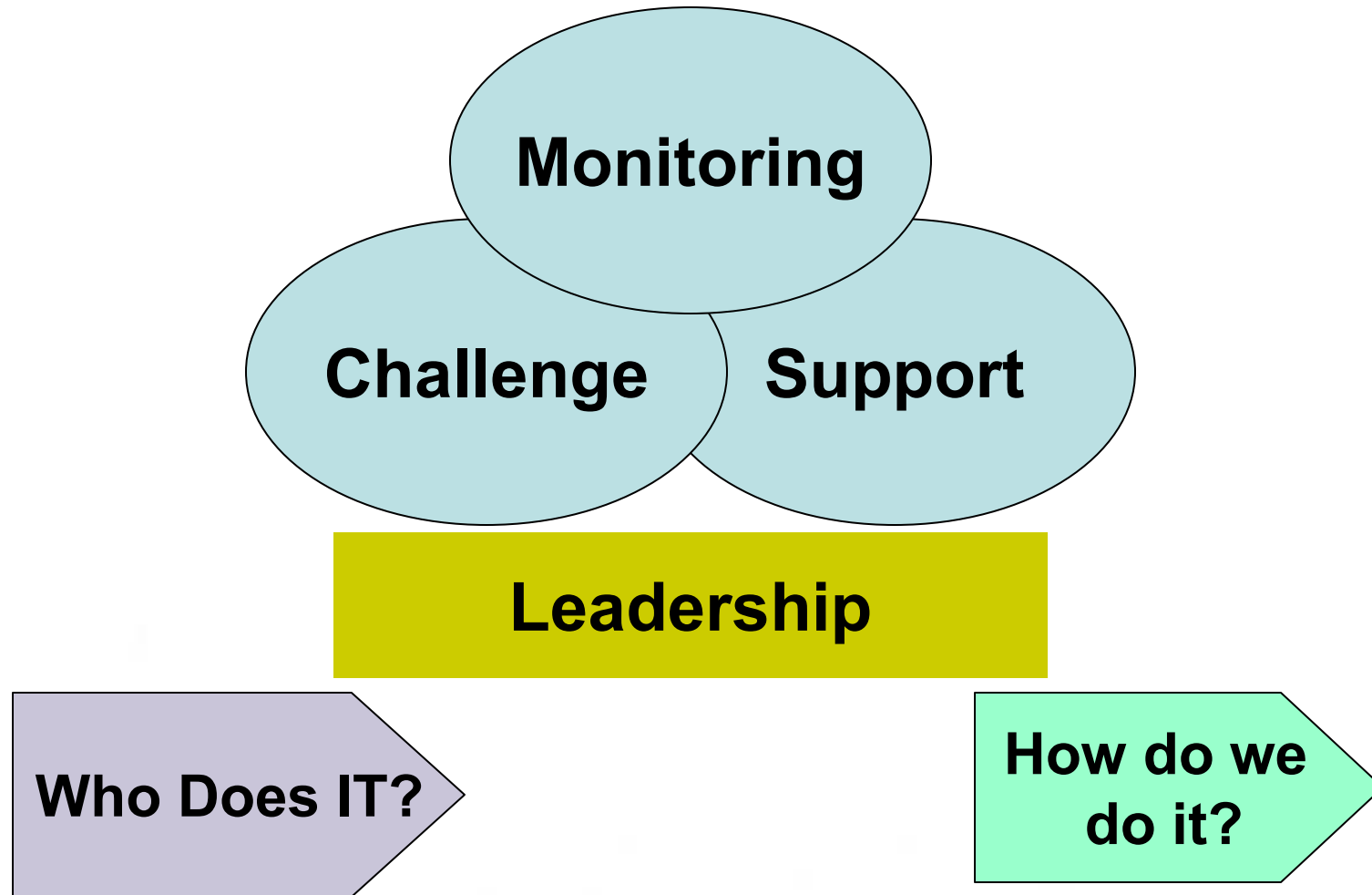
**Self improvement**

National performance indicators  
Audit & Inspection  
CPA  
Intervention

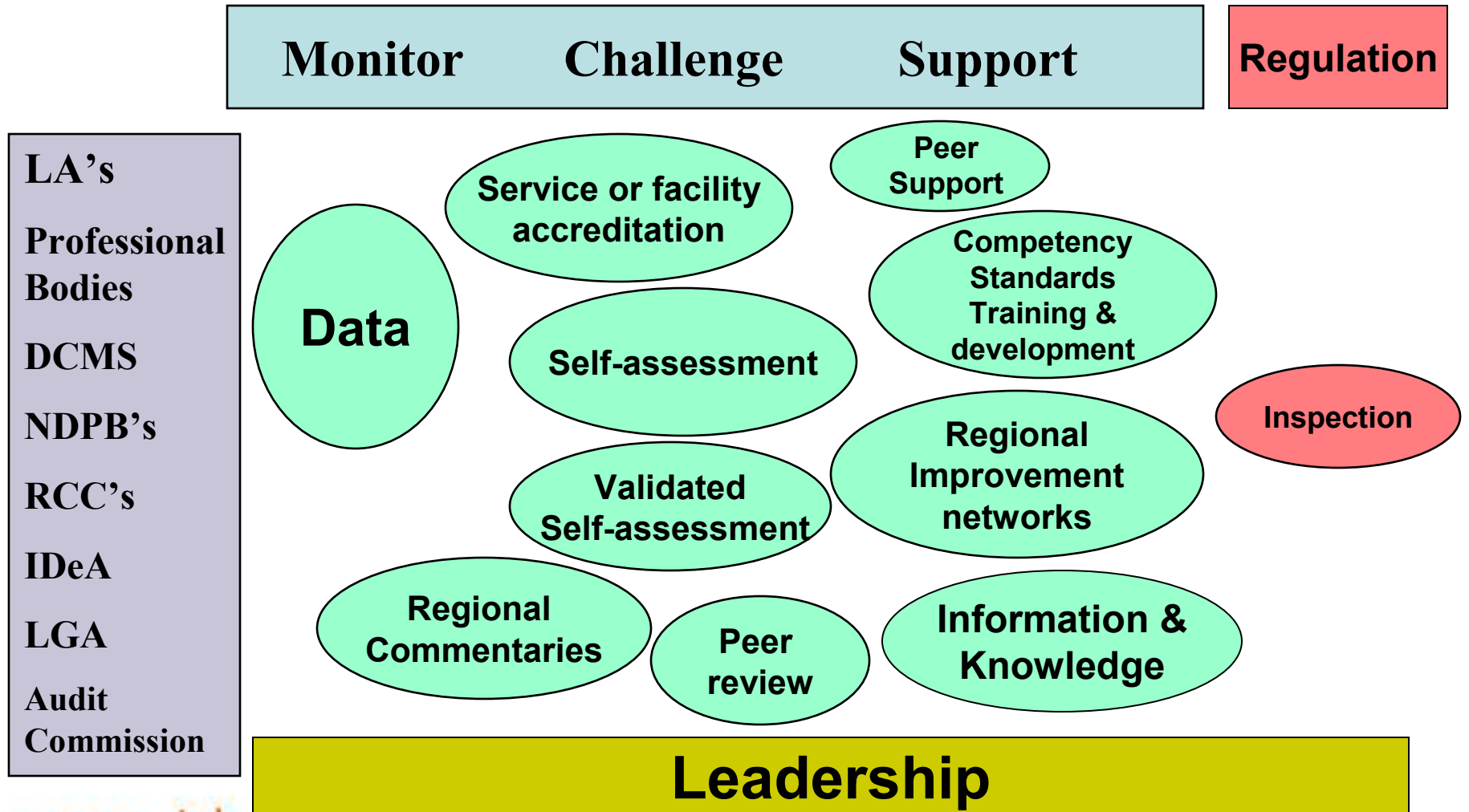
Local & national  
Impact/performance data  
Self-assessment  
Validation/Peer review  
Self-support  
Best practice learning  
Knowledge & information

Inspection?

## Self improvement in the cultural sector



# Components of an self-improvement programme





# **A few observations from those who have joined the journey**



**"It is undoubtedly the case that libraries have risen a bit further up the corporate agenda since 2004. I think this is partly to do with peer review and then the position statement assessment and CPA Culture Block all highlighting the same weaknesses. We have achieved an additional £200k revenue budget in each of the last two years, we have been involved in writing this year's Education Development Plan for the first time and enjoyed more productive relations with the Education Department, and there is definitely greater member and officer interest than formerly. The Peer Review Action Plan has delivered good quality results which have an impact on most areas of the service."**

**Kate Davenport  
Bristol City Council**



**“This year we have seen the biggest capital allocation for over 20 years to public libraries and I am sure this has something to do with profile that the peer review generated, so just on this front alone the peer review has netted a significant return.”**

Ian Watson  
Bradford MDC



**“Nottingham City Council, through its Leisure and Community Services Department, has adopted TAES as a central plank in our continuous improvement strategy. The principles can be applied across a wide range of services and provides a sound structure for delivering better outcomes for customers”**

**Michael Williams**

**Corporate Director of Leisure & Community Services**



**“ As part of ECB’s ongoing Modernisation and Governance review, TAES fits neatly as a fantastic tool to help the game, along with its key partners, focus on key management issues both nationally and locally. The opportunity to introduce TAES gives the game a never before chance to cement its role at the heart of the emerging delivery system for sport reflecting ECB’s core mission to Build Partnerships”**

**Nick Marriner  
English Cricket Board**



**“The process confirmed the strong relationship between the local authority and the trust. It was a gelling process not only for the Council and C.C.P. but the management and staff who took ownership. Strengths and weaknesses in the eight categories were acknowledged and it has enabled all staff to understand the process of improvement and move forward. It’s not a badge but a real tool for improvement that will help us to focus and develop our business over the next three years. “**

**Craig McAteer  
Chief Executive  
Cultural Community Partnerships**



**“TAES has helped us at Craven District Council to pull all the cultural services together under one assessment framework leading to better joint working and additional resources to target actions in the improvement plan. It has sharpened our focus on what services we provide, to who, and why.”**

**Bruce Dinsmore  
Sports Development Officer  
Craven District Council**



**“Its an opportunity to assess performance in a non-threatening environment”**

**“The big benefit is that everybody said that most people know where their failings are but actually putting your finger on it and saying this is the evidence to show that is the difficult part TAES does this at all levels of your business”**

**“TAES helped us enormously, we weren’t a performance focused organisation now we are”**

**County Sport Partnerships  
Evaluation Report**



**“Use of TAES provided us with the opportunity to find out about the business – it made strategy more relevant”**

**“Puts in place service measurement and shows partners what the CSP has achieved” (as the assessment is of the partnership itself)**

**“TAES can act to bring together all parts of the CSP team to focus on what has to be delivered”**

**County Sport Partnerships  
Evaluation Report**



**“TAES provided a “user friendly” approach to continued self assessment and improvement in sport services. We have also benefited from its generic value to be able to adapt it to other sections within the culture service block. There is no doubt the services we offer have improved as a result of our involvement with TAES.”**

**Richard Watson  
Service Director Culture  
Leicester City Council**



**“TAES for National Governing Bodies of Sport is proving to be an effective tool which enables those involved in the delivery of sport to measure their strengths in an objective manner and to identify areas which require improvement.**

**Swimming is embodying the principles of TAES into the continuous business planning process to ensure we constantly monitor the effectiveness of our delivery and our relationships with our key partners.”**

**David Sparks  
Chief Executive ASA**



**“By all my teams engaging with TAES across cultural services they gained a better understanding of each other and how they can work together more effectively to deliver better services for our local communities, and at the end of the day isn’t that what matters...?”**

**Rob Persey  
Assistant Director Cultural Services  
Slough Borough Council**

**“ An authority that fails to value the power of and need for cultural services, is one which will struggle to meet the needs and aspirations of its local communities.”**

**Derrick Anderson  
Chief Executive  
London Borough of Lambeth**