
REPORT TO:	HOUSING & COMMUNITY SERVICES COMMITTEE	AGENDA ITEM: 10
DATE OF MEETING:	25 th November 2010	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF COMMUNITY SERVICES	OPEN
MEMBERS' CONTACT POINT:	STUART BATCHELOR, ext 5820, batchelors@south-derbys.gov.uk	DOC:
SUBJECT:	Cultural Single Improvement Tool - Assessment	REF:
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: HCS07

1.0 Recommendations

2.1 Members note the self assessment and external validation score and approve the continuing improvement programme.

2.0 Purpose of Report

2.1 To update Members on the improvement journey that Leisure and Community Services have been progressing along for the past 5 years and the recent use of the Cultural Single Improvement Tool, self and external assessment and the future improvement areas.

3.0 Detail

Background

3.1 When the Leisure and Community Service was formed in 2005 it was decided that an improvement process should be embarked upon that would improve outcomes for the community of South Derbyshire. This coincided with the sports and cultural industry launching the the 'Towards An Excellence Service Framework' in 2005. This framework was developed by the IDea, Sport England and the Audit Commission. This became the industry wide tool for measuring performance. In 2009, Sport England, the Arts Council and the Museum and Libraries Assoc. under the guidance of the Department for Culture , Media and Sport merged their individual improvement tools into one overarching framework called 'Cultural Single Improvement Tool'. This is now the overarching accreditation standard for the industry.

3.3 There are nine key factors that are included in the framework and influence the quality of cultural services delivered to users. Through effective management in all these areas it is possible to improve the services delivered on a continuous basis.

These nine factors form the basis of the assessment.

- Leadership and Corporate Governance

- Policy and Strategy
- Community Engagement
- Partnership Working
- Use of Resource
- People Management
- Customer Service
- Performance, Achievement and Learning
- Efficiency

3.4 In July 2005 the Division undertook the original 'Towards An Excellent Service' self assessment. The assessment scored the Division as 'fair' and an Improvement Plan was approved by Committee.

3.5 In February 2007 the Division undertook the self assessment process again. The staff, partners and stakeholders this time scored the service as 'good'.

3.6 On this occasion the self assessment was subject to External Validation which involved an Assessor, appointed by the IDea visiting the District and spending two days interviewing staff, partners, councillors and customers/stakeholders plus a review of all supporting documentation. The Assessor confirmed the service as 'good'.

3.7 Also, in 2007 the Audit Commission completed a Best Value Review of South Derbyshires Cultural Services. This inspection rated the Council as 'good with promising prospects for improvement'.

3.8 Since the 2007 assessments the Council and the Leisure and Community Service have made steady progress in a number of areas which led the service to undertake the newly developed Cultural Single Improvement Tool in the summer of this year. Officers and partners completed a self assessment in July/August which illustrated that they considered that the service had achieved the level of 'excellent' in 7 themes and 'good' in 2. The overall result being a score of 'Excellent'.

3.9 To provide an external challenge of the findings a Peer Assessment was undertaken which involved a two day visit from two senior Cultural Services Managers who met a range of staff, partners, Lead Members and Corporate Management Team as well as undertaking a desk top evaluation of performance, strategy, resource and operational information.

3.10 At the end of the visit the Assessors confirmed that the self assessment score of 'Excellent' was correct and that the areas of strength and improvement had been identified correctly. Particular areas of feedback included:

'Strategy and Policy', 'Leadership and Corporate Governance' and 'Partnership Working' were themes which clearly ran throughout the Council and its Cultural Services.

Partners identified that they trusted the District Council to make considered decisions even during a time of financial cutbacks.

Staff and Members clearly understood the role that culture played in the delivery of Corporate priorities and shared a vision for the future of culture in the District. '

3.9 The changes in the self assessment score over the 5 years are shown below:-

Overall rating 2005 – Towards An Excellent Service

	Leadership	Policy & Strategy	Community Engagement	Partnership Working	Use of Resources	People Management	Standards of Service	Performance Management & Learning
Excellent								
Good		★		★	★			
Fair	★		★			★		★
Poor							★	

Overall rating 2007 – Towards An Excellent Service

	Leadership	Policy & Strategy	Community Engagement	Partnership Working	Use of Resources	People Management	Standards of Service	Performance Management & Learning
Excellent								
Good	★	★	★	★	★	★		★
Fair							★	
Poor								

Overall rating 2010 - Culture Single Improvement Tool

	Leadership & Corporate Governance	Policy & Strategy	Community Engagement	Partnership Working	Resource Management	People Management	Customer Service	Performance Achievement & Learning	Efficiency
Excellent	★	★	★	★		★	★	★	
Good					★				★
Fair									
Poor									

3.10 The next stage of the process is to produce an Improvement Plan. The areas of improvement that were identified in the Self Assessment and confirmed by the external assessors were:

- Benchmarking/Data Gathering and Analysis – systematic collection of data from comparable services which can be used to compare performance, cost and value for money.
- Asset Management – the development of ‘facility lifecycle plans’ which identify a programme for capital replacement and refurbishment supported by the establishment of ‘sinking funds’ within facility revenue budgets that allow for the accumulation of funds to undertake the programmed works.
- Project Management – the adoption of a project planning process that ensures that all projects and initiatives are planned in a robust manner which considers financial, communication, outputs/outcomes, etc.
- Customer Services – application of a comprehensive monitoring process for all services that captures customer satisfaction levels and feedback.
- Performance Measurement – Improved data gathering from Leisure Centres to enable the monitoring of trends and overall performance that can be fed into a strategic approach to performance management.

4.0 Financial Implications

4.1 There are no direct financial implications arising from this report.

5.0 Corporate Implications

5.1 The improvement journey that the Leisure and Community Service has undertaken has helped the Council meet many of its Corporate objectives. The Service has delivered improved work in the priority areas of ‘Sustainable Growth and Opportunity,’ ‘Safe and Secure’ and ‘Lifestyle Choice’ and overall this improvement contributes to the priority of ‘Value For Money’ by delivering community needs, increased efficiency, delivering high performing services and staff development.

6.0 Community Implications

6.1 The provision of Leisure and Community services to the community has improved over the last 5 years with residents receiving more and improved opportunities. The delivery of the Improvement Plan will further increase the benefits to the local community.

7.0 Conclusions

7.1 The progress of the Division from being graded as ‘Good’ to ‘Excellent’ is testimony to the hard work and dedication of a team of officers, partners and stakeholders combined with the support of Council Members.

8.0 Background Papers

8.1 CSIT Scoring papers