



Cultural Improvement Partnership
East Midlands

**Culture & Sport Efficiency Challenge
Programme 2010/11**

End of Programme Report

Version 2

Culture & Sport Efficiency Challenge Programme 2010/11 End of Programme Report

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1. Introduction and Aims

CIPEM's Vision

To increase the impact and value of cultural services to the communities of the East Midlands by facilitating continuous improvement, efficiency, effective delivery and shared service provision

In the last four years, CIPEM has delivered a highly successful programme of leadership development, hot topic conferences including one on 'Maximising Efficiencies', support on LAA and CAA, Member development and promotion of self-improvement tools including Towards an Excellent Service. Martyn Allison, National Advisor Culture & Sport, Local Government Improvement and Development (LGID), said about the programme:

"CIPEM has been at the leading edge of the work to improve culture and sport locally and regionally and the lessons learnt in the East Midlands have helped underpin the national strategy and other regions have now gone on to copy their success"

CIPEM's approach has been to develop a sustainable network of senior local government officers driving forward improvement and efficiency in each of the five sub regions of the East Midlands as well as a regional network of peer support and challenge.

Successes and challenges in the programme informed **CIPEM's four priorities** for 2010/11:

- 1. Bespoke support to assist in identifying and delivering efficiencies in a strategic manner, using an adapted version of Culture and Sport Improvement Tool (CSIT) in collaboration with the IDeA / LGID**
- 2. Completion of CIPEM's leadership programme for 21 aspiring senior managers**
- 3. Hot Topic Conferences open to all in the local government culture and sport sector**
- 4. Common interest network bringing together managers from across the region to collaborate on improvement and efficiencies**

"CIPEM has made some real inroads into efficiency in cultural services and improved methods of delivery, through using best practice case studies, showcasing successes through regional conferences and most importantly through use of the cultural and sport improvement tool. This has produced massive efficiency savings from a very modest budget, leading the way in the Regional Improvement and Efficiency Partnership."

Cllr Nick Worth, EMIEP Member Champion for Culture and Deputy Leader of South Holland District Council

2. Description of Activity

i. CSIT & the CIPEM Efficiencies Project

The Culture and Sport Improvement Toolkit (CSIT) Benchmark has been developed from earlier toolkits that focused on improving individual culture and sport services. It is a response to local government's desire to see a single improvement tool for the sector.

CSIT is designed to underpin continuous improvement and support councils that want to identify their strengths and weaknesses in culture and sport. It is a self-improvement tool and requires only time, commitment, and honesty.

The CSIT Benchmark Themes are:

1. Leadership and Corporate Governance
2. Policy and Strategy
3. Community Engagement
4. Partnership Working
5. Resource Management
6. People Management
7. Customer Service
8. Performance, Achievement and Learning
9. Efficiencies

The public sector is currently facing an unprecedented level of financial pressure and as such, efficiencies are the single biggest issue facing the local authority cultural sector. Each of the five county cultural partnerships in the region gave a commitment to the principle of using CSIT during 2010-11.

In order to support both continuous improvement and the challenge of delivering efficiencies CIPEM has been working with LGID (formerly IDeA) to use the CSIT model to build the foundations to deliver sector lead efficiencies. As a result of funding received from the East Midlands Improvement and Efficiencies Partnership (EMIEP), CIPEM and LGID have piloted a new Efficiencies theme, which completes the CSIT Benchmark.

The Efficiency Criteria is:

1. Services are regularly benchmarked and the results used to focus improvement
2. Culture & sport assets are fully utilised
3. Shared services and management have been used to improve efficiency
4. Culture & sport services have been procured to deliver required outputs, outcomes and value for money
5. Culture & sport services are being commissioned by partners to meet their required outcomes

Further CSIT information and the original toolkit can be found at
<http://www.idea.gov.uk/idk/core/page.do?pagelId=8722761>

ii. Efficiencies Support Programme

KPMG has collected financial data from a sample of authorities from 2009/10 to establish a baseline. A set of short case studies is being developed to provide practical examples of where efficiencies have been made. A summary of the work and the case studies will be presented at Culture & Sport – The Reboot in June 2011 and will also be available as a separate report.

KPMG also provided sub-regional support to the following Improvement Plan Projects:

- **Joint Delivery of Arts & Heritage Services**
The project looked at the feasibility of joint services with Districts and Boroughs; and how to work on joint outcomes with the County. It focused on the community museums and their relationship with Harborough District Council, Charnwood Borough Council and Melton Borough Council.
- **Better Outcomes for People in Leicestershire: Developing Commissioning Relationships in Culture and Sport Services**
Strategic commissioning is a process to ensure that public services are provided in ways that meet the needs of local communities. With support from Linden Rowley, the aim of the programme was to generate better outcomes for adults, children and young people and communities in Leicestershire. It looked at developing relationships between culture and sport organisations and commissioners of services for Adults, Children and Young People and Health; and between culture and sport and other providers.
- **East Midlands Society of Chief Librarians**
The project looked at exploring the potential for establishing a landscape where cashable savings from a transformed working relationship between Local Authorities and the delivery of library services, could be made. Library services are delivered through a core offer of reading, learning, digital citizenship and information. The project explored what conditions needed to be in place in order to present realistic options for the future delivery of services.
- **The 3 Cities Museums project**
The objective was to establish the potential for Leicester, Nottingham and Derby Museums to share services and develop other efficiencies. It also looked at what those efficiencies might be. A cost and benefit analysis shows whether the additional work and costs involved would be repaid by the benefits accrued.

Local Improvement Advisor (LIA) Support

Guy Ware is a Local Improvement Advisor and a CIPFA qualified Director of Finance, with a particular interest in aligning efficiency with public policy objectives and performance improvement. He is a self-employed consultant, coach and senior manager with extensive experience of improving performance, delivering services and developing policy in both central and local government.

Guy led 3 Options Appraisal workshops based on the Local Government Improvement & Development (LGID) work '*Improving strategic commissioning in the culture and sport sector*'. The seminars aimed to help senior Culture and Sport managers to understand:

- the current challenges and opportunities
- the strategic commissioning process (and how it differs from procurement)
- the importance and benefits of rigorous option appraisal
- the risks and barriers to effective options appraisal
- how to determine the evaluation criteria to use in appraising service delivery options

Participants had the opportunity to apply the principles of options appraisal to real-life examples, generating ideas and practical tips to use when considering the future of their own cultural services.

The training was designed to dovetail with the work of KPMG and the CSIT Programme. 31 participants in total attended the workshops in January and February 2011.

Cultural Outcomes Framework Training

Following on from LGID consultation, a national programme of training sessions took place nationally earlier in the year. Part funded by LGID, Angela Watson, Associate Consultant, delivered half day training course. She introduced the outcomes framework for culture and sport and explained how to create and use the framework at a local level. It is designed to help measure and evidence the contribution culture and sport makes to better outcomes for an area and the people who live, work and visit there. It will help to make the case for continued or new investment of public money in culture and sport services.

Such was the demand for the CIPEM co-ordinated session that a second workshop was commissioned. 28 participants in total attended the two workshops in January and March 2011.

The LGID Guide to developing a local outcomes framework for culture and sport can be found here <http://www.idea.gov.uk/idk/core/page.do?pageId=21649171>

iii. Conference Programme

As part of its commitment to sharing best practice, lessons learnt and continuous improvement, CIPEM ran a series of hot-topic conferences. These were:

Moving Beyond Project Funding

18 May 2010, Birmingham

A joint strategic commissioning event with the West Midlands Culture & Sport Improvement Network (WMCSIN), which looked at:

- Raising awareness of the opportunities and benefits of strategic commissioning
- Understanding the commissioning landscape
- Discussing what the cultural offer is to health, adult care and children's services
- Exploring how to package cultural services

110 delegates attended from the East and West Midlands.

Shrink to Grow – the Future of Cultural Services

23 November 2010, Leicester

This joint event with WMCSIN took place a month after the Comprehensive Spending Review to share knowledge and learning about innovation and efficiency. With speakers including Martyn Allison, National Adviser for Culture and Sport and Roy Clare, Chief Executive of MLA. The conference provided delegates with an authoritative view of the challenge that lies ahead for local authorities in delivering better for less. The Challenges explored included:

- Dynamic efficiency finding and decommissioning of services
- Protecting the frontline while finding 25-40% budget cuts
- Shared service savings from integration
- Creating new delivery partnerships
- Decentralisation, localism and leaner government
- Meeting customers' changing expectations

86 delegates attended from the East and West Midlands

Big Society

9 June 2011, Birmingham

This joint event with WMCSIN was funded by the National Culture Forum (NCF). It focused on the practical implications of the Government's Big Society strategy for the sport and culture sector and was aimed at those who are or will be, involved in commissioning or managing new ways of working, including volunteers and asset transfers. The presentations and workshops addressed:

- The principles behind the Big Society
- The community management of green spaces
- The transfer of assets to the wider community
- The use and management of volunteers

68 delegates attended from the East and West Midlands.

Culture and Sport: The Reboot

20 June 2011, Nottingham

In CIPEM's final event, we reflect on our key achievements and look to the future. With the pressure on for culture and sport services to become more efficient, the presentations and workshops demonstrate practical ways in which to do this. Key topics covered include:

- The strategic role of cultural agencies
- Culture and sport efficiency savings in the East Midlands
- Achieving better for less
- Alternative delivery models
- The future landscape of culture and sport services

54 delegates attended from the East Midlands.

iv. Cultural Leadership & Skills Development Programme

In September 2009 CIPEM commissioned FPM Training to develop and deliver a bespoke leadership development programme for aspiring cultural leaders. The purpose of which was to create a visionary and highly motivated resource of cultural leaders with the necessary knowledge, skills and motivations to drive their services forward.

The long-term programme objectives were identified as follows:

- Improve the capacity of culture & sport officers to be able to make the case for the sector
- Support officers in their aspirations to become effective senior managers within their service and corporately
- Raise the profile of culture & sport, demonstrating that the sector is focused on self improvement, delivering value for money and securing, stronger more efficient services
- Provide web based resource material which can be utilised by the wider sector.

The programme completed in July 2010 resulting in the creation of a young, dynamic and energetic group of 21 cultural leaders. Through relatively little ongoing investment in this group there is the potential to empower them to support their service colleagues in rising to the significant challenges facing the cultural sector.

v. Website and Newsletters

CIPEM's website www.cipem.org.uk has provided a key resource on improvement and efficiency for local authorities' cultural services departments in the East Midlands and beyond. It has been supplemented by quarterly e-newsletters to a readership of 160 cultural services officers on key efficiency and improvement topics to share knowledge and resources.

Key Achievements

i. Regional

- CIPEM supported 60 Senior Offices from 5 sub-regions through the CSIT Peer-Led Challenge & Review Programme and enabled the productions and implementations of County Wide Improvement plans. (See Appendix A for Local Authority engagement summary).
- Exceeded 10:1 return on EMIEPs £100k investment in CIPEM to deliver the Cultural Efficiencies Challenge through a programme of support and development

ii. Sub-Regional Networks

Derbyshire

- 9 out of 10 LAs (+ Derbyshire Sport) signed up to the CSIT Programme
- All have completed the Efficiencies theme except High Peak and the County
- Erewash, South Derbys and Derbyshire Sport are the only organisations to complete but do have a strong set of plans in place as a result.
- South Derbys have moved from Fair to Excellent in 5 years.
- Potential for Derbyshire Sport to become a Trust
- Countywide Improvement Plan drafted
- Culture Derbyshire – revision of LAA Boards has resulted in creation of new partnership group

Leicestershire & Rutland

- 8 out of 10 LAs are engaged in CSIT and have focused on the Efficiencies theme
- 2 Key Improvement Plan projects have been agreed
- Leicester is leading the 3 Cities museums project
- Cultural Champion has taken over as Chair of CSCOPS
- Commissioning of culture programme being run for Leicestershire authorities from April to December 2011
- Beacon project Level 1 Performance Indicators collected from all local authorities in 2010/11

Northamptonshire

- Held a CSIT 'Visioning Session' focusing on 2014, following up Efficiencies and Improvement Plans from previous TAES
- Cultural Forum – budget cuts hit hard on Arts Services in the county which meant withdrawing from the CSIT Programme, despite initial commitment from 6 out of 8 LAs + CSPs, Enterprise Agency and the Mighty Creatives
- Northamptonshire Leisure services have gone to Trust Status led by the CSIT Cultural Champion

Nottinghamshire

- All LAs have been fully engaged and completed the CSIT process leading to a county wide improvement and efficiency plan

Lincolnshire

- Cultural Strategy for Lincolnshire 2010-2015 'Promote, Provide and Participate' produced and published. Developed through the Cultural Officers Group assisted by CIPEM secondee (specific targeted Action Plan is in place)
- Lincolnshire authorities took a collaborative approach to self-improvement through utilising CSIT

4. Finance

i. Summary Profile of Spend & Activity:

Budget Allocation: £100,000

Activity	Actual Spend £
Cultural Champions	8,390
Programme Coordinator	19,442
Cultural Champions Network	1,400
Efficiencies Support & Activities (These activities run alongside & enhance the Regional CSIT & Peer-Led Challenge programme delivered by the IDeA)	
Regional business consultancy support from KPMG	42,729
Sub-regional Culture and Sport Improvement Tool (CSIT self assessment) Programme & Support from LGID	10,345
Joint conference with WMSCIN – ‘Moving Beyond Project Funding’	0
Winter Conference - ‘Shrink to Grow’	1,847
Outcomes Framework Training sessions x 2	1,308
Options Appraisal Training sessions x 3	1,134
Leicestershire Commissioning Support Programme	8,000
Joint conference with WMSCIN – ‘Big Society’	0
Summer Conference and Celebrations event, ‘Culture & Sport – The Reboot’, June 2011	3,000
Maintenance of CIPeM website and distribution of Newsletter	533
Total	98,128

ii. Indication of final savings:

KPMG's work on collating Baseline Financial Data and case studies has evidenced cashable efficiency savings in the region £8m.

The case studies used are:

Authority	Project	Cashable saving £
Northampton BC	Transfer to charitable trust	278,000
South Derbyshire DC	Re-procurement of leisure	153,000
South Holland DC	Renegotiation of leisure	92,000
Charnwood BC	Culture Arts & Heritage Unit	72,000
Corby BC	Additional pool income	102,000
Leicester City	Combining libraries	228,000
Derby City	Museums staff rostering	75,000
Northamptonshire CC	Library service levels	640,000
Derbyshire CC	Library Stock Unit	582,000
	Total:	2,222,000

5. Conclusion

i. Regional Overview

Over the past 12 months, CIPEM has scaled down its focus of work to concentrate on delivering cashable efficiency savings. Through a comprehensive series of events, training and development sessions and the CSIT programme, CIPEM has engaged with over 380 key Cultural Senior Officers in the East Midlands. (See Appendix B for further details). CIPEM has strengthened its working relationship with other regional Cultural Improvement Partnerships but despite continued momentum and recognition from DCMS, CIPS are unlikely to continue into 2011/12.

ii. Culture & Sport – The Future

For activities post March 2011, CIPEM has a small amount of residual funding to support improvement and efficiency in the sub regional networks, after the regional programme closes at the end of June 2011. A formal handover of the lessons learnt by CIPEM to the networks was made at the final conference, Culture & Sport - The Reboot on 20 June 2011. CIPEM has identified that future leadership is key within the sub-regions if knowledge and experience is to be maintained and shared.

Recommendations for activities during 2011/12 area are as follows:

- To use the existing networks to maintain and develop connections in the sub-regions and across the East Midlands
- Continue to connect with each other and encourage innovation
- Consider how we can use East Midlands Councils to continue to support cultural improvement

CIPEM
June 2011

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