



The Scottish
Government
Riaghaltas na h-Alba



How good is our culture and sport?

A Quality Improvement Framework
for culture and sport provision



The Voice of Chief Officers of Cultural and Leisure Services in Scotland



Education
Scotland
Foghlam Alba

How good is our culture and sport?

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for culture and sport provision**

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Introduction

The aim of this publication is to support continuous improvement in culture and sport provision in local areas. A range of organisations provide services and activities for culture and sport in local areas. The principal target and user of the framework is the local authority. It is recommended that local authorities should bring the framework to the attention of other service-providing organisations, e.g. those it commissions and its Community Planning Partners. Other organisations providing culture and sport are also encouraged to use the framework to self-evaluate their provision and its impact on the community. The framework for self-evaluation will assist their individual and, where appropriate, collective evaluation of the quality of their provision and in planning and implementing improvements in services.

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Part 1: What is self-evaluation for improvement about?

Self-evaluation is central to the continuous improvement process. It is the basis for planning for improvement, for action to improve and for reporting on standards and quality. It is not a bureaucratic or mechanistic process but rather a reflective process through which organisations get to know themselves well and identify the best ways to improve services for individuals and communities. Evidence shows that there is a strong link between effective leadership and management, robust self-evaluation, and the development of the capacity for further improvement.

To be effective, self-evaluation will:

- be embedded in the culture of organisations;
- be rigorous, systematic and transparent;
- be focused on identifying strengths and areas for improvement;
- be based on a wide range of evidence;
- involve a wide range of stakeholders (see glossary);
- lead to targeted action and improvement;
- be recorded and reported; and
- be a continuous, systematic process as opposed to an event.

Self-evaluation is forward looking. It is about celebrating success and achievement but, importantly, it is also about change and improvement leading to well considered innovation in service delivery and activities. In considering the quality of services delivered, it should provide opportunities for staff reflection and dialogue and for effective support and healthy challenge. Self-evaluation should lead to actions which result in clear benefits, and contribute to outcomes, for participants and communities.

The process of self-evaluation helps organisations to:

- recognise the positive impact their work has on participants and communities;
- identify where good quality needs to be maintained, where improvement is needed and where they should be working to achieve excellence;
- identify what they can do to make things better for existing participants and communities, encourage new participants and engage with non-users; and
- inform stakeholders and communities about the quality of services in the local area.

Self-evaluation, to be fully effective, is not designed to be a single or periodic event, but rather is an ongoing process which permeates the culture of an organisation as it strives to maintain and enhance the impact of its quality of provision on the community. It is a well focused means to an end rather than an end in itself.

The process of self-evaluation

This framework can be used flexibly to evaluate all or parts of provision either by looking at culture and sport together or as separate entities. The focus on key areas would be dependent on local needs and priorities. In the course of an evaluation cycle all the key areas may be addressed.

The process of using self-evaluation for improvement in culture and/or sport may be structured around three questions:

- **How are we doing?**
- **How do we know?**
- **What are we going to do now?**

How are we doing?

Local authorities have always reflected on the quality of services they provide in culture and sport. By working together to gather information to evaluate the impact of services and activities, all levels of local authority stakeholder with responsibility for making provision: elected members, chief officers, senior managers, staff and volunteers can come to a shared view of how well they are doing and how they can make things better. To ensure the quality of provision is maintained and improved, staff in organisations need to evaluate how effectively services are delivered and managed, and how well they plan for and make improvements.

Making such evaluations is dependent on a shared understanding between service providers and other stakeholders of what constitutes high quality outcomes and processes. The quality indicators in this document aim to support the development of such an understanding by all those concerned with delivering or evaluating culture and sport services. Answering the question *How are we doing?* requires organisations to summarise the outcomes and the impact of their services on participants, staff/volunteers and communities.

How do we know?

Self-evaluation involves:

- a **broad view** of performance across the **six high-level questions**
- a **closer look** at particular aspects of work

Forming a broad view

Organisations can use the quality indicators to form a **broad view** of quality and performance across the culture and/or sport services they provide. Using evidence that has been gathered in the normal course of work and service delivery, broad strengths and weaknesses can be identified. This will enable organisations to make an immediate evaluation of areas of major strength, or areas where more attention is required.

Taking a closer look

Often it may not be manageable or even helpful to try to evaluate every aspect of service in an in-depth way at the same time. In order to have a greater understanding of the effectiveness of particular aspects, managers and practitioners can take a closer look at them. The stimulus to take a *closer look* could arise from a range of issues that includes:

- the decision of a small group of staff and/or volunteers to follow up a particular issue or area on which they have been working in order to find ways to evaluate and improve what they are doing;
- an area of priority identified during the broad view of self-evaluation;
- requirements and questions raised by elected members, chief officers and senior managers concerning service provision;
- a national outcome or priority or a local improvement objective;
- a survey of the views of stakeholders;
- the outcomes of an audit or review; and
- research findings which have implications for the quality of service.

Specific groups of staff/volunteers and teams can carry out self-evaluation by asking themselves focused questions such as:

- How are we engaging with hard to reach groups and encouraging them to become active participants?
- How well does the local authority and its Community Planning Partners use culture and sport to deliver across the outcomes prioritised in its Single Outcome Agreement?
- How effective are the training and development activities for staff and volunteers?

They could also focus on specific themes by asking questions such as:

- How well are we consulting with participants and other stakeholders and taking account of their views in the delivery of service?
- How effectively do we work in teams to promote greater participation?

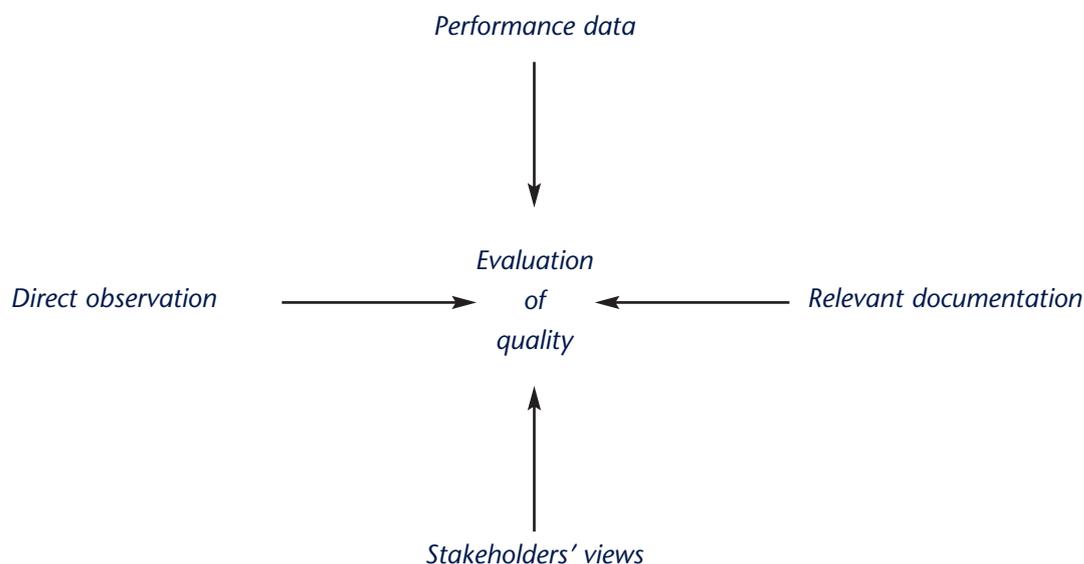
By encouraging staff/volunteers and teams to structure their discussion of, and reflection on, their work, this framework can support improvement by individuals and teams as well as at operational management and strategic leadership levels including elected members and chief officers.

As an integral part of this framework the Scottish Library and Information Council (SLIC) and Museums Galleries Scotland (MGS) are developing 'Taking a Closer Look' guides to assist providers to look at the quality of their provision in greater detail. It is anticipated that further guides will be developed and made available from other organisations within their areas of expertise.

How do we gather evidence?

There are a number of sources of evidence which can inform organisations about how well the needs of stakeholders are being met and what differences are being made. By using a range of indicators and sources of evidence, a holistic view of quality can be determined. There are four key sources of evidence from which evaluations can ultimately be made. These are:

- performance data
- relevant documentation
- stakeholders views and feedback
- direct observation of practice.



These sources of evidence are complementary. No single source can meaningfully provide enough evidence on its own to enable a reliable or robust evaluation to be made. The principle of **triangulation** has been tried and tested over many years by independent external evaluators and entails the scrutiny of one source of evidence, backed up by another and corroborated by at least a third line of enquiry. An example would be an evaluation based on the examination of a policy initiative which has the aim of increasing local participation in a culture or sport activity. Policy documentation and implementation plans would be studied. The implementation of the initiative would be discussed in detail with managers in culture or sport, before and after participation rates would be studied and further corroboration on the actual quality, range and content of provision would be sought through discussion with participants and other relevant stakeholders.

Through such a process of robust self-evaluation it would be possible to observe the outcome of putting policy into practice, and, by doing so evaluate the impact of policy in meeting the needs of stakeholders.

Performance data

Examples of performance data would be statistical information relating to local and national outcomes.

Relevant documentation

Examples of relevant documentation could be a statement of an organisation's vision, values and aims, improvement plans, public performance reports, the community plan and strategy documents for culture and sport. A prime example for local authorities and Community Planning Partners is their Single Outcome Agreement.

Stakeholders' views

Information can be collected systematically when participants are accessing and using the services. Information should also be collected systematically from non-users and community groups. Organisations should have procedures for surveying stakeholders' views using questionnaires and/or focus groups.

Whatever approach is used, gathering information from stakeholders is an essential part of the self-evaluation process. Without it organisations will find it very difficult to understand the impact of their work on stakeholders. It is almost impossible to have any degree of confidence in the outcomes of self-evaluation without including the views of stakeholders.

Direct observation

Direct observation involves evaluators actually visiting activities and observing the inputs of staff/volunteers and the outcomes for participants first hand. This would involve looking at delivery models, methodology and resources as well as participant motivation and performance.

What are we going to do now?

It is important, when undertaking any form of self-evaluation, to keep focused on the end purpose, which is improving the outcomes for participants, communities and other stakeholders. The answer to *What are we going to do now?* must therefore always be a plan for action, which will make a positive difference to the stakeholders who use and participate in the services and activities.

The evaluation of the effectiveness of the culture and sport services and the extent to which they meet the needs of participants and communities should help organisations see what is working well and where steps need to be taken to improve. Effective and robust self-evaluation provides a strong basis for good planning for improvement.

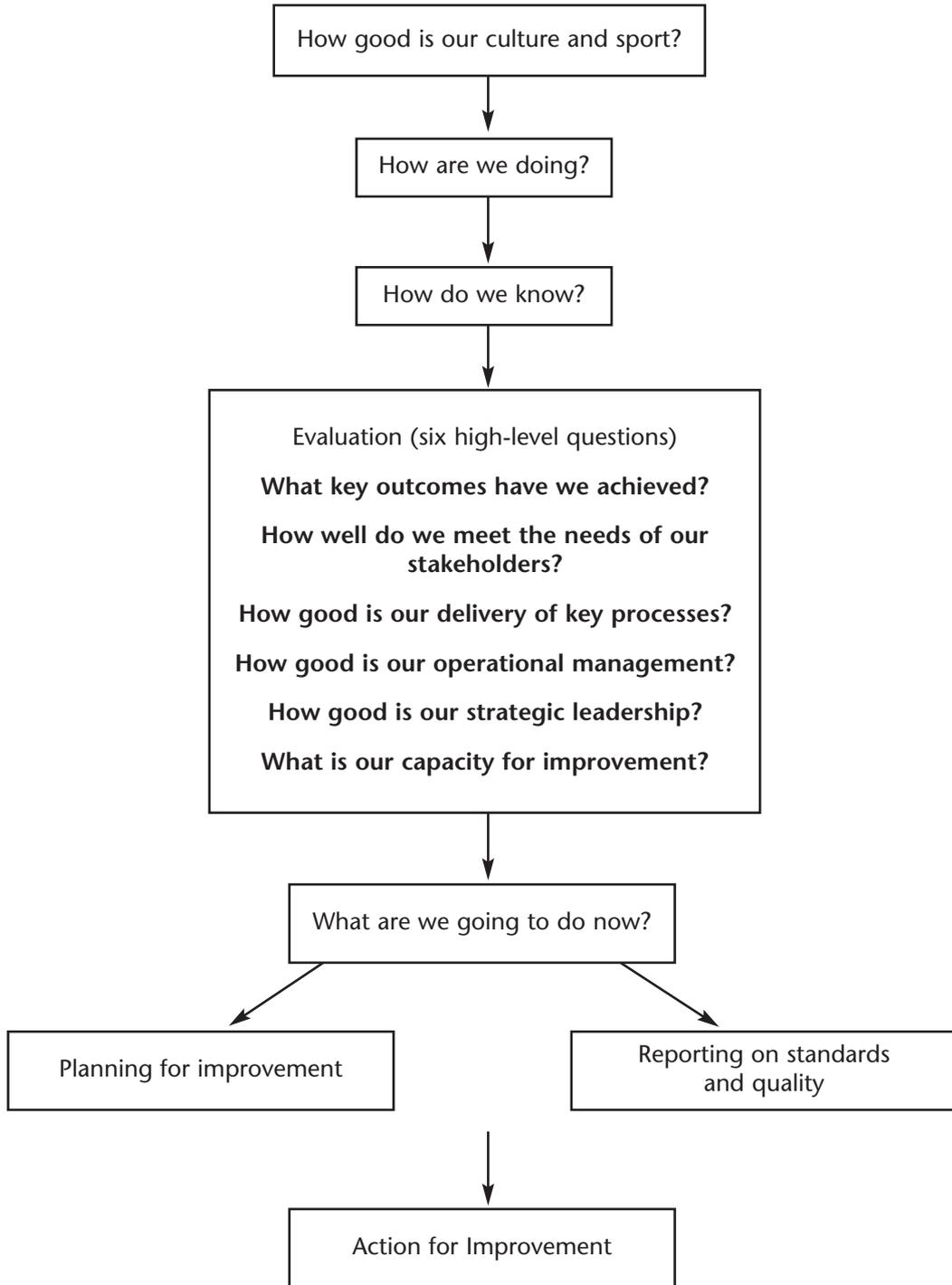
Individual local authorities and other service-providing organisations will have their own improvement strategies, plans or equivalent but, depending on the work undertaken, outcomes may result in priority actions being included in other planning structures such as the community plan, the Single Outcome Agreement, a Council's corporate and service plans, the children's services plan or the local health improvement plan. This process will, of course, be reversed in that, for instance, a community planning partnership's self-evaluation could result in an individual organisation having to include a priority action in its improvement plan.

Whatever the planning structures for taking forward improvement, it will help if a manageable number of priorities is selected for which an organisation can identify specific, achievable, measurable and time-bound outcomes. Organisations should focus on aspects of service of greatest concern. It will make more impact on stakeholders if a manageable number of priorities are taken forward effectively.

Reporting on self-evaluation

The level of reporting on the outcomes of self-evaluation depends on the purpose and level of the work done. Reporting on the outcomes of self-evaluation helps managers to make decisions about future improvement priorities. But it is important to inform stakeholders of the performance of the services, the overall quality of provision and what needs to be improved. The outcomes of self-evaluation will be a major vehicle for informing standards and quality reports or public performance reports. The local authority could take the opportunity to use the self-evaluation information to inform the public of strengths in provision and areas for improvement and how these are being addressed.

The process of self-evaluation for improvement as described above is summarised by the following diagram:



Planning for Improvement

Another helpful way to look at the self-evaluation for improvement process is based on the 'Planning for Excellence' model. Planning for excellence involves four key collegiate activities:

How good is our culture/sport?

- **Agree the vision** through exploring the vision for culture/sport in the area

How good can we be?

- **Identify the priorities** and specify the key outcomes which you aim to achieve for all participants

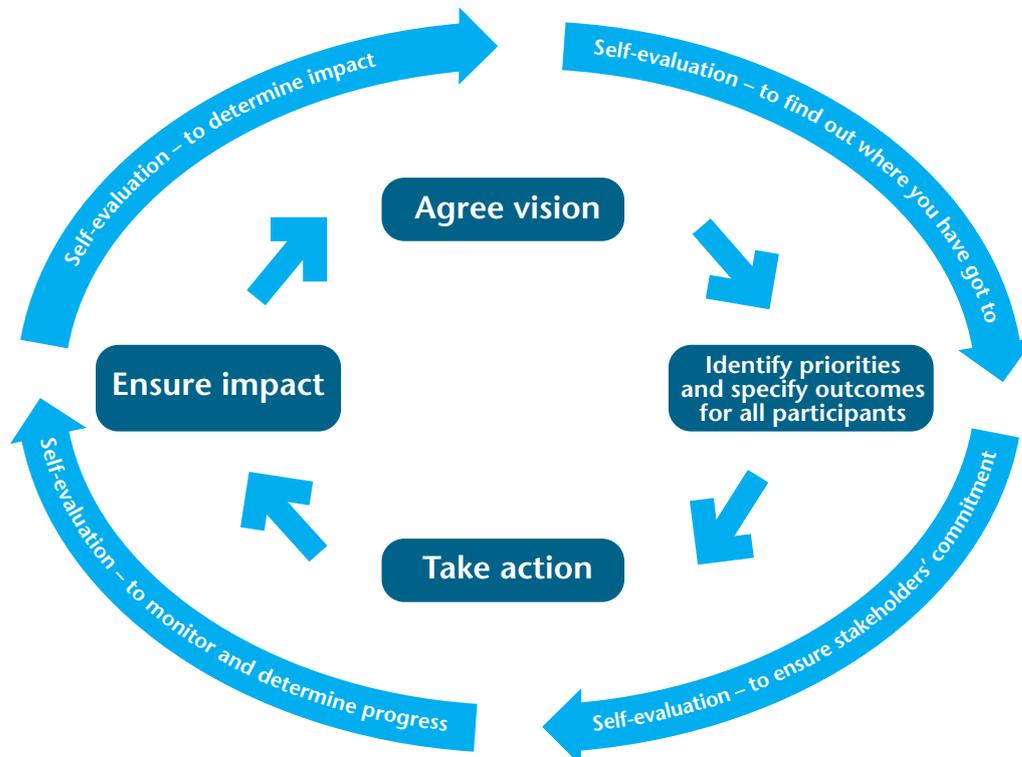
How do we get there?

- **Take action** to implement the vision for all participants and for extending participation

What have we achieved?

- **Ensure the impact** of the action you have taken

The diagram below summarises this process:



2

Part 2: The framework for self-evaluation explained

The framework described in this section provides a systematic approach to self-evaluation which can be used by local authorities and other local organisations providing culture and sport services and activities. The framework does not assume a particular organisational structure for the delivery of culture or sport services. It can be applied whether the services are provided directly by local authorities, by commissioned bodies or by voluntary and independent groups and associations. However, where services are supplied by another body, under contract to the local authority, the authority will regard those services as part of its own responsibilities. It will require performance data and information from the providing body in order to satisfy itself as to the quality and range of provision under its management, and with regard to levels of engagement with users and non-users.

The framework has been developed in accordance with the principles of the European Foundation for Quality Management (EFQM) Excellence Model. It follows the same structure as now commonly used in other public service quality improvement models, such as in education and social work. How Good is Our Culture and Sport (HGIOCS) is also positioned within the national performance framework which considers the whole range of responsibilities of local authorities and public bodies at every level and as such contributes to the Best Value audit process and Single Outcome Agreements. Evidence produced through the use of other models can contribute to overall evaluations. Sectors with existing quality improvement processes can use these in conjunction with this overarching framework. "Taking a Closer Look" documents are being produced for libraries and museums and other cultural sectors as an integral part of this quality improvement framework. There are also existing models for sport which can be used in a similar way.

The framework is based on six high-level questions which can be answered by evaluating the quality of culture and sport services across ten Key Areas.

What key outcomes have we achieved?

Key Area 1: Key performance outcomes

How well do we meet the needs of our stakeholders?

Key Area 2: Impact on service users

Key Area 3: Impact on staff and volunteers

Key Area 4: Impact on the community

How good is our delivery of key processes?

Key Area 5: Processes and delivery

How good is our operational management?

Key Area 6: Policy development and planning

Key Area 7: Management and support of staff

Key Area 8: Partnerships and resources

How good is our strategic leadership?

Key Area 9: Leadership

What is our capacity for improvement?

Key Area 10: Capacity for improvement

The inputs and processes outlined in Key Areas 5-9 contribute to the outcomes and impact identification in Key Areas 1-4.

Key Areas 1-9 contain indicators and measures, each with themes which focus on specific aspects of the services being evaluated.

Key Area 10 provides guidance which can be used to evaluate the degree of confidence reached by those carrying out the evaluation that the services have the capacity to continue to improve. This evaluation will take into account the evaluations of other Key Areas, organisations' track record in improvements to date and significant aspects of their internal and external contexts.

What key outcomes have we achieved?

1. Key performance outcomes

- 1.1 Improvements in performance
- 1.2 Fulfilment of statutory duties

How well do we meet the needs of our stakeholders?

2. Impact on service users

- 2.1 Impact on participants

3. Impact on staff and volunteers

- 3.1 Impact on paid staff and volunteers

4. Impact on the community

- 4.1 Impact on the local community
- 4.2 Impact of the wider community

How good is our delivery of key processes?

5. Processes and delivery

- 5.1 Delivering services and activities
- 5.2 Promoting participation, development and learning
- 5.3 Engaging and developing communities
- 5.4 Promoting innovation, vibrancy and creativity
- 5.5 Contributing to the development of prosperity and wellbeing
- 5.6 Ensuring inclusion, equality and fairness
- 5.7 Improving services

How good is our operational management?

6. Policy development and planning

- 6.1 Policy review and development
- 6.2 Participation of service users and other stakeholders
- 6.3 Operational planning

7. Management and support of paid staff and volunteers

- 7.1 Sufficiency, recruitment and retention
- 7.2 Deployment and teamwork
- 7.3 Development and support

8. Partnerships and resources

- 8.1 Partnership and integrated working
- 8.2 Financial management
- 8.3 Resource and risk management
- 8.4 Information systems
- 8.5 Commissioning arrangements

How good is our strategic leadership?

9. Leadership

- 9.1 Vision, values and aims
- 9.2 Leadership and direction
- 9.3 Developing people and partnerships
- 9.4 Leadership of change and improvement

What is our capacity for improvement?

10. Capacity for improvement

Global judgement based on evidence of all key areas, in particular, outcomes, impacts and leadership

3

Part 3: Using the framework in self-evaluation

Local authorities and other organisations providing culture and sports services can use the framework to provide a systematic structure for self-evaluation.

They can also use the framework as a diagnostic tool. By looking first at the outcomes and impact of the service they provide (Key Areas 1-4), they can identify key issues for further exploration, observation and analysis using the tools provided within Key Areas 5-9.

Finally, service-providing organisations are encouraged to arrive at an evaluation of their overall capacity for improvement, using the guidance in Key Area 10.

In using the framework service-providing organisations may consider the use of peer evaluation or supported or assisted self-evaluation as a way of bringing more objective rigour and moderation to the process. Colleagues from other parts of the organisation or from other organisations joining in-house self-evaluation teams provide a powerful model for making judgements based on the evidence being examined.

Answering the high-level questions

What key outcomes have we achieved?

Key Area 1 focuses on the overall performance of culture and sport provision. It provides a structure for organisations to use when evaluating their success as *organisations* in delivering **demonstrable** outcomes as outlined in legislation and programmes for development. For example, these could include evidence of having delivered on national and local outcomes for and through culture and sport or improvements in achievement for participants. Also important are the improvements made in relation to organisations' strategic priorities, and as a result of their distinctive vision, values, aims and targeted outcomes. This key area also evaluates how well commissioned bodies have delivered on agreed local outcomes and priorities for culture and sport.

Key Area 1 also focuses on the extent to which organisations fulfil their statutory duties, meet legislative requirements, follow appropriate codes of practice and are financially secure. Fulfilling these duties and following relevant codes of practice are key aspects of overall performance.

How well do we meet the needs of our stakeholders?

Key Areas 2, 3 and 4 focus on the impact of culture and sport provision on key groups of stakeholders. In other words, these areas look at the benefits which stakeholders derive from culture and sport services and activities. Evaluation in these Key Areas will take into account stakeholders' views, together with evidence from direct observation and quantitative data, in order to arrive at overall judgements of the impact of culture and sport provision on key stakeholders. Stakeholders include all participants and users of services but evaluation in Key Area 2 would also focus on non-participants and non-users as their perspective would be important in assessing the overall impact of provision and the scope to broaden engagement.

Stakeholders also include the staff and volunteers within organisations who receive care, support, training and opportunities for involvement in decision-making and career development. Their motivation and satisfaction is of considerable importance if the service is to operate effectively. Evaluations would draw upon the views of staff and volunteers together with other information, such as rates of absence or retention. The quality of the care and support given to staff and volunteers can be evaluated by considering evidence of teamworking, rates of involvement in professional development and achievement of qualification and accreditation of organisations as a whole by national schemes like Investors in People (IIP) and Scotland's Health at Work (SHAW).

Stakeholders include members of the community. These stakeholders include those from the immediate local community on whose lives and experiences the organisations have a demonstrable impact. They include elected members, trustees of management boards and staff of service-providing organisations. They also include the wider national and international community. Organisations may make a significant contribution to thinking and practice within a particular area of work. For example, staff may be actively involved in working groups, lead national initiatives and share innovative practice with others. Evidence of organisations' impact beyond their immediate context may come from colleagues and peers, from published reports or from other media sources.

When evaluating the impact of the service on the range of stakeholders, consideration should be given to the overall balance of strengths and weaknesses. Those carrying out the evaluation need to be alert to the possibility that in order to bring about improvements in one area of impact, the quality of service delivery in another area could diminish, with an overall detrimental effect on service to stakeholders.

Evaluations of the quality of impact in these Key Areas will take into account direct observation and quantitative data together with evidence of stakeholders' views, in order to arrive at overall judgements of the impact of the service on its key stakeholders. Where evidence from these sources is conflicting or indicates significant weaknesses, evaluators should follow audit trails to identify and address the possible causes, using indicators from other Key Areas in the quality framework. The focus of Key Areas 2, 3 and 4 will be on evaluating the impact on *specific* groups of stakeholders and arriving at holistic evaluations of the overall impact on their experiences.

There may be apparent discrepancies between the evaluations given within Key Area 1 and those given within Key Areas 2, 3 and 4. An improving organisation may provide considerable evidence of impact on its stakeholders. Significant changes in measurable outcomes such as those included in Key Area 1, however, may take longer to become apparent. There may be a time lag between improvements in terms of benefits for stakeholders and the overall measurable outcomes of the provision. Evaluations of impact may therefore be noticeably more positive than evaluations of outcomes. The opposite may also be true with overall measurable outcomes being very positive but evaluations of impact of the participants' involvement and experience being less positive.

How good is our delivery of key processes?

Key Area 5 focuses on the work of service-providing organisations in relation to key functions of culture and sport services. It focuses on how the organisations design, manage and improve the key processes to bring about better impact and outcomes for individuals and communities. These functions, then, are the drivers for delivery of services by organisations and the indicators in Key Area 5 provide the tools to evaluate the quality of the delivery.

The indicators give consideration to the quality of service delivery, the promotion of participation and engagement with individuals and communities. They also examine what organisations are doing about promoting innovation, vibrancy and creativity, their contribution to economic development and how they go about ensuring inclusion, equity and fairness.

Key Area 5 also considers the quality of organisations' processes for improving their services and how well they work with its key stakeholders and partners to achieve this. Quality improvement should be built into the core work of organisations and should not be a bolt on. Evidence of the effectiveness of an organisation's key processes will be seen in the impact it has on stakeholders and in its overall performance.

How good is our operational management?

Key Areas 6, 7 and 8 focus on the operational management activities necessary to ensure effective service delivery and to deliver Best Value. These activities include the organisations' arrangements for developing and updating policies, for involving their stakeholders, for operational planning, for managing staff, finance, information and resources and for developing productive partnerships including commissioning arrangements. Strengths and weaknesses in these areas will normally affect the quality of the key processes delivered (Key Area 5), their impact on stakeholders (Key Areas 2, 3 and 4) and the performances of an organisation as a whole in relation to its key functions (Key Area 1). In local authorities, all managers who deliver their services using culture and sport provision will want to evaluate their management according to these principles, whether or not they rely on the department managing culture and leisure services for support or advice in this regard.

How good is our strategic leadership?

Key Area 9 focuses on the strategic direction of organisations in relation to their key functions. It looks at their corporate purpose and the expression and delivery of their aspirations by means of strategic planning with partner agencies and the community.

This Key Area 9 considers the quality of leadership and direction at strategic level, and within teams and across organisations as a whole. It looks at the quality of interactions with people within organisations and with partners in other agencies. It also focuses on the role of leaders in bringing about change and improvement, including innovation and, where necessary, step-change.

Strengths and weaknesses in leadership will reflect the extent to which leaders make a difference to the quality of outcomes achieved by organisations and to the benefits derived by stakeholders. Evaluation will take account of the impact of leadership on the experiences of key stakeholders and the extent and quality of the outcomes demonstrated.

The indicators in Key Area 9 should be capable of being applied at more than one level within the organisation. They could, for example, be applied to the work of senior managers with responsibility for the service but also to the work of those who lead specific teams, including project teams and working groups.

What is our capacity for improvement?

Judgement of an organisation's capacity for improvement takes into account the evaluations arrived at in Key Areas 1-9, with particular reference to the quality of the leadership and management of the service and overall impact and outcomes. The organisation's focus on improvement and its track record in taking action to bring about improvement are particularly important, as is the accuracy of its self-evaluation, which is used as the basis for planned improvements. The judgement also takes into account any significant aspects of the organisation's internal or external context, for example, impending retirements of senior staff, plans to restructure or significant changes in funding. The judgement reviews the past, and looks forward to the future.

Judgements of an organisation's capacity for improvement could be expressed in terms of a **degree of confidence** that it has the capacity to continue to improve. The judgement may be that the evaluators are **confident that the organisation has the capacity to continue to improve**. This judgement would be made when highly effective leadership and management have sustained high levels of quality and brought about major improvements to the experiences of, and the outcomes and impact on participants and other key stakeholders. Evidence at the time would indicate that these improvements were sustainable and that improvement would continue. No significant changes in the internal or external context of the organisation would be apparent or predicted at the time the judgement was made.

When there are reservations about one or more of these aspects, the use of other terminology would be more appropriate. For example, those carrying out the evaluation might have only 'limited confidence', or indeed, 'no confidence' that the organisation has the capacity to improve. It would be important for evaluators to note the nature of their reservations, for example, by pointing to specific aspects of the organisation's work or its current or future context.

Further advice on using the framework

The framework has been designed to be used at more than one level within the structure of local authorities and other service-providing organisations. For example, it can be used at the level of:

- strategic management across a broad range of culture and/or sport services
- operational management of a coherent group of culture and/or sport services
- an individual service or the delivery of a specific service or activity.

This means that evaluations at a lower level, and the evidence on which they are based, can contribute to evaluations at a higher level. Evaluations of parts of provision can contribute to the evaluation of a whole service.

For example, at a strategic level, the framework can be used by the local authority or a group of partners to evaluate quality across the range of culture and/or sport services, perhaps in relation to a specific issue or theme.

At an operational level, the framework can be used to evaluate the quality of related services by a single local authority department or by more than one department or provider, for example, where culture and sport services are delivered by one or more departments or providers.

The framework can be used to evaluate service delivery within a single organisational unit, for example, a leisure centre or sports group, a theatre or arts group, within a neighbourhood or across a cluster of schools. It could also be used to evaluate the quality of individual teams or sections and the results used to inform the evaluation of services as a whole.

4

Part 4: The six-point scale

The quality indicators in this framework are designed to be used along with a six-point scale which indicates the level of effectiveness in particular aspects of performance or practice. Evaluating using the six-point scale to assess the level of performance in each quality indicator assists the self-evaluation process, bringing an element of sharpness and rigour to it and a focus for professional dialogue which is essential in any evaluation activity. The levels are:

- Level 6 *excellent* – outstanding, sector leading
- Level 5 *very good* – major strengths
- Level 4 *good* – important strengths with areas for improvement
- Level 3 *satisfactory* – strengths just outweigh weaknesses
- Level 2 *weak* – important weaknesses
- Level 1 *unsatisfactory* – major weaknesses

There are many ways in which performance can merit a particular evaluation. It should be kept in mind, however, that service evaluation is not a technical process and decisions on levels of performance should be based on professional judgement. The following general guidelines should be consistently applied.

- An evaluation of **excellent** applies to performance which is a model of its type. The outcomes for participants along with their experience of provision in culture and sport are of a very high quality. An evaluation of *excellent* represents an outstanding standard of performance which exemplifies best practice and is worth disseminating beyond the organisation. It also implies these very high levels of performance are sustainable and will be maintained.
- An evaluation of **very good** applies to performance characterised by major strengths. There are very few areas for improvement and any that do exist do not significantly diminish the impact, outcomes and experiences for participants and other stakeholders. While an evaluation of *very good* represents a high standard of performance, it is a standard that should be achievable by all. It implies that it is fully appropriate to continue to deliver culture and sport services without significant adjustment. However, there is an expectation that the organisations will continue to take opportunities to improve and strive to raise performance to *excellent*.
- An evaluation of **good** applies to performance characterised by important strengths which, taken together, clearly outweigh any areas for improvement. An evaluation of *good* represents a standard of performance in which the strengths have a significant positive impact. However, the impact, outcomes and experiences for participants and other stakeholders are diminished in some way by aspects in which improvement is required. It implies that organisations should seek to improve further the areas of important strength, but also take action to address the areas for improvement.

- An evaluation of **satisfactory** applies to performance characterised by strengths which just outweigh weaknesses. An evaluation of *satisfactory* indicates that participants and other stakeholders have access to a basic level of provision which may not fully meet their needs or aspirations. It represents a standard where the strengths have a positive impact on the outcomes and experiences for participants and other stakeholders. However, while the weaknesses will not be important enough to have a substantially adverse impact, they will constrain the overall impact, outcomes and experiences of participants and other stakeholders. It implies that organisations should take action to address areas of weakness while building on strengths.
- An evaluation of **weak** applies to performance characterised by some strengths, but where there are important weaknesses. In general, an evaluation of *weak* may be arrived at in a number of circumstances. While there may be some strengths, the important weaknesses will, either individually or collectively, be sufficient to diminish the impact, outcomes and experiences for participants and other stakeholders in substantial ways. It implies the need for structured and planned action on the part of organisations.
- An evaluation of **unsatisfactory** applies to performance characterised by major weaknesses in critical aspects requiring immediate remedial action. The impact, outcomes and experiences for participants and other stakeholders are at risk in significant respects. In almost all cases, practitioners responsible for provision evaluated as *unsatisfactory* will require support from senior managers in planning and carrying out the necessary actions to effect improvement. This may involve working alongside staff from other organisations. Urgent action will be required to ensure that participants and other stakeholders have their needs and aspirations addressed.

Using the six-point scale in evaluation

The indicators in *How good is our culture and sport?* are designed to be used in conjunction with the six-point scale described above.

The following pages provide examples of the kinds of evidence which should be taken into account when identifying strengths and weaknesses and assessing the impact of these on participants and other stakeholders. Illustrations at Level 5 (*very good*) and Level 2 (*weak*) are provided for each quality indicator in Key Areas 1 to 9. These illustrations are intended to provide examples of evidence and practice, not to be fully comprehensive nor used as a checklist. Outcomes and practice not described in the illustrations will still contribute to the evaluation. By using evidence to gauge performance against the level 5 and 2 illustrations, evaluators can arrive at decisions about strengths and weaknesses and the level of performance using the six-point scale.

What key outcomes have we achieved?

(KEY AREA 1: KEY PERFORMANCE OUTCOMES)

QI 1.1 Improvements in performance

Themes

- Performance data and measures showing trends over time
- Overall quality of culture and sport services provided by organisations, individually and in partnership
- Performance against aims, objectives and outcomes

Key features

- Evidence of standards of and trends in performance will normally include comparative data measured against appropriate benchmarks. Examples of performance data and measures might include:
 - trends in participation and user rates
 - trends in achievements and performance against outcomes
 - trends in audience and user development
 - trends in tourism figures
 - numbers and levels of active qualified coaches
 - sports club membership numbers
 - visitor figures for museums and user numbers for libraries
 - performance information from schools for culture/sport activities
 - measures relating to health improvements resulting from participation in culture and sport activities
 - improvements in citizenship and inclusion
 - measurable outcomes from strategic and operational plans

Data should also relate to the progress of particular groups of participants.

- Audit and review reports on aspects of culture and sport activities and reports of self-evaluation exercises can provide evidence of the overall quality of culture and sport services. In particular, analyses of responses of organisations to audit and internal review reports give evidence of the extent to which organisations are maintaining and improving high standards of service. Evaluations carried out as part of the process of preparing strategic and operational plans should provide evidence of the quality of services being delivered.

- Performance should also be measured against objectives within individual organisations' improvement plans or equivalent. It will include progress in meeting national and local outcome agreements for and through culture and sport, including those which relate to the wider agenda of health and well-being, community safety, national identity, economic growth, inclusion and citizenship. Evidence will be published in progress reports and public performance reports. Examples could include:
 - achievement of outcomes for provision of culture and sport experiences;
 - achievement of outcomes for participation and inclusion;
 - achievement of outcomes for health and well-being and active citizenship;
 - achievement of outcomes for tourism and economic development;
 - progress with outcomes for children and young people's performance, achievement, development and learning;
 - outcomes of development work which have an impact on service delivery and participants' development and learning; and
 - progress with improvements following service reviews.

Level 5 illustration

- Performance information clearly demonstrates high levels of success against both local and national outcomes. Positive trends and standards of performance measured against appropriate benchmarks and comparative data indicate a high level of continuous improvement. The organisation makes a significant and comprehensive contribution to meeting the aims, objectives and outcomes for the local area.

Level 2 illustration

- Performance data and measures demonstrate limited improvement based on trends linked to local and national outcomes. Trends and benchmark information indicate that performance is weak in a number of key areas. The organisation makes a limited contribution to meeting the aims, objectives and outcomes for the local area.

What key outcomes have we achieved?

(KEY AREA 1: KEY PERFORMANCE OUTCOMES)

QI 1.2 Fulfilment of statutory duties

Themes

- Financial performance
- Compliance with legislation, and responsiveness to guidance and codes of practice

Key features

- Evaluation of financial performance will be based on financial data and measures derived from local Best Value reviews and audits carried out by Audit Scotland and from local authorities' and other service-providing organisations' budget construction and management systems which are relevant to the delivery of culture and sport services and activities.
- There is a wide range of legislation, guidance and codes of practice that has a bearing on the delivery of culture and sport services and activities. Legislation such as the Race Relations Amendment Act, the Disability Discrimination Act, the Protection of Children (Scotland) Act, Public Libraries Consolidation (Scotland) Act 1887, Local Government and Planning Act (Scotland) 1982, Local Government (Scotland) Act 1994 and the Local Government in Scotland Act 2003. There are also codes of practice and legislation on matters such as confidentiality of information, freedom of information, data protection and sharing of information.

The extent to which organisations, individually or in partnership, comply with legislation and are responsive to related guidance and codes of practice can be evaluated in terms of:

- their awareness of the legislation, guidance and codes of practice which apply in given situations;
- their knowledge and understanding of the relevant legislation, guidance and codes of practice;
- the quality of the systems for ensuring that staff comply with relevant legislation and act in accordance with relevant guidance and codes of practice;
- the extent of compliance and adherence that is evident in the course of providing services; and
- evidence from evaluation, feedback and complaints processes.

Level 5 illustration

- The organisation has in place robust financial procedures for monitoring and regulating its budget which takes effective account of organisational and local priorities. The organisation effectively complies with all appropriate guidance and legislation. Statutory requirements are well embedded in individual practice and the organisation's documentation. The organisation builds on best practice and ensures that the needs of stakeholders are well met.

Level 2 illustration

- The organisation has in place a number of financial procedures to monitor expenditure. However, expenditure is not always appropriately linked to meeting organisational and local priorities. Staff in the organisation fail to comply fully with appropriate guidance and legislation. Practice guidance and the organisation's documentation do not sufficiently take account of statutory requirements. The organisation does not take appropriate account of best practice and the needs of stakeholders are not always well met.

How well do we meet the needs of our stakeholders?

(KEY AREA 2: IMPACT ON SERVICE USERS)

QI 2.1 Impact on participants

Themes:

- The extent to which participants are motivated and actively involved in cultural and sporting activities
- The extent to which participants report that services are enabling them to enjoy participation and achieve success in cultural and sporting activities

Key features

This indicator relates to the impact culture and sport providers have on participants of all ages and focuses particularly on their current experiences. Taken together, the range of evidence should demonstrate that the work of culture and sport providers is having a positive effect on participants' development, learning and enjoyment. The first theme draws on quantitative and qualitative data and evidence from direct observation, documentation and discussions with other stakeholders. The second theme examines participants' views as reported in responses to questionnaires, surveys, focus groups and unsolicited comments.

Level 5 illustration

- Individuals are motivated and eager participants in cultural and sporting activities. The cultural and sporting environment offers stimulating, enjoyable and challenging opportunities for individuals to express themselves, have fun and, where performance levels are measured, they achieve their personal best. Almost all individuals are included and have the opportunity to participate as they wish, including those with disabilities and from vulnerable and minority groups. Almost all individuals are actively involved in formal and informal activities and take responsibility for their own participation, learning and development. Participation demonstrates increasing levels of performance, achievement and enjoyment. Involvement in activities results in high quality and worthwhile experiences for participants. Participation rates in cultural and sporting activities are high and, where performance levels are measured, they are high and almost all individuals make very good progress from their prior levels of achievement and involvement. Participation in cultural and sporting activities makes a very positive contribution to the individual's well-being, healthy lifestyle, lifelong learning, social inclusion and responsible citizenship. As a result of participation individual skills, talent, personal and social development, confidence and self-esteem are greatly enhanced.

Level 5 illustration – continued

- Participants and prospective participants know that their views are sought and acted on. Almost all participants report they are highly satisfied with the range of cultural and sporting activities on offer and the quality of activities delivered. Participants feel valued and have appropriate opportunities to express their views which are taken into account in decision making. Participants are very positive about the support provided in formal and informal opportunities. They feel that opportunities enable them to participate at a level appropriate to their needs and to experience enjoyment and satisfaction in participation and, where appropriate, achieve potential in terms of level of performance and individual creativity.

Level 2 illustration

- Individuals are not sufficiently motivated and eager to participate in cultural and sporting activities. The cultural and sporting environment lacks stimulation, enjoyment and challenge and there are few opportunities for individuals to express themselves, have fun and achieve their personal best in performance where it is measured. Only a minority of individuals are included and have the opportunity to participate and those with disabilities and from vulnerable and minority groups are under-represented. A minority of individuals are actively involved in formal and informal activities but they rarely take responsibility for their own participation, learning and development. Levels of achievement and enjoyment are low. Involvement in activities rarely provides participants with high quality experiences. Participation rates are low and performance levels, where they are measured, are low and only a minority of individuals are making good progress from prior levels of achievement and involvement. Participation in cultural and sporting activities makes a limited contribution to the individual's well-being, healthy lifestyle, lifelong learning, social inclusion and responsible citizenship. Participation has little impact on improving individual skills, talent, personal and social development, confidence and self-esteem.
- Participants and prospective participants feel that their views are not sought, or that the views they have expressed have little influence on the future design and delivery of activities. Participants indicate a low level of satisfaction with the range of sporting and cultural activities on offer and with the quality of activities delivered. A significant number of participants indicate that they do not feel valued or listened to or have appropriate opportunities to influence decision making. They are not always positive about the support provided to help them take up opportunities in formal and informal activities. They do not feel that there are sufficient opportunities to enable them to participate and to experience enjoyment and satisfaction and achieve potential in some important activities.

How well do we meet the needs of our stakeholders?

(KEY AREA 3: IMPACT ON STAFF AND VOLUNTEERS)

QI 3.1 Impact on paid staff and volunteers

Theme:

- Quantitative and qualitative data, together with reports from paid staff and volunteers that demonstrate the extent to which they:
 - feel motivated, confident and valued
 - improve their practice through training and development activities
 - have positive experiences of the quality of central support services and the work of partner agencies
 - work in partnership effectively.

Key features

It should be noted that particularly in sport, volunteers are to be considered as either individuals or representatives of independent partner organisations such as sports clubs. The indicator focuses on the extent to which paid staff and volunteers are supported and empowered to contribute positively to effective provision. It deals with the motivation of paid staff and volunteers, the impact of opportunities for them to learn and improve, peer and line management relationships and management of change. These measures draw on responses to questionnaires, surveys, focus groups and interviews. They also take account of evidence such as levels of staff absence, turnover and the uptake of training and development opportunities.

Level 5 illustration

- Almost all paid staff and volunteers report high levels of confidence, motivation and commitment to their work. They are meaningfully involved in the development of the organisation and are professionally satisfied. Staff feel that they are encouraged to be innovative and creative in planning and delivering services. Training and development activities result in improved practice for almost all paid staff and volunteers. Almost all paid staff and volunteers engage positively in relevant training and development activities. They are very positive about the quality of support from central services and almost all feel very well supported in their work. Almost all paid staff and volunteers have very effective working relationships with staff of partner agencies and other local service departments providing culture and sport. Paid staff and volunteers work effectively in partnership. Staff turnover and levels of absence are decreasing over time. Volunteer retention levels remain high.

Level 2 illustration

- Only a minority of paid staff and volunteers report high levels of confidence, motivation and commitment to their work. There are important weaknesses in levels of staff satisfaction with the organisation. Staff are not always meaningfully involved in the development of the organisation. There is little opportunity for staff to be innovative and creative in planning and delivering services. There are opportunities for training and development activities but these do not always result in improved practice for paid staff and volunteers. Paid staff and volunteers do not always engage positively in training and development activities. Although paid staff and volunteers have a positive view of the quality of support from central services there are concerns about its consistency and timing. Working relationships with staff of partner agencies are not well developed and only a minority of paid staff and volunteers work effectively in partnership or engage with other service staff who deliver culture and sport. Staff turnover and levels of absence are remaining unacceptably high over time. Volunteer retention levels remain low.

How well do we meet the needs of our stakeholders?

(KEY AREA 4: IMPACT ON THE COMMUNITY)

QI 4.1 Impact on the local community

Themes

- Culture and sport's contribution to local community cohesion, health, well-being and safety
- Extent, range and sustainability of local culture and sport networks
- Levels of participation and diversity of participation base
- Confident, skilled and active community members
- A thriving community of cultural organisations, creative practitioners and high level performers
- Culture and sport achieving shared outcomes with other services and CP partners
- Economic impact of culture and sport

Key features

This indicator focuses on the impact of culture and sport on the local community. It deals with the quality of local provision, the extent of participation and the success of initiatives to involve under-represented groups in culture and sport. It also considers how culture and sport achieve a wide range of national and local outcomes and looks at the role of culture and sport as a key contributor to the economy of the local area.

Level 5 illustration

- Strong and productive relationships have been formed with community, voluntary and business organisations to maximise the potential for culture and sport to play an important role in the local community. Barriers to access have been identified and measures introduced to ensure culture and sport's contribution to local community cohesion through the engagement of under-represented and marginalised groups including black and minority ethnic groups, disabled people, peripheral communities, socially deprived, gay, lesbian and transgender and women and girls. The community is driving a range of cultural and sporting initiatives and the capacity to sustain and further development is growing.
- Local people enjoy a wide range of culture and sport activities that are accessible and stimulating and opportunities are continuously evaluated and developed on the basis of feedback from individuals and the wider community. Almost all voluntary/community and independent sector groups, where appropriate, deliver high-quality services and activities that respond to priority needs in their community. The voluntary sector is extremely active and its capacity to grow and to address local priority outcomes has been nurtured and supported by the authority.

Level 5 illustration – continued

- Participation in culture and sport activities is at a high level in relation to the national average. Opportunities to participate are identified through discussion with the local community and stakeholders and are of a high quality. Strategies to engage non-participants are achieving success and many individuals within targeted groups are accessing culture and sport for the first time. Newly engaged participants are helped to sustain their involvement.
- Active community members involved in culture and sport receive very effective support and training to develop their skills and confidence. They report growth in their confidence, skills and abilities. They are confident in their ability to influence and shape local and wider decision making about priorities for their community. A strategic approach to skills development and training has ensured that schools, further education and higher education establishments are making a significant contribution to the development of the local culture and sport sector which is measurable in terms of economic impact as well as community impact.
- The local community of cultural organisations, high level performers and creative practitioners is thriving and achieves a high profile as a dynamic group within the local community. The achievements of individuals and organisations are promoted and celebrated and this contributes to the overall identity of the local area as a good place to engage in culture and sport. Strategic support is provided to develop the potential of individuals to excel in their sporting or cultural field.
- Culture and sport have been linked imaginatively with other local agendas for development to achieve cross-cutting objectives. Links are made systematically for all services including health, education, community safety, regeneration, environment, social inclusion and economic development. There are many examples of good practice where culture and sport are achieving shared outcomes with other services and community planning partners.
- Tourism based on culture and sport has been developed to achieve success in terms of economic impact. The high profile for culture and sport that has been achieved in relation to tourism is linked with positive community impact. The regeneration and renewal of urban and rural areas has been achieved through the strategic use of culture and sport as part of an integral approach to achieving economic impact and community benefits. Local communities are routinely involved in developing plans to improve the designed landscape and have the opportunity to influence the design of culture and sport buildings. The authority has taken steps to assist the growth of employment opportunities in the culture and sport sector resulting in significant levels of employment for local people in both the public and private sector. Business growth rates for the creative industries exceed national averages based on population.

Level 2 illustration

- Some productive relationships have been formed with community, voluntary and business organisations but culture and sport is not a very strong feature of local community life. Barriers to access have been identified but measures to ensure culture and sport's contribution to local community cohesion have been few and there is little evidence of the community being supported to drive the development of culture and sport in the local area.
- The range of culture and sport activities available locally is not particularly wide and opportunities to develop activity on the basis of feedback from individuals and the wider community have been missed. Knowledge of priority needs in the community is underdeveloped and there has been little systematic support for the voluntary sector to allow it to grow and increase its capacity.
- Opportunities to participate in culture and sport are relatively few and individuals find it difficult to identify pathways to develop and extend their participation. Information about opportunities to participate in culture and sport is not conveyed on a systematic basis. Participation by priority target groups does not show an increase and is at lower levels to the average for the community at large.
- A minority of community members who are active in culture and sport are satisfied with the support and training they receive to develop their skills and confidence. Most report little growth in their confidence, skills and abilities. They are not confident in their ability to influence and shape local and wider decision making about priorities for their community. Skills development and training for culture and sport is limited and rarely linked with wider plans for supporting economic impact through business development, planning for employment growth or tourism. The community and economic impact of skills development and training is limited as a result.
- There are a number of cultural organisations, high level performers and creative individuals in the local area but their profile is relatively low. The achievements of individuals and organisations are not often linked with the wider development of culture and sport in the local community and are rarely promoted or celebrated in this context. Support to develop the potential of individuals in their chosen sporting or cultural field is in evidence but there is a lack of overall strategic planning to maximise the potential to excel and the potential impact of this in the local community.

Level 2 illustration – continued

- The potential for culture and sport to achieve outcomes for health, education, community safety, regeneration, environment, social inclusion and economic development has been recognised but there are few examples of collaborative cross-sectoral working as yet. Non-culture managers and Community Planning Partners are not fully engaged.
- Some tourism projects have been undertaken but the role of culture and sport in relation to tourism remains under developed. As a result, the potential to link culture and sport tourism with community development has not yet been explored. Local communities are not routinely involved in plans to improve the designed landscape or to influence the design of sport and cultural buildings. The potential to make use of sport and culture in relation to urban/rural regeneration has not yet been fully explored or exploited. Few steps have been taken to assist the growth of employment opportunities in the culture and sport sector and employment level for local people in both the public and private sector remain relatively low. Business growth rates for the creative industries are below national averages based on population.

How well do we meet the needs of our stakeholders?

(KEY AREA 4: IMPACT ON THE COMMUNITY)

QI 4.2 Impact of the wider community

Themes

- Learning from and adopting leading-edge practice
- Influencing wider policy and practice
- Anticipating and responding rapidly and flexibly to change
- Extent and range of cultural and sporting networks at national and international level

Key features

This indicator focuses on the impact of culture and sport on the wider community. It considers how staff are encouraged and supported to be creative, innovative and open to new ideas and change. It also refers to the influence and impact on wider developments across Scotland, the UK or internationally.

Level 5 illustration

- There are many examples of leading-edge practice from other local authorities and culture and sport service providers being adopted and adapted within the authority and by other authority-supported partners within the local culture and sport sector.
- Culture and sport services have initiated a range of innovative programmes, many in partnership with other public, charitable and commercial organisations. These are leading to major improvements in services for residents. Staff are actively encouraged to innovate and any associated risks are managed well.
- Culture and sport managers and those of partner agencies place great emphasis on forecasting change, assessing probable impacts and responding swiftly to provide appropriate services to meet changing needs. This ability to respond rapidly and creatively is keeping culture and sport services close to the leading edge of national and international developments, and ensuring that a wide range of users receive consistently good services.
- Managers at all levels serve on a range of national advisory groups and committees. Some of these are having a major impact on national policy and practice.

Level 2 illustration

- Culture and sport services make provision that broadly meet the needs of residents but services are seldom innovative and rarely learn from good practice in other councils or from abroad.
- Culture and sport services tend to rely on tried and test models. Staff are not generally encouraged to innovate or seek new ways of working and opportunities to improve services are being missed as a result.
- Culture and sport services respond slowly to change. They do not attempt to predict major changes or respond proactively to the changing needs or aspirations of existing users and potential new users. Creativity within culture and sport services is not encouraged and change tends to be evolutionary.
- Few managers serve on national committees or advisory groups. Consequently, culture and sport services are not high profile and make little impact beyond their own locality.

How good is our delivery of key processes?

(KEY AREA 5: PROCESSES AND DELIVERY)

QI 5.1 Delivering services and activities

Themes

- Service delivery
- Implementation of policies, strategies and plans
- Action to meet the needs of participants and non participants
- Recognising achievement in the community.

Key features

This indicator relates to the quality of the service-providing organisations' processes for delivering culture and sport services and activities. It examines structures and arrangements for service delivery and the provision of programmes of activities. It looks at the arrangements for implementing policies, strategies and plans and the processes for identifying and meeting participants' needs. It also examines the processes that providers have in place to recognise achievement in culture and sport in the area.

Level 5 illustration

- Service-providing organisations are successful in sustaining the quality of service delivery at a high level and can demonstrate that it has a clear strategy, based on their vision, values and aims, and planned approaches for improvement. The structure for the delivery of culture and sport services and activities within individual teams, units and establishments is very well planned and includes aspects of innovative practice. Organisations provide clear guidance on the provision of appropriate programmes of activities and on the management of participants' development and learning. It reviews and revises this guidance through systematic analysis of stakeholders' views, reference to up-to-date national advice, analysis of best practice and evaluation of measurable outcomes and impact. Flexible provision of programmes of activities and development opportunities is very well planned and monitored. Organisations deliver statutory services in a highly effective way.
- There are clear systems in place for implementing the service-providing organisations' policies. These provide clear lines of responsibility and accountability with timescales and measurable outcomes. They take account of resource implications and include procedures for evaluation/review. Central to the implementation of the organisations' policies is the clear focus on national and local outcomes and the impact on participants' development, learning and achievement.
- Service-providing organisations place the involvement, development and learning needs of participants at the forefront of their work. They ensure the health and safety, security and well-being of participants and other key stakeholders. Service delivery provides effective support for participants at key stages in their development and learning. Organisations engage systematically with participants and non-participants, external agencies and other key stakeholders to identify the specific needs of participants and communities. Targeted and effective actions are taken to provide for these, and these actions are regularly monitored and reviewed.
- Organisations have an infrastructure in place to promote, support and celebrate achievements throughout the local authority and with other relevant sectors. Suitable arrangements are in place to ensure that initiatives are recognised and celebrated within the local community, for example, through special events, newsletters and award ceremonies.

Level 2 illustration

- The quality of service delivery is inconsistent. While some good-quality and innovative practice exists, it is developed by individual teams, units and establishments rather than by means of a strategic approach. Individual improvements and innovations may be effective, but they are not always delivered as part of a planned approach across service-providing organisations. While there are examples of good guidance on appropriate programmes of activities and on managing participants' development and learning, these are not developed as part of a coherent and comprehensive approach. Some of the guidance is out of date or developed without reference to stakeholders' views, national advice, best practice and measurable outcomes and impact. While there are some effective arrangements for flexible delivery of programmes of activities and development opportunities, they do not form part of a coherent and well-planned approach.
- The service-providing organisations' key policies on improving service quality are not implemented consistently. Individual policies do not give a clear enough indication of their practical application. They do not clearly and consistently specify elements such as roles, responsibilities, procedures, and expectations of quality or the evaluation process. There is a lack of clear systems to drive the consistent implementation of policies. While examples of good practice are evident in some aspects of service delivery, there are no clear arrangements for routinely monitoring the effectiveness of policy implementation delivering national and local outcomes.
- Insufficient attention is given to formally identifying and reviewing the development and learning needs of participants. Staff and other key stakeholders do not have a clear picture of priorities for meeting participants' needs. Discussions involving participants, non-participants, staff and external agencies seldom lead to focused and targeted actions. There is insufficient consistency and rigour in the service-providing organisations' approach to measuring and analysing the impact of the action taken to meet learners' needs.
- Service-providing organisations do not have a sufficiently effective infrastructure in place to give priority to promoting, supporting and celebrating achievements within the local community.

How good is our delivery of key processes?

(KEY AREA 5: PROCESSES AND DELIVERY)

QI 5.2 Promoting participation, development and learning

Themes

- Increasing participation and widening access
- Guiding prospective participants
- Marketing and promotion
- Environment for participation, development and learning

Key features

This indicator is concerned with the effectiveness of service providers in setting a context for participants' engagement, development and learning. It focuses on the quality of guidance available in local areas to prospective participants and is particularly concerned with how organisations engage with those who are not already participating and how new participants are encouraged to sustain their interest. It is concerned with how well staff support widening access to culture and sport including the use of effective marketing, supporting participants to engage, develop and learn and supporting the celebration of participants' success.

Level 5 illustration

- Staff have devised and implemented a range of successful initiatives to develop audiences and widen access to culture and sport in ways that support and sustain the benefits of participation.
- Staff support almost all participants very well to make informed decisions about participating in culture and sport and extending and developing their involvement in ways that meet their needs. Opportunities for celebrating success are planned and integral to personal development and learning.
- Marketing and promotion of services is strategic and effective and ensures that information about opportunities to take part in culture and sport is widely available. Existing service users are encouraged to widen and diversify their engagement with culture and sport. New participants are attracted to services by strategic initiatives to encourage their involvement and attention is paid to retaining their interest in the longer term. Where participation levels have been low amongst certain social groups, successful targeted initiatives have been put in place to guide and support access to services.
- Almost all venues used for culture and sport activities support participation, development and learning very well. Opening hours, affordability, promotion and accessibility have all been considered carefully and are designed to meet the use of a wide range of users.

Level 2 illustration

- Support for participants to extend and develop their engagement in culture and sport is not consistently offered by staff and progression pathways for participants are variable and often underdeveloped as a result. Participation and access levels are under developed and opportunities to increase these levels are under explored.
- Prospective participants are not certain how to access guidance when seeking to extend and develop their involvement in ways that meet their needs. Opportunities for celebrating success are few and support for personal development and learning is hampered as a result.
- Opportunities to participate in culture and sport are offered but these are not always actively promoted or supported by effective marketing strategies. Information about opportunities to take part in culture and sport is not always widely available. Some initiatives to encourage non-users to take part have been introduced but these have not been sustained.
- Only a few venues used for culture and sport activities support participation, development and learning well. Opening hours, affordability, promotion and accessibility have all been considered but plans to develop venues to better meet the needs of users in this regard have not been fully implemented.

How good is our delivery of key processes?

(KEY AREA 5: PROCESSES AND DELIVERY)

QI 5.3 Engaging and developing communities

Themes

- Engaging with communities and other stakeholders to identify and plan to meet their own needs
- Developing skills and confidence for community engagement and development
- Assisting communities to exercise power and influence to achieve outcomes
- Supporting and developing community culture and sport networks
- Working in partnership with community organisations to deliver culture and sport services

Key features

This indicator is used to evaluate how well Culture and Sport providers and partner agencies identify the needs and aspirations of local communities. It evaluates whether priority needs are articulated in Culture and Sport strategies or other local action plans. The indicator is used to evaluate the effectiveness of the support given to, and relationships with, community members and volunteers. It also considers the quality of training programmes delivered and the progression of participants. The indicator is also used to evaluate how well community organisations are supported in managing change. It focuses on how community members are supported to influence local planning, and how their skills are developed to provide and manage local service delivery.

Level 5 illustration

- Local authorities providing culture and sport engage very well with local communities and carry out audits with other providers that successfully identify local needs. Information about services in the community, delivered by public agencies and a wide range of voluntary and community groups, is easily available to the public and is regularly updated. Staff take full account of available statistical data and analysis, which they use to inform both their understanding of community needs and appropriate interventions. Local authority providers undertake mappings of all existing provision, practitioner activity and infrastructure, and produce accessible community profiles that are used effectively to engage with local communities to identify local priorities for action. Community organisations are equal partners in the development of local plans that address community priorities. Staff have a good knowledge and awareness of methods of community engagement and work towards the Standards for Community Engagement.
- Culture and sport providers deliver very effective support to and have developed very purposeful relationships with community partners, which support effective engagement and development. Culture and sport providers deliver a very good range of appropriate training opportunities for community organisations and individual volunteers, which empowers them to engage confidently in community activity and influence wider public issues. Staff support almost all community organisations to undertake very effective and systematic assessments of their progress and achievements.
- Culture and sport providers ensure that almost all relevant groups are made fully aware of changes to policy and legislation and the potential impact of these changes on their communities. Very good examples exist where community organisations had influenced important local decisions. There is a wide range of opportunities for individuals and community groups to influence local decision makers. Community culture and sport groups and organisations fully understand the significance of community planning and the opportunities to improve local culture and sport services and build capacity. Robust arrangements are in place to enable the effective involvement of the culture and sport community in community planning.
- Staff enable community and voluntary organisations to be aware of and collaborate well with similar groups operating in their area, to learn from each other, and promote joint action. Community networks are supported very effectively to engage positively with public agencies on issues of local concern and on wider policy issues.
- Community organisations are very well supported to provide and manage local culture and sport services. They have access to high-quality information and advice in relation to funding sources and technical advice in relation to planning, evaluation and project management. They control and manage local assets effectively as a result. The success and achievements of almost all community organisations are recognised, valued and celebrated through very effective media coverage and award ceremonies.

Level 2 illustration

- Local authority providers of culture and sport have little information about local needs and priorities. They do not make effective use of statistical data or develop community audits or profiles. Culture and sport providers hold information on a range of voluntary and community groups and public agencies delivering services in the area. However, no comprehensive mapping of activity and infrastructure is undertaken involving other local providers, and information that is held is not well publicised nor sufficiently comprehensive to support effective planning. Mechanisms for encouraging dialogue between culture and sport providers and communities are insufficiently developed. Not all staff are aware of and work towards the Standards for Community Engagement. Opportunities to enable local needs to inform local and thematic plans are insufficient but the service has firm plans to address this.
- Culture and sport providers support a minority of community organisations and individual volunteers to carry out aspects of their roles within groups and the wider community. Staff have developed purposeful relationships with a few community members and volunteers, which supported their effective engagement and development. Culture and sport providers delivered an effective but narrow range of training opportunities for community organisations and their volunteers. Staff support a minority of community organisations to undertake effective and systematic assessments of their progress and achievements.
- Culture and sport providers offer too little information and advice to assist community organisations in meeting their objectives. Staff do not ensure that community groups are made aware of changes in policy and legislation that may impact on their communities. There are few examples where community groups have influenced important local decisions. Individuals and community groups have few opportunities to influence local decision makers. Community groups and organisations have insufficient knowledge and awareness of methods of community engagement. Community culture and sport groups and organisations are not well supported to fully understand the significance of community planning and the opportunities it presents to improve local culture and sport services and build capacity. Arrangements to facilitate the involvement of these groups in community planning are at an early stage of development.
- Networking opportunities for community organisations and agencies concerned with similar interests are not well developed. These Community networks are insufficiently supported to engage with public agencies on issues of local concern or on wider policy issues.
- Community organisations receive basic or minimal support to provide and manage local culture and sport services. They have access to some information and advice in relation to funding sources and technical advice in relation to planning, evaluation and project management. The success and achievements of a minority of community organisations are recognised, valued and celebrated through media coverage and award ceremonies.

How good is our delivery of key processes?

(KEY AREA 5: PROCESSES AND DELIVERY)

QI 5.4 Promoting innovation, vibrancy and creativity

Themes

- Supporting the development of distinctive patterns of local culture and sport activity
- Promoting the dynamic character, attractiveness and reputation of the local area
- Promoting beneficial transformation and change
- Celebrating success
- Reputation and profile

Key features

This indicator is concerned with the particular qualities of culture and sport as a focus for innovation, vibrancy and creativity. It considers the effectiveness of service providers in setting a context for achieving, recognising and celebrating excellence and focuses on the ways in which the local community are supported to engage with and drive a unique local cultural and sporting identity.

Level 5 illustration

- A strong sense of community ownership and civic engagement has been engendered and supported through the development of a distinctive range of dynamic cultural and sporting activity. Local identity is strong and is supported and enabled to evolve and change over time. The energy and drive of culture and sport is encouraged as a diverse and celebratory force which contributes to a distinctive local identity and incorporates challenge and innovation.
- The range of opportunities to engage with culture and sport entices both committed participants and non-participants to explore new areas of interest. Expectations of local people are exceeded and opportunities are satisfying and fulfilling.
- Culture and sport are encouraged and supported by local people, politicians, public officers and others as a central strand of local civic engagement and identity. The combination and interplay of actions achieves a synergy and a drive that underpins community development. The strength of this drive is recognised within the local area and beyond and is associated with positively transforming the dynamic of key geographic areas and with transforming the outlook for some specific social groups. This drive is also associated with sustaining a complex and dynamic identity that is linked fully with the Single Outcome Agreement, and is relevant to all of the Community Planning Partnership area by demonstrating the ability of culture and sport to contribute positively to the constantly changing dynamic of the social and physical environment.

Level 5 illustration – continued

- The success and achievements of almost all individuals and community groups are recognised, valued and celebrated by a range of means. This includes effective media coverage, award ceremonies, successful promotional tools and dynamic social networking amongst participants, managers of facilities, artists, cultural practitioners and sportsmen and women.
- The profile of almost all sport and culture activity is extremely high and there are many examples of local sport and culture initiatives achieving national and international recognition. A number of projects, services, events and activities have attracted awards in recognition of their excellence. Key staff and individual practitioners are often invited to participate in festivals, conferences and other events at national and sometimes international level.

Level 2 illustration

- Local identity is not particularly strong in relation to culture and sport. The potential to develop civic engagement using culture and sport has not been actively explored and the reputation of many local communities and the wider Community Planning Partnership area is not related to a distinctive local culture and sport identity. The infrastructure required to achieve greater success in this regard requires further development.
- Despite culture and sport being a significant feature of many people's lives and sense of identity, the potential to harness this and support its further development and promotion is not actively encouraged. The range of activities offered by the local authority and service providing organisations is not particularly wide and the potential to promote and develop diversity is under explored.
- Some aspects of the local cultural and sporting identity show evidence of the potential to nurture vibrancy in provision that is linked to local identity and the wider objectives of the Single Outcome Agreement but this remains under developed. Expectations of the authority and service providing organisations remain relatively low and there are few examples of these being exceeded.
- Many participants are achieving success in relation to culture and sport but this success remains largely unrecognised. Local culture and sport activity would benefit from greater support and encouragement to achieve a more vibrant and dynamic synergy. Opportunities for individuals, groups and communities to develop and celebrate success remain under developed at this time.
- Some culture and sports projects and activities could warrant national attention, but there has been little recognition of activities in this context to date. Efforts to develop the profile and reputation of the area have been hampered by a lack of overall strategic direction for developing and promoting excellence.

How good is our delivery of key processes?

(KEY AREA 5: PROCESSES AND DELIVERY)

QI 5.5 Contributing to the development of prosperity and wellbeing

Themes

- Culture and sport as contributors to health improvement, safer communities and overall social cohesion
- Assessing culture and sport in relation to local economic, health, environmental and social strategies
- Local cultural and sporting image and identity
- Urban and rural environmental improvements involving culture and sport
- Strategic development and management of events
- Supporting emerging sport and creative talent, developing skills and promoting business growth
- Income generation and inward investment

Key features

This indicator considers how culture and sport can contribute to the broader wellbeing and prosperity agenda of the local area. It focuses on the quality of local infrastructure and other interventions to guide, support and enable health improvement, regeneration, community safety, environmental impact and social cohesion using culture and sport. The role of culture and sport in relation to economic development is considered both in terms of its role as contributor to this agenda and as driver. The economic significance of developing a local identity and brand using culture and sport and how the local community has been supported to be actively involved in this process is also considered.

Level 5 illustration

- The aims and objectives for health, community safety, community regeneration and the promotion of increased social cohesion are linked with those for culture and sport. Imaginative strategies have been put in place which seek to evaluate whether impact in relation to improved clinical outcomes, crime reduction and greater social cohesion has been supported through the use of culture and sport as contributors to this improvement agenda. Partnership working is a defining feature of this work which includes the local authority, community planning partners, culture and sport agencies and the private and voluntary sectors.
- Strategies focused on social, environmental and health agendas are supported by culture and sport as a means of achieving outcomes of mutual interest. There is increasing awareness of the role that culture and sport can play in health improvement, environmental and other social issues and improving outcomes related to health, the environment, community safety and social regeneration. A strategic approach to capturing and developing the economic potential of cultural and sporting activity has been introduced which seeks to maximise the economic impact of facilities, organisations, events, the creative industries, elite performers and creative individuals and the voluntary sector. Initiatives to promote development in the culture and sport sector are imaginative and are well targeted to support the growth potential in that sector including support for business growth, business start up, tourism and inward investment.
- Culture and sport have been developed to maximise their contribution to the identity and image of the local area, the sense of place and its ongoing development. Economic, social wellbeing and environmental objectives are linked with the needs and interests of the local community by eliciting their participation in the development and delivery of initiatives including environmental renewal, health improvement strategies and tourism initiatives. As a result, people feel proud of their local area and reference culture and sport as key factors in this regard.
- Communities have been supported to become involved in developing cultural spaces and the design of culture and sport buildings. This has included the design and renewal of urban and rural infrastructure, the design of public buildings and improvements to the public realm. This involvement has successfully linked community engagement and economic development activity to achieve community regeneration and high quality visual impact.
- Producers, developers and promoters are encouraged and supported to invest in the area as part of an overall strategic vision for maximising the economic impact of cultural and sporting activity. This includes events, festivals, venue development, screen locations and other aspects of the local culture and sports infrastructure. Local co-ordination of services is well developed and ensures that promoters and other professionals are provided with an efficient service to meet their needs extremely well. The short- and long-term economic impact of this activity is measured and informs economic development strategies. Culture and sport are enabled to play their full role within formal and informal education and the curriculum.

Level 5 illustration – continued

- Infrastructure to support culture and sport sector skills development is well developed to ensure that provision meets identified training needs. Communication between training providers is effective and ensures that pathways for learners are clear. The particular needs of talented individuals have been considered and infrastructure is in place to encourage and support progression in a community, amateur, professional or business environment as required. Support has been put in place to ensure that local signposts to funding are clear for creative and sporting business start up and growth, independent sector organisational development, the voluntary sector and for individual elite performers and creative practitioners.
- Local public sector investment in culture and sport has been strategic and has levered additional investment into the area including grants, sponsorship and earned income from sales and services.

Level 2 illustration

- The aims and objectives for health, community safety, community regeneration and the promotion of increased social cohesion are clearly defined but are not linked with those for culture and sport through the strategic planning process. The potential for culture and sport to contribute to the achievement of priority objectives in this wider context has not been fully explored. As a result, opportunities for partnership working within the local authority, with community planning partners, culture and sport agencies and the private and voluntary sectors to achieve mutually beneficial outcomes are not fully developed.
- Strategies focused on social, environmental and health agendas are seldom supported by culture and sport as a means of achieving outcomes of mutual interest. The economic significance of culture and sport, including the creative industries and the impact of organisations, facilities and events, is occasionally referenced but has not been fully explored as part of the planning process for economic development. The business needs and interests of the sector are not given due consideration when devising local economic development strategies. General programmes for business start up and the promotion of inward investment are in place but some programmes miss the opportunity to achieve economic impact due to the understanding of the needs and interests of the culture and sport sector being underdeveloped.
- Culture and sport are not considered an important part of the image and identity of the local area and are not linked with economic development strategies in this regard. Culture and sport are not seen as important by decision makers shaping the local identity and there are few initiatives to develop their role in partnership with the local community. As a result, culture and sport are not referenced by communities as particularly important contributors to their sense of belonging to the local area.

Level 2 illustration – continued

- Local communities are not routinely involved in plans to improve the designed landscape or to influence the design of sport and cultural buildings. The potential to make use of sport and culture in relation to urban/rural regeneration has not been fully explored or exploited.
- Some local infrastructure is in place to support cultural and sporting events and activities but this is somewhat fragmented. Promoters and other professionals wishing to work in partnership to develop activity in the area are welcomed but there is a lack of co-ordinated support and other infrastructure to ensure that the full economic potential of this activity is maximised and some proposals do not reach fruition as a result. Culture and sport are given limited scope to play their full role within formal and informal education and the curriculum.
- The significance of developing creativity as a driving force for the wider economy is not well recognised at local level. Training and skills development programmes for the culture/sport sector are under developed and the potential for formal education to nurture creative and sporting talent has not been adequately recognised or progressed. There is no provision for local signposts to funding and little advice and support is available for those seeking funds for business start and growth, independent sector organisational development, the voluntary sector or for individual elite performers and creative practitioners.
- Public funding has been provided for a number of culture and sport projects. However, attracting additional funds to support these projects and raising funds for other projects has been difficult in some cases due to a lack of clear strategic direction informing their development. The range of support, levels of sponsorship and levels of earned income are relatively low and the potential to develop this type of income has not been fully investigated.

How good is our delivery of key processes?

(KEY AREA 5: PROCESSES AND DELIVERY)

QI 5.6 Ensuring inclusion, equality and fairness

Themes

- Inclusion of excluded and under-represented communities, groups and activities
- Addressing barriers to participation
- Access to specialist services to meet specific needs
- Promoting inclusion, equality, fairness and positive attitudes to social and cultural diversity
- Supporting compliance with equalities legislation and the sports equity framework

Key features

This indicator provides a basis for evaluating how well excluded and under-represented communities, groups and individuals are helped to take part, how well barriers to access and participation are addressed and positive attitudes to social and cultural diversity fostered. It also looks at how well providers comply with equalities legislation and, specifically, for sport providers compliance with the sports equity framework.

Level 5 illustration

- Paid staff and volunteers engage very effectively a wide range of excluded communities, groups and individuals. They adopt very effective methods for engaging groups and individuals that are traditionally hard to reach or under-represented in participation.
- Engagement methods, tailored arrangements to help access provision and development and learning opportunities overcome barriers to access and participation by traditionally excluded groups.
- There is an appropriate range of resources and support services available to meet the needs of people with disabilities and additional support requirements.
- Culture and sport providers consistently promote positive attitudes to social and cultural diversity and challenge discriminatory attitudes. They ensure that provision takes account of the cultural traditions of minority ethnic groups.
- Culture and sport providers are committed to social inclusion and have effective inclusion strategies, equal opportunities policies and staff training that meet legislative requirements and promote compliance with equalities legislation.

Level 2 illustration

- Paid staff and volunteers have contact with few excluded communities, groups and individuals. They use limited and ineffective methods for engaging groups and individuals that are traditionally hard to reach.
- Engagement, transport provision, and development and learning opportunities are not designed to overcome potential barriers to access and participation.
- Staff make insufficient use of resources and support services to meet the needs of people with disabilities and additional support needs.
- Culture and sport providers promote positive attitudes to social and cultural diversity but this is inconsistent and partial. They take little account of the cultural traditions of minority ethnic groups when making provision.
- Culture and sport providers are committed to the principle of social inclusion but this is not taken forward through the development of effective strategies, policies and staff training and there is limited compliance with equalities legislation.

How good is our delivery of key processes?

(KEY AREA 5: PROCESSES AND DELIVERY)

QI 5.7 Improving services

Themes

- Arrangements for quality assurance and improvement
- Support and challenge
- Evaluating outcomes and feedback from participants and other stakeholders
- Planning for improvement and monitoring progress
- Reporting progress to stakeholders

Key features

This indicator provides a basis for examining the effectiveness of the systems and processes providers have in place for evaluating and improving services, their contribution to national and local outcomes, and reporting on performance to stakeholders. It examines the rigour, robustness and consistency of providers' quality assurance and improvement arrangements.

Level 5 illustration

- Clear and consistent advice is available to all service-providing organisations on quality improvement, development planning, performance reporting, and professional review and development. There is rigorous validation of self-evaluation within individual organisations. The roles and responsibilities of key staff in ensuring quality improvement and monitoring and evaluating the work of the organisation are clearly understood. Organisations rigorously evaluate the effectiveness of their improvement strategies in relation to their impact on meeting the needs of service users and in delivering national and local outcomes.
- There is a well-developed culture of support, challenge and improvement within service-providing organisations. Robust discussions on performance lead to the identification of strengths and areas of underperformance. Elected members and senior managers actively and systematically take leading roles in challenging and supporting staff to improve the quality of services. Peer support and challenge is a strong feature of practice. Strong advice and support is given to all staff to assist them in making improvements. Identified strengths are routinely celebrated and built upon by organisations. Equally, identification of areas of underperformance or those requiring attention result in the development of detailed action plans that impact positively on the quality of provision. Managers provide strong support through direct input and targeted resources.

Level 5 illustration – continued

- Service-providing organisations regularly monitor, evaluate and review provision against the outcomes achieved for participants and service users. Effective procedures are in place for carrying out rigorous audits to inform the planning, design and delivery of services. These are based on a range of appropriate measurement and monitoring techniques which include contributions from participants and service users. Organisations have developed systematic approaches to gathering and analysing stakeholders' views. Results are used to identify issues for further investigation and action which result in participant satisfaction. Information is also gathered from external audit and inspection reports and reports on observations of activities or visits to organisations. Elected members and senior managers are confident and accurate in their use of and interpretation of a wide range of performance data.
- Quality indicators and accreditation schemes are used as a sound basis for self-evaluation and planning for improvement. The information from performance data and stakeholders' views are used to set priorities and targets for improvement. These targets are included in the organisation's improvement plan and result in effective action. The organisation rigorously evaluates the effectiveness of its improvement strategies in relation to the quality of the services provided and their impact on participants and service users.
- There is an overarching strategy to record and report publicly on performance standards and impact on national and local outcomes. Information on evaluation is provided to key stakeholders in a form that is accessible and well presented. The timing of reports informs decision-making and leads to improvements in planning and provision. Reports are appropriately linked to agreed priorities and national and local outcomes. Strengths and areas for further improvement are clearly identified. There are many examples of significant improvements to outcomes for participants and service users that have resulted from the organisation's arrangements for self-evaluation and quality improvement.

Level 2 illustration

- The advice available to service-providing organisations on self-evaluation and quality improvement is insufficient. Self-evaluation within the organisation lacks rigour and there is no validation. The roles and responsibilities of key staff in monitoring and evaluating the work of the organisation are not clear. There is too much variation in the quality of development planning, performance reporting, and professional review and development. There is a lack of rigour in the organisation's evaluation of its improvement strategies and it does not focus sufficiently on meeting the needs of and improving outcomes for participants and service users.
- An ethos of support, challenge and improvement within the organisation has not been well developed. Approaches for supporting and challenging staff and teams are not applied consistently. Elected members and senior managers do not consistently challenge and support staff to improve the quality of services. Discussions take place between senior managers and other responsible staff but these do not always enable staff to identify strengths or result in well-targeted plans and action for improvement. An ethos of improvement has not been sufficiently embedded in practice. Insufficient advice and support is given to staff to assist them in making improvements. Some strengths are identified but are not used to celebrate achievement or to further improve services. Approaches do not allow managers and staff to identify clearly strengths and areas of underperformance or those requiring attention. As a consequence plans are not well targeted or resourced and make little impact in terms of improvements in provision.
- Monitoring, evaluating and reviewing provision for culture and sports is irregular and unsystematic. The organisation has a range of systems for monitoring performance and seeking views from stakeholders but the information gathered does not sufficiently inform future planning. There are no systematic approaches to gathering and analysing stakeholders' views. The organisation makes insufficient use of some sources of evidence such as benchmarking or comparative data when planning for improvement. The rationale for selection of service reviews is unclear. Managers have not fully involved stakeholders in contributing to a systematic approach to evaluating the quality of the service. Senior managers are not wholly confident and accurate in their use and interpretation of performance data.
- A few senior managers have a good understanding of the information available and how it contributes to planning but a majority have little awareness. The organisation has not clearly identified what should be measured or set well-defined targets for improvement. Its effectiveness in assisting staff and teams to identify priorities and plan future improvements is limited. In evaluating the effectiveness of its improvement strategies, the organisation does not focus sufficiently on the impact on participants and service users.
- Procedures for recording and reporting on performance standards are not rigorous or consistently in place. Reports are not fully linked to agreed improvement priorities or national and local outcomes. Information provided is insufficiently evaluative and not always presented in a suitable form for the range of stakeholders. Only a few improvements have been made to outcomes and impact for participants and service users as a result of quality assurance activities.

How good is our operational management?

(KEY AREA 6: POLICY DEVELOPMENT AND PLANNING)

QI 6.1 Policy review and development

Themes

- Range and appropriateness of policies and strategies
- Coherence with corporate policy and plans, the Single Outcome Agreement and the Community Plan
- Links to wider strategic vision, values and aims
- Developing, implementing, evaluating and updating policies and strategies

Key features

This indicator is concerned with the coherence and impact of arrangements for planning, monitoring and evaluating services. It considers how policies are developed and implemented to provide clear strategic direction for services. Examples of policies include Museums' collection policy and access policy, Sport Strategy, Cultural policies and plans, Library stock selection policy, health & safety policies, equal opportunities policies, employment policies, etc. How policies relate to the other key policies and the wider strategic vision of key stakeholders is also considered through this indicator.

Level 5 illustration

- Culture and sport have clear policies for all of their main areas of activity. Individual policies make clear reference to roles, responsibilities, resources, procedures and evaluation processes.
- There is a clear policy and strategic planning framework which identifies the significance of culture and sport in relation to identified priority outcomes for the Council through its Single Outcome Agreement and the work of the Community Planning Partnership. Links with other policies and strategies for other services are well established and the extent to which culture and sport can achieve outcomes across the policy spectrum is well understood and implemented.
- Key policies are based on the vision, values and goals for culture and sport and relate well to national priorities for culture and sport development. Staff are clear about almost all policies and strategies in relation to their work locally and how this relates to wider goals and vision at local and national level.
- Culture and sport policies and strategic plans are implemented fully. Staff and establishments receive very good support for implementation. There is a clear procedure for the coherent development and review of policies that takes full account of the views of stakeholders and the non-participating public, especially marginalised and under-represented groups. The impact of policies is evaluated thoroughly, regularly and systematically.

Level 2 illustration

- Culture and sport have policies for their main areas of activity. However, individual policies do not give clear enough indication of their practical application and are uneven in terms of specific elements such as roles, responsibilities, resources, procedures and evaluation processes.
- The strategic approach to culture and sport does not sufficiently reflect community, corporate and Community Planning Partnership planning aspirations and outcomes as expressed in the Single Outcome Agreement. The cross-cutting links to other policy areas and initiatives, and the culture and sport contribution to these are not understood sufficiently and have insufficient impact at local level.
- Staff are aware of key culture and sport policies and strategic plans but are not always clear about how their work contributes to wider goals and vision at local and national level.
- The vision, values and goals of culture and sport do not systematically inform the construction and development of policies and strategies and relate insufficiently to the national priorities for culture and sport. Policy development and review do not take clear account of the views of stakeholders, the non-participating public and marginalised and under-represented groups; and the policy impact is not evaluated effectively on a regular basis.

How good is our operational management?

(KEY AREA 6: POLICY DEVELOPMENT AND PLANNING)

QI 6.2 Participation of service users and other stakeholders

Themes

- Involvement in policy development
- Communication and consultation
- Active participation in design and delivery of sport and culture provision through directly provided Council services, service providing organisations and the voluntary sector
- Service planning, review and development with the independent, community/voluntary and private sectors

Key features

This indicator focuses on involving service users and stakeholders in policy development, implementation and review. It is also concerned with effective approaches to communication and consultation involving the widest range of participants and other stakeholders.

Level 5 illustration

- Strategies for culture and sport are prepared through a process of community consultation and engagement, and the involvement of a wide range of partners and stakeholders. Service providers involve users, participants and other stakeholders in regularly reviewing and updating strategies. These arrangements result in a high level of ownership of changes to policy and services.
- Planning for service delivery and change includes dialogue with marginalised and under-represented groups.
- Culture and sport service providers engage in a variety of effective consultation processes, involving a wide range of priority groups, to directly shape culture and sport policies and strategies and help to drive planning for improvement. There is a clear framework for communication and public performance reporting.
- Senior managers are actively committed to encouraging and enabling the participation of service users and stakeholders in the work of the service. Effective systems are in place to support and encourage participation in the planning function.

Level 2 illustration

- Some important groups of users, participants and other stakeholders are not involved in reviewing and updating policies. These arrangements result in a low level of ownership of changes to policy and services.
- Planning for service delivery and change does not include dialogue with marginalised and under-represented groups.
- Providers use a few approaches to consultation which are of varying effectiveness, with only a few stakeholder groups, to inform culture and sport policies and strategies and to help to drive improvement.
- Senior managers occasionally encourage and enable the participation of stakeholders and participants in the work of the service but approaches are not systematic.

How good is our operational management?

(KEY AREA 6: POLICY DEVELOPMENT AND PLANNING)

QI 6.3 Operational planning

Themes

- Developing, implementing and evaluating plans
- Contribution of operational plans to the delivery of the Single Outcome Agreement, the community plan and other relevant strategies
- Use of performance information
- Staff and partner engagement in planning and evaluation
- Planning for sustainability and for an extended participation base

Key features

This indicator is concerned with the impact of arrangements for planning, monitoring and evaluating services. It is particularly focused on the ways in which strategic vision for culture and sport is realised through a coherent process of action planning.

Level 5 illustration

- Action plans are used to ensure that strategic vision is realised. Almost all partners are actively involved in developing plans and progress is charted through a programme of implementation, review and evaluation which ensures that strategy documents and action plans are refreshed and amended as necessary.
- Service operational plans and Culture and Sport Strategies of the local authority and other service providers link and support the delivery of the Community Plan and the Single Outcome Agreement very well. The impacts of culture and sport services in supporting strategic priorities are maximised as a result.
- Senior managers are very well aware of service performance in relation to national and local improvement priorities set against comparator benchmarks. Performance information is used very effectively to plan and target resources according to need and productive links are made with the planning cycle for other providers including the local authority. Data are collected and recorded on a regular basis and analysed to inform policy development and the strategic management of services. Participant evaluations are analysed and used to inform future plans and strategic documents. Efforts are made to consult non-users, especially amongst priority groups.
- Staff are very clear about their roles in planning, monitoring and evaluating services. Senior staff make very effective use of a service planning process to monitor and manage the work of the service as a whole through a regular cycle of evaluation and reporting.

Level 5 illustration – continued

- Planning is undertaken with a view to ensuring that benefits are shared and accessed across services and so promotes the sustainability of appropriate service levels and the agreed strategic priorities for their development.

Level 2 illustration

- A minority of partners are involved in developing, implementing and evaluating operational plans. These plans provide only a partial basis for delivering and evaluating services.
- Service operational plans and Culture and Sport Strategies of the local authority and other service providers do not effectively link and support the delivery of the Community Plan and the Single Outcome Agreement. Opportunities to maximise the supporting impacts of culture and sport services on strategic priorities are lost as a result.
- The Local Authority has a system in place for gathering and analysing performance information but the information gathered is limited. Staff have some awareness of performance in relation to comparator authorities but this is based on limited data. There is insufficient information about performance to plan and target resources according to need. Participants and non-users are seldom included in consultation to inform planning.
- Staff are unclear about their roles in planning, monitoring and evaluating services. Senior staff make insufficient use of a service planning process to monitor and manage the work of the service as a whole.
- Long-term viability of projects is not adequately addressed through the planning process. There is insufficient activity within services and with partners to allow the sustainability of services and agreed strategic priorities for their development to be addressed.

How good is our operational management?

(KEY AREA 7: MANAGEMENT AND SUPPORT FOR PAID STAFF AND VOLUNTEERS)

QI 7.1 Sufficiency, recruitment and retention of staff and volunteers

Themes

- Identifying and meeting human resource needs
- Recruitment, appointment and induction procedures
- Care and welfare
- Equality and fairness
- Recognition and parity of esteem across providers

Key features

This indicator relates to the effectiveness of the local authority's arrangements for workforce planning and for managing the recruitment, appointment, induction and retention of paid staff and volunteers. It also examines arrangements for the care, welfare and motivation of paid staff and volunteers. It is used to evaluate the extent to which resources and skills are sufficient to achieve planned outcomes.

Level 5 illustration

- The local authority and service providing organisations have sufficient staff to deliver their services. They have very effective human resource management frameworks, supported by a range of clear policies and procedures covering all key areas. Organisations have established clear and appropriate staffing standards for all areas, including centrally deployed staff, professional and support staff under their management. Organisations have recruited and retained a highly skilled workforce which ensures the effective delivery of local plans for culture and sports.
- Organisations have established effective and transparent recruitment procedures. When appointing staff, full regard is paid to the skills, aptitudes and experience of all applicants and of the relationship of these to the stated selection criteria, job outlines and person specifications for each post. Organisations have very effective induction policies and procedures for all new staff.
- Organisations have clearly established a positive culture in which employees and volunteers are aware of their rights and responsibilities. Every manager is aware of the organisation's duty of care to employees and volunteers and has an appreciation of what that entails. Organisations have a full range of policies and procedures which sets out clearly the standards of conduct, care and welfare which all staff can expect and which are expected of them. Feedback from exit interviews informs these policies and procedures.

Level 5 illustration – continued

- Organisations have well-established equal opportunities policies relevant to the needs of those who work in and use their services. There are clearly defined principles and procedures which underpin organisations' approaches to recruitment and support of staff. Embedded in these, issues of equality and fairness including race, age, religion, ethnicity, disability, gender and sexuality are fully addressed and effectively monitored, including through statistical methods. All employees and volunteers are supported in promoting anti-discriminatory practices.
- Organisations have established a strong ethos of positive recognition and celebration of achievement, within which all staff are encouraged and supported to do their best. Senior managers regularly communicate with the workforce to identify staff successes, examples of best practice and innovative practice. Staff achievement and success are appropriately recognised through, for example, awards and presentations.

Level 2 illustration

- The local authority and/or service-providing organisations have not recognised the need to fill and create important posts. Resulting staff shortages have increased workloads and have had a negative impact on the quality of aspects of service provision. Although human resource policies are in place, there are important gaps in staffing in essential areas. While staffing standards have been produced for some aspects of service provision, such standards do not exist for all areas of service provision or for all groups of staff. Some organisations have too few or insufficiently skilled paid and voluntary staff to deliver planned services.
- The recruitment procedures of organisations generally operate satisfactorily, but tend to be reactive rather than planned and proactive. Appointment procedures are inconsistent, open to misinterpretation or fail to recognise or align the skills, aptitudes and experience of applicants to clearly defined selection criteria. Staff induction courses are available but senior managers have not systematically customised these to support the induction and development needs of different groups of staff.
- Managers are conscious of their main responsibilities relating to care and welfare of staff, but are sometimes uncertain about the scope of the organisations' duty of care to employees and volunteers. Employees and volunteers are not always fully aware of their rights and responsibilities. While there are personnel policies relating to care and welfare of staff, these do not adequately specify the standards of conduct, care and welfare which staff can expect or which are expected of them.

Level 2 illustration – continued

- Organisations have produced written policies on equality and fairness, but these have not sufficiently influenced or been built into staff recruitment and appointment procedures. Job advertisement, recruitment and appointment procedures contain clear statements about commitment to equality and fairness, but they do not always meet the needs or expectations of minority groups. Relevant statistics are not routinely monitored to inform recruitment policies and outcomes. Staff with disabilities find it difficult to access and work in many locations.
- Managers recognise and value the contributions of staff who report directly to them, but they have yet to establish a wider ethos of reward for success. Senior managers do not formally and systematically identify examples of best or innovative practice, nor are they, in the main, fully aware of staff achievements across the range of services. In some organisations there is a culture which does not value the contributions of staff from other organisations.

How good is our operational management?

(KEY AREA 7: MANAGEMENT AND SUPPORT FOR PAID STAFF AND VOLUNTEERS)

QI 7.2 Deployment and teamwork

Themes

- Appropriateness and clarity of remits
- Deployment to achieve planned priorities
- Team working
- Communication and involvement in decision making

Key features

This indicator is concerned with the effectiveness of individual and team contributions to the provision of high quality culture and sport services, as the main asset in any organisation is its people. This indicator evaluates how well paid staff and volunteers are deployed to meet planned priorities and the effectiveness of teamwork, communication and consultation.

Level 5 illustration

- Organisations ensure that all members of staff have clear job descriptions and remits. Organisations have developed clear lines of communication and accountability for staff and volunteers, in line with their schemes of delegation. Staff and volunteers are appropriately empowered, challenged and supported.
- Staff are effectively deployed in implementing their organisation's corporate planning documents, and improvement plan or equivalent, and understand how these relate to wider plans and strategies for culture and sports development. Staff and volunteers have a good understanding of the roles they are expected to play in providing and improving culture and sports services to communities. Their job remits and activities articulate clearly with their organisation's statements of improvement objectives. Managers in partner organisations work closely together to ensure that staff and volunteers are deployed so as to deliver efficient and effective services.
- Organisations have established an ethos of effective team work and communication. Each team has a clear structure, composition and outcome focused approach. Effective teamwork extends to inter-agency, cross-service and interdisciplinary teams. The activities of teams relate clearly to the organisation's improvement objectives and priorities. The performance of teams is regularly monitored.

Level 5 illustration – continued

- Staff and volunteers are very positive about the frequency, sufficiency and quality of information they receive from managers. Effective arrangements have been made for exchanging management information across service and sector boundaries. In general, staff and volunteers are actively involved in decision-making processes which affect their working practices. Senior managers are visible and accessible to staff. Staff and volunteers have good opportunities to raise concerns, or to make constructive suggestions to senior managers which are considered seriously. Decision-making responsibilities and budgets are appropriately devolved to teams.

Level 2 illustration

- Most staff have detailed job descriptions and remits, but there are important gaps in the remits, or they do not always relate clearly to the stated improvement objectives of the organisation. As a result, some staff do not always carry out their duties in an appropriately focused fashion. While clear lines of communication and accountability have been established for most staff and volunteers, some feel isolated or uncertain about their roles and responsibilities. Senior managers lack confidence or demonstrate a reluctance to empower staff to take decisions.
- Managers deploy staff and volunteers to achieve the planned priorities of the organisation. However, staff remits and job activities do not always align with the improvement objectives set by their organisation. While most staff are aware of their own organisation's improvement objectives, they are not always aware of how these relate to wider plans and strategies for culture and sports development. Staff and volunteers are unclear as to how their work relates to this wider context, and of the importance of their contributions to achieving priorities, outcomes and targets set in strategies for culture and sports development and in wider plans. Managers in partner organisations liaise with each other but don't jointly consider the deployment of staff and volunteers.
- Staff are, in the main, deployed in teams but some individuals are not part of a team and work in isolation. Teams are not well structured and are insufficiently outcome-focused. Inter-agency, cross-service and inter-disciplinary teams lack trust and clarity of purpose. Deployment of teams and of individual team members is not always linked to the organisation's improvement objectives and priorities. Performance monitoring within some teams, and of teams by senior managers, is lacking in focus, consistency and rigour.

Level 2 illustration – continued

- Ineffective communication or inadequate consultation on major issues sometimes gives rise to complaints from staff and volunteers. Communication across organisational and sector boundaries is generally poor, resulting in staff being confused or uncertain about what they should be trying to achieve and how, when brought together to work in groups. Senior managers are seen to be distant or remote. There are few opportunities for staff and volunteers to raise concerns or put forward constructive suggestions for service improvement. A good range of development groups (or equivalent) has been established but the criteria for participation in these groups are sometimes unclear. Staff and volunteers sometimes perceive that few opportunities exist for them to become involved in the work of development groups.

How good is our operational management?

(KEY AREA 7: MANAGEMENT AND SUPPORT FOR PAID STAFF AND VOLUNTEERS)

QI 7.3 Development and support

Themes

- Professional competence and confidence
- Processes for review of staff and volunteers
- Training and development
- Joint training with staff from other services and partner agencies

Key features

This indicator evaluates the effectiveness of arrangements for the supervision, development and support of paid staff and volunteers. It is concerned with arrangements for monitoring the professional competence of staff and the processes for ensuring continuous support and professional development.

Level 5 illustration

- Managers ensure that all staff and volunteers involved in delivering culture and sports services are supervised, supported as necessary, and demonstrate appropriate levels of professional competence. The confidence which staff and volunteers show in carrying out their duties derives from having appropriate qualifications and experience, backed up by relevant CPD opportunities. Staff and volunteers recognise situations in which they do not have the professional competence to meet particular needs and have the confidence to refer these to colleagues or organisations that can meet these needs. They work well with colleagues from other disciplines, respecting and valuing the competences which they bring to team working.
- Organisations have developed formal review and development frameworks for all groups of staff and volunteers. Senior managers have translated these frameworks into clear and user-friendly procedures and processes, all of which are well supported by relevant documentation and training for staff and volunteers at all levels. The review processes lead to the identification of staff and volunteer strengths, skills and development needs. This process, supported by regular opportunities for staff and volunteers to reflect on and learn from their work, results in staff and volunteers being enthusiastic, confident, well motivated and proactive.

Level 5 illustration – continued

- Organisations demonstrate a clear commitment to developing all their staff and volunteers. Training and development programmes arise from formal identification of staff and volunteer development needs through the review and development processes, and from the needs of the organisation's own development programme aimed at achieving national or local priorities. Organisations have produced well-considered programmes of staff and volunteer development opportunities based on an audit of development needs arising from the review process and from the organisation's priorities. As a result, all staff and volunteers have access to a full range of appropriate and highly effective training and development opportunities, including accredited training. Staff and volunteers have access to opportunities for mentoring, shadowing, observing and sharing good practice within and across organisations. Senior managers monitor the uptake of training opportunities and evaluate the impact of training on the capacity of staff and volunteers to achieve the organisation's improvement objectives.
- Senior managers in organisations work closely with colleagues in other services and partner agencies, including independent, voluntary and community organisations, to develop opportunities for joint and inter-agency training. Staff have regular opportunities to meet and share practice with colleagues in other services and sectors concerning shared priorities and work practices. Evidence is available to demonstrate that joint training and development have led to quantifiable improvements in culture and sports provision.

Level 2 illustration

- Most staff and volunteers show satisfactory levels of professional competence and confidence. However, due to recruitment difficulties they sometimes find themselves working in situations which stretch their levels of professional competence. Occasionally, some staff and volunteers have misplaced confidence and do not recognise that they do not have the qualifications and skills to deal with a given situation and fail to refer on to appropriate colleagues or services. Due to a lack of confidence in their own professional competence, some staff have difficulty in working with professionals from other disciplines. Frameworks for management supervision of staff and volunteers exist but are not always adhered to, so that some staff and volunteers lack adequate supervision and support.
- Not all organisations have adequate frameworks for ensuring effective review and development for staff and volunteers. Most staff and volunteers participate in a review and development programme, but the processes can sometimes be open to misinterpretation and their application varies in quality and rigour within and across partner organisations. A significant number of staff and volunteers are not reviewed on a regular basis. Associated documentation is not always clear or user-friendly and some staff and volunteers may not have received initial review and development training. The review and development processes do not clearly identify individuals' strengths, skills and development needs.

Level 2 illustration – continued

- Organisations provide a limited range of training and development opportunities for staff and volunteers. Senior managers have produced in-service programmes but these do not systematically take account of staff development needs identified through the review and development process or the organisation's priorities. Take up of training opportunities by staff and volunteers is patchy, and groups of staff and volunteers have needs which are sometimes not recognised or are ignored. Insufficient use is made of flexible approaches to training and development such as mentoring, job shadowing and learning from good practice. Senior managers monitor the uptake of courses by staff and volunteers but do not assess the impact of these on the achievement of the organisation's improvement objectives.
- Senior managers do not work closely with colleagues in other services or partner agencies to identify and develop opportunities for joint and inter-agency training. Joint training is seldom discussed or viewed as a priority. Staff have too few opportunities to meet and share practice with colleagues in other services and sectors concerning shared priorities and work practices. There is little evidence to demonstrate that inter-agency training and development have led to quantifiable improvements in culture and sports provision.

How good is our operational management?

(KEY AREA 8: PARTNERSHIPS AND RESOURCES)

QI 8.1 Partnership working

Themes

- Clarity of purposes and aims
- Service level agreements, roles and remits
- Working across services and with partner agencies
- Staff roles in partnerships

Key features

This indicator considers how culture and sport promotes and encourages effective partnerships with other services and partner agencies. It looks at how culture and sport services secure and sustain partnerships to take forward shared vision, values and goals.

Level 5 illustration

- The Community Planning Partnership sets a strategic framework within which joint working between partners in culture and sport is established and flourishes. Key partners are clear about their roles and contribution to achieving strategic outcomes and their role in associated action plans. Where appropriate, service level agreements are established to define, monitor and evaluate the impact of culture and sport services delivered by partner agencies. Consultation and communication between partner agencies is regular, structured, supportive and efficient.
- An ethos of partnership working is central to the continuous development and delivery of culture and sports services. Multi-agency and multi-disciplinary partnerships are highly developed and productive. Partnerships exist with a wide range of key services, agencies, businesses, voluntary and public and private sector bodies. Joint projects are value for money and result in improved outcomes for communities and others in relation to agreed strategic objectives as detailed in the Single Outcome Agreement and the Community Plan and in accordance with the principles of Best Value.
- Key partners are clear about their roles and contribution to achieving the outcomes of culture and sports strategies and associated plans. Where services are provided by a third party such as a leisure trust, museum trust or independent arts organisation, service level agreements have been established to define, monitor and evaluate the impact of these services. Consultation and communication between partner agencies is regular, structured, supportive and efficient.

Level 5 illustration – continued

- Culture and sports staff work very effectively in a range of partnerships. They demonstrate or support leadership within the context of partnership working. They constantly seek opportunities for improvement and development in all partnerships. Senior managers plan their engagement with partners to secure the active participation of all relevant people and agencies. They are actively engaged in planning, delivering, monitoring and evaluating joint projects. Staff are clear about their roles and responsibilities, about what matters most and how their time will be best spent.

Level 2 illustration

- The Community Planning Partnership sets a strategic framework within which joint working between partners in culture and sport is unable to flourish. This results in culture and sport strategies failing to engage the commitment of a majority of key partners. A majority of partners are unclear about their role and contribution to achieving strategic outcomes and their role in associated action plans. Service level agreements are used with a few projects to define, monitor and evaluate the impact of culture and sport services delivered by partner agencies. Consultation and communication between partner agencies is irregular and unproductive.
- There is evidence of some partnership working with a small number of services and organisations. However, an ethos of partnership working is insufficiently developed and the value of working in partnership to achieve agreed strategic outcomes is not adequately recognised in the development and delivery of culture and sports services. The ability to contribute effectively to the delivery of priority outcomes through the Single Outcome Agreement and the Community Plan is hampered as a result.
- A majority of partners are unclear about their roles and contribution to achieving the outcomes of agreed strategies and associated plans. Consultation and communication between partner agencies is irregular and is often unproductive. Service level agreements are used with a few projects to define, monitor and evaluate the impact of services delivered by partner agencies but they are not in place for all service providing organisations.
- Culture and sports staff work within a range of partnerships but with insufficient impact. They seldom take leadership roles or provide effective support for leaders. They are insufficiently focused on improving the work of partnerships. Senior managers plan their engagement with partners but do not always secure the active participation of all relevant people and agencies. Staff are insufficiently clear about their roles and responsibilities in their work with partners, what matters most and how their time can be best spent.

How good is our operational management?

(KEY AREA 8: PARTNERSHIPS AND RESOURCES)

QI 8.2 Financial management

Themes

- Setting budgets and enterprise in securing funding
- Range and implementation of financial procedures and controls
- Processes for collecting, evaluating and communicating financial information
- Ensuring Best Value

Key features

This indicator considers the management of core budgets, cross-service budget setting and the approach to securing additional funding. The working relationship of culture and sport and other services is considered and the extent to which management of budgets is rigorous is examined. This indicator also relates to the capacity of services to deliver Best Value through their approach to financial management.

Level 5 illustration

- Senior and middle managers contribute effectively to the budget construction process. This process demonstrates clear links to culture and sport strategies and plans. Budgeting regimes are adequately flexible and do not create barriers to the development and implementation of cross-cutting and partnership initiatives within the council and with external partners. Senior managers and staff secure additional funding from a range of external sources to extend and enhance services. Partner agencies and services work well together to maximise resources for culture and sport.
- Elected members and relevant governing bodies play an active role in setting budgets and have a good grasp of the relationship between the aims of culture and sport and other services and how financial resources are deployed to achieve agreed outcomes. Senior managers and budget holders receive high-quality financial reports and actively monitor budget performance across all service areas. There are clear procedures in place to identify and deal effectively with budget variances. Arrangements for financial planning and expenditure are transparent and fully utilise a wide range of performance information. Financial procedures are well known to budget holders and all other staff with financial responsibilities.
- Senior and middle managers have established fully-effective working relationships with colleagues in finance and other services resulting in a two-way flow of reliable, accurate financial information to inform key decisions. Fully-effective procedures ensure effective planning and management of core, specific grant and external budgets. Financial information is easily accessed by senior managers and arrangements are in place to allow this information to be accessible for the wider staff to inform their contribution to service planning.

Level 5 illustration – continued

- The services' planning and financial management processes are characterised by efficiency, effectiveness and economy and are focused on the provision of high-quality services and value for money. All aspects are governed by the principles of Best Value and service reviews are well focused on those areas where performance is most likely to be improved.

Level 2 illustration

- Senior and middle managers are insufficiently consulted and involved in the budget construction process. This process is insufficiently linked to culture and sports strategies and service plans. Budgeting regimes create barriers to the development and implementation of cross-cutting and partnership initiatives within the council and with external partners. Senior managers and staff are not proactive in securing additional external funding to extend and enhance services. Partner agencies do not sufficiently share information about budget allocations resulting in waste, duplication and unnecessary competition.
- Elected members and some relevant governing bodies are distant from the budget setting process and do not have a good grasp of the relationship between the aims of culture and sport and other services as a result. This hampers their ability to play a role in deciding how financial resources are deployed to achieve agreed outcomes. Senior managers and budget holders receive irregular financial reports that are often unreliable. This results in weaknesses in budget holders' capacity to monitor budget performance and deal quickly and effectively with budget variances. Arrangements for financial planning lack rigour and are not flexible enough to respond to changes in service requirements or make use of a wide range of performance information. Budget holders are unclear about financial procedures.
- Although liaison does take place between managers and finance staff, no clear and consistent working practices have been implemented. The transfer of information is reactive rather than planned and lacks reliability, accuracy and rigour. Procedures are not in place to ensure effective planning and management of specific grant and external funding.
- The council's Best Value policy has had little impact on culture and sport services. Best Value service reviews are reactive and do not necessarily relate to those services in most need of examination.

How good is our operational management?

(KEY AREA 8: PARTNERSHIPS AND RESOURCES)

QI 8.3 Resource and risk management

Themes

- Facilities and premises, including staff accommodation
- Cultural and sporting activity in community buildings
- Resources and equipment
- Risk awareness and management, including Health and Safety
- Protection and welfare of children, young people and vulnerable adults.

Key features

This indicator focuses on approaches to resource and risk management. It considers planning, provision and management of facilities, support for widening access to facilities and premises for community and voluntary sector use as well as considering staff accommodation for use by culture and sport staff. It covers processes and procedures for risk management in terms of financial and environmental sustainability. It also covers Health and Safety and arrangements for the protection and welfare of children, young people and vulnerable adults.

Level 5 illustration

- Culture and sports services and partner agencies have strategically planned and provided sufficient sustainable good-quality facilities and accommodation to meet the needs of the broad range of culture and sport participants, including people with disabilities. Accommodation for staff is also of a good quality and supports a positive working environment. Senior managers and staff are aware of the requirements of relevant legislation to ensure access to, and the health and safety of staff and participants in, premises used for culture and sport activities. They take the necessary actions to ensure legal compliance.
- The strategic management of facilities has ensured that the potential to widen access to culture and sport through the use of public buildings is being achieved. Examples of buildings in use include primary and secondary schools, libraries, health centres, community halls, and venues. Opportunities to develop facilities where culture and sport can be integrated with other public service needs are being assessed through a capital asset planning process supported by the Community Planning Partnership.
- Senior managers regularly review the facilities infrastructure, resources and equipment required to meet local culture and sports priorities using the principles of Best Value. They ensure that sufficient resources are allocated to meet national and local improvement objectives and priorities as articulated through local culture and sport and other strategies, agreed priority outcomes, the Single Outcome Agreement and the Community Plan.

Level 5 illustration – continued

- Service providers have undertaken effective risk assessments for their infrastructure and activities in respect of financial and environmental sustainability to ensure viability. They have ensured the health and safety of all staff and participants in culture and sports activities. Action plans with agreed timescales are implemented where health and safety risks are identified.
- Culture and sport service providers have clear procedures for protecting children, young people and vulnerable adults. All paid staff and volunteers have attended child protection training within the previous three years and have a clear understanding of their responsibilities to protect children, young people and vulnerable adults and the actions to take where there is reason to suspect abuse.

Level 2 illustration

- Culture and sports service providers and partner agencies have not strategically planned for providing sufficient sustainable good-quality facilities and accommodation to meet the needs of the broad range of culture and sport participants, including people with disabilities. Accommodation for staff is of poor quality and is unsupportive to a positive working environment. Senior managers and staff are insufficiently aware of the requirements of relevant legislation to ensure access to and the health and safety of staff and participants in premises used for culture and sport activities.
- Insufficient use is made of the existing public resource infrastructure as a means of widening access to culture and sport. The possibility of making greater use of facilities such as schools and community halls is acknowledged but there has been insufficient progress towards making access to these facilities more widely available. Progress in this regard is largely ad hoc and capital asset planning has not yet been adequately strategically linked with an assessment of needs and opportunities.
- Senior managers seldom review the facilities infrastructure, resources and equipment required to meet local strategic culture and sport priorities using the principles of Best Value. They do not ensure that sufficient resources are allocated to meet national and local improvement objectives and priorities. People with disabilities cannot access all culture and sport provision because some buildings are inaccessible.
- Service providers have undertaken insufficient financial and environmental sustainability risk assessments for their infrastructure and activities to ensure viability. Insufficient risk assessment has been undertaken for ensuring the health and safety of all staff and participants in culture and sport activities. Most staff have a good understanding of health and safety but there are no procedures in place to ensure that these issues are dealt with systematically.

Level 2 illustration – continued

- Culture and sport service providers have procedures for protecting children, young people and vulnerable adults. However, only a minority of paid staff and volunteers have attended child protection training in the previous three years. A minority of staff have a clear understanding of their responsibilities to protect children, young people and vulnerable adults and the actions to take where there is reason to suspect abuse.

How good is our operational management?

(KEY AREA 8: PARTNERSHIPS AND RESOURCES)

QI 8.4 Information systems

Themes

- Data collection, storage, retrieval and protection
- Linkages between, and sharing of, information where appropriate
- Processes for analysing, evaluating and using information to achieve impact in relation to priority outcomes and to deliver statistical information sought externally

Key features

This indicator focuses on the quality of Management Information Systems (MIS) to enter, store, manipulate and retrieve information about the full range of culture and sport services in a local authority area. A well run system supports the central business processes of modern organisations and provides the means of monitoring provision and improving effectiveness. MIS should be seen " and achieve shared objectives on national and local outcomes. Analyses of the data can give elected members, chief officers, senior managers, staff and other stakeholders a more informed view of current practice, achievements, trends and quality across culture and sport services.

Level 5 illustration

- There are well-structured and clearly understood systems in place for the collection, evaluation and analysis of performance and delivery data about culture and sport. This system provides robust information to inform service planning and to target resources and support more effectively. Sensitive data are properly protected and staff are fully aware of security, data protection and Freedom of Information issues.
- Culture and sport services are well linked and have good working relationships with a support ICT service. Data collection and communication systems are designed to ensure high quality culture and sport service management to meet the needs of participants, service users and stakeholders. Staff are very well supported in the use of the system as a performance tool.
- Culture and sport services provide effective central coordination and interpretation of relevant data. Services collate and analyse a range of data to monitor and demonstrate improvements in performance. The system is used to identify trends and provide benchmark and comparative information to plan for improvement.

Level 2 illustration

- Culture and sport services have a system in place for the collection of data on delivery and performance but as yet this provides little reliable data for analysis. Information produced has little impact on planning for improvement or in targeting resources and support more effectively. Weaknesses in the information system result in the service running an unacceptably high risk of failing to comply with the Data Protection and Freedom of Information Acts.
- Culture and sport services are inadequately supported by ICT services. Staff are not well supported in the use of information systems to promote performance improvement or to meet the needs of stakeholders.
- Culture and sport services collate and analyse a range of data but this is insufficient for staff to use to monitor and demonstrate improvements in performance. Some important information is not included in the collation and analysis. Performance information contributes little to identifying trends and providing benchmarking and comparative information to plan for improvement.

How good is our operational management?

(KEY AREA 8: PARTNERSHIPS AND RESOURCES)

QI 8.5 Commissioning arrangements

Themes

- Commissioning services on the basis of strategic and coherent planning with clearly identified objectives
- Matching service-wide commissioning to needs and resources
- Delivering strategic priorities
- Governance, accountability, financial partnerships, quality, choice and best value
- Capacity and systems for effective contracting, monitoring, evaluation and review of service-providing organisations

Key features

This indicator considers the arrangements for commissioning services from third parties including leisure trusts, museum trusts, independent arts organisations, voluntary sector, private sector, etc. It focuses on how arrangements for the commissioning of services by a local authority are developed, implemented, monitored and reviewed. It also considers the relationship between the service-providing organisation and the commissioning body as a partnership delivering agreed priority outcomes.

Level 5 illustration

- Service-providing organisations are clearly delivering on the broad aims and objectives for culture and sport of the local authority as required in formal commissioning arrangements. The commissioning process has supported them to operate independently whilst retaining a clear understanding of how agreed common purpose for the services commissioned informs the relationship between the commissioning body and each of the service-providing organisations. The responsibilities of each party are clearly identified through a detailed service level agreement.
- The greater value achieved by commissioning service-providing organisations for culture and sport is clearly understood and articulated. Successful partnerships are regularly reviewed and evaluated to ensure that they remain valid. The evaluation and review process takes account of changing circumstances and is informed by an ongoing commitment on the part of the commissioning organisation to continuously review how best to meet local needs.
- Service-providing organisations understand or are involved (as appropriate) in the development of relevant agreed priority outcomes for the local authority and the Community Planning Partnership. Performance information relates to local and national agreed priority outcomes and evidence of impact is gathered and shared to inform joint planning. Service-providing organisations participate fully in quality assurance and improvement procedures.

Level 5 illustration – continued

- There are sound arrangements for governance ensuring that the service-providing organisations are appropriately supported and directed in relation to both strategic and operational issues. The commissioning authority plays a role in guiding the service-providing organisations which enables them to operate successfully in business terms and in terms of contributing positively to the agreed priority outcomes. There are clear financial reporting mechanisms in place between the authority and its service providers. The financial information provided is full and clear and is made available in accordance with the clearly defined requirements of the authority and an agreed timetable for delivery.
- There is an agreed process and timetable for contract reviews including service user feedback and considering elicited views of non-users, analysis of information for quality assurance systems and other independent quality assessments such as those of a co-funder. Contract reviews encourage a structured approach to self evaluation and integrate the work of the service-providing organisation with all relevant performance management arrangements. Reviews are used to inform future commissioning arrangements.

Level 2 illustration

- The aims and objectives of service-providing organisations are clear but are not always related to the aims and objectives of the commissioning authority as required in formal commissioning agreements. The commissioning process has supported them to operate independently but common purpose is not adequately identified and agreed between the commissioning body and each of the service-providing organisations in relation to the services being commissioned. The responsibilities of each party are unclear. A written agreement does exist but it does not adequately define the responsibilities of each party.
- The decision to commission service-providing organisations is not clearly articulated in terms of best value. Commissioning decisions are not informed by contract monitoring or joint working to define clear aims and objectives and agree priority outcomes. Contracting arrangements make reference to users' needs and preferences but these are not always supported in practice.
- Service-providing organisations do not understand or are not routinely involved (as appropriate) in the development of relevant agreed priority outcomes for the local authority and the Community Planning Partnership. Performance information related to local and national agreed priority outcomes and evidence of impact is not routinely gathered and there is insufficient attention paid to demonstrating the impact of the organisations' work. The extent of their contribution to achieving priority outcomes is hampered as a result. Service-providing organisations do not participate fully in quality assurance and improvements procedures.

Level 2 illustration – continued

- Independent governance of some service-providing organisations is hampered by the commissioning body's tendency to control and direct the organisations too closely at board level. Other service-providing organisations experience a lack of communication from the commissioning body at officer and governor/elected member level and are left unclear about expectations. The need for commissioning bodies to work with service-providing organisations on the basis of an agreed strategic direction whilst supporting their independence has not yet been achieved. Service-providing organisations are not subject to a rigorous reporting and monitoring procedure. The financial information that is made available to the commissioning authority is not detailed and the authority has not established clear guidance for the provider to detail what performance information is required.
- A formal process and timetable is not yet in place for contract reviews and consequently analysis of performance information, including service user feedback and views of non-users, is not systematically taking place. Consideration is being given to clarifying and formalising the relationship between the commissioning authority and the service-providing organisation but there is not yet an agreed and clear system in place. Reviews of the quality and content of services provided by third party organisations take place periodically but these do not inform future commissioning arrangements.

How good is our strategic leadership?

(KEY AREA 9: LEADERSHIP)

QI 9.1 Vision, values, aims

Themes

- The intrinsic value of culture and sport
- Range and extent of vision, values and aims and their strategic links with agreed local and national outcomes
- Appropriateness and coherence with corporate and community vision, values and aims
- Appropriateness and coherence with national vision, values and outcomes
- Sharing and sustaining the vision
- Promotion of positive attitudes to social and cultural diversity

Key features

This indicator considers how vision, values and aims feature as part of the strategic leadership of services with particular emphasis on the leadership provided by local authorities. It considers how these contribute to agreed local and national outcomes. It also looks at how vision is shared and sustained by leaders and how positive attitudes to social and cultural diversity are promoted.

Level 5 illustration

- The intrinsic value of culture and sport has been recognised and is supported as a central focus of the vision and there is a shared commitment to a culture of empowerment, improvement, innovation and service excellence. The vision, values and aims are continually revisited and reinforced in events and activities that result in a strong sense of common purpose.
- The vision for culture and sport is distinctive and demonstrates a commitment to vibrancy, authenticity and civic engagement. The profile of this vision is high and it is supported locally through advocacy and championing at all levels by many individuals and organisations.
- There are clear links between the strategic vision for culture and sport and the vision, values and aims contained within the community plan, the council's corporate plan and the Single Outcome Agreement. The aims have been developed through involving a wide range of stakeholders and clearly support the CPP's commitment to harnessing culture and sport to achieve agreed national and local outcomes. The vision for culture and sport is integrated with the vision for other key agendas of the community planning partners including community safety, health and wellbeing, regeneration and economic growth and the vision of the local community.

Level 5 illustration – continued

- Culture and sport services are characterised by their innovative approach and this vision is wide ranging in terms of the type of cultural and sporting activity that is developed and promoted and the outcomes achieved. There is evidence of the vision having impacted positively in support of the delivery of national and local outcomes in the Single Outcome Agreement. The vision, values and aims of the local authority are supported by the main activities of culture and sport services of the local authority and other service-providing organisations.
- Elected members and chief officers of the local authority and other service-providing organisations are committed to a culture of improvement and excellence and a shared vision for culture and sport is embedded in the work of the authority and links to the objectives of the Community Planning Partnership. The vision, values and aims of culture and sport are informed by a widely recognised and shared set of aspirations and expectations elicited from stakeholders including communities. Services and partners have a very good awareness of the aims and of their own specific roles in their delivery.
- The aims and vision set out clear expectations for equality, diversity and social justice. Elected members and chief officers of the local authority and other service-providing organisations demonstrate commitment to and provide a clear lead in emphasising equality issues and in promoting the visionary role of culture and sport across the policy agenda.

Level 2 illustration

- The intrinsic value of culture and sport is not fully articulated and is not a central focus of service vision as a result. The role of culture and sport is underdeveloped and does not inform the further development of linkages with the vision, values and aims of the local authority, its services, the Community Planning Partnership and other key stakeholders.
- The vision for culture and sport is focused on the delivery of a relatively narrow range of activities and initiatives. Innovation is not central to the development of services and there is a tendency to pursue a vision that relies primarily on tried and tested models.
- Elected members and chief officers of the local authority and other service-providing organisations have established a vision for culture and sport which directs the work of the local authority and its service-providing organisations but does not significantly impact on processes or the outcomes achieved by these providers. The culture and sport vision is not wide ranging in terms of the approach to and type of culture and sport activities. The aims of culture and sport strategies are insufficiently linked to the aims within community, corporate and departmental plans.
- The purposes of culture and sport and national expectations and aspirations are insufficiently emphasised or explained. The vision, values and aims of the local authority and the Single Outcome Agreement are not well supported by the main activities of culture and sport services.

Level 2 illustration – continued

- In developing the vision, values and aims, the involvement of stakeholders, including communities, has been insufficient and, consequently, understanding and ownership is limited. The aims are not sufficiently embedded in the work of the authority or linked to the objectives of the CPP and consequently a commitment to a culture of improvement, service excellence and innovation has yet to be established.
- The aims and vision set out expectations for equality, diversity and social justice but these are not yet fully embedded in an appropriate range of operational policies and procedures. Elected members and chief officers of the local authority and other service-providing organisations are committed to promoting social and cultural diversity but this commitment is not always translated into action.

How good is our strategic leadership?

(KEY AREA 9: LEADERSHIP)

QI 9.2 Leadership and direction

Themes

- Strategic planning and communication
- Shared leadership of services
- Strategic deployment of resources
- Promoting a culture of risk awareness

Key features

This indicator is about strategic planning for future sustainable development. It focuses on the mapping out of future developments that are challenging, realisable and sustainable and also considers how resources are strategically deployed to deliver services on the basis of an agreed vision. It also considers how staff and partner organisations are involved in this process. How current and planned activities are managed in relation to an effective risk management strategy is also addressed.

Level 5 illustration

- Senior elected members provide officers and service-providing organisations with strong political leadership and direction and demonstrate a commitment to continuous improvement. Together, they communicate and demonstrate a very clear view of what the council and the CPP is aiming to achieve. Culture and sport services are key contributors to support a wide range of service planning and feature prominently in plans to achieve shared outcomes. Elected members and chief officers of the local authority and other service-providing organisations develop effective and strategic plans for culture and sport and identify key actions and intended outcomes which contribute to major targets set out in the Single Outcome Agreement. Planning documents are accessible, succinct and set out key priorities within a well-managed planning cycle. Planning leads to sustainable change.
- Channels of communication are effective. There is strong leadership and direction on corporate priorities. Culture and sport services are integrated into corporate team working. Managers take full account of the need for succession planning, securing accountability, making appropriate use of data for informed decision-making and evaluating impact and outcomes. Strong leadership helps to steer individuals and teams successfully through the difficulties and challenges associated with strategic planning. Leadership is strong at a strategic level. It secures the commitment of all key services and partners and has supported the development of devolved leadership at local level for community groups, the voluntary sector and service-providing organisations.

Level 5 illustration – continued

- Senior elected members make transparent and evidence-based decisions on the allocation of resources for culture and sport from the local authority budget. Chief officers of the local authority and other service-providing organisations provide strong leadership in targeting resources at key agreed objectives to achieve Best Value and national and local outcomes. They have developed a clear Best Value approach to deliver continuous improvement.
- The authority has in place a very clear strategic planning framework which takes account of risks, finances, asset management and human resources and which articulates well with its service planning cycle. A culture of risk awareness and management is promoted by elected members and chief officers of the local authority and other service-providing organisations. Risks are balanced against benefits that may arise from taking these risks. Systems are in place to consult relevant partners and stakeholders in relation to risk management.

Level 2 illustration

- Senior elected members and senior culture and sport and other managers do not have a consistently clear view of the strategic role of culture and sport services and their potential to support improvement through the Single Outcome Agreement. As a result the work of the authority and service-providing organisations is taken forward only at an operational level and change is often not sustainable. Elected members and chief officers of the local authority and other service-providing organisations are not effective in developing strategic plans for culture and sport and identifying key actions and intended outcomes which could contribute to major targets in the Single Outcome Agreement. Officers are sometimes unclear about political priorities while members feel that they are not always provided with consistently high-quality advice and support.
- Information about corporate priorities is not always communicated clearly and strategic planning for services is hampered as a result. Culture and sport services operate in isolation from the corporate team. Insufficient account is taken of the need for careful succession planning, securing accountability, making appropriate use of data for informed decision-making and evaluating impact and outcomes. Service-providing organisations, the voluntary sector and local community groups and are not adequately drawn into the strategic planning process and their ability to develop their own role in relation to leadership in the wider CPP context is limited as a result.
- Resource allocation is not linked closely enough to key agreed objectives and outcomes. The rationale for strategic deployment of resources for culture and sport is not transparent nor does it relate to any national guidance or priorities. The service has initiated some Best Value reviews but its approach is one of reacting to prevailing circumstances rather than being planned and comprehensive.

Level 2 illustration – continued

- While a strategic framework for culture and sport is in place, it does not take full account of risks, finances, asset management and human resources and it only articulates to a limited extent with the service planning cycle. A culture of risk awareness and management is not well promoted by elected members and chief officers of the local authority and other service-providing organisations. Financial decision-making pays insufficient attention to sustainability. Improvement is secured through effective project management and resource management but financial risk is not consistently managed effectively and efficiently and full account is not taken of the risks associated with projects.

How good is our strategic leadership?

(KEY AREA 9: LEADERSHIP)

QI 9.3 Developing people and partnerships

Themes

- Developing leadership capacity
- Building and sustaining relationships
- Teamwork and partnerships

Key features

This indicator relates to the effectiveness of the local authority and other service-providing organisations in building capacity for leadership at all levels and securing positive working relationships and successful outcomes with stakeholders and partner agencies. The indicator is concerned with the ethos of the local authority and its joint working with service-providing organisations and stakeholders including partners in the public, private and voluntary sectors. Other service-providing organisations may use the indicator to examine their ethos and partnership arrangements. It looks at the effectiveness of chief officers and senior managers of the local authority and other service-providing organisations, their deployment, responsibilities and collaborative working in relation to organisational requirements. There is a focus on delegation to and empowerment of staff and partners alongside the development and support of effective teamwork.

Level 5 illustration

- Elected members and chief officers and senior managers in the local authority and across the service-providing organisations demonstrate a wide range of effective leadership skills and motivate others to give of their best. The range and balance of skills, personal qualities and experience within and across organisations make for very effective management teams, which work closely and effectively with each other. Chief officers and senior managers exemplify the organisations' approach to quality improvement through active leadership and personal involvement in improvement strategies and activities. There is an empowering culture of improvement and an understanding that all staff at all levels have a key role to play in taking forward the work of organisations in delivering high quality culture and sports provision. Staff feel empowered, able and confident to exercise initiative, share responsibility and adopt lead roles in their own areas. They understand their own leadership roles and those of colleagues within and across organisations. The structures and processes in place draw upon the collective knowledge, experience and personal interests of a wide range of staff and create opportunities for staff to lead projects. Effective systems are in place to promote and evaluate the impact of leadership programmes, sustainable developments and succession planning.

Level 5 illustration – continued

- Elected members and chief officers and senior managers in the local authority and in service-providing organisations have developed a supportive work environment in which people share a sense of responsibility to improve the quality of services. Talents are identified, promoted and used to best effect. Working relationships are built on trust and reflect a genuine concern for staff and relevant partners. Systems are in place to help people tackle challenging problems, share information and address difficulties. Staff and partners have regular opportunities to share ideas, review their work and learn from each other. There are regular opportunities to give and receive constructive feedback. Staff are encouraged and supported to do their personal best. Their achievements are recognised.
- There is a high level of commitment to partnership working and team development within and across the local authority and service-providing organisations. Elected members and chief officers and senior managers of the local authority and other service-providing organisations are proactive in establishing strong links with stakeholders, partners, agencies and across council services and lead joint improvement activities. They are successful in mobilising and focusing the commitment and enthusiasm of staff and of key partners and stakeholders to secure continuous improvement. There is effective multi-disciplinary working and a positive impact on service users. An ethos of teamwork and collegiality is evident at all levels. There is a high level of participation and engagement with relevant partners. Team performance is regularly evaluated against agreed objectives and targets. Staff at all levels have developed and participate in a range of teams throughout the organisations, each having a clearly focused role and remit.

Level 2 illustration

- Elected members and chief officers and senior managers of the local authority and other service-providing organisations demonstrate leadership skills in a few areas but there are important weaknesses in others which reduce the overall effectiveness of leadership within and across the local authority and service-providing organisations. There are some important gaps or weaknesses in the range and balance of the skills, abilities and experience within and across the organisations' senior management teams, impacting on their overall effectiveness. The ethos across the local authority providers and service-providing organisations, although positive, does not convey a full sense of challenge, change or progress. Chief officers and senior managers of the local authority and other service-providing organisations do not have a consistently clear view of their own leadership roles and those of others. Chief officers and senior management teams of the local authority and other service-providing organisations are not always successful in gaining the commitment of key staff in organisations or external agencies and other key stakeholders. As a result there is confusion about who is leading what, and insufficient ownership of key initiatives. There is a dependency culture where staff feel inhibited about taking the initiative and are overly-dependent upon others. Insufficient account is taken of the need for leadership training and development and succession planning.

Level 2 illustration – continued

- Elected members and chief officers and senior managers of the local authority and other service-providing organisations emphasise the importance of effective working relationships in the delivery of culture and sports services. However, they have not yet done enough to ensure consistency in the quality of relationships and the ethos of the working environment within and across the local authority and other organisations. In some organisations and teams, staff are not fully supported in their work or development and their contributions go unrecognised. Relationships between staff and senior managers vary considerably and interactions between the staff of organisations sometimes inhibit the effective delivery of quality culture and sport services. Although some opportunities do exist for staff and partners to meet and discuss their work, these are relatively infrequent and have little impact on developing individuals or services. Managers do not take the lead in creating an ethos which is conducive to open, robust and honest dialogue and constructive feedback . The achievements of staff within and across the local authority and other organisations are not regularly or routinely recognised or celebrated.
- Elected members and chief officers and senior managers of the local authority and other service-providing organisations have built and sustained effective working relationships with a narrow range of key partners but other relevant potential partnerships are under developed. There are some examples of effective partnership working but the overall picture is inconsistent. Senior staff do not systematically demonstrate a commitment to partnership working nor focus strongly enough on collaborative working and shared responsibility. They do not sufficiently evaluate their own performance individually or as a team. Chief officers and senior managers of the local authority and other service-providing organisations maintain effective communication with a narrow range of interested partners, agencies and stakeholders. They undertake limited planning with partners to ensure effective multi-agency working. Relationships and interaction with colleagues, service users, partner organisations and the public can be inconsistent and punctuated by misunderstandings, lack of clarity and tensions. Service teams may work well as individual units but generally teamwork is not well established and, where teams are in operation, objectives and targets lack specificity or team performance is not routinely evaluated against set and agreed criteria.

How good is our strategic leadership?

(KEY AREA 9: LEADERSHIP)

QI 9.4 Leadership of change and improvement

Themes

- Support and challenge
- Creativity, innovation and step change
- Continuous improvement

Key features

This indicator is concerned with the effectiveness of the leadership of the local authority and service-providing organisations in maintaining high levels of service quality, delivering continuous improvement, and working towards achieving excellence in the quality of provision for all existing and prospective participants. It examines the critical function of leaders at all levels and senior managers to challenge staff continuously to improve the quality of provision for participants, by setting demanding but realistic performance and achievement outcomes and by providing high quality support to assist them achieve these. It also relates to the ability and success of chief officers and senior managers systematically to encourage and support innovative and effective practices which increase participation and bring about positive changes in participants' experiences.

Level 5 illustration

- Chief officers and senior managers of the local authority and other service-providing organisations actively and systematically take leading roles in ensuring appropriate support and challenge. Elected members and chief officers of the local authority and other service-providing organisations set demanding performance targets for culture and sport services. They challenge staff and teams to improve their performance, including their own team, monitor performance and outcomes and support continuous improvement and the pursuit of excellence. They align people, structures and systems to secure improvement.

Level 5 illustration – continued

- Chief officers and senior managers of the local authority and other service-providing organisations have a very good strategic overview of what constitutes best practice within their organisation and regularly explore, research and adopt innovative practice being taken forward in other organisations. They routinely use the results of self-evaluation exercises, Best Value and other service reviews to consider new methods of service delivery and innovative approaches aimed at enhancing the quality of provision. Chief officers and senior managers of the local authority and other service-providing organisations welcome and support innovation. They lead and challenge staff at all levels. They encourage staff to contribute suggestions to enhance developments and the quality of service provision. Chief officers and senior managers apply the principles and practices of risk management to proposed changes and innovations. Examples of excellence and innovative practice are celebrated widely. Innovative practice has led to qualitative improvements in service delivery. Chief officers and senior managers lead and manage change effectively and strategically by prioritising and focusing on a manageable number of high priority initiatives and communicating them well to staff at all levels.
- Chief officers in the local authority and in other service-providing organisations play a very strong and focused role in leading their organisation's commitment to continuously improving performance, service quality, impact and outcomes. He or she is well supported by the senior management team, all of whom have clearly focused quality improvement roles and responsibilities. Other key managers replicate such leadership in the organisation's drive towards continuous improvement. Organisations constantly explore ways to create more capacity for improvement. They build capacity through developing talents and skills, providing opportunities for shared and distributed leadership and nurturing expertise in their staff.

Level 2 illustration

- Chief officers and senior managers of the local authority and of other service-providing organisations do not consistently support and challenge their staff. Elected members and chief officers of the local authority and other service-providing organisations do not focus sufficiently on setting performance targets and challenging staff and teams to improve their performance. Chief officers and senior managers do not place sufficient emphasis on monitoring performance and outcomes and supporting continuous improvement. There is no emphasis on achieving excellence.

Level 2 illustration

- Chief officers and senior managers of the local authority and other service-providing organisations are aware of a range of examples of good practice within their organisations but have not yet established a strategic overview. They seldom look externally to identify or consider new approaches. The organisation has conducted a number of self-evaluation exercises and service reviews but these lead to improvements in only a few instances. Innovative practice is not systematically identified, supported, evaluated or disseminated across the organisation. Good or innovative practice is not consistently celebrated. The approach to change and innovation tends to be risk averse. Chief officers and senior managers do not consistently manage change effectively and strategically and as a result the focus often tends to be on unrelated initiatives which are of varying degrees of importance and priority. Communication on change to staff is often insufficient to enable them to understand the reasons for or the anticipated benefits from implementing change.
- The local authority and other service-providing organisation's corporate management teams discuss quality and continuous improvement on a fairly regular basis, but chief officers and senior managers do not consistently drive these forward. In the implementation of their remits they tend to focus on systems, functions and processes rather than on quality development or improved outcomes and impact. While the local authority and other service-providing organisations have improvement plans and support their implementation, they do not have a strategic approach to developing capacity for improvement. Key staff and partners generally work hard, but their talents and skills are not recognised and developed.

What is our capacity for improvement?

(KEY AREA 10: CAPACITY FOR IMPROVEMENT)

A global judgement based on evidence of all key areas, in particular, outcomes, impact and leadership.

This last of the high-level questions requires a global judgement based on evidence and evaluations of all Key Areas. In answering this question the local authority and service-providing organisations should also take into account contextual issues such as impending retirements of senior staff, plans to restructure, and significant changes in funding. They should also consider their ability to respond quickly to change and to be creative and innovative in the pursuit of excellence.

The local authority and other service-providing organisations should be able to make a statement with the following components:

“We are confident/not confident that the evidence and evaluation to date indicates that:

- overall improvements have been made to key outcomes and impacts on stakeholders;
- leadership and management are effective; and
- quality improvement arrangements are effective and service-providing organisations have the capacity to continue improving.”

The levels of confidence expressed for each component may be different and may include some reservations or caveats, but should lead to an overall statement of confidence in the capacity of organisations to improve culture and sport services. For example, the statement could say:

“We are confident that the evidence and evaluation to date indicates that:

- overall improvements have been made to achieve key outcomes and to meeting the needs of participants but participation rates among vulnerable and minority groups require further improvement;
- leadership and management are currently effective but key posts will become vacant in the near future;
- quality improvement arrangements are effective in all areas except engaging with communities and all organisations have demonstrated the capacity to continue improving; and
- culture and sport services in the local authority are delivering high quality provision but more could be done to raise awareness with other sectors and services of the potential role of culture and sport activities in the delivery of their own services.”

This indicator can be used by local authorities and other service-providing organisations to form a global judgement on either their individual capacity for improvement or their overall and collective capacity for improvement.

Glossary

Commissioned Bodies – Organisations as outlined below where they have written formal agreements with a Local Authority to deliver specific services

Community engagement – Developing and sustaining a working relationship between one or more public body and one or more community group, to help them both to understand and act on the needs or issues that the community experiences

CPD – Continuous Professional Development

CPP – Community Planning Partnership

Equality – The prevention, elimination or regulation of discrimination between persons on grounds of sex or marital status, on racial grounds, or on grounds of disability, age, sexual orientation, language or social origin, or of other personal attributes including beliefs or opinions such as religious belief or political

ICT – Information Communications Technology

Service-Providing Organisations – organised bodies, companies or agencies that provide Culture and Sport services on behalf of or in partnership with a Local Authority, e.g. Culture and/or Leisure Trusts, sports clubs, Governing Bodies, Local Sports Councils, Sports Partnerships, Theatre Companies, Community Museums, Local Historical Societies, Musical Companies etc

Stakeholders – Any individual or organisation that has a potential or actual interest in Culture and Sport Service provision as a provider, delivery partner, sponsor, user or potential user

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