
Report to

Scrutiny Board 4
Cabinet

25 June 2008
30 June 2008

Report of

Director of Community Services

Title

Cultural Services Inspection Report

Ward

City-wide

1 Purpose of the Report

- 1.1 Seek endorsement of the action plan following the publication of the Audit Commission's report on Cultural Services in Coventry.

2 Recommendations

Scrutiny Board 4 are asked to:

- 2.1 Note the Audit Commission's report on Cultural Services in Coventry and comment on the proposed action plan.

Cabinet are asked to:

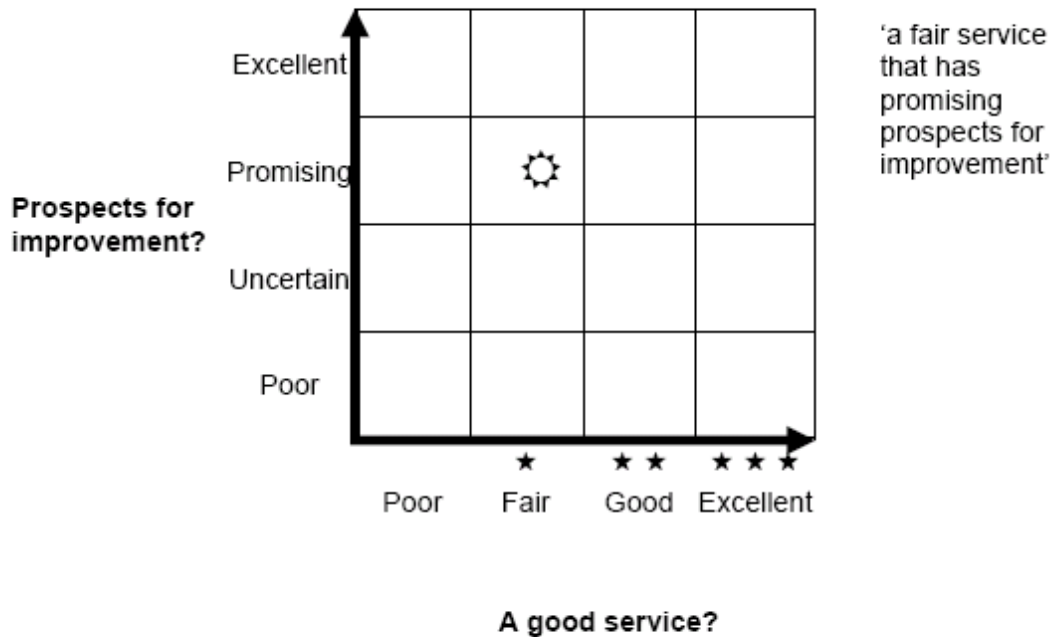
- 2.2 note the Audit Commission's report and comments of Scrutiny Board 4
- 2.3 approve the Action Plan as outlined in Appendix 1 in response to the Audit Commission's report on Cultural Services in Coventry.

3 Information/Background

- 3.1 Cultural Services for the purpose of the inspection included community events, public libraries, parks, open spaces art galleries and museums, archives sports and arts development and also included facilities managed through trusts. These services are mainly contained within Culture, Leisure and Libraries as part of the Community Services Directorate.
- 3.2 The Cultural Services inspection is undertaken by the Audit Commission and feeds into the overall Comprehensive Performance Assessment of the Council. The report was based on an initial inspection that took place in July 2007 when a judgement on the current level of services was made and a further visit in March 2008 when a final judgement on prospects for future was made.

- 3.3 The outcome of the report was to assess Coventry as providing a "fair" service that has "promising" prospects for improvement. They recognised that the City Council is committed to improving leisure and culture provision and was working well with partners to agree how cultural services will improve people's lives in the future.
- 3.4 In assessing the service as "fair" the report highlights that its strengths included:
- the aims and objectives for cultural services link clearly to the Local Area Agreement and Corporate plans;
 - it has good intelligence about participation and uses this to target services;
 - some services have achieved nationally recognised quality standards; and
 - it has a strong focus on diversity and targeting priority neighbourhoods and groups.
- 3.5 It also highlighted areas for improvement in that;
- the quality of facilities was varied, with some old and poor quality facilities;
 - residents satisfaction with cultural services was mixed;
 - that we do not effectively demonstrate the impact that cultural services has on people's lives;
 - and value for money is not consistently demonstrated across all services
- 3.6 In assessing the service had "promising prospects for improvement" because
- an overarching long term strategy with clear outcomes and plans has been agreed with the cultural partnership;
 - political leadership and commitment is developing and beginning to impact on key partners;
 - increased strategic, managerial and operational capacity has resulted in service delivery improvements;
 - achieved quality accreditations for some facilities and improving on this built into plans; and
 - obtaining external funding and investment resulting in new facilities service improvements and increased use.
- 3.7 It also highlighted areas for improvement in that;
- The cultural partnership had yet to agree mechanisms for ensuring the strategy and action plans are delivered
 - Services are not improving consistently across all areas and cannot consistently demonstrate outcomes and impact; and
 - There is no clear strategic approach to partnership working to maximise resources and improve value for money.

Table 1 Scoring chart¹:



Audit Commission

4 Proposal and Other Options to be Considered

- 4.1 Details of the findings are found within the attached report from the Audit Commission (Annex A) where it makes three recommendations for which an action plan has been drawn up. In some cases due to the period in which the inspection took place work regarding these recommendations has already been progressed.
- 4.2 The action plan is shown in Appendix One of this document covers the main recommendations from the Audit Commission report to;
 - provide clear leadership to ensure the cultural strategy is delivered through the cultural partnership. The cultural strategy needs to provide Coventry with a shared long-term vision and framework with SMART¹ outcomes which enables the City Council, partners and stakeholders to work together to improve the quality of life through improved cultural opportunities and services for local people and visitors.
 - improve outcomes for local people through improved service quality and performance and align resources to priority areas of service delivery to ensure these are sustainable.
 - improve value for money (VFM) by developing a more consistent approach to positioning cultural services in terms of value for money.
- 4.3 The action plan from this report (Appendix 1) together with the Cultural Strategy action plan (Appendix 2) link together to take forward the recommendations from the Audit Commission.

¹ Specific, measurable, achievable, realistic, time-bound

5 Other specific implications

	Implications (See below)	No Implications
Best Value	4	
Children and Young People		4
Climate Change & Sustainable Development		4
Comparable Benchmark Data		4
Corporate Parenting		4
Coventry Community Plan	4	
Crime and Disorder		4
Equal Opportunities	4	
Finance	4	
Health and Safety		4
Human Resources		4
Human Rights Act		4
Impact on Partner Organisations	4	
Information and Communications Technology		4
Legal Implications		4
Neighbourhood Management		4
Property Implications		4
Race Equality Scheme		4
Risk Management		4
Trade Union Consultation		4
Voluntary Sector – The Coventry Compact		4

5.1 Best Value

Any works will be procured in accordance with City Council procurement regulations to ensure that best value is attained and further work is to be undertaken on value for money.

5.2 Coventry Community Plan

Cultural Services is a cross cutting theme in Coventry's Sustainable Community Strategy. The proposed new Local Area Agreement include targets: NI8 – Adult participation in sport and active recreation and; NI110 – positive activities for young people. Cultural services also contribute directly and indirectly towards other local and National indicators.

5.3 Equal Opportunities

The Strategy aims to ensure that all sectors of the community are catered for and promotes inclusion for residents of the city.

5.4 Finance

5.4.1 Finance resulting from the action plans will be secured through existing departmental, partner and stakeholder budgets.

5.4.2 External funding will be sought for other parts of the action plans by the public and voluntary sector organisations where appropriate.

5.5 Impact on Partner Organisations

5.5.1 In order to be successful the Cultural partnership is key to achieving the overall aims already agreed within the cultural strategy and delivering the action plan which is included for reference as Appendix 2.

6 Monitoring

Progress on the action plan will be reported back to the Cabinet Member (Culture Leisure and Libraries) on a half yearly basis and actions from the Coventry Partnership and formulate part of the Cabinet Member's plan reviews which are reported on to Scrutiny and Cabinet.

7 Timescale and expected outcomes

The Action Plan main aims will be completed by December 2008 with some items then becoming part of ongoing plans.

	Yes	No
Key Decision		4
Scrutiny Consideration (if yes, which Scrutiny meeting and date)	25/6/08	
Council Consideration (if yes, date of Council meeting)		4

List of background papers

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(Any enquiries should be directed to the above)

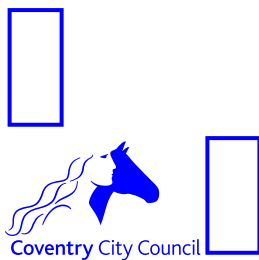
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Papers open to Public Inspection

Description of paper

Location



Cultural Services Inspection Action Plan Appendix 1.

**Inspection: July 2007 and March 2008
Recommendations from Report and Actions**

Recommendation	Comments and Coventry Action	Responsibility and Time
<p>R1 provide clear leadership to ensure the cultural strategy is delivered through the cultural partnership. The cultural strategy needs to provide Coventry with a shared long-term vision and framework with SMART¹ outcomes which enables the City Council, partners and stakeholders to work together to improve the quality of life through improved cultural opportunities and services for local people and visitors. By:</p>	<p>Cultural Strategy agreed by Cultural Partnership and Cabinet in September 2007.</p> <p>Cultural Conference due to take place in October/November 2008 in conjunction with the official opening of the Herbert.</p>	<p>Cabinet Member Culture Leisure and Libraries by Dec 2008.</p>
<p>➤ ensuring engagement and ownership of the strategy by the City Council and all key stakeholders through the cultural partnership</p>	<p>Monitoring forms agreed</p> <p>Completion of Monitoring forms from July 2008</p>	<p>Alice Davey, agreed March 2008</p> <p>Alice Davey - July 2008</p>
<p>➤ clearly integrating the strategy, objectives and outcomes into Council and partner plans</p>	<p>Redrafted Cultural Strategy includes SMART targets</p> <p>Linked to operational plans</p> <p>Strategy, objectives and outcomes to be included in cabinet member plan when next reviewed.</p>	<p>Alice Davey - Completed March 2008</p> <p>John Teahan - Completed March 2008.</p> <p>Cabinet Member Culture Leisure and Libraries June 2008.</p>
<p>➤ linking and integrating Council and partner resources to maximise these and obtain maximum value for money (VFM)</p>	<p>Continue to Link marketing plans & promotions shared with CVOne for tourism via City Centre (Image Working Group) and Action Group.</p> <p>Joint research commissioned with CVOne re-Godiva Festival and Parks.</p>	<p>Carl Bainbridge - ongoing</p> <p>Carl Bainbridge- Completed April 2008</p>
	<p>Joint capital plans under investigation CSF and CCC following successful completion of Midland SC for Centre AT7</p>	<p>Harneek Kandola- October 2008</p>

Recommendation	Comments and Coventry Action	Responsibility and Time
	Multi service unit plans as part of Community Hub for Canley Library	Andrew Green – Ongoing with Regeneration management.
	Joint revenue funding with CLYP, Groundwork and Leisure for play strategy work.	Ces Edwards- reports by October 2008.
➤ clearly setting out, monitoring and managing performance so objectives are achieved and	Performance management agreed with cultural partnership	Alice Davey – Agreed March 2008.
➤ reporting and demonstrating the outcomes and impacts that have been achieved	Integration to partner newsletters or through leisure newsletter targeted at key audiences Quarterly Reporting in Operational Plans and half yearly in Cabinet Member Plan.	Carl Bainbridge Ongoing Alice Davey – October 2008
R2/3 Improve outcomes for local people through improved service quality and performance and align resources to priority areas of service delivery to ensure these are sustainable. This includes:		
➤ consistently improving performance against outcome focussed targets. These should clearly link to LAA, ² corporate and partners' strategies, plans and targets, and have a focus on outcomes to demonstrate achievements	Review of KPIs undertaken to incorporate the new Government National Performance indicators Cabinet Member Plan to amended to include new indicators. Expanding use of Surveys Sharing of General Household Survey information	John Teahan- Completed March 2008 Cabinet Member Culture Leisure and Libraries- June 2008. John Teahan –October 2008 John Teahan –October 2008
➤ aligning Council and partner resources to priority areas of service delivery to ensure these are sustainable	One Body One Life – funding mainstreamed.	Marsha Toweey completed April 2008
	Fusion And Positive Futures funding secured via various funding schemes.	Rashid Bhayat- Completed April 2008.
	GP Referral started and maintained using joint funding with various partners	Marsha Toweey review by October 2008
	Parks monitoring and presence in parks – develop hand held device to monitor parks and carry out user surveys	Ces Edwards- by October 2008

Recommendation	Comments and Coventry Action	Responsibility and Time
	Play strategy aligning resources to improve outcomes for young people, and combat anti-social behaviour	Ces Edwards –By October 2008
➤ finalising appropriate arrangements for the Sports Trust contract and	Report to Cabinet July 2008	Harnek Kandola – July 2008
➤ carrying out robust options appraisal and feasibility studies for capital projects to ensure these are viable.	Foleshill Leisure Centre Coventry Sports Centre- long term	Alice Davey- October 2008
R4 Improve value for money (VFM) by developing a more consistent approach to positioning cultural services in terms of value for money. This includes:		
➤ setting targets to improve value for money within the performance management framework and integrating them into plans	A programme of work for next year to show value for money. These then to be incorporated into 2009/10 plans. Work with Value for Money Team and PWC .	John Teahan- December 2008
➤ assessing the balance between costs and service outcomes	Frame work to be established utilising value for money work already undertaken.	John Teahan- December 2008
➤ the use of benchmarking to improve service delivery and VFM and	Benchmark framework developed with Arts Council for comparison of theatres	John Teahan- December 2008
➤ demonstrate the added value and improve VFM of cultural services.	Continue work on the new National Indicators to show cross referenced to other areas to show how cultural services support other areas outcomes.	John Teahan December 2008

¹ Specific, measurable, achievable, realistic, time-bound

² Local Area Agreement

Coventry Cultural Strategy Action Plan

Appendix 2

	Initiative	Actions	Lead & Partners	Outputs & resources	Timescale
1	Plan with the Universities and other partners in the sub-region ways to facilitate and support the development of the cultural and creative sector and its businesses	<p>Carry out research/review to Identify barriers to development and needs of creative/cultural businesses in Coventry (and allowing for sub-regional offer)</p> <p>Develop co-ordinated action on resource support, business support, to the sector and practicing artists etc</p> <p>Support Coventry University's ICE project and the Creative Village and other business initiatives by Warwick University</p>	<p>Coventry University University of Warwick WCC Business Link Gateway Regional agencies including Screen West Midlands, AWM ACE WM Neighbouring Las CCC Economic development</p>	<p><i>Increased numbers, range and scale of creative and cultural businesses</i></p> <p>Partner resources, external funding for research</p> <p>Impact Measure: economic development – number of creative businesses in Coventry</p>	To Sept 2010
2	Develop a programme to integrate Coventry schools and colleges with creative businesses and cultural organisations	<p>Develop wider programme of co-ordinated placements and work experience with whole range of cultural bodies</p> <p>Review other initiatives including Building Schools for the future to include all schools and colleges</p>	<p>CCC Educational Advisory Service (including Performing Arts Service) Specialist status schools Cultural facilities offering placements and involved in project work ALISS (Artists and learning in schools scheme) Creative Partnerships (or successor projects) Colleges, other schools ICE</p>	<p><i>Increased numbers of placements for young people</i></p> <p><i>Increased interest in careers in cultural sector</i></p> <p>Partner resources</p> <p>Impact Measure: number of graduates staying in Coventry</p>	<p>Sept 2007 – Sept 2008</p> <p>To Sept 2010</p>
3	Identify spaces which could be used to encourage the development of creative businesses and cultural organisations	<p>Investigate opportunities for spaces and buildings and develop and publicise guidance to support creative and cultural businesses in finding premises – drawing on the analysis of needs carried out in 1 above</p> <p>Identify and establish models of good practice for a) temporary use of vacant properties (e.g. shops, other spaces) for artists and arts practitioners to develop and sell work and b) develop productive relationships between business, land and property developers and the creative sector</p>	<p>CCC Property Services Arts and Business WM CCC Economic development, planning and regeneration depts. CVOne ACE WM ICE Cultural Partnership Private developers</p>	<p><i>Increased numbers of businesses and scale of cultural business</i></p> <p>Partner resources</p> <p>Potential development partner resources</p> <p>Impact Measure: economic development – number of creative businesses in Coventry</p>	<p>To Sept 2010</p> <p>Sept 2007 – Sept 2008</p> <p>To Sept 2010</p>

	Initiative	Actions	Lead & Partners	Outputs & resources	Timescale
4	Develop a joint cultural marketing campaign for Coventry's growing cultural attractions	Work with the City Centre Marketing Group to develop campaigns targeted at selected internal and external audiences	CVOne City Centre Marketing Group Cultural providers/facilities Heart of England Tourist Board	<i>Increased visitors to city and to cultural attractions</i> <i>Higher profile with city</i> <i>Increased knowledge of events and provision</i> Partner resources External funding Impact Measure: participation in cultural activity as measured by the GHS	To Sept 2010
5	Enhance the special role for spectacular events in representing Coventry at its best.	Review feasibility of developing a world class event for the city at least biennially which can promote city on a bigger scale whilst retaining community linkages	CVOne City Centre Marketing Group Cultural providers/facilities Heart of England Tourist Board	As above Impact Measure: economic development – investment measure of event	To Sept 2010
6	Actively promote public art to enhance the quality of the city's environment and express the city's creativity.	Embed provision of innovative public art within relevant planning policies including LDF Promote use of local artists for public art including through web listing (see 13) Facilitate access to public art – through joining with walking programmes, City literature and tours Review possibility of incorporating innovative public art as part of the new city 'gateway' station development	CCC Planning Dept Cultural Partnership CVOne CCC Arts Development Developers ACE WM Public Art agencies Arts Exchange Coventry	<i>National recognition of Coventry public art</i> <i>Increased satisfaction of visitors and community with city centre</i> Partner resources Developer funding Impact Measure: Amount of public art in the City (it is accepted that this enhances the quality of life)	To Sept 2010 To Sept 2012

	Initiative	Actions	Lead & Partners	Outputs & resources	Timescale
7	Promote the city's role as a sub-regional centre for culture	Secure places on sub-regional partnerships Identify sub regional audiences we want to target Use of Cultural Champions Extend and promote Godiva, sports awards to promote and celebrate cultural innovation	CVOne Destination Management sub-regional partnerships Advantage West Midlands Cultural Partnership Coventry University	<i>Increased visitors from sub-region</i> <i>Increased recognition and satisfaction with Coventry cultural provision</i> Partner resources Impact Measure: visitor economy measures	To Sept 2010 To Sept 2012
8	Develop a distinctive programme for the 2012 Cultural Olympiad in which Coventry can build on its status as a centre of Peace and Reconciliation	Initiate discussion led by Cultural Partnership with CVOne, Cathedral and other key partners on ambition for 2012	Cultural Partnership CVOne Cathedral AWM CSWP – 2012 co-ordinator for sub region and region Major cultural facilities Universities Faith groups CCC	<i>Raised international profile for Coventry</i> <i>Raised profile as part of 2012</i> Partner resources Possible external funding Impact Measure: economic impact measures of events	Sept 2007 – Sept 2008 for initial planning To Sept 2012
9	Identify initiatives and resources that can promote & broaden cultural opportunities for the whole community and increase cultural participation	Adopt Cultural Partnership targets to narrow the gap of inequality in terms of cultural participation across the City Develop a programme that showcases local talent and cultural activities in the city centre	Cultural Partnership CCC CVOne Delivery bodies	<i>Targets as set by Partnership</i> Partner resources & external funding Impact Measure: General Household Survey - % gaps narrowed	To Sept 2012
10	Develop the evening economy in the city centre making it a busier and more vibrant place	CVOne to establish a 'night-time economy group' to facilitate joint planning and joint action – with links to marketing group	CVOne City Centre cultural facilities Police CCC Economic Development	<i>Increased numbers and range of users in city centre</i> <i>Decreased fear of crime in evening</i>	To Sept 2010

	Initiative	Actions	Lead & Partners	Outputs & resources	Timescale
			Cultural Partnership	Partner resources Impact measure: no of users, dwell times in city centre Satisfaction with city centre	
11	Develop and promote Coventry as an accessible city	Initial review of signage and development of innovative ideas possibly linked to public art initiatives Development of Passport to Leisure Scheme, to increase eligible populations and activity range	CCC City Development CVOne Disabled People's Groups Cultural providers CCC Culture & Leisure Passport partners	Partner resources Impact measure: Satisfaction with city centre, usage by whole community Impact Measure: % take up of passport scheme from eligible populations	To Sept 2010
12	Develop an online Web Portal for Culture, which can be linked to the Council's Coventry Active data base	Review existing good practice, agree format, set up project plan, and costings	City Marketing Forum Cultural Partnership CVOne	Increased participation Partner resources, CCC development resources Impact measure: Increase in those with information on cultural opportunities Increase in participation	To Sept 2010