

## Agenda item No: 15

### EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP BOARD MEETING: 16<sup>th</sup> June 2009

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#### Report of the Director

#### Culture Improvement East Midlands (CIPEM)

1. Purpose of the report
  - 1.1 To advise the Board of the review and realignment of the CIPEM programme for 2009.
  
2. Background
  - 2.1 At the meeting on 21<sup>st</sup> May 2009 the EM IEP Officer Steering Group considered the attached report. The Steering Group noted the report and progress of the project
  - 2.2 The Steering Group noted that towards the end of 2009/10 a funding application will be submitted to EM IEP for further funding of circa £200k.
  
3. Recommendations
  - 3.1 The progress achieved to date and the programme review report to the CIPEM Board be noted.
  - 3.2 The Board note the proposed future request for funding towards the end of 2009/10

**Chris Allison**  
**Director EM IEP**

**EAST MIDLANDS IMPROVEMENT AND EFFICIENCY PARTNERSHIP OFFICER  
STEERING GROUP MEETING: 21 May 2009**

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**Report of the Director**

**Culture Improvement East Midlands (CIPEM)**

1. Purpose of the report

- 1.1 To advise the Steering Group of the review and realignment of the CIPEM programme for 2009.

2. Background

- 2.1 Following a report to the Board at its meeting on the 3 February 2009, it was confirmed that the transfer of the Culture Improvement East Midlands programme together with funding, be transferred from Culture East Midlands (a not for profit company) with effect from 1 April 2009. The Board agreed the following recommendations;

- The Board endorse the arrangements for the transfer of accountable body status of the CIPEM programme from Culture East Midlands to Nottinghamshire County Council
- The Board nominate a representative to sit on the Board of CIPEM
- The Board note and endorse the CIPEM Programme 2008/09 and 2009/10
- The Board agree that a further review of the future of CIPEM programme and governance arrangements be undertaken during early 2009/10.

- 2.2 The resource transfer and staff contractual issues were all resolved in March with the support of the EM IEP Accountable Body, Nottinghamshire County Council. A balance of £193k was transferred to the Accountable body to continue with the culture improvement project for 2009.

- 2.3 In the absence of a volunteer from the Board to sit on the CIPEM Board, Cllr Andy Connelly (Leicester City Council) was approached to provide the necessary Member input to the Board and to act as a Member Champion for future EM IEP Culture improvement programmes.

3. Progress

- 3.1 The attached report to the CIPEM Board (Appendix 1) outlines the review of the CIPEM programme undertaken by the IDeA national advisor for Cultural Services, summarises key achievements and outlines changes to the proposed 2009 programme.

- 3.2 The report was approved by the CIPEM Board in May and Cllr Andy Connelly has been involved in its formulation.

4. Recommendations

- 4.1 The progress achieved to date and the programme review report to the CIPEM Board be noted.
- 4.2 A recommendation be framed for the next meeting of the Board on the 16 June 2009, concerning the 2009 CIPEM programme.

**Chris Allison**  
**Director**  
**EM IEP**

Cultural Improvement Partnership East Midlands (CIPEM)  
Outcomes, Objectives and Priorities for 2009/10

Report to the CIPEM Board – 11 May 2009

1. Purpose of the report

- 1.2 To update the CIPEM Board on the governance and programme management arrangements following the transfer of host agency for CIPEM from Culture East Midlands (CEM) to the East Midlands Improvement and Efficiency Partnership (EMIEP).
- 1.3 To summarise the key findings from the independent review of CIPEM (looking back, moving forwards) carried out with Martyn Allison at the IDeA in February 2009.
- 1.4 To present for the Board's input, amendment and approval the proposed key activities programme for CIPEM for the year April 2009 to March 2010. After endorsement the programme will be presented to the EMIEP Board by CIPEM's new Member Champion, Councillor Andy Connelly.
- 1.5 To propose that the CIPEM Board and officer team work together during 2009/10 to review and refine governance arrangements for the CIPEM programme, in the light of the new relationship with EMIEP.

2. Context

- 2.1 In November 2008 the EMIEP Board agreed, in principle, to the transfer of CIPEM from Culture East Midlands to EMIEP for 2009/10 with effect from 1 April 2009. The EMIEP Board requested a further report on issues of liability and accountability together with details of the programme for 2009/10. CIPEM has been instrumental in helping similar networks get established in London and the South East with strong input from local authorities and the regional cultural agencies. It is worth noting that elsewhere in the country; other regional IEPs are taking on sister programmes and arrangements, most notably East of England, the West Midlands and the South West.
- 2.2 In February 2009 a further report was taken to the EMIEP Board and EMIEP agreed the report's recommendations. These were a) to transfer the accountable body status of CIPEM from Culture East Midlands to Nottinghamshire County Council b) to nominate a representative to sit on the Board of CIPEM, and c) that a further review of the future of CIPEM programme and governance arrangements should be undertaken. The Board requested that the CIPEM programme for 2009/10 and in future years should be reviewed in April/ May. This would include the full engagement of a Member Champion who would act as the link between the programme and the wider objectives of EMIEP in ensuring leadership is provided by elected representatives to cultural improvement in the region.
- 2.3 Councillor Andy Connelly, Leicester City Council's Cabinet Lead for Culture and Leisure, subsequently agreed to take on the role of Member Champion and provide the EMIEP link to the CIPEM Board. An induction meeting for Councillor Connelly with CIPEM's Programme Director, EMIEP Director and GOEM representatives took place in early April. Councillor Connelly has been engaged in the development of this report and has given his full endorsement to the objectives and priorities set out in it, as required by the EMIEP board at their meeting in February 2009 (see paragraph 2.2).
- 2.4 In March 2009 the accountable body successfully transferred from Culture East Midlands to Nottinghamshire County Council on behalf of EMIEP. Nottinghamshire took on financial accountability as well as the contracts for the secondment of the secondees and the contract for the programme manager (part time/ freelance), working closely with the EMIEP Director. Nottinghamshire County Council are the accountable body for EMIEP.

2.5 In March 2009 the programme management office transferred to the EMIEP offices in Nottingham with EMIEP hosting the CIPEM programme manager and a new e-mail address being hosted by Nottinghamshire County Council. The CIPEM website remains hosted by Regeneration East Midlands.

### 3. CIPEM Programme Review

3.1 In February, CIPEM asked Martyn Allison, National Culture and Sport Adviser, IDeA to assist in reviewing progress of the programme. Martyn Allison reviewed key CIPEM documents and reports from the last year and facilitated a workshop with the CIPEM programme team. Martyn's Allison's report notes:

*"CIPEM are clearly positive about the last year and what has been achieved to date and your regional, sub-regional and national profile. There are clear achievements which in the main can be evidenced and you are well aware of the learning that is emerging from the programme".* Martyn Allison, National Culture and Sport Adviser, IDeA, CIPEM Review February 2009

3.2 The CIPEM programme has been recognised nationally as an exemplar model for delivering regional and sub-regional improvement programmes for cultural and sports services. It is referenced within the National Improvement Strategy for Culture and Sport ('A Passion for Excellence') published by the Department for Culture, Media and Sport, published in March 2008. A progress report was launched by the Secretary of State in March 2009. This included CIPEM as one of just two national case studies. It highlighted some of the successful delivery to date:

- development and delivery of a pilot Member support programme to each sub-county area
- supporting the development of a comprehensive network of culture and sport officers' groups
- showcasing the impact of LAA stretch targets in Derbyshire
- a successful bid to CLG across the three upper-tier authorities (Leicester, Leicestershire and Rutland) to transfer learning via peers
- Cultural Panels being created to meet three times a year to position and inform their respective Local Strategic Partnerships
- developing a new Culture Member forum in Northamptonshire
- developing a new 'common and important cultural indicators' library in Nottinghamshire
- the highest level of improvement tool self-assessment validations anywhere in England

3.3 Other key achievements for the programme at the regional and sub regional level include:

- supporting sector-led improvement in excellent, good and weak authorities – financially supporting the national piloting of the new cross cultural services single improvement tool (Northamptonshire / Districts), supporting multi-area self assessment
- targeted support in relation to the LAA – bespoke guidance materials produced for the sector in the East Midlands supported by regional and sub regional workshops for Members and officers resulting in culture/ sport LAA targets in 8 out of 9 upper tier authorities
- developing sub regional local authority partnerships for culture and sport – resulting in cross border collaboration on free swimming for over 60's and under 16's, joint programmes for Cultural Olympiad
- Member development sessions and portfolio of briefings disseminated in each sub region, and hosting in the East Midlands the IDeA's first national Member Leadership Academy for Culture and Sport

- progress in performance management – basket of LAA supporting indicators agreed between Nottinghamshire authorities, Beacon evidence and impact project funded by CLG in Leicestershire
- regular regional events programme attended by Members, senior officers and cultural partners (the annual programme included: the regional launch of A Passion for Excellence: the National Improvement Strategy for Culture and Sport (75 attendees), Local Area Agreements (50 attendees), Strategic Commissioning (95 attendees).

#### 4. Looking forward

4.1 CIPEM’s definition and scope in responding to culture is of **culture in its broadest sense** as that is reflected in the scope of local government culture and sport services across the region. CIPEM’s vision is to:

“Increase the impact and value of cultural services to the communities of the East Midlands by facilitating continuous improvement, effective delivery and shared service provision”

4.2 CIPEM’s objectives are to:

- Develop **capacity** and **shared service** in Local Government and more effective partnership working to **deliver efficiency** in a cohesive cultural and sport offer in East Midlands
- Raise **awareness** and **sharing best practice** of the impact of culture and sport in delivering shared priorities e.g. Local Area Agreements
- Achieve **continuous improvement** in culture and sport services with a focus on poor and weak local authorities
- Develop effective community **leadership and advocacy** to promote understanding and impact that culture and sport has in enhancing quality of life of our communities

4.3 The review proposed 2 main outcomes for 2009/10:

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| <b>Outcome 1</b>   |
| <b>CIPEM contributes to the effective delivery of LAA improvement targets in sport and culture and the partnership builds a clear evidence base that demonstrates how increased participation impacts positively on people’s lives.</b>  |
| To deliver this outcome the focus for 2009/10 will be on:  |
| <ul style="list-style-type: none"> <li>• Improving the monitoring of performance and collating evidence of impact.</li> <li>• Supporting councils where there is a risk that LAA targets will not be met.</li> <li>• Improving awareness and engagement in the CAA process</li> <li>• Supporting innovation and sharing best practice among authorities</li> <li>• Engaging Elected Members</li> <li>• Promoting wider engagement in commissioning</li> <li>• Raising awareness with Chief Executives</li> </ul> |

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| <b>Outcome 2</b>   |
| <b>CIPEM positions sport and culture by demonstrating its impact with a particular focus on localities which have either not chosen LAA targets around sport and culture or those which could utilise its cross-cutting nature to deliver LAA and local outcomes more effectively</b>  |
| To deliver this outcome the focus in 2009/10 will be on:   |
| <ul style="list-style-type: none"> <li>• Improving the monitoring of performance and collating evidence of impact.</li> <li>• Improving awareness and engagement in the CAA process</li> <li>• Engaging Elected Members</li> <li>• Promoting wider engagement in commissioning</li> <li>• Raising awareness with Chief Executives and the LSP</li> <li>• Focusing on the contribution culture and sport is making to help address economic recovery, the Growth agenda and implementation of the Sub-National Review (SNR)</li> <li>• Supporting innovation and sharing of best practice among authorities</li> <li>• Strengthening partnership working</li> </ul> |

4.4 CIPEM's proposed priorities for 2009/10 are set out below. A milestone plan with costings will be finalised following Board approval of priorities.

| <b>Priority</b>  | <b>Action</b>   | <b>Outcome</b>  |
|--|---|---|
| 4.4.1 Preparing the sector for the CAA.  | <ul style="list-style-type: none"> <li>• CAA event with cross sectorial input</li> <li>• Bespoke guidance for East Midlands cultural sector</li> <li>• Promoting practices which contribute to a positive CAA outcome</li> <li>• Practical signposting on CIPEM website</li> <li>• Disseminating intelligence on East Midlands position</li> <li>• Establishing a working relationship with the Audit Commission and other appropriate Inspectorates to ensure that the area assessment is reflective of the opportunities around sport and culture</li> </ul>  | Demonstrating the impact of culture within the majority of East Midlands LAA's        |
| 4.4.2 Developing evidenced based advocacy within local government  | <ul style="list-style-type: none"> <li>• Direct advocacy with Local Authority leadership</li> <li>• Bulletins to Leaders, CXO's and key decision makers</li> <li>• Themed CIPEM events</li> <li>• Strong relationship with EMIEP</li> <li>• Briefing session for Chief Executives through sub-regional Chief Executive networks</li> <li>• Building regional and national links and networks</li> <li>• Advocating the role of culture and sport in the economic downturn, Growth Points and new approaches to regeneration following Sub-National Review (SNR)</li> <li>• Disseminating the impact and learning from Culture and Sport Improvement Tool '1 year on'</li> </ul> | Demonstrable impact of culture within LSPs and Sustainable Community Strategies       |
| 4.4.3 Achieving efficiency savings through joint working, shared service provision and more effective use of cultural assets | <ul style="list-style-type: none"> <li>• Implementing joint cultural investment plan in Northamptonshire</li> <li>• Scoping out shared arts service provision in Lincolnshire</li> <li>• Exploring shared arts service provision in Leicestershire</li> <li>• Improving joint programming across each sub region eg Olympics 2012, free swimming for under</li> </ul>   | Maintaining satisfaction whilst delivering local efficiency targets across the region |

| Priority   | Action   | Outcome   |
|--|--|---|
|  | 16's, Find your Talent <ul style="list-style-type: none"> <li>• Exploring the benefits of shared leisure card in Derbyshire linked to free swimming initiative.</li> <li>• Building a web-based repository of case studies demonstrating sport and culture engagement as commissioners of cultural services and services that are commissioned</li> <li>• Strengthening links with DCMS &amp; Local Government Networks</li> </ul>   |   |
| 4.4.4 Improving performance measurement and management through better data management, self-assessment and self improvement. | <ul style="list-style-type: none"> <li>• Contributing to intelligence gathering around impact of culture and sport</li> <li>• Commissioning case studies, web links &amp; web information</li> <li>• More targeted support to poor performing LAA's</li> <li>• Supporting 5 x sub regional culture and sport partnerships</li> <li>• Developing use of improvement tools across region including promoting multi-area self assessment</li> <li>• Sharing best practice through Beacon project on evidence and impact</li> <li>• Implementing 'cultural enrichment' LAA linked measurement in Notts</li> <li>• Sharing learning from sport and culture Strategic Dialogues</li> <li>• Supporting authorities in performance and improvement</li> <li>• Developing use of improved performance framework for monitoring work of CIPEM</li> </ul> | Meeting agreed cultural targets with the significant proportion of East Midlands LAA's<br><br>Maintaining levels of investment in culture during challenging economic climate |
| 4.4.5 Improving leadership and building capacity   | <ul style="list-style-type: none"> <li>• Developing Elected Member Briefing Packs particularly for new Members</li> <li>• Supporting Elected Members via bridging to CAA, IDeA leadership academy, sub regional Cultural Member Forums</li> <li>• Piloting an East Midlands leadership programme for aspiring cultural leaders (officers)</li> <li>• Increasing joint Member/ Officer learning opportunities at regional and sub regional level</li> <li>• Developing collaborative opportunities for increasing leadership skills with Skills Active, National Culture Forum and Arts Sector Skills</li> <li>• Developing funding application to EMIEP and cultural agencies for next 3 years</li> </ul>  | Productivity, innovation and creativity in improving quality of life through culture and sport  |

## 5. Resources

5.1 The programme currently has resources to fund the delivery of the programme to the end of 2009/10.

5.2 The total CIPEM programme funds amount to £602,600 of which remains a budget of £188,600 for 2009/10. A proposed budget for 2009/10 is set out in Appendix 1.

5.3 English Heritage have submitted a paper to the Board expressing their interest in the outline programme and in becoming a formal partner. Assuming that this proposal is endorsed by the Board, English Heritage invites an application of £5,000 to contribute to CIPEM funds.

- 5.4 Programme delivery is dependent on the people resource being available in the CIPEM project team. The project team consists of:
- 5 x sub regional secondees (3.5 days a month commitment each)
  - 1 x programme director (3.5 days a month commitment)
  - 1 x programme manager (8 days a month commitment)
  - 4 x agency representatives from Arts Council England, Sport England, Museums, Libraries and Archives, GOEM (plus English Heritage subject to outcome of current negotiations)

6. Complementary working - Cultural Partnership: East Midlands

6.1 Arts Council England (ACE), English Heritage, the Museums, Libraries and Archives Council (MLA) and Sport England have a duty to work together to jointly deliver a core set of "shared priorities" across the sport and culture agenda. The agencies have been working nationally and regionally to set the foundations for their collaborative working plans starting from 1 April 2009. Four themes have been identified; one is "improving relationships with local authorities" and supporting CIPEM is identified within this. Sport England working with ACE and MLA will be responsible for achieving this part of the plan.

7. Beyond 2009/10

7.1 CIPEM's medium term goal is for the five sub regional partnerships of local government officers in culture and sport to become the vehicles for delivering the improvement and efficiency agenda in the region. CIPEM anticipate that by the end of 2013/14 there will no longer be a need for CIPEM as capability and capacity will have been sufficiently developed and self sustaining networks become firmly established. **In order to achieve this goal the programme will seek further funding of circa £200k annually from EMIEP and other funders for core activity for a final three years, starting 2010/11 and subject to future arrangements.** Towards the end of 2009/10 a funding application will be submitted to EMIEP, and funding contributions sought from key cultural partners Arts Council England, Sport England, Museums, Libraries and Archives, Renaissance East Midlands and English Heritage.

Report Author: Liz Blyth, CIPEM Programme Director  
[liz.blyth@leicester.gov.uk](mailto:liz.blyth@leicester.gov.uk) 0116 252 6799  
 24 April 2009

Appendix 1

| CIPEM Budget Summary<br>2009 -10                    |                |                  |
|---|----------------|------------------|
|   | Budget £       | Commitments<br>£ |
| Secondments   | 83,104.00      | 32,823.76        |
| Project Coordinator                                 | 21,285.60      | 21,286.00        |
| Cultural Leadership Development                     | 30,000.00      | 0.00             |
| Regional Cultural Implementation Workshops & Events | 11,432.00      | 0.00             |
| Sub-Regional Action Plans                           | 21,875.00      | 13,812.50        |
| Independent Evaluation of Programme Impact          | 5,000.00       | 5,000.00         |
| Website and PR                                      | 8,000.00       | 0.00             |
| Social Network Analysis & Baseline Study            | 7,000.00       | 0.00             |
| Management Fees                                     | 500.00         | 500.00           |
| Meetings and Hospitality                            | 300.00         | 0.00             |
| Miscellaneous                                       | 100.00         | 0.00             |
| <b>Total</b>  | <b>188,597</b> | <b>73,422</b>    |