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CLOA case studies

Purpose of report

For noting.

Summary

Local Culture and Sport Improvement Networks (LCSINs) exist in the East Midlands, West Midlands, London and the East.

In each of these regions LCSINs are driving improvement and efficiency in local government culture and sport services, including facilitating collaboration on groundbreaking efficiencies projects, self assessment and peer challenge, Member development, regularly programmed learning events on topics such as strategic commissioning, and new cross-authority performance management frameworks to better demonstrate the value and impact of culture and sport.

LGID's National Culture and Sport Improvement Programme works with local councils and professional bodies, such as the National Culture Forum, to support areas that want to establish a local improvement network by providing advice and learning opportunities to build capacity, strengthen leadership and enable areas to lead their own improvement. LGID provides on-going support to those networks and works with them to ensure that the national improvement offer reflects the needs of the sector.

Recommendations

Members are asked to note the case studies and give a steer of future topics that they would like case studies to cover.

Action

Secretariat / CLOA Advisory Panel as appropriate.

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Building an impact – Local Culture & Sport Improvement Networks

“We are convinced that innovation, led by the energy and experience of councils themselves, is also going to provide the best recipes for modernising cultural services generally in a tougher financial climate.”

Joint letter from Secretary of State for Culture, Media and Sport, Jeremy Hunt and Cllr Chris White (Chair LGA CTS Board)

Background

1. Local Culture and Sport Improvement Networks (LCSINs) exist in the East Midlands, West Midlands, London and the East.
2. In each of these regions LCSINs are driving improvement and efficiency in local government culture and sport services, including facilitating collaboration on groundbreaking efficiencies projects, self assessment and peer challenge, Member development, regularly programmed learning events on topics such as strategic commissioning, and new cross-authority performance management frameworks to better demonstrate the value and impact of culture and sport.

Example: The Cultural Improvement Programme East Midlands (CIPEM) delivered a programme of Member support which was informed and led by Elected Members and resulted in more informed Member Champions for Culture and Sport. CIPEM followed this up with a programme of training for 21 aspiring senior managers in the cultural sector.

3. Improvement Networks have become an established and effective way of working in partnership across the culture and sport sector, be it at national, regional, local level or sector specific;

Example: Within the London Cultural Improvement Programme (LCIP) sector specific local improvement networks have emerged, such as London’s Local Authority Museums Improvement Network and London Events Managers Network. With the support of the LCIP team they are driving their own improvement and efficiency whilst bringing capacity and resource to the LCSINs.

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4. Each LCSIN has developed organically according to local conditions and in response to the strengths and needs of the local area it supports. LCSINs have been able to be flexible and responsive to changing needs in a way that larger formally constituted organisations would find more difficult.

LCSIN Objectives

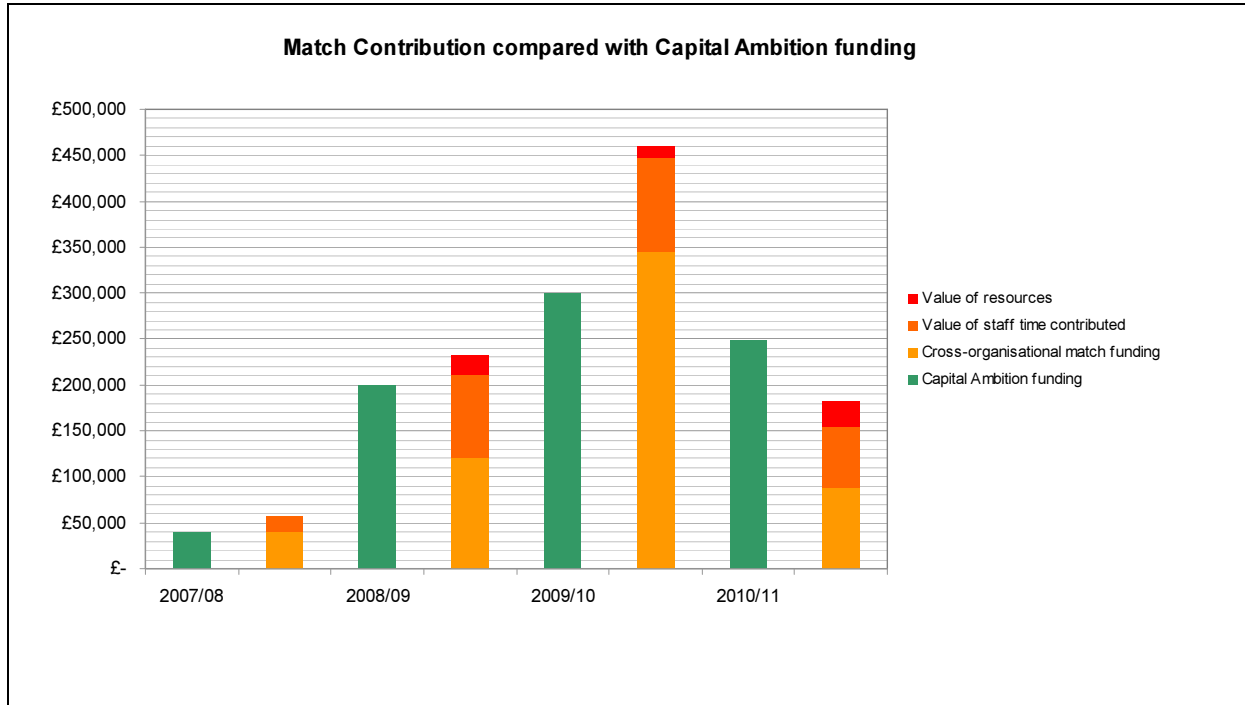
5. Key objectives have evolved over time, responding to the rapidly changing political and fiscal environment; ranging from driving improvement in CPA through demonstrating the impact of culture on wider outcomes in CAA and now to the current key objectives:
 - 5.1 Supporting collaboration and new ways of working to drive cost savings and efficiencies.
 - 5.2 Leading the transformation of culture and sport services in the context of the local government change agenda
 - 5.3 Supporting Local Authorities to improve and innovate, particularly in the context of budget reduction
 - 5.4 Driving improvement and effectiveness through building strong and effective partnerships
 - 5.5 Developing leadership and advocacy for the culture and sport sector

LCSIN Track Record

6. LCSINs have aligned a wide range of partners and Local Authorities to work in collaboration to lead their own development, generate investment and drive improvement and efficiency. They have built the confidence of Local Authorities, NDPB's and RIEPs through a strong track record of:
 - 6.1 engaging local authorities in sector led improvement and efficiency projects
 - 6.2 building capacity in Local Government and the third sector
 - 6.3 delivering sustainable improvements and efficiencies
 - 6.4 effective collaboration and working across boundaries and disciplines
 - 6.5 maximising the role of culture in economic growth, health and social care and children's services
 - 6.6 aligning priorities and generating investment

Example: Through the LCIP over £1.7 million of investment has been generated to support Local Authority improvement .Of this 45.9% cash funding from Capital Ambition (London's RIEP), 34.52% of cash funding from partner organisations, 15.91% from staff time contributed and 3.67% from other resources contributed.

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Local Authority Performance and Accountability

7. The deletion of National Indicators, Local Area Agreements and inspection regimes will mean that improvement, performance and outcomes are set at a local level and culture and sport need to demonstrate delivery against priority local outcomes.
8. LCSINs have been supporting the shift towards commissioning, which demands robust needs analysis and effective performance management to be in place for the culture and sport sector to successfully attract funding.

Example: To help managers involved in measuring and evidencing the contribution of the sector to local priorities Culture First, the improvement network for the East, piloted the Local Government Improvement & Development outcomes framework and has hosted a series of training sessions to support uptake.

Sector Led Improvement

9. The LCSINs provide support programmes that enable Councils from all tiers to collaborate to improve the effectiveness of locally important services. The use of Local Authority secondees in particular has ensured the confidence and trust

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of Local Authorities, leading to exceptional levels of engagement and collaboration.

10. Capacity building is embedded within the programmes and outputs are shared with other Local Authorities in the area and nationally through the wider group of LCSINs.

Example: One of the key improvement areas identified by London's Local Authorities was the lack of expertise for effective marketing of the culture and sport offer. LCIP partner Visit London worked with a professional PR Company to provide practical marketing skills. The project also produced five online marketing beginners' guides which have been shared with Local Authorities across the country through the LCINs using little or no resource.

Example: In Lancashire all councils carried out a co-ordinated Culture and Sport Improvement toolkit exercise and drew from it some examples of joint improvements through which economies of scale, and greater impact, could be achieved by working together. This work programme has now been updated to reflect the current financial climate, and funding has been obtained from the Lancashire "arm" of the RIEP to develop a programme of "Improvement, Innovation, and Efficiency". Within the Pennine Lancashire part of the County, there is also a similar programme taking place to seek greater co-ordination and partnership working between the museums and heritage sites. As with the county-wide programme this is at a preparatory stage and is awaiting finalisation and approval by the host organisations.

In Cumbria the local network has led an initiative to deliver efficiencies and improvements across the County with the focus has been on greater co-operation and the sharing of assets and services. A draft programme has been prepared and is currently being considered by Chief Executives before a work programme is finalised.

All local authorities in the East Midlands region are supporting a co-ordinated approach to CSIT. Each county will seek ways in which economies and improved service delivery can be achieved by working more closely together at county level - and issues which specifically relate to rural areas.

In addition ,the East Midlands is piloting the new CSIT Theme 9 which focusses on "Efficiency" and which will assist the sector in demonstrating that it is at the forefront in recognising the imperative to deliver "more for less" in the current economic climate.

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Localism

11. With the emerging emphasis on localism, Local Authorities together with local community and voluntary organisations are important in providing and enabling the delivery of front line services.
12. The tension between the expectations of customers for improved and increasingly personalised services and the need for Local Authorities to significantly reduce spending can be addressed through sector led innovation to drive efficiency by developing new ways of working, avoiding duplication and sharing, for example by sharing back office functions, systems and processes whilst retaining local accountability.
13. So whilst the LCIN's evolved in a climate of regionalism, their ability to facilitate local culture and sport improvement remains a key asset for the sector and sub regional networks are at the core of a number of innovative local projects.

Example Culture First is supporting a review of dual use sports facilities in the South West Ipswich area. In addition to identifying delivery options that make the management more efficient for schools, operators and funding partners, the project will result in increased community access and improved quality and consistency of services. The outcomes of this work will be shared amongst a wide audience through www.culture-first.com in to support transferable practice.

Big Society

14. The LCSINs have the proven track record, flexibility, knowledge and skills to lead transformation of culture and sport provision in line with the principles of Big Society and ensure that Local Authorities enable and commission locally important services.
15. The LCSINs are already involved with capacity building in voluntary and community culture and sport organisations at local level and through market development and building consortia are beginning to support them to:
 - 15.1 adapt to new funding models
 - 15.2 understand procurement processes
 - 15.3 benefit from commissioning
 - 15.4 align outcomes with local priorities
 - 15.5 improve commercial and business skills

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16. There remains however a substantial challenge for the third sector and it is particularly important that community and voluntary organisations in the culture and sport sector are supported through this transition, so they can play their part in delivering more effective and better value services to local communities.

Example Culture First has been supporting the resource sharing service for museums, SHARE, to make the transition to a new funding model that will ensure this valued programme of training and advice can be sustained for both professionals and volunteers.

Summary

17. Local Authorities are facing major challenges as they rapidly adapt to reform and a new funding environment. The LCSIN have proved they are a cost effective and flexible model of working in partnership with Local Authorities and are well placed to help them respond to the change agenda.