

# IDeA 'Arts at the Strategic Centre Review'

Copeland Borough Council

## IDeA Department Actions 2005

The follow actions are intended to modify and develop the existing working practice of the Arts Department within Copeland Borough Council. The IDeA review highlighted areas for consideration and debate, the outcomes have been grouped into four areas. The intention of all the actions below is to improve the effectiveness of the department to deliver its work in line with the Council's objectives.

The review process could be seen as one of the building blocks of external inspection in the lead up to CPA2. A central plank of the inspection process was a round table discussion with the senior managers and one to one sessions with the political and corporate leadership. This Action Plan will, therefore, revisit those individuals to present the findings of the process and introduce new members of the management group to the inspection and its conclusions.

## DRAFT ACTION PLAN THEMES

### **1. DEVELOP MEMBER UNDERSTANDING**

- 1.1 Devise a system of delivering regular informative reports.
- 1.2 Celebrate arts successes with Members through attending performances / openings and workshops.
- 1.3 Devise an induction programme for portfolio holder, including venue visits.
- 1.4 Develop cross-borough and inter portfolio work.

### **2 DEVELOP CORPORATE AGENDA**

- 2.1 Raise profile of arts department, especially within non arts priorities / corporate themes to demonstrate how value can be added.
- 2.2 Inform chief officers and managers of practical joint working initiatives.
- 2.3 Identify champions amongst new managers and work with communication team to raise profile of the department within the community.

### **3 EXTEND EXTERNAL ENGAGEMENT**

- 3.1 Further the strategic links with Allerdale; develop a mapping exercise to extend priority partnerships.

- 3.2 Revise external funding agreements to include ‘measure of success’ so that partners can demonstrate how they contribute to Council Priorities.
- 3.3 Work more closely with the LSP.
- 3.4 Increase number of external partnerships to extend service areas and delivery.

#### **4 PERFORMANCE MANAGEMENT**

- 4.1 Ensure culture and arts are championed in the LSP and tied into the action plan.
- 4.2 Review Service Planning; identify timescales and delivery resources.
- 4.3 Ensure plan incorporates actions for improvement from Best Value Reviews.
- 4.4 Identify PI’s to enable the service to measure outcomes more thoroughly. Including qualitative and quantitative indicators that measure efficiency and effectiveness of services. Use PI’s from other service to measure contribution of the arts to cross-cutting agenda / priorities.
- 4.5 Funding Agreements with partners should include measures of success against shared priorities.

#### **5 CAPACITY**

- 5.1 Appoint senior officer, Community Development Manager.

#### **6 SERVICE DELIVERY**

- 6.1 Report mapping exercise to senior managers with clear recommendations for change.
- 6.2 Review arts facilities across Copeland and Allerdale and the strategies to develop them and their audiences.
- 6.3 Complete mapping exercise with Allerdale to identify practical opportunities for extending effective partnership working.
- 6.4 Review the infrastructure of West Cumbria and the possibilities for investment and development.
- 6.5 Develop delivery partnerships with other LADAs that share Copeland’s priorities within Cumbria.
- 6.6 Increase the number of community partnerships to extend local delivery.

### **TIME SCALES / RESOURCES FOR DELIVERY**

<b>Theme</b>	<b>Action</b>	<b>Resource</b>	<b>Delivery</b>	<b>Outcome</b>
<b>Develop Member Understanding</b>	1.1 Devise a system of delivering regular informative reports.	Make more effective use of existing networks and develop interest in culture specific reports	July / August '05 for existing networks – ongoing for culture specific reports	Information available to members
	1.2 Celebrate arts successes with Members through attending performances / openings and workshops	Staff Time	Ongoing	Direct contact with arts projects
	1.3 Devise an induction programme for portfolio holder, including venue visits	Staff Time + Travel Expenses	Winter '05	Develop portfolio holder as a champion for the arts
	1.4 Develop cross-borough and inter portfolio work.	Allerdale Copeland Arts Network.	Ongoing from April '06	Joint funding for projects and initiatives
<b>DEVELOP CORPORATE AGENDA</b>	2.1 Raise profile of arts department, especially within non arts priorities / corporate themes	Staff Time	Ongoing	Inter-department working and creative 'arts' solutions applied to non arts issues
	2.2 Lobby chief officers and managers with success stories and practical joint working initiatives	Staff Time	Ongoing	Inter-department working and creative 'arts' solutions applied to non arts issues
	2.3 Identify champions amongst new managers and work with marketing departments to raise	Staff Time	End of '05	Inter-department working and creative 'arts' solutions applied to non arts issues

	profile of the department within the community			
<b>EXTEND EXTERNAL ENGAGEMENT</b>	3.1 Further the strategic links with Allerdale; develop a mapping exercise to extend priority partnerships	ACE funding ring-fenced for this project (£1K)	End of '05.	Clear picture to inform delivery of 1.4; 3.2; 6.2; 6.5; 6.6; 6.7
	3.2 Revise external funding agreements to include 'measure of success' so that partners can demonstrate how they contribute to Council Priorities	Staff and Partner organisation time	April '06 (Current agreements in place until this time)	Contribute to 4.4 & 4.5
	3.3 Work more closely with the LSP	Renewal05 project funded through ACE and LSP	End of '05	Working relationship with LSP and delivery of 4.1
	3.4 Increase number of external partnerships to extend service areas and delivery	Arts Budget and Partnership Agreement Funding (ACE)	Ongoing	Increase delivery at the local level
<b>PERFORMANCE MANAGEMENT</b>	4.1 Ensure culture and arts are championed in the LSP and tied into the action plan	Staff Time to Attend LSP meetings	Ongoing	LSP embraces the cultural agenda
	4.2 Review Service Planning; identify timescales and delivery resources	Staff Time (Linked to 3.2)	Ongoing	Focus resources and prepare department for CPA2
	4.3 Ensure plan	Staff Time	June '05	Deliverable Service Plan

	incorporates actions for improvement from Best Value Reviews and CPA2			linked into Corporate priorities
	4.4 Identify PI's to enable the service to measure outcomes more thoroughly. Including qualitative and quantitative indicators that measure efficiency and effectiveness of service. Use PI's from other service to measure contribution of the arts to cross-cutting agenda / priorities	Staff Time	April '06	Deliverable Service Plan linked into Corporate priorities
	4.5 Funding Agreements with partners should include measures of success against shared priorities	Staff Time	April '06 (Current agreements in place until this time)	Deliverable Service Plan linked into Corporate priorities
<b>CAPACITY</b>	5.1 Appoint senior officer	Non	Summer '05	Strategic Lead and increased capacity within subordinate posts
<b>SERVICE DELIVERY</b>	6.1 Report mapping exercise to senior managers with clear recommendations for change	Staff Time	Spring '06	Agree Actions for change

	6.2 Review arts facilities across Copeland and Allerdale and the strategies to develop them and their audiences.	£2-3K to be found. Work with the Audience Development Post at the County level	Contingent upon appoint of Audience Development Post	Action Plans to develop the facilities
	6.3 Complete mapping exercise with Allerdale to identify practical opportunities for extending effective partnership working.	£1K already sourced. Consultant to be appointed.	End of '05.	Agree areas of joint action
	6.4 Review the infrastructure of West Cumbria and the possibilities for investment and development.	To be scoped. Partnership with Cumbria Tourist Board and the Economic Regeneration Departments of Allerdale and Copeland	To be scoped.	A long-term vision for the development of West Cumbria as a cultural destination.
	6.5 Develop delivery partnerships with other LADAs that share Copeland's priorities within Cumbria.	LADA network	April '06.	Share good practice and extend possibilities of partnership work. Attract larger funding agreements.
	6.6 Increase the number of community partnerships to extend local delivery.	Additional investment required.	Contingent upon resources	Increase in locally available cultural activities.

## ACTIONS AT THE SUB-REGIONAL LEVEL

The review process took place throughout Cumbria at roughly the same time, which has produced a window of opportunity for issues common to all six local authorities and the County Council to be considered collectively. The common themes that came out of the IDeA report were:

- ⇒ Improve relationships with elected members
- ⇒ Improve engagement with the LSP
- ⇒ Evidence based performance management linked to Council Corporate Objectives
- ⇒ Increased visibility within the organisation, including joint marketing and links with cultural tourism
- ⇒ Improve links with senior arts and cultural officers across the county.

These common themes are to be discussed through a series of working groups at county and borough level.