

Case Study

Conducting a Peer-Led Challenge of a London Borough

Introduction to the London Borough of Warnedowne

The London Borough of Warnedowne is a little known - but historically significant – outer London Borough. The Cultural Services Directorate is seen as a very important element of the Council, and delivers the following services:

- Sport and health development in the community
- Leisure centre, sports centres and swimming pools (contracted to HZone Leisure Ltd from Aug 2006)
- Parks, gardens, trees, natural habitats, green space and outdoor sport & recreation facilities (NOTE: the grounds maintenance function is carried out in-house, although this is shortly to be put out to tender)
- Children's play facilities
- Cemeteries and crematorium
- Allotments
- Theatre and arts centre
- Arts events in the community
- Arts development in the community
- Museum and heritage centres
- Heritage events and festivals
- Heritage education in the community
- Archives
- Libraries and children's reading services

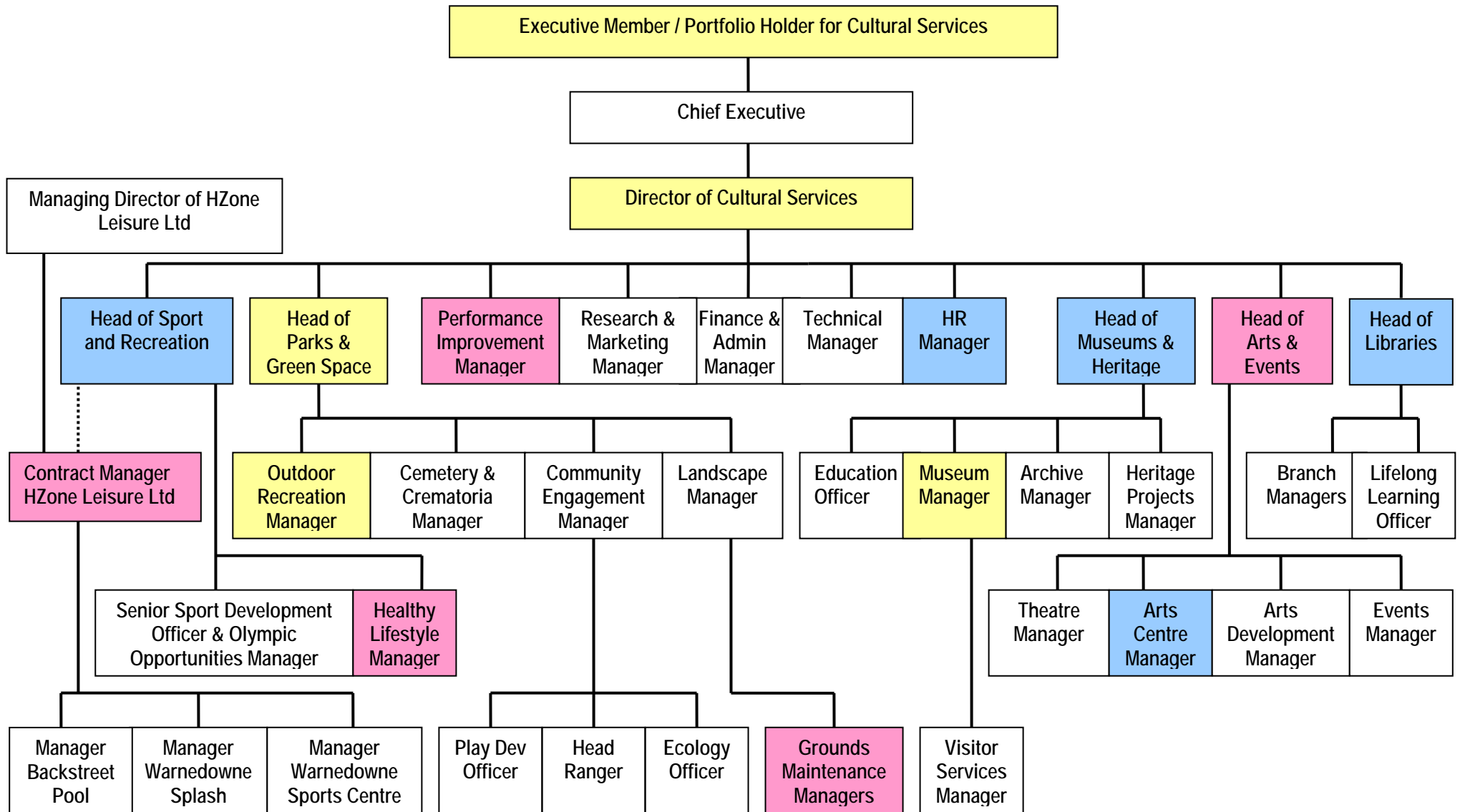
The Cultural Services Directorate management structure is shown on page 2. The Director of Cultural Services is part of the Council's Senior Management Team. Following a recent Council-wide structural review, the Directorate now has its own finance, administration, performance management, technical, research, marketing and HR support. The Parks & Green Space functions moved from the Environment Directorate to the Cultural Services Directorate in 2007.

Continuous Improvement

The Council is committed to quality. This is indicated by the following initiatives:

- The Council obtained IIP status in 2004 and has maintained this status
- The Cultural Services Directorate carried out a Validated TAES Self-Assessment of sport & rec in March 2006
- The leisure centre, sport centres and swimming pools have all achieved and maintained Quest Certification
- The Warnedowne Museum has maintained full Museum Accreditation since 2004
- The Council won 'Britain in Bloom' in 2006
- The Cultural Services Directorate completed a full CSIT Self-Assessment last month, with a view to building clear improvement projects in the 2009/10 Strategy & Service Plans and to participating in the London Culture & Sport Improvement network (the Self-Assessment scope, plans and results will be passed to you).

London Borough of Waltham Forest - Cultural Services Directorate Management Structure



Personnel Available for the Peer-Led Challenge

Project manager for the CSIT Self-Assessment and the trained peer

Performance Improvement Manager – Marti Nallison

The following members of the Cultural Services Directorate Management Team will attend the Opening Meeting:

Director of Cultural Services – Kevin Hess

Head of Libraries – Grace Page

Performance Improvement Manager – Marti Nallison

The following personnel are available for one-to-one interviews:

Executive Member / Portfolio Holder for Cultural Services – Councillor Gordon Haime

Director of Cultural Services – Kevin Hess

Head of Libraries – Grace Page

Head of Sport and Recreation – Gaye Speedwell

Head of Museums and Heritage – Jana Wahl

Head of Arts and Events – Alan Charles-Bishop

Head of Parks & Green Space – Jeff Dickens

Performance Improvement Manager – Marti Nallison

HR Manager – Dawn Sommersby

Contract Manager – HZone Leisure Ltd – Karl Powers

Healthy Lifestyle Manager – Jamie Speedwell

Outdoor Recreation Manager - Nick Strauss

Grounds Maintenance Manager (South) – George Parry

The Warnedowne Museum Manager – Justin Grambie

The Back Street Arts Centre Manager – Gertrude Redgrave

All the roles identified in the management structure, all front-line staff and all partners are available for focus groups.

Day One:

Time	Group a	Group b	Group c	Group d
15:20 – 15:35	Opening meeting	Preparation	Preparation	Preparation
15:35 – 15:50	Preparation	Opening meeting	Preparation	Preparation
15:50 – 16:05	Preparation	Preparation	Opening meeting	Preparation
16:05 – 16:20	Preparation	Preparation	Preparation	Opening meeting

Day Two:

09:20 – 09:40				Preparation
09:40 – 10:00	Preparation			
10:00 – 10:20		Preparation		
10:20 – 10:40			Preparation	
10:40 – 11:00				Preparation
11:00 – 11:20	Preparation and review	Preparation and review	Preparation and review	
11:20 – 11:30	<i>Break</i>			

Time	Group a	Group b	Group c	Group d
11:30 – 11:50	Focus Group	Preparation and review	Preparation and review	Preparation and review
11:50 – 12:10	Review	Focus Group	Preparation and review	Preparation and review
12:10 – 12:30	Review	Review	Focus Group	Preparation and review
12:30 – 12:50	Review	Review	Review	Focus Group