

A Passion for Excellence – culture and sport improvement strategy

An integrated national offer of support to councils to help them improve culture and sport services

This document provides councils with a comprehensive list of the support available to them from NDPBs and IDeA.



Organisation	Description of support available	National or regional delivery	Availability
DCMS and all NDPBs (Sport England, MLA, Arts Council and English Heritage)	<p>Culture and Sport Strategic Dialogues The purpose of the strategic dialogue is to provide councils with a consistent framework to help them achieve mutual outcomes and maximise the value and contribution of culture and sport in their areas. It will facilitate a collective approach to developing a vision and aspirations for the locality, positioning culture and sport more strongly in Sustainable Community Strategies and LAA's, and improving the culture and sport offer in localities to achieve a better quality of life and well being for residents and visitors. Information is available on the IDeA website. http://www.idea.gov.uk/idk/core/page.do?pageId=8853628</p>	National protocol delivered regionally in accordance with regional priorities and capacity.	Available to councils on a phased basis from May 2009.
IDeA	<p>The IDeA web site The IDeA website includes a range of advice, guidance and case studies supporting improvement across local government services including separate pages on culture and sport. http://www.idea.gov.uk/idk/core/page.do?pageId=8722516</p>	National	Now
IDeA	<p>Culture and Sport Improvement toolkit The toolkit supports self assessment and self improvement across the culture and sport sector along with a range of external challenge process including peer review, validation and peer supported improvement. http://www.idea.gov.uk/idk/core/page.do?pageId=8722761</p>	National also accessible through IDeA Regional Associates	Now
IDeA	<p>Step by step guide to improvement performance management A guidance document to assist culture and sport providers improve how they carry out performance management is available on the IDeA website. http://www.idea.gov.uk/idk/core/page.do?pageId=11759526</p>	National	Now

IDeA	Improving partnership working Two guides: one designed to help culture and sport providers better understand the strategic partnerships; and a second to help partnerships work better are available on the IDeA website. http://www.idea.gov.uk/idk/core/page.do?pageId=11694679	National	Now
IDeA	Strategic Commissioning Guidance on the role of strategic commissioning in the culture and sport sector along with specific guidance on need assessment, options appraisal and procurement and building capacity in the third sector is available on the IDeA website. http://www.idea.gov.uk/idk/core/page.do?pageId=9202260	National	Guidance available on the IDeA website.
IDeA	IDeA member leadership academies IDeA run two member leadership academies every year for senior elected members with responsibility for culture and sport in their councils. The events usually take place in partnership with host councils. Details of future academies are published along with other IDeA member programmes on the IDeA website http://www.idea.gov.uk/idk/core/page.do?pageId=8850662	National programme but events take place with partner councils.	Two programmes will take place in 2010/11 Details will be published on the IDeA website
IDeA	Customised support IDeA can provide a range of tailored support including consultancy, peer support, learning events and learning exchange and communities of practice. Contact Martyn.Allison@IDeA.gov.uk	National but also accessible through Regional IDeA Associates.	Now
	Regional Improvement Networks Networks are now formed or forming in most regions. The structure, improvement priorities and governance arrangements vary between regions but they are generally led by councils and supported by NDPBs regionally. You can contact your local network either through IDeA or regional NDPB offices. http://www.idea.gov.uk/idk/core/page.do?pageId=8853571	Regional	From April 2009.

National Culture Forum	Leading Learning Programme The National Culture Forum sponsored leadership programme runs between September 2010 and July 2011. The programme can accommodate up to 30 people and is open to Local Government Heads of Service with Culture and Leisure Services within their remit and Senior Managers of Culture and Sport Services across the UK. Programme participants can gain accreditation towards an MA in Cultural Leadership from City University. Contact Sue Isherwood, Director NCF Leading Learning Programme leadership@cloa.org.uk Tel 01749 871110 Mobile 07919 540803	National	New programme starts in September 2010.
Arts Council	NI11 data set Data from the Active People survey questions is now available. https://www.hub.info4local.gov.uk/DIHWEB/Logon/default.aspx We are producing guidance on what sort of information the Active People data can show and how to interrogate it using the on line diagnostic tool.	National: Data down to district level	early 2010
	NI11 support programme A programme of support is available for councils and LSPs with NI11 as a local or negotiated improvement target. Register for the NI11 Community of Practice to access full details and opportunities: http://www.communities.idea.gov.uk/c/733890/home.do	National (regions may also choose to take forward additional support/work)	Now
	Strategic Commissioning Following a programme of work in 2009 aimed at supporting cultural sector officers in local authority areas that have selected NI 110 to evidence their contribution to positive outcomes, raise the profile of their work and advocate for more resources, we will continue to work with other cultural agencies and arts organisations to develop advice and support around strategic commissioning, with particular emphasis on supporting the delivery of positive	National	2010

	<p>outcomes for young people</p> <p>We are providing support to NALGAO to develop and publish research on the challenges and issues involved in contracting out local authority arts services and will support the cross agency seminar led by the NCF to explore alternative models of cultural service delivery.</p>		
	<p>Taking Part data set</p> <p>Data from Taking Part survey is available at a regional level. http://www.culture.gov.uk/reference_library/research_and_statistics/4828.aspx</p>	National: Data down to regional level	Now
	<p>Segmentation data</p> <p>Recent audience segmentation research and an over-arching report is available online and available in hard copy to all council partners.</p> <p>Data is available to local level and support with its use is available to all LAs with NI11 as a local or negotiated target (data restrictions do not allow for this level of data to be provided to all councils): http://www.artscouncil.org.uk/audienceinsight/</p>	National: Data down to single and upper tier level (and local level data available for LAAs with NI11 as negotiated or local target)	Now
	<p>Artsmark</p> <p>A national award scheme managed by Arts Council England that recognises schools with a high level of provision in the arts. Programme still open. Information on Artsmark school awards is available at local level: http://www.artscouncil.org.uk/artsmark/</p>	National: Data down to single and upper tier level.	Now
	<p>Arts Award</p> <p>A national qualification that recognises how young people develop as artists, arts practitioners and arts leaders. Young people aged between 11-25 can achieve Arts Awards at levels 1, 2 and 3 on the national qualifications framework. Information on Arts Award take-up is available at single and upper tier level. http://www.artsaward.org.uk/site/?id=64</p>	National: Data down to single and upper tier level.	Now

	<p>Building schools for future Guidance and advice available on incorporating arts in major school building projects. There are some regional BSF support posts co-funded with partner agencies. www.bsf-culture.co.uk</p>	National	Now
	<p>‘Quality of experience tool’ This new tool will allow arts organisations, councils and others to measure the reaction of an audience member/participant in a systematic way. We will develop and launch the tool that can be shared widely throughout the arts along with a national system to allow benchmarking and performance management by 2011.</p>	National	By 2011
	<p>Arts Planning tool As part of the Cultural Planning Toolkit and Guidance this tool sets out based on per head of a local population, what the minimum arts infrastructure provision should be and how much it would cost. It was developed from robust data on arts infrastructure provision. http://www.living-places.org.uk/fileadmin/user_upload/toolsguidance/Standard_Charge_Approach.pdf</p>	National	April 2009
	<p>Regularly Funded Organisations Arts Council England will publish a self-evaluation framework in 2010 and all its regularly funded organisations will be expected to self-evaluate from 2010/11. Self-evaluation is an improvement tool for RFOs to help them consider how effectively they are achieving their mission and outcomes and then to use that process to develop plans for the future. Many arts organisations self-evaluate already - the framework will help to spread best practice and support all arts organisations to self-evaluate. It is will be a flexible tool: different RFOs will need to use the framework in different ways, depending on their own circumstances. The Arts Council framework is not compulsory and some RFOs may chose to use other frameworks.</p>	National development – regional delivery	By 2010

	<p>Alongside the self-evaluation framework, the Arts Council will also publish a Relationship Protocol, which will describe the aims and principles of its relationships with RFOs, the annual processes which manage those relationships and some of the more specific interventions that the Arts Council uses in particular circumstances</p> <p>These tools will be particularly relevant where councils and ACE co-fund RFOs, but may also be available to all arts organisations as a system to monitor, evaluate and improve their delivery.</p>		
	<p>Arts Quest A tool was developed from the Quest Sport model as an assessment of arts facilities and was piloted in 2008. It is available for use by venue based arts organisations.</p>	National development – regional delivery	current
	<p>Inhabit – toolkit for creative workspace This toolkit is an invaluable resource for anyone in councils who runs, funds, works in partnership with or is thinking of setting up a creative workspace. www.creativeworkspace.info/toolkit</p>	National	Now
	<p>Arts checklist This tool has been further refined and developed for the self-assessment of Arts Services.</p>		By 2010
	<p>Support for regional improvement networks ACE will contribute to the establishment of sector-led regional support networks for local government.</p>	Regional	Ongoing
	<p>Work with Nalgao on skills and qualifications There is ongoing work with Nalgao to develop a programme for training and a system of qualification to meet the skills needs of Arts Development Officers.</p>	National	Ongoing
Sport England	<p>Active People The Active People Survey is the largest single survey of sport and</p>	National	Now

	<p>active recreation ever undertaken in Europe and provides more detail on sports participation than any previous research. It provides statistical information about the levels of participation in sport and active recreation in England and provides data for NI8.</p> <p>http://www.sportengland.org/research/active_people_survey.aspx</p>		
	<p>Market segmentation Sport England's market segmentation provides those working in community sport with an insight into the sporting behaviours and the barriers and motivations to taking part amongst our existing participants and those we wish to engage in a more active lifestyle.</p> <p>http://www.sportengland.org/research/market_segmentation.aspx</p>	National	Now
	<p>Active People Diagnostic This is an online reporting and analysis tool for the Active People Survey results. Free and simple access is available to all via site registration. The site enables users to undertake interactive analysis, and also to view pre-defined survey results.</p> <p>http://www.sportengland.org/research/active_people_survey/active_people_diagnostic.aspx</p>		
	<p>National Benchmarking Service The National Benchmarking Service (NBS) is a partnership approach to providing local authorities with robust information on the performance of their sports facilities compared with similar facilities across the country.</p> <p>www.questnbs.info</p>	National	Now
	<p>Active Places The database allows members of the public to search for sports facilities in their area.</p> <p>http://www.activeplaces.com/</p>	National	Now
	<p>Active Places Power An online tool to enable local authorities to establish their current provision of sports facilities to assist in the preparation of local</p>	National	Now

	<p>sport and recreation strategies. www.activeplacespower.com</p>		
	<p>Facilities Planning Model This service supports local authorities in strategy preparation, allowing for the testing of new locations for sports facilities. It is a chargeable service and available via Sport England regional offices.</p>	National	Now
	<p>Quest Quest is a tool for continuous improvement, designed primarily for the management of leisure facilities and sport development teams. Quest defines industry standards and good practice and encourages their ongoing development and delivery within a customer focused management framework. www.questnbs.info</p>	National	Now
	<p>Shaping places through sport This advocacy guidance is aimed at policy makers and practitioners who are looking to use the power of sport to help shape their area and to advocate the value of sport with partners to deliver local objectives. http://www.sportengland.org/support_advice/local_government/shaping_places.aspx</p>	National	Now
	<p>Facility improvement service The FIS facilitates the application of Sport England’s planning tools to develop a robust evidence based needs assessment for the strategic planning for sport. The Facilities Improvement Service Toolkit is designed to support all those involved in the strategic planning of community sports facilities and replaces Planning Across Boundaries. http://www.sportengland.org/facilities_planning/planning_tools_and_guidance/facilities_improvement_service.aspx</p>	National	Toolkit available shortly

	<p>Spatial Planning for Sport An online website designed to help planners develop sport and recreation policies in Local Development Frameworks and other local planning documents, including the production supplementary planning documents to lever more money into sport. www.sportengland.org/spatialplanning</p>	National	Now
	<p>Statutory consultation on planning applications Sport England planners provide advice on planning applications on playing fields (including pre-application advice), with a duty to respond within 21 days. Advice is also provided on non-statutory planning applications (subject to criteria)</p>	Regional	Now
	<p>Building schools for future Guidance and advice is available on incorporating sport in major school building projects. http://www.sportengland.org/support_advice/building_schools_and_sport.aspx</p>	National and Regional	Now
	<p>Sustainable Community Sports Hubs Toolkit Explores the drivers and characteristics of sustainable community sports hubs as well as its potential benefits and risks. http://www.sportengland.org/facilities_planning/planning_tools_and_guidance/sports_hubs.aspx</p>	National	Now
	<p>LGA/Sport England joint policy statement This joint statement sets out the framework within which councils and Sport England can collaborate better. http://www.sportengland.org/support_advice/local_government.aspx</p>	National	Now
MLA	<p>NI 9 and 10 data set Data is available from the Active People survey relating to adult participation in libraries and museums. Booster surveys are available for those councils and LSPs with NI9 and 10 as designated improvement targets in their LAA. Boosted sample are</p>	National: Data for upper tier and district levels.	Now

	shown in the dataset. http://www.culture.gov.uk/reference_library/research_and_statistics/6230.aspx		
	Taking Part data set Data from the Taking Part survey is available at regional level. http://www.culture.gov.uk/reference_library/research_and_statistics/4872.aspx	National: Data down to regional level	Now
	Advice and guidance on use of data in improvement planning A rolling programme of support on using data for councils and LSPs with NI 9 or 10 as designated improvement targets. For more information, please contact MLA in your region: http://www.mla.gov.uk/about/region	National	Now
	Museum Accreditation A national standard for museum services. MLA will work with museums to help them improve and achieve the standard. http://www.mla.gov.uk/what/raising_standards/accreditation	National	Now
	Library Benchmark A set of output indicators to help library services benchmark themselves against peers http://www.mla.gov.uk/what/raising_standards/improvement/standards	National	Now
	Outcomes Framework for Museums, Libraries and Archives Advice and guidance on where the sector should focus attention in terms of delivering contributions to outcomes set out in the National Indicator Set. Includes evidence of the sectors impact, specimen performance indicators and examples of best practice. http://www.mla.gov.uk/what/raising_standards/improvement/delivering_outcomes	National	Now
	Inspiring Learning for All A web-based resource which includes the Generic Learning Outcomes (GLOs) and Generic Social Outcomes (GSOs). These	National	Now

	enable services to identify the outcomes they deliver, to assess impact and plan improvement www.inspiringlearningforall.gov.uk		
	Public Libraries, Archives and New Development: a standard charge approach A standard that sets out, on a per head of population basis, what a minimum library and archive infrastructure should be and would cost. Available already on the MLA website and will soon be part of the Culture and Sport Planning Toolkit. http://www.mla.gov.uk/what/programmes/~media/Files/pdf/2008/standard_charge2008	National	Now
	Museums Planning tool A standard that sets out, on a per head of a local population basis, what the minimum museum infrastructure provision should be and how much it would cost. Developed from robust data on museums infrastructure provision. http://www.living-places.org.uk/fileadmin/user_upload/toolsguidance/Standard_Charge_Approach.pdf	National	From April 2009
	Improvement Planning Support MLA provides support for facilitated workshops to help local authorities to identify their improvement priorities. For more information, please contact MLA in your region: http://www.mla.gov.uk/about/region	National	Now
	Light Touch Peer Review MLA support self improvement in the sector with light touch but effective peer review methodology. For more information, please contact MLA in your region: http://www.mla.gov.uk/about/region	National/ regional	During 2009
	Improvement Website A dedicated section on the MLA website to help museum, library and archive stakeholders and professionals who are engaged in improvement. Includes advice and guidance on performance	National	Now

	management, identifying improvement needs and planning improvement, sector standards and delivering outcomes. http://www.mla.gov.uk/what/raising_standards/improvement		
	Best practice MLA identify and disseminate best practice through their website, with case studies focusing on examples of outcome delivery and innovation. http://www.mla.gov.uk/what/raising_standards/best_practice Case studies can also be found on the MLA Research Website (see below)	National	Now
	MLA Research Resources The online portal with search facility which provides access to research and data about the sector and its impact. The facility also includes a range of sector case studies. http://research.mla.gov.uk/	National	Now
	Research Briefings A regular series of briefings synthesise the evidence base and research that the sector can use to underpin improvement, including increasing participation, effective use of volunteers, how to attract library non-users and tackling poor numeracy in adults. http://research.mla.gov.uk/briefings/index.php	National	Now
	Renaissance The MLA Renaissance Team can advise local authorities on how they can engage with the programme. For more information on Renaissance see: http://www.mla.gov.uk/what/programmes/renaissance	National	Now
	Collections management MLA funds “Collections Link” to provide access to best practice in collections management, and provides advice and guidance on security. http://www.collectionslink.org.uk/	National	Now

	<p>Government Indemnity Scheme This scheme allows the public access to objects within the UK which might not otherwise be available, by providing borrowers with an alternative to the considerable cost of commercial insurance. www.mla.gov.uk/what/cultural/objects/government_indemnity</p>	National	Now
English Heritage	<p>HELM Historic Environment Local Management (HELM) is the vehicle through which English Heritage provides guidance and training to local authorities. The website hosts an extremely wide range of training and information for those who make decisions that impact upon the historic environment. This includes guidance on how heritage can deliver local area agreements and its role on local strategic partnerships. http://www.helm.org.uk/</p>	National with regional events	Available Now
	<p>Heritage Counts An annual survey of the historic environment containing a wide range of up-to date and relevant data. Heritage Counts 2009 was published on 21 October.</p>	National and regionally	Available Now Annually
	<p>The Heritage At Risk register Lists those Grade I and Grade II* listed buildings and scheduled ancient monuments known to be at risk through neglect and decay. In 2009 Conservation Areas was added to the dataset. Investment in the historic environment could provide local authorities with excellent opportunities for heritage-led regeneration and any numbers of new uses for what, in many cases, are highly treasured local landmarks.</p>	National with regional events	Available Now Bi annually
	<p>Heritage Champions network Networks of (mostly) Councillor Heritage Champions are supported through training and access to expert advice. Around 76 per cent of authorities have one. In return, Champions advocate</p>	National	Now (and continuous)

	intelligent use and conservation of the historic environment in their local area.		
	Regional teams Offer expert advice, grants and guidance on proposed developments to the historic environment which may bring social and cultural advantages to local people and visitors alike.	Regional	Now (and continuous)
	Which can be used for the protection and the promotion of the historic environment.	Regional and national	Now (and continuous)
Grants	Manage sites Over 400 historic properties and assets which are open to the public provide local areas with unique visitor attractions and local distinctiveness. They also act as an invaluable educational tool which councils and schools to improve educational attainment in key subjects. The properties present opportunities for outreach with the potential to engage communities in activities based at sites.	Regional	Now (and continuous)
	Regional Historic Environment Forums (HEFs) Provide opportunities to develop a regional perspective on matters relating to the historic environment.	Regionally	Now (and continuous)
	Historic Environment Enabling Programme Provides a limited resource to assist councils establishing historic environment posts.		
	Traineeships and bursaries Provides opportunities for council staff to develop and broaden their skills in managing and sustaining the historic environment. More details about the schemes can be found on HELM (http://www.helm.org.uk/server/show/nav.19727).	Now	
	Statutory consultations English heritage are consulted on many planning related strategic documents, such as Sustainable Communities Strategies; Local Development Frameworks; Environmental Impact Assessment etc.	Regional Now	Now (and continuous)

CABE Space	<p>Enabling service The provision of expert assistance for public space related projects at a range of levels, from strategic planning to site-specific projects. This includes helping clients to develop open space strategies and green infrastructure frameworks, alongside work on specific streets and squares.</p>	National (England)	Available through application process
	<p>Good practice guidance Providing advice on a wide range of issues relating to public space in the form of written guidance and practical toolkits. Examples include Towards An Excellent Service to help authorities improve their green and open space service, Space and Spaceshaper to help engage communities in improving spaces and Start with the Park, a guide for those working in areas of housing growth and renewal.</p>	National	Now