

## Action Plan for CPA Cultural Services Inspection

Ref	Improvement	Action	Timescale	Progress 1 <sup>st</sup> November	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.	Sep 2007 Jan 2007	Existing research explored with some links. Agreement that additional questions can be asked in the residents survey relating to outcomes.	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.	Sep 2007	Achieved. Cost per user established for leisure centres, libraries and TICs. To feed into Scrutiny reviews and service planning.	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)	Cambridge model adopted showing an economic impact benefit of tourism of £291m.	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	Initial discussion to take place in early December based on indicators from the new performance framework.	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	Complete, waiting for Director and Cabinet Member sign off.	Existing staffing resource  Natalia Silver

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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	Workshop sessions with Cultural Consortium taken place, first draft produced.	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	Principle of approach agreed by Cabinet Member at briefing of 3 <sup>rd</sup> October 2007. New agreement being established with first meeting with partners in December.	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	Cultural Consortium suggesting a form of words to include as priority area for the new LAA.	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	March 2008	Action Plan for Equality Impact Assessments being prepared for a December deadline.	Existing staffing resource.  Ellen Pawley

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		external council websites such as Visit Herefordshire.			
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 joint markets and advertising, recognising that marketing is aimed at specific target audiences. Raise issues of evaluating marketing with Halo and the Courtyard at vision groups.	November 2007	Joint advertising on specific projects taking place. E.g. Hereford Contemporary Crafts Fair and LIFT scheme. Wider opportunities explored through agreement with organisations.	Existing staffing resource  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	Application to the Big Lottery fund for new Library unsuccessful. Pursuing use of the Masters House in Ledbury as a base for the library using internal capital funds.	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	Report presented to Cabinet Member on 3 <sup>rd</sup> October 2007. Cost benefit analysis does not prove value for money. But to review customer demand on a regular basis and negotiate arrangements with existing childcare provision.	Potential cost for premise costs and on-going revenue.  Tony Featherstone

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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	Methodology of PI relating to PROW will change, but option of introducing a local PI. Involvement in negotiations with Amey (formally HJS) regarding any contract re-negotiations.	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	To be established.	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	Generic Directorate wide standards produced, development of service specific with a robust process of measure progress.	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 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	New data made available and information provided in the State of Herefordshire report. Also up to date figures availability in the Ethnicity of Herefordshire Population report produced in October 2007	Existing staffing resource.  Charlotte Devereux

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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	Cabinet Member briefing submitted on 3 <sup>rd</sup> October 2007. Decision to not have accreditation for Green Flag Award for Queenswood because of the resource (human and financial).	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	Ross – options and drawing in progress. Ledbury – revised project for developing the Masters House Hereford – draft feasibility study produced for a centre on the ESG site.	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. Unlikely to improve performance in parks considering the resource challenges.	March 2008	New building plan for libraries on track as outlined above. Financial Plan outlines opportunity to raise external funding and generate income to support service improvement.	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	2006 results of satisfaction survey shows increase from 2005 in all areas except “theatres and concert halls”.	Existing staffing resource.  Jane Lewis

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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	LAA funding successfully applied for to introduce a passport scheme for libraries and museums to encourage increased use by children and their parents / guardians.	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	Actions achieved. Mini summit provided a useful sharing of experience and approach in order to plan services. Prevention services schemes submitted and awaiting outcome. The Arts and Older people project not successful with external funding and looking at internal resources to support the scheme.	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	Scrutiny Members started review in July and outcome of report due for January 2008. Remodelling work already prepared with a "shared service	Existing staffing resource.  Jane Lewis

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				approach” to feed into the Scrutiny review with a halving of the costs.	
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 residents.	September 2007	Established and shared with the Scrutiny Review Committee looking at the Halo Agreement.	Existing staffing resource. Tony Featherstone
66	Address high cost of tourist information centres	Cultural Services. Remodel TICs to reinvest spending in tourism product linked to scrutiny review of tourism.	October 2007	As outlined in point 63.	Existing staffing resource.  Jane Lewis
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	A new agreement for Halo to be established linked to outcomes and revised agreement for the Courtyard.	Existing staffing resource. Tony Featherstone

30th November 2007