Culture and Sport Improvement Toolkit

Self-Assessment Record

Organisation: London Borough of Warnedowne Cultural Services Directorate

Date of Self-Assessment: March 2009

Theme 1: Leadership and Corporate Governance

Criterion 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.

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Leaders have a high-level awareness and understanding of the culture & sport service's contribution to national, regional and local outcomes and cross-cutting agendas in the council and LSP				✔	The LSP has developed a Vision for Culture. We have developed a Mission, Outcomes and Goals for culture, which are linked to the LAA, Council-wide and area strategy. These are all documented in Service Plan, which is communicated through staff meetings, notice boards and the appraisal system.
b	Leaders create and promote a vision for culture & sport on behalf of the community				✔	
c	Leaders advocate the contribution that the culture & sport service makes to the local area and motivate others to engage with the sector				✔	The Director of Cultural Services is part of the Council's Senior Management Team.
d	Leaders actively promote equality of opportunity			✔		We have included Goals and Targets related to equality of opportunity in the Service Plan
Overall rating for 1.1					✔	

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

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Leaders regularly promote the distinctive value of the voluntary, community & private sectors		✔			We are involved in the Local Improvement Network and are carrying out Peer-Led Challenge.
b	Leaders facilitate and promote effective working arrangements with other councils in the area				✔	The Cultural Services managers meet with community groups on a regular basis.
c	Leaders encourage regular collaboration across the organisation, with the community and with partners		✔			'Friends of Parks' and 'Friends of Museum' groups established
d	Leaders play an active and visible role in local strategic partnership activities, promoting the value of culture & sport		✔			We have a contracted strategic partnership with a commercial leisure management company (who are part of this Self-Assessment).
Overall rating for 1.2		✔				

Criterion 1.3: Leaders consistently motivate and support people to improve services and recognise and champion success in culture and sport

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Leaders in the organisation are visible, accessible and role models for continuous improvement				✔	The Cultural Services management team has developed a set of internal Principles and Values. These are documented in the Service Plan and communicated with staff via staff meetings and staff induction. These Principles and Values support continuous improvement, empowerment, innovation, creativity and learning. We have a comprehensive staff training and development programme and use an annual staff survey.
b	Leaders stimulate and encourage empowerment, innovation and creativity by sponsoring learning and improvement opportunities			✔		
c	Leaders develop and promote programmes to celebrate success and progress				✔	
Overall rating for 1.3					✔	

Criterion 1.4: Leaders promote and maintain effective governance arrangements

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Leaders maintain effective executive scrutiny arrangements which ensure proactive decision-making, policy development and effective monitoring and review			✔		We have a Performance Review and Improvement System, which includes review of policy and strategy. This is documented in the Service Plan. We have achieved Quest Certification for the leisure centres and Investors in People Certification for the whole organisation. The Director of Cultural Services is part of the Council's Senior Management Team.
b	Executive and scrutiny functions are member led; elected members take full responsibility for the brief they hold on cabinet or scrutiny	✔				
c	Leaders welcome and can demonstrate how internal scrutiny and external challenge assist continuous improvement			✔		
d	Leaders' active participation in corporate management results in a better understanding of the value and relevance of culture & sport across departments and cross-cutting agendas, an influence on corporate decision-making and the strategic positioning of culture & sport in corporate priorities			✔		
e	Leaders support and encourage cross-departmental working between culture & sport and other services on thematic and cross-service approaches			✔		
f	Senior managers take a corporate lead on non-culture projects			✔		
Overall rating for 1.4			✔			
Overall rating for Leadership and Corporate Governance			✔			

Key Strengths for Leadership and Corporate Governance

1	Leaders have played a key role in developing and promoting a clear Vision for Culture
2	Managers in the Directorate have a very clear awareness and understanding of the culture & sport service's contribution to national, regional and local outcomes and cross-cutting agendas in the council and LSP (as shown by the links made in the Cultural Services Strategy)
3	Managers in the Directorate interact with many partners and community groups on a regular basis and are very effective at promoting the contribution of the Council's cultural services
4	The Directorate has developed and documented a very comprehensive and integrated Performance Review and Improvement System, which covers all aspects of policy, strategy and plans at all levels
5	The management team has always welcomed external challenge and internal scrutiny, as shown from the use of Quest and Investors in People and the Performance Review and Improvement System
6	Managers in the Directorate are role models of continuous improvement and are seen by staff in this way
7	The Directorate has developed and communicated clear Principles and Values, which underpin a culture of continuous improvement, ownership and personal development
8	Managers support staff learning and development through a comprehensive programme of training and development
9	Managers always recognise and celebrate staff success and progress
10	We have implemented a leading-edge approach to partnership between the Council and a commercial leisure management company

Key Areas for Improvement for Leadership and Corporate Governance

1	The Elected Members do not recognise and promote the value of the Council's cultural services or share the Vision for Culture and the Cultural Service Outcomes
2	Elected Members do not take full responsibility for the brief they hold on cabinet and the scrutiny committee
3	Managers do not consistently promote the distinctive value of the voluntary sector
4	We need to do more to encourage regular collaboration across the Council

Theme 2: Policy and Strategy

Criterion 2.1: The organisation has a clear strategy that is delivering outcomes through culture and sport

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	The organisation has a clear strategy for the development and improvement of the culture & sport services				✔	Strategy and Service plan for the Cultural Services Directorate. The Performance Review and Improvement System (documented in the Strategy and Service Plan) includes annual review and update of the Strategy. Community and customer consultation is used to develop the Goals and Change Objectives. The Strategy includes Goals, Measures and Targets relating to inclusion and diversity. The Strategy is clearly linked to Council and community strategy and plans. The PDP system for all staff (ensures that everyone's individual objectives are linked to strategy and plans) The strategic Goals are linked to the cross-cutting LAA targets.
b	Strategy is based on customer, community, partner and staff consultation				✔	
c	The organisation includes under-represented and priority groups in the service planning process			✔		
d	There is an established and clear 'golden thread' between community and corporate priorities, service objectives and individual objectives				✔	
e	The culture & sport service is aligned with and contributes to the outcomes and plans of the council's corporate plan, the sustainable community strategy and other relevant strategies for the area				✔	
f	The culture & sport service is recognised as part of the delivery mechanism for tackling cross-cutting issues identified in the LAAs			✔		
Overall rating for 2.1					✔	

Criterion 2.2: The organisation is setting ambitious targets to achieve its aims and objectives

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	The organisation identifies improvement targets and plans to help achieve strategy				✔	Improvement plans are produced for each service and for the Directorate based on Self-Assessment, external assessment, performance review, linked to the Change Objectives.
b	The organisation uses benchmarking to set improvement targets			✔		
c	The service maintains focus on its priorities to ensure the desired impact is achieved			✔		The Change Objectives ensure we focus on our priorities.
d	The organisation has achieved accreditation to the equality standard (level 3 equates to good & level 5 excellent}	✔				The Strategy includes targets relating to equality of opportunity, diversity and community cohesion.
e	The organisation has clear objectives and targets for improving equality of opportunity, diversity and community cohesion				✔	The Performance Review and Improvement System ensures that the services are designed, developed and marketed based on our Strategy.
f	The organisation fully embraces child safeguarding policies and procedures			✔		
g	The organisation has adopted best practice standards in environmental sustainability		✔			
h	The services are designed, developed and marketed based on strategy		✔		✔	
Overall rating for 2.2				✔		

Overall rating for Policy and Strategy			✔		

Key Strengths for Policy and Strategy

1	The Directorate has developed and implemented a clear Strategy to deliver outcomes through the cultural services, linked to the Vision for Warnedowne.
2	The Strategy is implemented through performance targets, improvement plans, service development plans and goals for every member of staff
3	The Strategy is clearly linked to wider Council and community strategy and plans
4	The Strategy is informed by comprehensive research into national and regional initiatives
5	Consultation with partners, customers and the wider community is used to inform the Strategy
6	The Strategy includes Change Objectives. This ensures that we maintain our focus on our priorities
7	There is complete strategic synergy between the Council and HZone Leisure Ltd
8	The Directorate has developed a comprehensive Performance Review and Improvement System, which includes annual review and update of the Strategy and quarterly review and update of the improvement and service development plans

Key Areas for Improvement for Policy and Strategy

1	Many of the senior managers outside of Cultural Services do not understand our Strategy or support us to achieve it
2	There is limited understanding of the Strategy amongst elected members
3	Some of our key strategic partners in the community do not fully understand our Strategy and there are often conflicts in relation to the direction we should follow
4	We do not currently base strategy on staff consultation (we are not sure of the benefits of this)

Theme 6: People Management

Criterion 6.1: The organisation can demonstrate the impact of having a strategy for people management to improve its performance

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Investing in people is used to improve the performance of the organisation				✓	'People' perspective in our strategy, with linked goals, measures and targets
b	Managers consult staff when developing strategy and plans	✓				Annual Staff Survey
c	The organisation ensures that staff can explain the objectives of their team & the organisation and how they contribute to achieving them		✓			Personal Development Planning system (PDP) in place for all staff
d	There is a well developed approach to workforce planning, and the organisation has managed its changing workforce needs over a number of years		✓			The organisation's strategy is communicated with all staff through staff meetings
e	Managers involve people in agreeing team and individual goals in line with strategy and plans			✓		Achieved and maintained Investors in People certification since 2004
Overall rating for 6.1			✓			

Criterion 6.2: Learning and development opportunities make a positive impact on how the organisation's objectives are achieved

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Managers have put sufficient plans and resources in place to meet the organisation's present and future learning and development needs to achieve specific objectives				✔	PDP system in place for all staff Essential and desirable competencies identified for all roles Comprehensive training and development programme
b	Staff have been involved in identifying their own learning, development and improvement needs			✔		
c	Learning and development has improved the performance of individuals, teams and the organisation				✔	
d	The organisation is aware of its key skills / knowledge shortages and has addressed them through targeted recruitment, a planned approach to learning & development and skill / knowledge sharing with partners and neighbouring authorities			✔		
e	Senior managers with responsibility for culture & sport develop the capacity to engage with mainstream corporate functions and cross-cutting issues at a strategic level			✔		
f	Knowledge is disseminated across the council and its partners and is used to make changes in the culture & sport services and other services		✔			
g	Staff have developed their understanding and knowledge about how the culture & sport service relates and contributes to the issues and priorities of other council services and partners		✔			
Overall rating for 6.2				✔		

Criterion 6.3: Equality of opportunity is integrated into people management strategies and organisational working practices

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	People are encouraged to contribute ideas to improve the organisation's performance	✔				Cultural Services Strategy includes a 'Perspective' relating to staff, which includes equality and diversity goals, measures and targets
b	Managers are committed to making sure everyone has appropriate and fair access to the support they need, and there is equality of opportunity for learning and development			✔		Council has an equal opportunities policy for its staff PDP system in place for all staff
c	The organisation has created a diverse workforce which reflects the community it serves	✔				
d	Imaginative approaches to flexible working have been encouraged and there is an understanding that this will improve individual and team performance and provide better experiences for the customer			✔		
Overall rating for 6.3			✔			

Criterion 6.4: Managers have been effective in leading, managing and developing people to a degree where improvement can be evidenced

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Managers have developed the knowledge, skills and behaviours needed to lead, manage and develop people effectively, and plans are in place to ensure managers maintain these capabilities				✔	PDP system in place for all staff Staff meeting schedule Regular feedback is given to all staff on their performance
b	Managers give people regular, constructive and appropriate feedback on performance				✔	Annual staff survey
c	There are many opportunities for 'top-down', 'bottom-up' and 'horizontal' dialogue involving all the organisation's people			✔		
Overall rating for 6.4				✔		

Criterion 6.5: People take ownership and responsibility by being involved in decision-making

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Staff are encouraged to be involved in decision making	✔				PDP system
b	Staff are involved in identifying, planning and implementing organisational improvements and service development	✔				
c	The organisation encourages and supports people to improve their own performance			✔		
Overall rating for 6.5			✔			

Criterion 6.6: The impact of people's contribution to the organisation has been recognised, celebrated and valued

Ref	Key Features	1	2	3	4	Your current practices and evidence of achievements
a	Managers recognise and value people's individual contribution to delivering and improving services	✔				
b	The organisation encourages and supports staff to achieve a balanced, healthy lifestyle	✔				
Overall rating for 6.6	✔					

	1	2	3	4	
Overall rating for People Management			✔		

Key Strengths for People Management

1	The Directorate has a clear commitment and strategic approach to people management (as shown in the Service Plan and through the Investors in People assessment)
2	We have developed and implemented a Personal Development Planning system (PDP), which ensures that all staff agree achievement, improvement and development goals in line with Strategy
3	The PDP system provides an excellent basis for identifying learning and development needs of all staff
4	The organisation has implemented a comprehensive training and development programme to meet the present and future needs of staff and the organisation
5	We have comprehensive meeting schedules to ensure that all staff have the opportunity to participate in top-down, bottom-up and horizontal dialogue on a regular basis
6	We have developed and implemented a comprehensive annual Staff Survey to help us to plan people management approaches
7	The Directorate has changed its organisational structure over the years to respond to improve effectiveness and efficiency (e.g. the recent re-structure has led to support finance, personnel, technical and performance specialists working within the Directorate)
8	The implementation and success of our people management approaches are measured through a range of performance measures and targets within our Service Plan

Key Areas for Improvement for People Management

1	We do not involve staff in developing strategy (we do not see the benefits of this)
2	We do not have a planned approach for involving all staff in identifying, planning and implementing improvement and service development activity
3	Many staff do not own the responsibility for meeting and exceeding customer expectations and for making necessary changes to the way in which they and their colleagues operate (managers sometimes take away the responsibility!)
4	We have not created a diverse workforce which reflects the community that we serve
5	We do not operate a system for recognising and valuing people's contributions to delivering and improving services
6	We do not currently support staff to achieve and maintain a healthy and balanced lifestyle
7	We do not currently operate approaches for flexible working