

## Action Plan for CPA Cultural Services Inspection

Ref	Improvement	Action	Timescale	Resources required / lead
R1a	Develop local performance measures and targets for cultural services to measure quality of life, social inclusion, health and economic growth	Research Team and Cultural Services. Explore the establishment of indicators using existing research. The establishment of outcome indicators to mirror new indicators being developed by DCMS to measure the impact of cultural services.	September 2007 January 2008	Existing staffing resource  Maxine Bassett and Jane Lewis
R1b	Performance measures concerned with value for money, e.g. cost per head and cost per resident.	Finance Team. Establish a methodology that measures cost per user and cost per resident.	September 2007	Existing staffing resource  Shirley Coultas
R1c	Measure the effectiveness of tourism	Cultural Services. Apply methodology for measuring tourism spend year on year to enable benchmarking with other authorities (STEAM system).	June 2007 (research started)	From within current budgets  Jane Lewis
R1d	Include new PIs in partner agreements (ref: R1a and b)	Cultural Service. Include new PIs for quality of life and value for money in revised agreements for the Courtyard and Halo in line with other SLA for sport and arts.	February 2008	Existing staffing resource  Jane Lewis and Tony Featherstone
R2a	Produce clearer improvement plan for Cultural Services	Head of Service. Include improvement plan in the Medium Term Financial Strategy for the Division.	November 2007	Existing staffing resource  Natalia Silver

R2b	New Cultural Strategy	Cultural Services. Revise the cultural strategy working with the cultural consortium to use current research and align to the community strategy themes.	January 2008	Existing staffing resource  Jane Lewis
R3	Improve approach to procurement with cultural services with particular reference to the Halo and Courtyard Trusts: <ul style="list-style-type: none"> <li>▪ Sets out clear investment levels</li> <li>▪ Medium to long term</li> <li>▪ Transfers risk</li> <li>▪ Includes non-financial targets</li> <li>▪ Includes value for money measures</li> </ul>	Cultural Services. Agree approach to agreements through cabinet briefing. Set new agreements for 2008/9 financial year.	September 2007  February 2008	Existing staffing resource  Jane Lewis and Tony Featherstone
36	Cultural services do not feature prominently in the corporate plan or community strategy nor is their contribution to current priorities made clear.	Policy and Performance Team and Herefordshire Partnership. Inclusion of cultural PIs in the revised LAA.	March 2008	Existing staffing resource  Chris Bucknell
42	The websites are not fully developed for people with visual impairment or for people who may speak different languages.	Corporate and Customer Services - ICT. Explore the best way to provide access through different languages published through the council's websites. Listen to tool currently available through the Herefordshire portal. Find ways to use the support for those with visual impairments or different language requirements provided by the Herefordshire portal myherefordshire.com to improve external council websites such as Visit Herefordshire.	March 2008	Existing staffing resource.  Ellen Pawley
43	Marketing for cultural services is fragmented and not always fully evaluated.	Cultural Services. Bring together promotion within the Cultural Services section to benefit from a	November 2007	Existing staffing resource

		joint marketing plan/mix, recognising that marketing is aimed at specific target audiences. Raise issues of evaluating marketing with Halo and the Courtyard at vision groups.		Jane Lewis
44a	The library in Ledbury does not comply with the requirements of DDA.	Cultural Services. Pursue funding for a new library and establish contingency options with Resources linked with corporate property asset review.	September 2007	Lottery funding  Mick Ligema
44b	Childcare provision within leisure centres is inconsistent.	Cultural Services. Childcare provision is currently linked to targeted events to meet demand. Also physical constraints on the buildings require resource to create dedicated spaces that comply with Ofsted. Explore options and evidence in relation to value for money of requirement for a report to cabinet member.	November 2007	Potential cost for premise costs and on-going revenue.  Tony Featherstone
44c	The national indicator for accessibility for rights of way is amongst the worst 25% of councils nationally.	Cultural Services and Resources. A likely change in PI methodology for March 2008. Revise procurement of services in relation to the HJS contract.	October 2007	To make a significant difference there needs a change in procurement or additional investment.  Rob Hemblade
45	The Council is not fully clear on how it wishes to use pricing to promote access or how effective current arrangements are.	Cultural Services. Establish pricing framework linked to partner delivery.	March 2008	Existing staffing resource. Jane Lewis and Tony

				Featherstone
46	Apart from Halo no other elements of cultural services have specific service standards	Cultural Services. Introduce service standards in libraries, heritage centres, and TICs. Service standards for outside sites to be available on the web site. Discuss with the Courtyard to introduce service standards.	November 2007	Existing staffing resource. Mick Ligema
47	The Council does not have robust data about people from BME communities living in Herefordshire to inform planning, delivery and improvement of services.	Corporate and Customer Services - Equality Team and Research Team. Data on BME (Black and Minority Ethnic) must be as robust as the rest of the country. Update detailed data available in the State of Herefordshire report. Collaborating on additional economic impact study of migrant workers in the West Midlands commissioned by the LSC.	June 2007  October 2007	Existing staffing resource.  Charlotte Devereux
50	Parks, play areas and sport development do not work towards any form of accreditation.	Cultural Services. Play areas currently are accredited by ROSPA. Refer sports development accreditation to County Sports Partnership. Explore accreditation Green Flag award for Queenswood.	March 2008	Additional resource of £400 and staffing for submission.  Tony Featherstone
51	Roll-out of the shared facilities model	Cultural Services and Corporate and Customer Services (Info) Pursue the following projects: Ross-on-Wye part of development of the Library. Ledbury based on a Lottery Application. Hereford as a part of ESG.	2009  2010 2112	Capital funding bid to be considered for 2008/9  Mick Ligema working with

				Info colleagues
52a	Satisfaction is below the median quartile for libraries and parks and open spaces (spend low, satisfaction low)	Cultural Services. Realign investment in library service and build new facilities. Additional resources will be required to improve performance in parks. This will be considered in the budget process	March 2008	Additional resource needed for significant improvement  Jane Lewis
52b	Non-user satisfaction is low	Cultural Services and Public Relations. Marketing to coincide with residents satisfaction survey linked to PR. Continue schemes to raise usages, e.g. reading challenge and schools programme.	September 2007	Existing staffing resource.  Jane Lewis
52c	Libraries, parks and open spaces reported usage is amongst the worst 25% of councils nationally	Cultural Services. Focus marketing on libraries and parks and countryside.	On-going	Existing staffing resource.  Jane Lewis
61	Given the ageing population of the county the council has not given older people proportionate focus within cultural services.	Cultural Services. Mini-summit with Liverpool and Shropshire to explore good practice in working with older people. Feed into the prevention services agenda, including "green gym". Major art and older people scheme for the county based on lottery funding.	June 2007  Proposals for July March 2008	Existing staffing resource.  Jane Lewis
63	Tourism spend is comparatively high against positive un-audited satisfaction levels.	Cultural Services. Remodel TICs to reinvest spending in tourism product linked to scrutiny review of tourism.	October 2007	Existing staffing resource.  Jane Lewis
66	Address high cost of Tourism Information Centres.			
64	Halo – benchmark value for money with other local authority areas	Resources. Establish value for money indicators for Halo based on cost per user and cost	September 2007	Existing staffing resource. Tony

		residents.		Featherstone
83	Some partnership agreements do not specify desired outcomes and contain few targets from which the council can assess and improve their performance.	Cultural Services. New agreement for Halo.	March 2008	Existing staffing resource. Tony Featherstone

13 July