



Improving Cultural Services in England

Tricia Kilsby 14 June 2006

A performance agenda

- How DCMS, its NDPBs, local authorities and the Audit Commission are part of a framework for performance management in cultural services,
- How the contributions of all these organisations fit together,
- How we are working to increase the pace of improvement and quality of performance across country and the whole range of cultural services.

Improving performance -

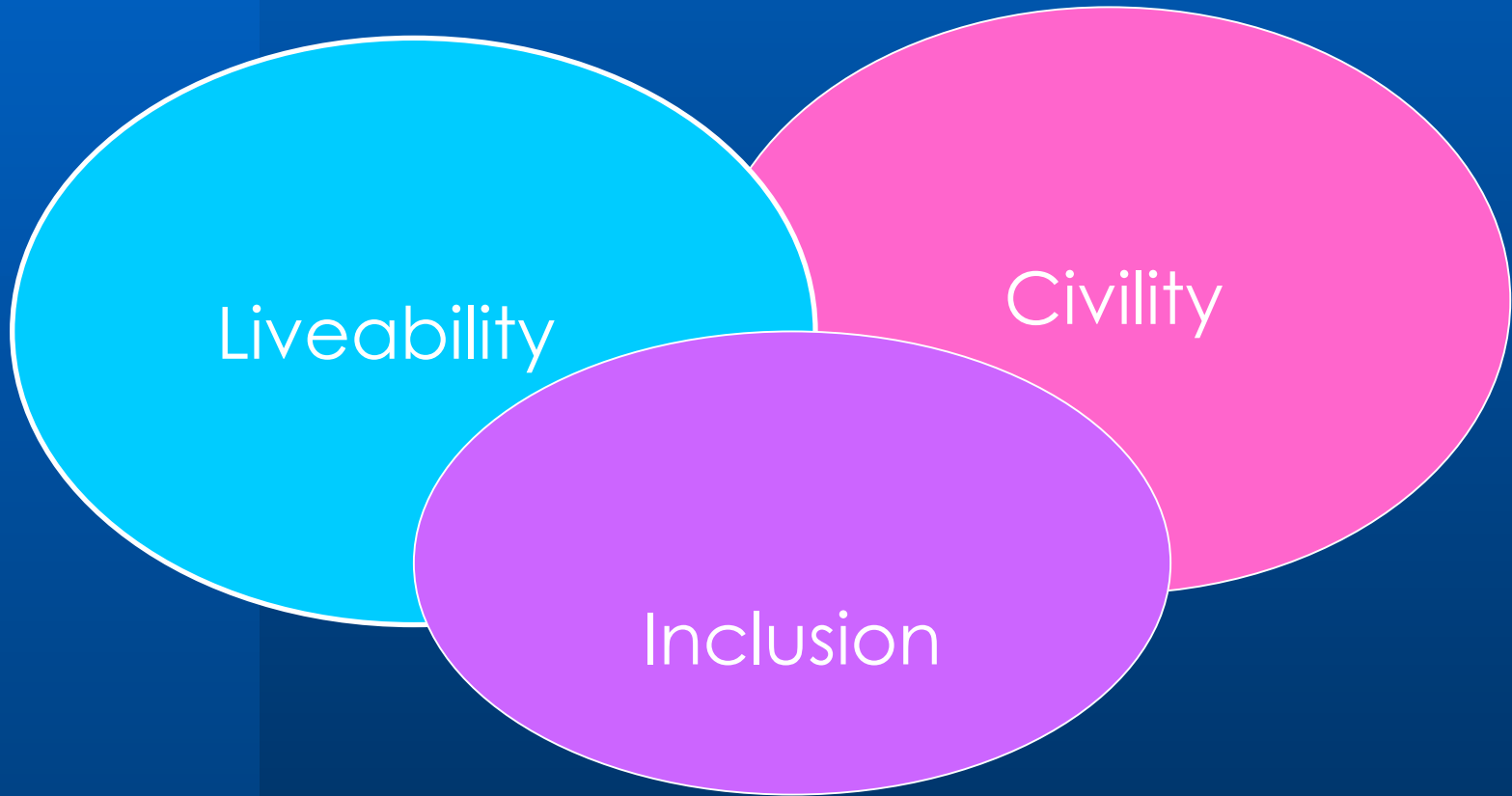
Where we were.....

- Little common history of performance management, limited data, an unbalanced and incomplete view of performance
- Fragmented, patchy developments in performance management
- Lack of unified vision – “quantity – quality” confusion, “statutory-non-statutory” conflicts all contributing to decision deficits

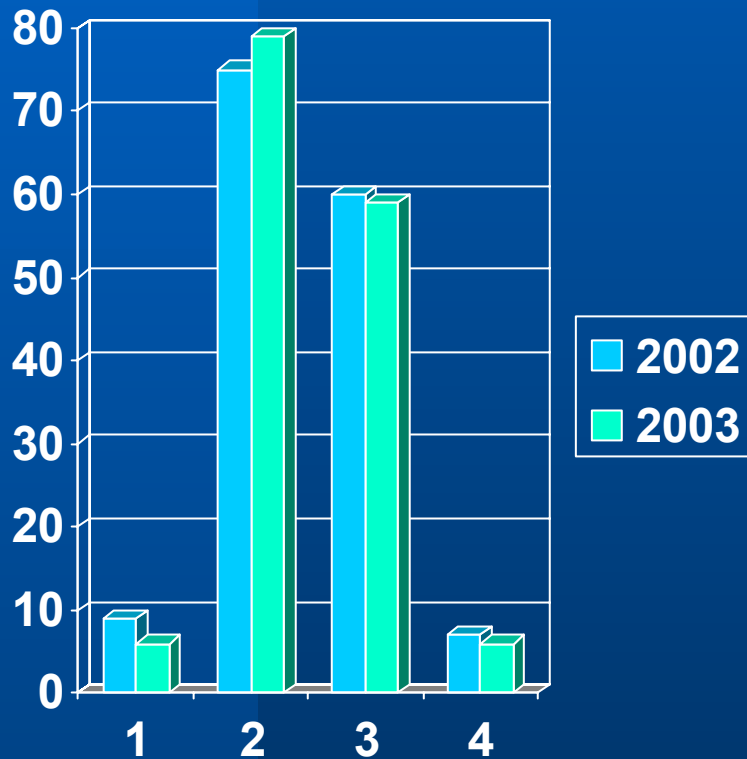
What is culture?

- A useful construct
- A spur to action
- A bridge spanning sectoral interests
- An essential first step

Community priorities



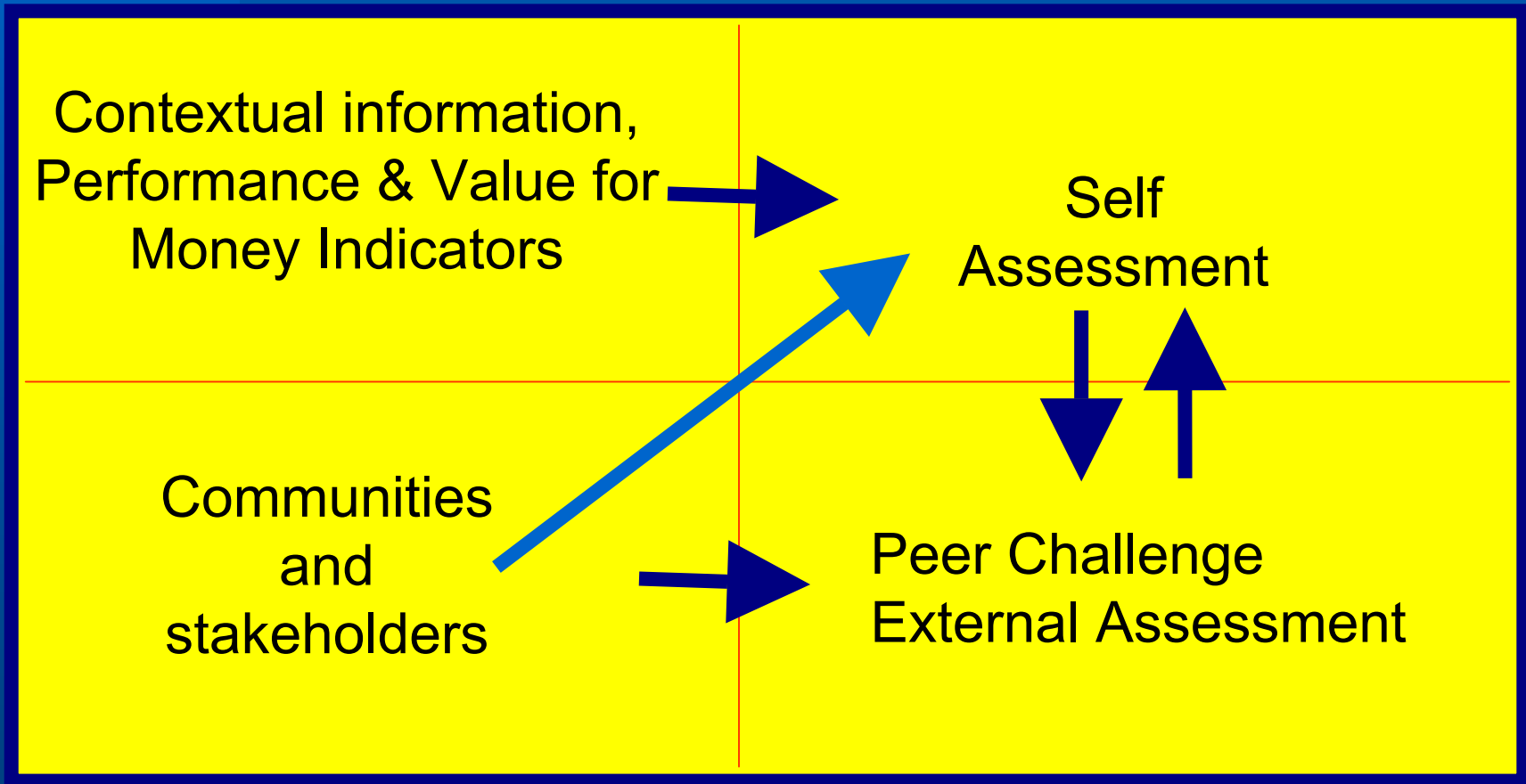
2002 and 2003 CPA results



In Libraries and Leisure block

- Most authorities scored 2, few scored 1 or 4
- In 2003 six councils improved and 4 reduced their score – the changes were caused by inclusion of new inspections
- Would scores based on cultural services be the same, better or worse than the Libraries and Leisure ones?

Managing performance

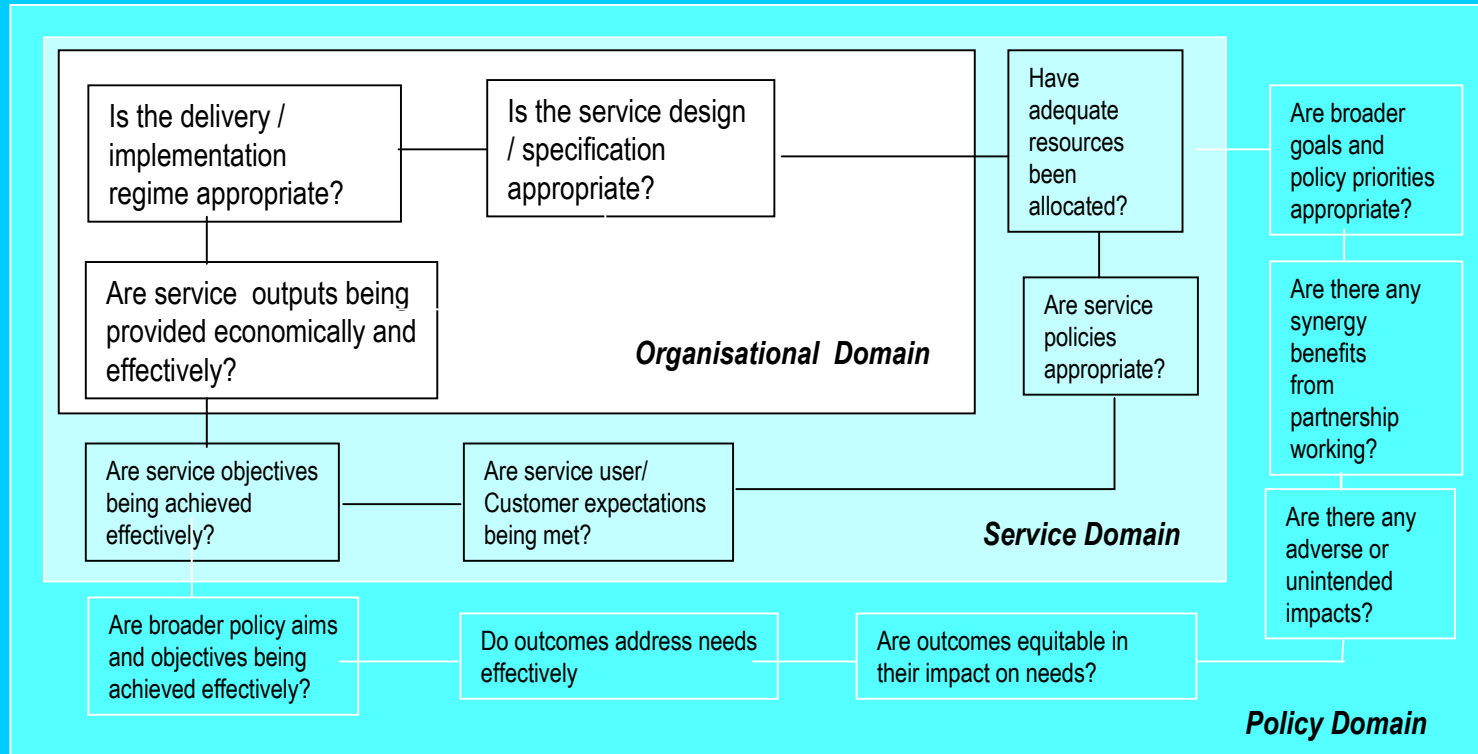


Why this model?

PA Consulting Report – an important driver:

- Maximise effectiveness of delivery structures
- Develop relationships based on added [public] value
- Plan and deliver support for improvement through regional structures

A Framework for Assessing Value

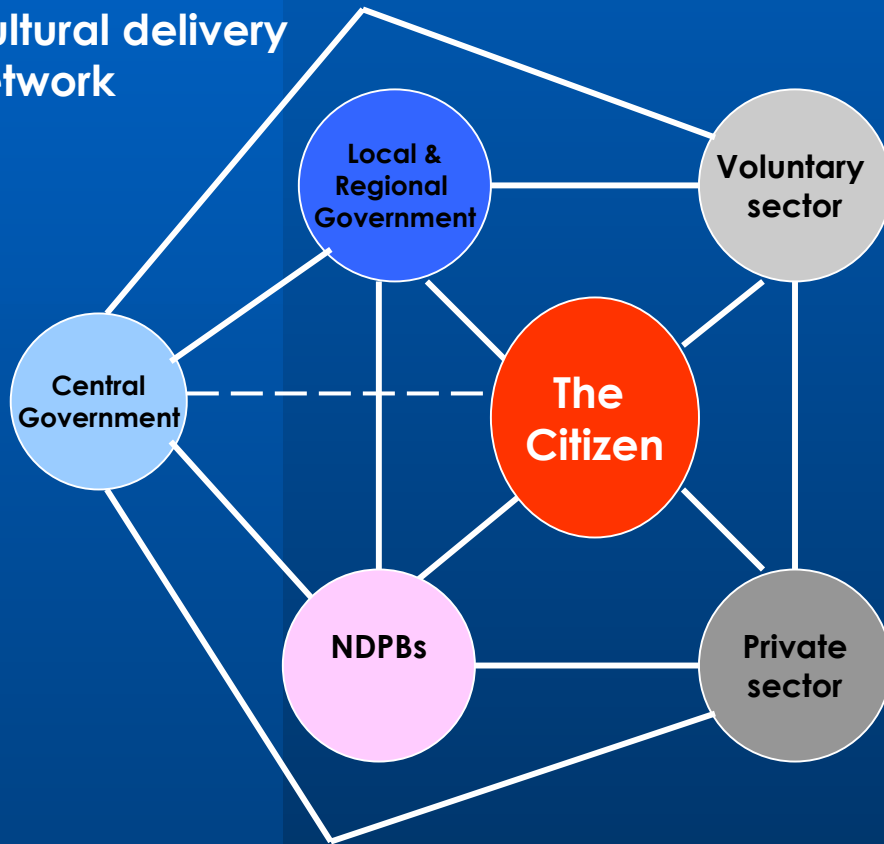


How effectively is local democracy working to involve all stakeholder interests actively in the processes of local government?

Social / Political Domain

Delivery

Cultural delivery network



- An effective network should connect all the partners to the public
- A network model for:
 - joined-up delivery
 - shared knowledge
- The relationship between national cultural organisations and local government is key
- In the long term partnership with the voluntary and private sectors will increase

Supporting performance management

- A set of defined performance indicators and data, to support authorities' own performance management systems, aid comparability, and support CPA
- Supporting sector performance management frameworks being developed by NDPBs, (including TAES) so that over time they are validated, consistent, and where used, drive improvement and inform external assessment or CPA score.
- With NDPBs developing accredited peer review and support mechanisms to drive improvement
- Efficiency – releasing resources to frontline services.

More work with others

- The Audit Commission, IPF and sector specific organisations to widen scope of indicators and publish useful data
- To ensure that Cultural Services and the contribution that they can make to cross cutting issues are integrated into performance management (CPA, LAA)
- Our NDPBs to refine a relationships based on public value and continuous improvement. Constructive and informative feedback, and structured dialogue. (stakeholder commentary)
- Consultation and communication with local authorities to ensure proposals are workable, make it easier to manage performance, and positively influence achievement.

What is most important nationally?

Strategic objectives:

- Further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the full benefits of participation
- Increase and broaden the impact of culture and sport to enrich individual lives, strengthen communities and improve the places where people live, now and for future generations.
- Maximise the contribution which the Tourism, creative and Leisure industries can make to the economy
- Modernise delivery - sponsored bodies are efficient and work with others to meet the cultural and sporting needs of individuals and communities

What next?

- Learning to use data and P.I.s more effectively – “knowledge to wisdom”
- Self assessment and stakeholder commentaries in use everywhere
- Sector models - working together to be more consistent
- Implement and learn from peer review
- More support for performance improvement



What does success look like?

- Libraries provide services which fully meet both the cultural and educational needs of their local communities
- Many more people are physically active
- Children and young people have access to high quality cultural opportunities to enjoy, and develop their talents to the full.
- The profile of cultural participation is a better match with the demographics of the population
- Cultural assets, including buildings and public space are more accessible, attractive and more used by the whole community

What does success look like?

- The cultural sector continues to grow and contribute more to the economy.
- Within Local Authorities, NDPBs and government our sectors have made tangible efficiency gains – so that more money is channelled to front - line services
- People are more satisfied with performance in our sectors, they recognise that things have improved

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