

Culture and Sport Improvement Toolkit

6. Evidence and probes for external perspectives: 360-degree feedback

Themes and criteria	Potential areas to cover as evidence
<p data-bbox="203 379 712 411">1. Leadership and corporate governance</p> <p data-bbox="203 512 779 660">1.1 Leaders have a clear vision for culture and sport, position them in corporate and local strategic partnership priorities, and can demonstrate their impact on these priorities.</p>	<ul style="list-style-type: none"> <li data-bbox="898 379 2166 491">▪ How well has the council expressed its vision for culture and sport in the area? To what extent do members and the local strategic partnership (LSP) widely own and understand this vision? How well is it aligned to corporate priorities? <li data-bbox="898 563 2107 635">▪ What evidence is there that members and the LSP recognise the value of culture and sport as contributors to corporate priorities and outcomes? <li data-bbox="898 735 2051 807">▪ How well do political and managerial leaders actively collaborate in the organisation and encourage others to do the same? <li data-bbox="898 908 2029 940">▪ How well do political and managerial leaders positively advocate and manage change? <li data-bbox="898 1011 2159 1083">▪ How visible and vocal are political and managerial leaders in supporting culture and sport in their contribution to shared priorities? <li data-bbox="898 1184 2159 1295">▪ Do the culture and sport portfolio holder and scrutiny member influence other portfolio holders? How effective are they in raising the profile of culture and sport at the strategic level and is this reflected in decision making?

1.2 Leaders consistently engage with the community and with partners, and can demonstrate the value of engaging with them in achieving agreed outcomes.

- How well do political and managerial leaders:
 - understand the distinctive nature and value of the voluntary, community and private sectors?
 - engage with key stakeholders?
 - manage their relationship with key stakeholders in a way that improves the credibility and reputation of the organisation?
 - listen to and understand the needs and aspirations of the community and their partners?
 - use their relationship with key stakeholders to achieve shared objectives?
 - promote and maintain partnership working?
 - get actively involved with culture and sport organisations?
- Do partners feel that their work is valued and recognised by political and managerial leaders?

	<ul style="list-style-type: none"> ▪ How well are relationships with key stakeholders managed? Is the organisation's credibility and reputation high?
<p>1.4 Leaders promote and maintain effective governance arrangements.</p>	<ul style="list-style-type: none"> ▪ How is culture and sport represented at key corporate and partnership meetings? ▪ Does the culture and sport sector feature in and contribute to key strategic debates? ▪ Are political and managerial leaders outside culture and sport actively involved with regional cultural agencies? ▪ Do political and managerial leaders welcome and create opportunities for internal scrutiny and external challenge of the value of culture and sport?
<p>2. Policy and strategy</p> <p>2.1 The organisation has a clear strategy that is delivering outcomes through culture and sport.</p>	<ul style="list-style-type: none"> ▪ How is culture and sport reflected in the sustainable community strategy? Is it identified explicitly as a policy theme or as a contributor to achieving other objectives through a strategic and cross-cutting application?

	<ul style="list-style-type: none">▪ How is culture and sport reflected in the corporate plan? Do other strategies and plans include and involve culture and sport? How is culture and sport reflected in the business/service and action plans of other services (for example for children and young people, community safety and other high-level plans)? ▪ How is culture and sport reflected in the local area agreement (LAA) in terms of contributing to national and local targets for crime, education, employment, health, housing and liveability? ▪ Is there a separate strategy or plan for culture and sport? How does it relate to the sustainable community strategy, corporate plan, and priority targets? How does it relate to neighbouring authorities with relevant strategies and plans where there are two tiers of local government? ▪ Who are the target groups for culture and sport? Are they the same as for the council and LSP overall? ▪ Is the organisation achieving its objectives and outcomes? ▪ Are there clear targets for improvement where objectives are not being achieved?
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	<ul style="list-style-type: none"> ▪ Does the organisation maintain a focus on priorities until it has achieved its objectives and targets?
<p>2.2 The organisation is setting ambitious targets to achieve its aims and objectives.</p>	<ul style="list-style-type: none"> ▪ Is there is a clear 'golden thread' that links the strategic plans to service plans and individual work programmes? ▪ Are there are clear targets to address inequality and meet the needs of priority groups in the local community?
<p>3. Community engagement</p> <p>3.1 The organisation has maintained capacity for effective community engagement and used it to improve culture and sport opportunities.</p>	<ul style="list-style-type: none"> ▪ Are processes and systems for consultation and community engagement integrated with other consultation mechanisms in the council and the LSP? ▪ How effective is the organisation at building capacity in the community and in key partners to help them to engage and express their views, in particular with the hard-to-reach and disaffected? • Is there a published approach to community engagement?

<p>3.2 The organisation can demonstrate how consulting with and involving local communities, and the voluntary and business sectors, have improved culture and sport opportunities.</p>	<ul style="list-style-type: none"> ▪ Has the organisation engaged effectively with different local communities, in particular hard-to-reach groups? ▪ Is the organisation trusted and valued by the community and local organisations as a result of its approach to consultation and engagement? ▪ What evidence is there that culture and sport opportunities have improved as a result of consultation? ▪ Is the organisation trusted and valued by local people and organisations in the community through its approach to consultation and engagement?
<p>4. Partnership working</p> <p>4.1 The organisation has a mature and trusting relationship with its partnerships.</p>	<ul style="list-style-type: none"> ▪ Do partners and key stakeholders feel they have a trusting relationship with the organisation? ▪ How well does the organisation delegate to partners and trust them to 'get on with it', for example on decision making or budgets? ▪ How open and honest is communication between the organisation and its partners?

4.2. The organisation has maintained effective partnerships to meet its strategic objectives, and to support the local strategic partnership and other key partnerships.

- Are the reasons for partnership working with the council clearly understood by partners?
- How committed is the organisation to partnership working? Is work on partnerships valued and properly resourced? Do senior managers attend partnership meetings regularly?
- Does the organisation contribute creatively to corporate strategy and policy? Is its contribution represented at the senior management team and cabinet?
- Do other services and external partners use culture and sport to tackle difficult issues and meet their own priorities?
- How well does the organisation work with neighbour authorities on culture and sport and other corporate priorities?
- Does culture and sport contribute to the LSP? Is it represented in a specific thematic sub-group or is it built in across other thematic sub-groups?

	<ul style="list-style-type: none">▪ Is culture and sport represented on the LSP board? Is there a specific thematic sub-group chair/spokesperson? What is the LSP's level of understanding about the culture and sport contribution? ▪ What mechanisms are in place to enable culture and sport to engage with the LSP? Who from the council (members or officers) represents culture and sport on the LSP? ▪ How is the council's director/head of service with responsibility for culture and sport involved? ▪ What is the level of interaction between culture and sport services and the LSP as a whole? Are culture and sport organisations represented and are they able to contribute effectively? ▪ What mechanisms are in place for considering the contribution of culture and sport to cross-cutting themes in decision making? ▪ What support is provided to partner organisations in implementing LSP decisions relating to culture and sport?
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	<ul style="list-style-type: none"> ▪ How well does the organisation engage with regional cultural agencies and other sub-regional culture and sport bodies, and at what level? ▪ How much confidence do external partners have in the organisation’s ability to deliver on their priorities through culture and sport? ▪ When the organisation is due to take policy and budget decisions, does it actively consult all its partnerships, and does it take into account the impact of these decisions on the partnerships? Does it explain its decisions to the partnerships? <p>How effectively does the organisation devolve service and resource decisions to partnerships? Does it support these decisions when they are made?</p>
<p>4.3 The implications and impact on partnership arrangements have been at the forefront when policy and budget decisions have been taken.</p>	<ul style="list-style-type: none"> ▪ When the organisation is due to take policy and budget decisions, does it consult its partnerships? ▪ Does it take into account the impact of decisions on the partnerships and does it explain its decisions?

	<ul style="list-style-type: none"> ▪ Is the organisation willing to devolve service and resource decisions to partners and does it support these decisions when they are made?
<p>4.4 The organisation has continuously reviewed and modified its involvement in partnership arrangements and is able to demonstrate their value.</p>	<ul style="list-style-type: none"> ▪ Do all the partners share the same view about the value and contribution of culture and sport to the partnerships? ▪ How well do key LSP partners view the council in relation to culture and sport? Do partners recognise how culture and sport contribute to achieving their objectives? ▪ How well does the organisation meet the aims and objectives of other partners and the LSP?
<p>5. Resource management</p> <p>5.1. Financial resources have been consistently matched with the changing strategic priorities of the organisation.</p>	<ul style="list-style-type: none"> ▪ Are resources allocated to culture and sport in line with corporate and LSP priorities and do they reflect the contribution culture and sport make to these priorities? ▪ Have budget priorities been aligned to deliver improved outcomes and priorities?

	<ul style="list-style-type: none"> • Does the organisation make collective resource decisions to ensure resources are targeted to achieve the organisation’s objective? Or do finance, people, and property management work separately to different agendas and priorities?
5.3 The organisation can demonstrate how it has continually improved efficiency and achieved value for money in the use of resources.	<ul style="list-style-type: none"> ▪ Does the organisation have a strategic approach to commissioning services that achieves value for money and service improvement? Has it tried joint commissioning through the LSP or with adjoining authorities? ▪ Has the organisation commissioned services across organisational and administrative boundaries?
5.5 The organisation can demonstrate the benefits of efficient management of its physical assets (land and premises).	<ul style="list-style-type: none"> ▪ Have property and land assets been used to stimulate and generate investment and improvement in the service? ▪ How has the organisation used its assets creatively to support service development and improvement?
<p>6. People management</p> <p>6.2 Learning and development opportunities make a positive impact on how the organisation’s objectives are achieved.</p>	<ul style="list-style-type: none"> ▪ Does the organisation have the necessary skilled workforce to deliver services? Is it aware of gaps in the market locally and nationally? Are there local trends that mean gaps could appear in the future? Is market demand likely to change in the future such that it will require new skills that can be met by retraining or recruitment? ▪ Are partners confident that managers and staff have the skills, professionalism and understanding to provide services, achieve partners’ priorities and drive improvement?

	<ul style="list-style-type: none"> • Does the organisation learn from what it does and communicate what it has learned to others? • Has this learning enabled others to improve their services or how they work?
<p>6.5 People take ownership and responsibility by being involved in decision making.</p>	<ul style="list-style-type: none"> ▪ Do managers and people working in the organisation work across the organisation and the LSP on cross-cutting projects and initiatives? ▪ Are staff in the organisation given the opportunity to develop a wider understanding of the work of the organisation and the LSP and understand culture and sport's contribution to it?
<p>7. Customer service</p> <p>7.1 The organisation consistently responds to what users want and need quickly, and maintains and extends customer choice.</p>	<ul style="list-style-type: none"> ▪ Does the organisation listen to and understand the needs and concerns of users, non-users and local citizens? ▪ Does the organisation know exactly who is and is not using their services? Does it shape and deliver services to maximise participation and involve the local community? ▪ Does the organisation understand what users want from the services? Does it know what makes them satisfied and dissatisfied? Is this information being used to influence service design and staff training?

	<ul style="list-style-type: none"> • Are all sections of the community satisfied with the culture and sport opportunities provided by the organisation?
<p>7.2 The organisation has maintained high standards of service and customer satisfaction.</p>	<ul style="list-style-type: none"> ▪ Does the organisation achieve high levels of satisfaction with all its services across different parts of the community? ▪ Has the organisation published a customer care policy supported by staff awareness and training and are complaints and compliments used to change and improve service? ▪ Have customers been involved in setting standards? • Are users involved in monitoring standards (for example surveys, questionnaires, focus groups)?
<p>8. Performance, achievement and learning</p> <p>8.1 The organisation has a culture of performance management running through all that it does.</p>	<ul style="list-style-type: none"> ▪ Are elected members actively involved in monitoring progress? Does the cabinet lead member monitor and challenge performance? Does scrutiny regularly review performance? ▪ Is performance data brought together to give a rounded view of performance – a balanced scorecard, for example? Is quantitative and qualitative information used to gain a rounded view of performance in relation to services? Is service performance measured alongside support services to achieve a rounded view of the organisation’s performance?

	<ul style="list-style-type: none"> ▪ Is the performance management of culture and sport clearly linked to corporate and community priorities? • Where performance has not been good enough has action been taken to improve it? Have resources been allocated to address poor performance?
<p>8.2 The organisation maintains a well-balanced range of high-quality data and information that it uses to demonstrate how it performs.</p>	<ul style="list-style-type: none"> ▪ Is the organisation's performance management system linked across services internally, and with partners externally? ▪ Is performance information brought together to track individual and joint performance?
<p>8.3. The organisation can demonstrate the impact of actions taken as a response to performance information.</p>	<ul style="list-style-type: none"> ▪ Is performance communicated to members, partners and other stakeholders? ▪ How has the corporate organisation utilised performance information to improve services?
<p>8.4. The organisation can demonstrate the impact of knowledge-based learning in its service planning.</p>	<ul style="list-style-type: none"> ▪ Has the organisation shared its learning and good practice with partners and stakeholders? ▪ Have partners been involved in external challenges or service review? Are partners' views regularly sought on performance and improvement?

<p>8.5 The organisation promotes change and manages it effectively to achieve improvement.</p>	<ul style="list-style-type: none"> ▪ Does the organisation regularly look ahead to identify the need to change before it appears, and does it prepare for change by communicating how things might look in the future? ▪ When the organisation needs to change does it manage the process strategically? Does it communicate why change is necessary and the outcome to be achieved by the changes? ▪ Does the organisation communicate and engage with partners who may be affected by the change? • Is change seen as being a positive thing, to be welcomed?
<p>8.6 The organisation has made a lasting impact on the lives of people and on where they live.</p>	<ul style="list-style-type: none"> ▪ How does the organisation evidence what it has achieved? Can it demonstrate the contribution culture and sport has made to corporate and partnership priorities? Is the evidence measurable? ▪ Can the organisation demonstrate how it has made a difference to people's lives? How will it do this in the future? ▪ Can the organisation demonstrate it has made a difference to particular groups in the community it has targeted for specific reason?