



**London Cultural Improvement Programme**  
**Cultural Data Access Review**

**Final Report**


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**LIST OF ABBREVIATIONS**

BVPI	Best Value Performance Indicator
CAA	Comprehensive Area Assessment
CASE Review	DCMS Culture and Sport Evidence Review
CLOA	Chief Cultural and Leisure Officers' Association
DCMS	Department for Culture, Media and Sport
GoL	Government Office for London
IDeA	Improvement and Development Agency
LAA	Local Area Agreement
LAP	Local Area Performance Solution
LCIG	London Cultural Improvement Group
LCIP	London Cultural Improvement Programme
LCIP Board	London Cultural Improvement Programme Board
LSP	Local Strategic Partnership
MLA	Museums, Libraries and Archives Council
MLA London	Museums, Libraries and Archives London (regional agency)
NDPB	Non-departmental Public Body
NI	National Indicator
NIES	National Improvement and Efficiency Strategy
ONS	Office for National Statistics
RIEP	Regional Improvement and Efficiency Partnership
SSS	Sports Satisfaction Survey

## FOREWORD

Access to quality data and evidence has long been the Achilles heel of the local authority cultural sector. Although huge strides have been made in recent years, for example through the development of Active People and Culture Map and the recent DCMS CASE review, Cultural Services often find themselves lagging behind other sectors, which have a long tradition of gathering comprehensive data and evaluating impact.

In the post-recession context of rapid change and the inevitable transformation of Local Government there are tremendous challenges ahead, but opportunities too. The move towards a strategic commissioning model has already begun and if they are to be successful in this context cultural services will need to have the right data and evidence to be capable of commissioning and being commissioned.

Although many Local Area Agreements (LAAs) do not identify specific cultural outcomes, the IDeA nevertheless reports that culture does contribute directly to the outcomes of over 90% of LAAs. A critical success factor in ensuring that local authorities maximise cultural services potential to meet local priorities and make a real difference to people's lives is being able to effectively position cultural services in the Local Strategic Partnership. Ready access to the right data and evidence is essential for cultural services to be able to plan, target and evaluate their resources, to demonstrate their value and effectiveness and make a real difference to people's quality of life.

I recognise that it will be difficult for Local Authority Cultural Services to spare the capacity to deliver the recommendations arising from this report, particularly in the difficult times that lie ahead. It is important, however, that any action plan, complements the work of the DCMS CASE review, adds value to cultural services, utilises the partnerships built through the London Cultural Improvement Programme and that local authorities and cultural agencies work together to put a sound foundation in place to ensure increased benefit and value is delivered by the cultural sector.



**Moira Sinclair**  
**Executive Director London, Arts Council England**  
**Chair London Cultural Improvement Programme Board**  
**March 2010**

## EXECUTIVE SUMMARY

### Background

1. In July 2009, Capita Symonds was appointed by Museums, Libraries and Archives London (MLA London) (on behalf of the London Cultural Improvement Programme board) to undertake a data access review for the cultural sector in London.
2. The project is one element of the wider London Cultural Improvement Programme (LCIP), which has been funded by Capital Ambition, London's cultural agencies and a number of other stakeholders. Overall, the programme is seeking to deliver improvements in local authority cultural services by:
  - tackling underperformance
  - delivering the National Cultural Strategy, *A Passion for Excellence* (<http://www.culture.gov.uk/images/publications/apassionforexcellence.pdf>)
  - supporting the sector in the Comprehensive Area Assessment (CAA) (<http://www.audit-commission.gov.uk/localgov/audit/caa/Pages/default.aspx>).
3. The need for the project was identified in the London Cultural Improvement Programme's Performance Measures for London's Cultural Services (2007). It identified that, although there is a wealth of historical data available in the cultural sector, much of it is inaccessible and not directly comparable with, relevant to, or compatible with an outcomes-based evidence requirement. These issues of data quality and a lack of a baseline position were also identified in the *Lifting the Burdens Taskforce* report and the *Cultural Improvement Strategy for Sport and Culture* report.
4. It concluded that the cultural sector was ill-equipped for the new approach of the CAA and commissioning of services within Local Strategic Partnerships (LSPs). In the future, funding of the cultural sector will be dependant on its ability to provide evidence on the value it delivers in relation to a range of key strategic outcomes.
5. As a result, the sector will need to be able to access relevant, meaningful and comparable data to support the prioritisation of investment in services and activities and interventions to meet local priorities. It will also have an important role in supporting the growth of the sector through innovation and improvements in performance management.
6. At present, there is still a lack of understanding and appreciation in many authorities of the impact that the current lack of quality data will have on the future of cultural services.

## Key stages of project

7. The key stages of the report were as follows:

- **establishing a baseline position** – identification of the current level, access and quality of data available to support the cultural sector, linked to requirements such as CAA, delivery of National Indicators and overall improvement agenda
- **implications for the sector** – based on the baseline position research, identification of the implications for the sector of allowing the current state of data access and use to continue
- **improvements to data access and use** – recommendations for improving cultural data **use** and management for service planning and prioritisation, decision making, securing funding and performance improvement.

8. For the purpose of this project, the cultural sector referred to:

- sport and leisure
- parks and open spaces
- play
- museums and galleries
- arts
- archives
- tourism
- heritage.



### Emerging themes

9. In overall terms, the research identified the following common themes for data management and use in London's cultural sector:
- improving access to data
  - developing data analysis towards outputs and outcomes
  - developing meaningful data benchmarking
  - encouraging the sharing of data and partnership working across boroughs and sectors
  - identifying and developing common online data tools
  - ensuring regular and accurate data collection
  - improving the resources devoted to data collection
  - developing standard data collection and reporting frameworks
  - improving the quality of non-user data
  - improving competency and comfort with data at all tiers of management

### Implications for the sector

10. The themes outlined above provide a good summary of the issues that the cultural sector needs to resolve. Clearly, they do not apply in equal extent across the cultural sub-sectors or across boroughs; however, they are relevant to all of them.
11. Most importantly, consideration of them provides clarity of the implications of their not being addressed. In short, without a focus on these recommendations the sector will find it increasingly difficult to achieve the following three key objectives:
- demonstrate their performance and the value they deliver
  - optimise the use of their resources to achieve outcomes
  - support continuous improvement and local government transformation.

12. If this happens, it is likely to have a number of serious impacts:
- funding for cultural services to deliver wider outcomes is more likely to be reduced
  - cultural services will find it increasingly difficult to access funding from other sources for example through commissioning
  - cultural services will miss the opportunity to work effectively in partnership with other sectors, such as health, education and social care, in which it can make a significant impact and importantly gain access to funding that exist there.

## Recommendations

13. Based on the themes identified, a series of actions and recommendations were developed. They were refined from an initial long-list to a more focused shortlist, which should provide a framework for the cultural sector in London in the coming year to 18 months. A separate action plan has been developed; however, the key recommendation for the local and national levels are listed below. The national-level actions are those that the London cultural sector can advocate, but not directly influence.

### LONDON

- **immediate opportunities:**
  - identification of CASE Review co-ordinator
  - identification of 2-3 data repositories to be the focus for data collection and analysis in the sector
  - establishment of a working group to commence identification of benchmarking groups
  - establishment of a working group for identifying best practice in the sector in relation to non-user data
  - undertake a short-term project to review what pricing data is currently accessible, what would be required and what other information could realistically be accessed to ascertain if further investigation into pricing data is feasible and realistic
  - short-term project to map the levels of performance management across London cultural departments
- **short-term targets:**
  - examine and agree a limited number of online resources around which to focus data collection and analysis for the sector
  - agree a standard framework for defining and collecting core cultural data
  - agree a standard KPI framework for culture
  - as part of developing a standard data collection framework, agree a process for when (and how regularly) data will be collected
  - develop and agree benchmarking groups for London cultural services

- identify a standard approach to and format for collecting non-user data

- **medium-term targets:**

- develop a standard approach to assessing the impact of cultural and creative industries.

## **NATIONAL**

- **immediate opportunities:**

- identification a small number of heads of service to promote the role and importance of data management, analysis and collection in the sector.

- **short-term targets:**

- engage with the DCMS CASE Review to explore how the London cultural sector can benefit from its work, particularly in relation to outcomes-based evidence.

14. Addressing data access and quality issues will improve the efficiency and effectiveness of the cultural sector and enable them to deliver more consistent and sophisticated analysis in the future. Facilitating an increased confidence in the cultural sectors ability to deliver improved outcomes for people.
15. It is important to recognise that many these issues are also relevant in a national context. Therefore, it will be important that the outcomes of this report are used to both influence policy on data management and use at a national level and inform partnerships with the other regional cultural improvement networks.

## 1 INTRODUCTION

### 1.1 Background

1.1.1 In July 2009, Capita Symonds was appointed by Museums, Libraries and Archives London (MLA London) (on behalf of the London Cultural Improvement Programme board) to undertake a data access review for the cultural sector in London.

1.1.2 The project is one element of the wider London Cultural Improvement Programme (LCIP), which has been funded by Capital Ambition, London's cultural agencies and a number of other stakeholders. Overall, the programme is seeking to deliver improvements in local authority cultural services by:

- tackling underperformance
- delivering the National Cultural Strategy, *A Passion for Excellence* (<http://www.culture.gov.uk/images/publications/apassionforexcellence.pdf>)
- supporting the sector in the Comprehensive Area Assessment (CAA) (<http://www.audit-commission.gov.uk/localgov/audit/caa/Pages/default.aspx>).

1.1.3 The need for the project was identified in the London Cultural Improvement Programme's, *Performance Measures for London's Cultural Services* (2007). It identified that, although there is a wealth of historical data available in the cultural sector, much of it is inaccessible and not directly comparable with, relevant to, or compatible with an outcomes-based evidence requirement. This issue of data quality and a lack of a baseline position was also identified in the *Lifting the Burdens Taskforce* report and the *Cultural Improvement Strategy for Sport and Culture* report.

1.1.4 It concluded that the cultural sector was ill-equipped for the new approach of the CAA and commissioning of services within Local Strategic Partnerships (LSPs). In the future, funding of the cultural sector will be dependant on its ability to provide evidence on the value it delivers in relation to a range of key strategic outcomes.

1.1.5 As a result, the sector will need to be able to access relevant, meaningful and comparable data to support the prioritisation of investment in services and activities and interventions to meet local priorities. It will also have an important role in supporting the growth of the sector through innovation and improvements in performance management.

1.1.6 At present, there is still a lack of understanding and appreciation in many authorities of the impact that the current lack of quality data will have on the future of cultural services.

### 1.2 Project brief

1.2.1 Overall, this project will be delivered in two phases:

- phase 1: background research, options development and recommendations
- phase 2: implementation of recommendation.

1.2.2 This report covers phase 1 of the project. The brief for it was developed following consultation with local authorities and other stakeholders in the sector.

1.2.3 The key stages to phase 1 are as follows:

- **baseline position** – identification of the current level, access and quality of data available to support the cultural sector, linked to requirements such as CAA, delivery of National Indicators (NIs) and overall improvement agenda
- **implications for the sector** – based on the research and analysis in the first part of the study, the implications for the sector of allowing the current state of data access and use to continue will be identified, in particular in relation to the CAA and future funding of the sector
- **improvements to data access and use** – identification of the data required in the future to support service planning and prioritisation, decision making, securing funding and performance improvement

These improvements will include options for enhancing the accessibility to, usability of and sharing of data (for local authorities and cultural agencies); exploration of the most appropriate future platforms for new evidence, case studies and information; and identification of the agencies/ organisations that could host this information through existing platforms

- **recommendations and way forward** – presentation of short-, medium- and long-term activities and associated high-level costs, timescales and risks of implementing the recommendations.

1.2.4 For the purpose of this project, the cultural sector refers to:

- sport and leisure
- parks and open spaces
- play
- museums and galleries
- arts
- archives
- tourism
- heritage.

1.3 Report Structure

**Table 1: Report Structure**

Section		Key Content or Output
2	Context	Background to project
3	Current State Analysis	Workshop results; self-assessment questionnaire outputs; consultation with heads of service, strategic cultural partners, data tool providers; audit of data tools.
4	Refinement of Current State Analysis	Refinement of the full range of information gathered into a series of themes and issues
4	Implications for the sector	Analysis of the implications for London's Cultural Services if data access and analysis are not improved.  This section will present a strong case for improving data access in the cultural sector.
5	Emerging Recommendations	Development of long-list of recommendations.
6	Action Plan	Refinement of the long-list of recommendations into a short-list of options and action plan for the next three years.
7	Conclusions and next steps	Outline of the next steps for the project.

1.3.1 Supporting information is included in a series of Appendices (A-K).

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## 2 CONTEXT

### 2.1 Introduction

2.1.1 As outlined in the introduction, the fundamental purpose of this project was to assess the current state of access to and use of data in London's cultural sector and to identify improvements that will equip the sector for the future. The impetus for it was the increasing need for local authority cultural services to be able to provide evidence of the benefits and outcomes of and to justify investment in their services. At a national level, this is being influenced by:

- Capital Ambition and the National Improvement and Efficiency Strategy (NIES)
- the DCMS's Culture and Sport Evidence Review (CASE Review).
- the emergence of strategic commissioning in the sector.

2.1.2 All of these are a result of the evolving political landscape and economic climate. Given this national-level influence, the possible political change that the General Election in 2010 will bring, current economic pressures on public sector budgets and the Comprehensive Spending Review, there could be a change in the data reporting requirements of the sector. Although it is impossible to anticipate exactly what changes may be, it will be important to ensure that any recommendations from this project are robust and justifiable and, therefore, are capable of adapting to national political changes.

### 2.2 Capital Ambition and NIES

2.2.1 Capital Ambition is the Regional Improvement and Efficiency Partnership for London (RIEP). It was established in April 2008 as part of the NIES. Capital Ambition's aim is to support councils in delivering significant efficiencies, working collaboratively and transforming service delivery.

2.2.2 Its four strategic themes are as follows:

- Raising the Bar – providing an evidence and data performance office and monitoring London for best practice
- Delivering together – encouraging collaboration across the capital
- Connected London – delivering improved IT capability
- Developing capability – workforce planning.

2.2.3 The additional work areas complement the existing work of the LCIP, which, in addition to improving the access to cultural data and evidence, is currently delivering projects to:

- transform London's public library service and secure significant efficiency savings
- support members to advocate the case for culture
- develop a training package and guide for measuring impact

- facilitate self-improvement and peer-supported improvement in cultural services as a whole and discretely within local authority museums.

2.2.4 The London Cultural Improvement Group has secured funding from Capital Ambition to extend their programme of cultural improvement work (*Delivering Value Through London's Cultural Services*), which forms part of the *Raising the Bar* theme above.

2.2.5 The programme aims to ensure that cultural services:

- respond to change
- achieve a balance between the efficiency, process and outcome-based accountability required to support wider outcomes and deliver value effectively.
- tackle underperformance.

2.2.6 The programme is now into its second phase and, as with the first phase, the proposed new work areas focus support on the less developed areas of the sector and are designed to deliver a lasting legacy of improvement through building capacity, supporting collaborative working, encouraging self improvement and enabling efficiencies to be realised.

2.2.7 The additional work areas are:

- working with children's services
- heritage change programme
- London events network and training
- marketing culture for the visitor economy
- improving fundraising capability.

2.2.8 These aims have been developed primarily following stakeholder consultation and analysis of the improvement priorities identified by the boroughs' *Cultural and Sport Improvement Tool* self-assessment process and from examples of the success of other existing work areas.

## 2.3 DCMS CASE Review

2.3.1 The DCMS CASE Review is a £1.8 million, three-year project involving Arts Council England, English Heritage, MLA London and Sport England. Its purpose is to strengthen the understanding of how best to deliver cultural and sporting opportunities of high quality to the widest possible audience. As such, it is a significant programme and has passed through a number of stages:

- a scoping study to look at bringing together data on cultural and sporting assets
- a systematic review of literature on engagement/participation in culture and sport and the development of the understanding into evidence models
- a review of local and regional research evidence needs.



- 2.3.2 The first of these areas highlighted that:
- there is a major difference in the status, use and understanding of asset data across the cultural sub-sectors and a standard approach to data collection across it should be developed
  - existing mapping studies have been undertaken based on very specific policy needs
  - as there is a lack of a shared national policy impetus, a national sporting and cultural asset database is regarded as useful but not essential and there is some scepticism over the cost of this versus the potential benefit.
- 2.3.3 The second stage of the CASE Review (underway) has focused on understanding the motivations for and impacts of participation in culture and sporting activity (based on a literature review of 60,000 reports). Up until now, analysis of participation has largely been based on demographics (e.g. age, educational background). This stage is investigating the connection with other factors, such as the supply of facilities/venues.
- 2.3.4 The outputs of this research will be used to develop a modelling process that will facilitate the understanding of what types of interventions will be most effective in a given set of local conditions.
- 2.3.5 The CASE study has also identified an inconsistency in understanding data and its role at different geographic levels. For example, it is felt that capabilities are better at local authority level compared to regional level and there would be benefits from sharing knowledge and expertise.
- 2.3.6 The recommendations from this study are likely to provide valuable information to support the development of a national solution to data access issues and will have an impact at a local and regional level.

## 2.4 Strategic commissioning

- 2.4.1 In recent years, the changes in local government (such as the introduction of LSPs, LAAs and, more recently, the CAA) have seen an increasing requirement on local authorities and their partners to focus on the delivery of outcomes. This has led to the emergence of a *commissioning model*, which has been in place in certain sectors for a number of years, e.g. adult social care and health.
- 2.4.2 In the culture and sport sector, however, there has not been such a focus on commissioning until now, partly because there has been limited recognition of the sector's ability to influence and deliver benefits outside its narrow confines. This status has started to evolve and with it will be the requirement on the sector to engage with the commissioning process through influencing the LSP and commissioning sporting and cultural services to deliver outcomes.
- 2.4.3 In simple terms, developing an effective commissioning model requires the following:
- strategic planning (based on a robust assessment of need)
  - procurement (including an appraisal of the options)
  - performance management (including outcomes and impacts).

2.4.4 In 2006, the Audit Commission highlighted a number of issues for sport and culture in relation to these items. For example, strategic planning in the sector was seen as underdeveloped, often procurement took place on the basis of maintaining historic provision and ongoing performance management was often lacking. Although the situation is variable across the sector, there are some clear issues that need to be addressed given the emerging influences of strategic commissioning, the CAA and post-LAAs.

## 2.5 Summary

2.5.1 Overall, developing national policy is starting to exert a considerable influence over the sport and culture sector and, in particular, in terms of data use and management. Particular issues that will be considered as part of this project include:

- the complementary nature (and associated opportunities) of existing programmes, e.g. DCMS CASE Review
- the emergence of the commissioning model requires increasing justification of need and monitoring of outcomes, as well as evidence of impacts
- funding decisions will be increasingly based on the sport and culture sector being able to demonstrate the value for money (of investment) and outcomes it delivers
- there is an opportunity for the sector to access funding allocated to other sectors, such as health and social care, if it can effectively demonstrate how it can contribute to achieving their outcomes.

### 3 CURRENT STATE ANALYSIS

#### 3.1 Introduction

3.1.1 The current state analysis formed the research stage of the project. It enabled an understanding of existing data access and use across the eight cultural sub-sectors to be understood. From this, it will then be possible to identify the important themes or issues in relation to data management and use in the sector and then the recommendations to address them.

3.1.2 The analysis was undertaken in five parts and complements the context review (Section 2):

- **part 1** - consultation with local authority cultural heads-of-service to investigate strategic issues linked to performance measurement, the CAA and the use of data in the sector.
- **part 2** - consultation with a selection of cultural NDPBs to investigate their data requirements and views on data access and use in the sector
- **part 3** - workshop session with a selection of cultural service and performance managers from London's boroughs
- **part 4** - self-assessment questionnaire completed by a sample of London borough cultural services departments
- **part 5** - a review of a range of existing on-line mapping tools to assess their relevance and applicability to the cultural sector.

3.1.3 Of these five parts, the first four are similar and examine the data issues and requirements of the cultural sector (from the perspective of a range of stakeholders). The final part focuses on one specific area, i.e. the quality and quantity of existing online data tools.

#### 3.2 Part 1 – Consultation with cultural heads of service

3.2.1 Fifteen heads of cultural services in London were interviewed (see Appendix A) in order to gain an overview of what they perceive to be the key issues facing the cultural sector<sup>1</sup>. The consultation focuses on a number of themes, as follows:

- LAA – what national indicators are you committed to?
- to what extent do you think your department is in a position to use data to justify financial investment in your service?
- how are you addressing any identified lack of baseline data and quality issues?
- what additional support do you need (or would like) to improve your use of data?
- which of your cultural services do you feel are vulnerable due to not being able to provide evidence to support targeted outcomes?

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<sup>1</sup> The consultation also included a meeting with the Director of the London Parks and Green Spaces Forum, Tony Leach. A detailed report information gathered from it is in Appendix B.

- do you see opportunities for greater collaboration with other authorities in future through:
  - shared services?
  - cross-boundary appointments
  - London-wide research
  - supporting existing cultural data tools
  - better communication of research and data analysis activity to avoid duplication of work
  - stronger access to international research.
- what role do you think organisations such as CLOA, LCIG and the Government Office for London (GoL) should be playing to assist the boroughs further?

3.2.2 The key results are summarised below.

#### **The positioning of cultural services with LAAs**

- 3.2.3 A number of the consultees stated their belief that having LAA indicators is not their most important consideration and that it is far more critical that culture has a high profile and is strongly supported by local authorities. In terms of the credibility of the sector, it is not satisfactory simply to present numbers; it is important that there is a level of analysis and linking of outputs to outcomes.
- 3.2.4 In addition, many consultees felt that it was important for the cultural sector to be able to collect and analyse data based on presenting and justifying its role, rather than just responding to latest government requirements. This will ensure that there is a long-term view to data in the sector.
- 3.2.5 Positively, many of those interviewed emphasised that their LSP recognises the role and importance of culture and many are in the process of developing new cultural strategies that will align themselves more closely with the LSP and, thus, help to secure greater ownership over KPIs and reporting in the future.
- 3.2.6 However, it was collectively felt that some of the existing NIs (in particular NI8 to NI11) do not capture the intrinsic value and contribution of culture to broader agendas.
- 3.2.7 Overall, it was it was felt that having a robust and consistent approach to data management that is capable of adaptation was an important consideration.

### **Current position of departments to use data to justify financial investment**

- 3.2.8 Generally, those boroughs that have access to performance management support appear to be more comfortable with the CAA assessment process. In addition, as it is a new arrangement, it was recognised that there is still much to learn and it will be important that any lessons on how to approach assessments are shared across the boroughs and sectors.
- 3.2.9 In other boroughs, however, there was some frustration that a significant amount of time and resources were being invested away from customers and concentrated on process issues.
- 3.2.10 Associated with this, there is a concern that some indicators are not meaningful enough to support planning at a local level, which reinforces the need for the sector to take a proactive approach and establish KPIs that support individual boroughs' policies, activities and performance management. There are examples of where this has already started (see Appendix C) and where authorities are starting to record and provide evidence of their own contribution to other directorates' NIs (e.g. positive activities for young people).
- 3.2.11 A final observation was that there is a real difficulty in the sector in demonstrating outcomes, e.g. the reduction of heart disease as a result of increased levels of exercise. This is partly due to a lack of investment in data and partly because it, by its very nature, would require around 30 years of consistent monitoring to be able to provide robust evidence.
- 3.2.12 In general, it was felt that it would be useful to explore creating a core set of *generic social outcomes* (linked to standardised data collection methodologies), which would link with the work already being carried out by the IDeA and the MLA. This would facilitate significantly improved benchmarking across local authorities and sectors. Another strand of LCIP is a project which has developed a *Measuring Social Outcomes* planning and evaluation tool together with online support and training programme, which is currently being implemented across London.

### **Baseline data and data quality issues**

- 3.2.13 The fundamental starting point for any investigation into improving the use and availability of data in the cultural sector is to understand what the current situation is and how good the information available is. The responses in this area were very mixed and, once again, it appeared that those boroughs with a performance management culture appeared to be very clear about the quality of data they were able to access and what they were doing to remedy any issues.
- 3.2.14 In terms of the sub-sectors, libraries and sport appeared to be in a relatively strong position, whereas tourism, arts, heritage, archives and museums and galleries all appeared to be less well developed. This was a result of a fragmented approach across the boroughs. There is a clear need to improve the situation, but not necessarily the will or resources to address it at individual borough level.

- 3.2.15 There were a number of specific comments received that help to illustrate the baseline data and data quality issues facing the sector:
- it is very hard to find comparable data for cultural and creative industries
  - it is very hard to access data for the visitor and tourist economy
  - there is a need for a clear and consistent London data set
  - there is some concern of the method of data collection in some areas, e.g. Active People, and it should not be used in isolation
  - it is much easier to track data where there is a relatively stable customer base, e.g. libraries.
- 3.2.16 However, in some of the sub-sectors, e.g. sport, there is a significant amount of baseline data available and accessible to local authorities, such as Active People.
- 3.2.17 For parks and open spaces, there is a range of development work currently being undertaken and this means that a number of tools are available (or are being developed) for assessing performance. These include Place Survey data, the *Green Flag* award, the *Greenstat* survey, a commercially available benchmarking tool (developed by Ken McAnespie) and a user questionnaire based on Sport England's methodology (and combined with non-user surveys). There are also specific local examples where local authorities have developed assessment tools, e.g. Islington's *Park Tracker* software.
- 3.2.18 There is also a number of initiatives being developed to facilitate benchmarking and a longitudinal review of performance in the parks and open spaces, including the London Benchmarking Group's Quality Manual and the London Parks' *Annual Benchmarking Survey* and *Benchmarking Research Project*. These tools contribute, or will contribute to, a fairly strong data set for the management of parks; however current usage is variable (and voluntary) and the fact that there is such a range of tools could create confusion amongst local authority officers as to which is the most appropriate for certain exercises.

#### **Additional support required**

- 3.2.19 Most consultees mentioned the need for better communication of research and data analysis activity to avoid duplication of work and to share knowledge. For example, there was a real concern that there is no effective approach to assessing the needs of transient populations.
- 3.2.20 In addition, there are certain areas that are being missed by existing data management processes, e.g. cultural and creative industries. The impact of this sector is hard to monitor, but the economic impact can be significant. The GLA has started to collate borough-level data on employment and business created in creative industries using national statistical sources and these data will be available in 2010.
- 3.2.21 Once again, there was a consensus that there needed to be an agreed London cultural data set (supported by validation) to ensure a consistent approach and to facilitate better (particularly long-term) benchmarking.

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### **Services that are vulnerable due to lack of evidence**

- 3.2.22 Many of the consultees felt that the biggest threat to cultural services was the Comprehensive Spending Review, and not a lack of data. Some consultees (at the time of the workshops) were confident that Members would not be looking to close services, although there were likely to be budget reductions.
- 3.2.23 It was also suggested that some of the perceived vulnerability to cultural services came from a lack of understanding as to how they are used. However, it once again appeared that those boroughs with a performance management function were more confident about the future of their cultural services and, importantly, their ability to influence it.
- 3.2.24 It was also felt that certain services were more vulnerable than others. For example, parks and open spaces are often separated from culture and sport which makes it difficult to develop a co-ordinated approach to performance management.
- 3.2.25 Finally, being able to take data analysis from a simple presentation of information to providing evidence on outcomes was seen as a general challenge for the sector and, there are certain services where it is a more significant issue, e.g. heritage, parks and open spaces and the arts.

### **Opportunities for greater collaboration**

- 3.2.26 Although greater collaboration was regarded as a positive objective, there was some scepticism that it would be possible to achieve it across London because of local political imperatives. This was balanced, however, by some encouraging examples of cross-boundary collaboration, such as the library card that can be used across 12 boroughs as part of the London Libraries Consortium (which shares a common IT platform). In addition, the wider potential of sports and culture cards could also be exploited to help standardise data collection.
- 3.2.27 This project has realised a number of benefits, including year-on-year cost savings, increased purchasing power, quality management information and benchmarking data and improved customer service and choice.
- 3.2.28 The vast majority of consultees were open to greater collaboration in the future in relation to cross-boundary appointments (e.g. performance managers), although the detailed implementation of this would present a significant challenge, particularly in ensuring that all parties achieved a value for money outcome.
- 3.2.29 However, there was scepticism that a London-wide approach to investing in research would have practical value. This was partly due to a general lack of resources and, secondly, due to the need to compare like boroughs and wards to achieve a meaningful comparison. Benchmarking was often rendered meaningless by simply comparing neighbouring boroughs and addressing this issue was regarded as a more important priority.

3.2.30 However, this was not to say that the boroughs are not prepared to share more of their research and data (of which there was agreement in principle), although the issue of a lack of consistency in data collection would need to be addressed. For example, there are a number of good cases of existing joint-working across London boroughs in the parks sector, such as that between Kensington and Chelsea and Hammersmith and Fulham to support performance improvement.

**Future role of organisations such as CLOA, LCIG, London Councils and GoL**

3.2.31 Consultees were generally very positive towards the role that LCIG and CLOA are taking in positioning cultural services at a London and national level. There was also positive support for the funding being provided by Capital Ambition to support the work of LCIG.

3.2.32 In addition, there are organisations at a sub-sector level that play an important role, such as the London parks forum, which has helped to support performance monitoring and the creation of sub-regional groups to provide a further level of support.

**Summary**

3.2.33 Part 1 of the current state analysis has raised a range of issues and opportunities for the cultural sector in terms of data collection and analysis. The most important of them are summarised in Table 2.

**Table 2: Summary of heads of service consultation**

Issue	Theme
Although LAAs are important, in terms of raising and improving the profile of the culture sector within local authorities and elsewhere, it is important that a meaningful overall approach to data collection and analysis is developed and this will help to protect the sector against political changes	Consistent and meaningful approach to data collection
Those local authorities that have performance managers and/or a strong performance management regime appear to have a better approach to data use and analysis and are more confident of the future role of their service	Performance management frameworks are important effective use of data
The need to ensure adequate resources are devoted to data collection, management and analysis is an ongoing challenge and it requires a long-term commitment from local authorities and the sector as a whole	Effective use and management of data requires a resource and time commitment and this varies across the boroughs
The development of a core set of KPIs for the sector would help to ensure that a basic level of performance data is collected that can be used for benchmarking and performance improvement	Standard frameworks for measuring core performance are important for long-term planning in the sector



Issue	Theme
In terms of benchmarking of performance, it is important that any analysis takes into account the need to compare similar areas, rather than those boroughs or wards that are closest.	Standard frameworks for comparing core performance are important for long-term planning in the sector
The baseline data position is very variable across the sub-sectors and it needs to be addressed, partly through the development of a core set of KPIs	Standard frameworks for collecting core data across the sub-sectors are important for allowing meaningful comparison and long-term planning in the sector
While ensuring that the right data in the right format is collected, there is a general requirement for more outcome-based information to assist the justification of cultural spending.	Data management should focus on more than just collection of information; there should be a concentration on using data to understand the outcomes of programmes and investment.
Greater collaboration across the sectors and boroughs should be encouraged and there are a number of good examples of where this is happening already	Sharing of data and partnership working will contribute to more effective and efficient use of data in the sector.
A consistent understanding of the role and importance of data across the sector is important	At present, there is a variable level of understanding of and competency with data and this does not facilitate a consistent and effective use of it.

### 3.3 Part 2 - NDPB consultation

3.3.1 Following the consultation with heads of service, a similar exercise was undertaken with a selection of cultural NDPBs. It also included some discussion around existing online data mapping tools (which will be considered in greater detail in part 5 of this section). The organisations consulted included:

- Audiences for London (CultureMap)
- London Councils (Capital Ambition)
- DCMS (CASE Review)
- Sport England (Active People and Active Places)
- MLA London
- Government Office for London
- Proactive West London
- Arts Council England, London
- English Heritage.

3.3.2 The salient outcomes of the consultation are summarised in Table 3.

**Table 3: NDPB consultation outcomes**

Consultee	Details	Themes for the cultural sector
<p><b>Audiences for London (CultureMap)</b></p>	<p>There is a recognition that for certain cultural sub-sectors, there is either a lack of understanding of the role of data or a lack of skills in how to use it. CultureMap attempts to address this by providing a tool to support the CAA appraisal process.</p> <p>It covers a range of sectors, including arts (not voluntary arts), funded commercial arts, museums, archives, libraries, parks, tourism, cinemas, outdoor festivals, schools with arts space and theatres.</p> <p>However, it does not cover sport and leisure, which is catered for by Active People and Active Places.</p> <p>The tool has two elements:</p> <ul style="list-style-type: none"> <li>• Facilities database – an open-access tool that is based on self-regulation and updating by local authorities</li> <li>• Audiences attendance data toolkit – covering arts, museums, visitors attractions and providing data from box offices at 40 of London’s attractions (covering 3 million households). It provides information on the type of people who attend the various venues and is a snapshot. It is a useful mapping tool of audiences.</li> </ul> <p>Thus far, CultureMap has been developed on a limited budget (although with financial support from Arts Council England, London, MLA London and LCIP) and the focus has been on making it work effectively within this constraint, i.e. not trying to do too much too soon. Even in this format, however, the information can be overwhelming for those without the expertise use and analyse. Therefore, one of the focuses has been on making the tool accessible to everyone.</p> <p><b>There is significant potential for CultureMap to develop further, pending budget and commitment from partners. It would be beneficial to ensure that the methodology used for mapping facilities aligns with the DCMS Case Review.</b></p>	<p>Variable understanding of and skill with data across the sector</p> <p>No single repository for storing performance and planning data</p> <p>The sector needs to be able to provide evidence on its value</p> <p>Self-regulation is required to keep data up-to-date</p> <p>Development and maintenance of data repositories requires significant ongoing investment</p>

Consultee	Details	Themes for the cultural sector
<p><b>London Councils</b></p>	<p>One of the themes of the Regional Improvement and Efficiency Partnership for London is "Raising the Bar", which relates to developing and evidence and data performance office and monitoring London for best practice.</p> <p>It is recognised that borough chief executives in London need access to timely and regular (ideally quarterly) performance information, particularly if it is to be able to move to a more self-regulatory approach. Although the structure of the performance framework will inevitably change over time, the basic need to be providing performance evidence will not.</p> <p>Secondly, there is a need to change the data culture in London and, in particular, data sharing. Currently, there is much that could be improved and there is a desire to move away from the formal league-table mentality to more of a cost-benefit approach, i.e. acknowledging that all local authorities are different.</p> <p>In this context, the Local Area Performance Solution (LAPS) (a project led by Capital Ambition) is being developed. It collects performance data on a quarterly basis across 170 indicators (mainly NIs, with a few BVPIs). These performance data are then cross-correlated with expenditure data to produce a value for money analysis. A methodology is currently being developed to extend this analysis to the social context.</p> <p>London Councils is looking to bring together all of this performance data to produce a 'dashboard' for each borough as well as sub-regionally and regionally, to identify areas where support is needed and areas of best practice.</p> <p>London Councils also do an annual risk analysis on which LAA targets amongst London boroughs are at most danger of not being met.</p>	<p>The sector needs to be able to provide evidence on its value</p> <p>Improving sharing of data and best practice is important</p> <p>Being able to develop meaningful comparisons with other sectors and local authorities is required</p>

Consultee	Details	Themes for the cultural sector
<p><b>DCMS - CASE Review</b></p>	<p>The purpose of this review has been to generate a significant change in the strategic understanding of the sector. It has progressed through a number of stages.</p> <ul style="list-style-type: none"> <li>• a scoping study to look at bringing together data on cultural and sporting assets</li> <li>• a systematic review of literature on engagement with culture and sport and the development of the understanding into models</li> <li>• a review of local and regional research evidence needs.</li> </ul> <p>The first of these areas highlighted that:</p> <ul style="list-style-type: none"> <li>• there is a major difference in the status, use and understanding of asset data across the cultural sub-sectors and a standard approach to data collection across the sector should be developed</li> <li>• existing mapping studies have been undertaken based on very specific policy needs</li> <li>• as there is a lack of a shared national policy impetus, a national sporting and cultural asset database is regarded as useful but not essential.</li> </ul> <p>These conclusions reflect many of the emerging findings in this study.</p> <p>The second stage of the CASE Review (currently being undertaken) has focused on understanding the drivers and impact of participation in culture and sporting activity (based on a review of 60,000 reports, of which 12,000 were relevant). Up until now, analysis of participation has largely been based on demographics (e.g. age, educational background). This project is aiming to link this with other factors, such as the supply of facilities/venues.</p> <p>The outputs of this research will be used to develop a modelling process that will facilitate the understanding of what types of interventions will be most effective in a given set of local conditions.</p> <p>This research has the potential to address the challenge of providing evidence on impact and outcomes for the cultural sector.</p> <p>The CASE study has also identified an inconsistency in understanding data and its role at different geographic levels. For example, it is felt that capabilities are better at local authority level compared to regional level and there would be benefits from sharing knowledge and expertise.</p>	<p>No single repository for storing performance and planning data</p> <p>There is an inconsistent approach to data collection</p> <p>The sector needs to be able to provide evidence on its value and benefits created</p> <p>Variable understanding of and skill with data across the sector</p>

Consultee	Details	Themes for the cultural sector
<p><b>Sport England (Active People and Active Places)</b></p>	<p>A recent Audit Commission report indicated that only 5% of local authorities have access to excellent data (not just the cultural sector). Clearly this is an issue for being able to provide evidence on the value delivered by culture.</p> <p>However, the sport and leisure sector is more developed than other parts of the cultural sector in this area because of the significant investment that has been made in Active People (and the Active People Diagnostic – participation data), Active Places (facility data) and more recently, the Sports Satisfaction Survey (SSS).</p> <p>As well as sport and leisure, the Active People Diagnostic now covers arts, museums and libraries to a limited extent. It is a powerful local strategic planning tool and is used by local authorities, county councils, county sports partnerships, national governing bodies, and many other national and regional partners. It also links with Sport England’s Market Segmentation.</p> <p>The SSS covers 44,000 in 45 sports from casual participant to elite level and provides information on what makes them satisfied or dissatisfied with their participation and what the drivers to participation are. The reporting element of this is being developed so that benchmarks can be created.</p> <p>On the Active Places, the ongoing aim is to ensure that it is kept updated and continues to focus on sport and leisure. The process of self-regulation to maintain data plus surveys every 3-4 years will continue.</p> <p>In December 2009 Sport England’s Active Places project will have completed the first complete audit of outdoor sports facility data. At this time Active Places will be the only data set of audited indoor and outdoor sports facility data.</p> <p>Any tool such as Active People or Active Places requires continual investment at a national level.</p>	<p>The sector needs to be able to provide evidence on its value</p> <p>Self-regulation is required to keep data up-to-date</p> <p>Development and maintenance of data repositories requires significant ongoing investment</p> <p>There are examples of where data collection and use is working well in the sector</p>

Consultee	Details	Themes for the cultural sector
<p><b>MLA London</b></p>	<p>MLA London has been proactive in providing a research function for the sector and analysing, interpreting data and disseminating it to the sector.</p> <p>It has identified that one of the biggest challenges faced was producing data in a format that could then be used at different levels within cultural services.</p> <p>MLA London has identified CultureMap as having potential as a platform, but highlighted the need for more robust data sets.</p> <p>The culture of some sub-sectors, such as libraries, was highlighted as a constraint, e.g. the strong commitment to anonymity by librarians to their users is preventing the proactive employment of user data that exist.</p> <p>MLA has its own internal data tool (a 'data set analyser') which draws on the Survey of Archive Users, Public Library Survey, Renaissance in the Regions data, Hub Exit Survey, Taking Part Survey and National Statistics. Use of this tool does require some specialist training and this tool has not been made available to a wider set of stakeholders, so there is not wider accessibility at present.</p>	<p>There is a need to challenge its approach to using customer data as there appears to be some resistance to adopting approaches which would improve understanding of audiences</p> <p>Development and maintenance of data repositories requires significant ongoing investment</p> <p>Variable understanding of and skill with data across the sector</p> <p>There is an inconsistent approach to data collection</p>
<p><b>Government Office for London</b></p>	<p>Until now, the lack of baseline data in the sector has impacted negatively on the number of NIs for the sector. This could be further affected by the review of NIs, which may lead to an overall reduction and merger of certain ones (not just in the cultural sector). GoL does provide a range of data and analytical tools on its website, which do provide London data and support LAAs.</p> <p>Active People has helped to address this for the sport and leisure side of the sector and, to a lesser extent, arts, museums and libraries. However, it has limitations in that it only focuses on those aged over 16.</p> <p>The CASE Review should have a positive impact on the sector in terms of being able to provide evidence of the justification for, cost of and impact of interventions across the sector.</p> <p>The importance of data in the will be underlined by the forthcoming Mayor's Cultural Strategy.</p>	<p>The sector needs to be able to provide evidence on its value</p> <p>There is an inconsistent approach to data collection</p>

Consultee	Details	Themes for the cultural sector
<p><b>Proactive West London</b></p>	<p>The five Proactive Partnerships in London are built around the County Sports Partnership Network and focus on sport and physical activity.</p> <p>Active People has provided this part of the cultural sector with a source of information that has not previously been available and meant that a baseline has been established and trends can be identified in participation.</p> <p>There are some limitations to it in that it is a landline-based survey (so excludes those who do not rely on one, e.g. students and low income groups), the sample quotas are set at a national level (so do not necessarily reflect local conditions), and it only collects data on the over 16s.</p> <p>The other area it does not address is assessing why the results and trends identified are happening. This should be the focus of local authorities through commissioning follow-up work, which could then also contribute to a wider knowledge-base of sports participation.</p> <p>For the access to and use of data in the sector to improve, it is vital that knowledge is shared and made available. To achieve this, it is important that all organisations involved in delivering services in the sector allocate time and resource to knowledge management.</p> <p>On top of this, it is important to invest resources in specialists who can develop and operate systems of data storage and sharing.</p>	<p>Variable understanding of and skill with data across the sector</p> <p>The sector needs to be able to provide evidence on its value</p> <p>Development and maintenance of data repositories requires significant ongoing investment</p> <p>Data collection and sharing is something that all organisations in the sector should allocate time to.</p>
<p><b>London Cultural Reference Group (previously London Cultural Observatory) (GLA)</b></p>	<p>The London Cultural Reference Group is intended to be a strategic body that provides guidance on research and policy for the cultural sector in London. As such, its key activities include:</p> <ul style="list-style-type: none"> <li>• providing a forum for leading officers in cultural policy and research to discuss and analyse policy issues and latest research findings in order to ensure that cultural policy and interventions in London are as well informed as possible</li> <li>• contributing to improving the quality and consistency of research around culture and creative industries in London within a wider strategic context. It does this by encouraging high standards, identifying gaps in intelligence and promoting new research projects.</li> </ul>	<p>The sector needs to be able to provide evidence on its value</p> <p>There is an inconsistent approach to data collection</p>

Consultee	Details	Themes for the cultural sector
<p><b>Arts Council England</b></p>	<p>There are a number of resources that collect headline data that are already available, e.g. Taking Part survey, Active People's arts attendance and participation data (NI11), box office data collected through <i>Snapshot</i> on CultureMap, CIPFA investment data, and national satisfaction data for theatres and concert halls. However, there is no common methodology at this stage that helps local authorities to take the analysis to the next level with robust local sample sizes, and explore levels of engagement in different art forms, e.g. music, dance and theatre, alongside barriers to attendance and where people are attending events (in the way that Active People and sports satisfaction surveys currently do).</p> <p>A quick way to start addressing this would be to develop a local version of the national <i>Taking Part</i> survey that contains standard questions and allows local authorities to collect data locally as required and benchmark against national results.</p> <p>Associated with these audience data, a central resource that holds information on arts facilities and where they are is important, particularly in establishing standards of provision for new developments.</p> <p>CultureMap has started to address these issues, but it limited in its extent at present. However, it could be developed further.</p> <p>A common framework for data collection (particularly for audience participation) within and across the sectors would also be of significant value to allow meaningful comparison and benchmarking of data.</p> <p>It will also facilitate the development of data analysis in the sector to be more about understanding inputs, outputs and the investment associated with them, and in this area there is a strong link to the work of the DCMS CASE Review.</p> <p>There is currently also an uncertainty as to the consistency of usage and access to relevant data in the arts sector and a need for further training and support for local authorities' arts services in accessing and collecting relevant data.</p> <p>The case also needs to be made strongly for the need for data collection, so that its importance is recognised throughout the sector. In this, local authorities have to work closely with the NDPBs.</p> <p>Finally, a central resource where data is held, in a meaningful format, can be accessed and allows benchmarking of performance would be of significant value to the arts sector. On this, a national-level solution would be ideal.</p>	<p>The sector needs to be able to provide evidence on its value</p> <p>Variable understanding of and skill with data across the sector</p> <p>No single repository for storing performance and planning data – the provision of one would have significant benefits</p> <p>Data collection and sharing is something that all organisations in the sector should allocate time to</p> <p>There is an inconsistent approach to data collection – the should be addressed</p>



Consultee	Details	Themes for the cultural sector
English Heritage	<p>There are a number of issues in relation to data management and the historic environment:</p> <ul style="list-style-type: none"> <li>• there has been a reliance on “Heritage Counts” as an advocacy tool within the sector; however, this does not highlight numbers of people employed / volunteers working in the sector</li> <li>• the economic impact of the historic environment has been calculated locally, but there is no pan-London methodology or commitment to it</li> <li>• given the wide range of organisations contributing to the historic environment within local government, e.g. planning, building works, maintenance and environment has proved difficult to capture consistent data.</li> </ul> <p>Good practice was highlighted in some boroughs, such as Barking and Dagenham with their Heritage strategy, which would act as an excellent template for other authorities to draw on in the development of their strategies.</p> <p>Rather than relying solely on the Place survey and links to historic environment, there should be a focus on the development of core KPIs from the sector itself.</p>	<p>No standard approach to KPIs within the sector</p> <p>There is an inconsistent approach to data collection – the should be addressed</p> <p>Data collection and sharing is something that all organisations in the sector should allocate time to</p> <p>Some key gaps in data need addressing – e.g. economic impact and numbers of people employed as paid staff or volunteers.</p>

3.3.3 Table 3 shows that a range of issues were identified by the consultation with key stakeholders. However, a number of common themes emerged from it:

- the sector as a whole must be able to provide evidence on its performance and the value and benefits this creates, as it will facilitate ongoing improvement and provide a justification for investment
- there appears to be a need to challenge to existing cultures of protecting data and anonymity of users which is preventing better understanding of customer need
- skill with data varies across the sector and this should be addressed to ensure that people are aware of its value and it is being used in the right way
- linked to skill with data, there needs to be a consistency of data collection across the sector to enable meaningful comparisons and ongoing analysis of trends
- a single data repository would be a valuable resource to assist data capture, storage and use across the sector, although it is recognised that such a facility is costly to develop and maintain. Active People provides much of the requirement for sport and leisure and CultureMap has started to address the needs of other sectors, but it is limited at present.

### 3.4 Part 3 – workshop session (22 July 2009)

3.4.1 The workshop session formed this stage and provided additional views on the current state of data management and use in the sector, in particular in relation to the reporting against the national performance framework for LAAs.

- 3.4.2 A full list of attendees can be found in Appendix D.
- 3.4.3 The workshop session was divided into two parts. In the first part, participants were invited to provide comments against a range of data-related statements, including:
- tools I use to access data
  - I would like to use knowledge sharing data to...
  - data I want to access to avoid duplicating work / pick up new ideas
  - data I would like access to but do not have
  - data I need to support the service / providing evidence
  - barriers and Issues
  - data I want to access from other organisations
  - I would like to use performance management data to...
  - data I use that I could share with others
  - I would like to use needs analysis data to...
  - reasons why I am data poor
  - how I would like to use research data
  - websites I use to access useful data.
- 3.4.4 The second part of the session involved the workshop participants completing the self-assessment questionnaire. The results were combined with the wider self-assessment questionnaire survey and are covered in the following section (part 4).
- 3.4.5 The most important results of the first part of the workshop session are summarised in Table 4

**Table 4: Workshop results**

Theme	Key results	Themes/implications
Tools I use to access data	<ul style="list-style-type: none"> <li>• online tools, e.g. Active Places, CultureMap, National Indicator Community of Practice, local event directories</li> <li>• national indicator data</li> <li>• individual questionnaires and surveys, e.g. Mori "Taking Part"</li> <li>• PB Views (Software Programme for local government)</li> <li>• internal evaluation tools and statistical returns</li> <li>• feedback forums.</li> </ul>	There are a range of tools that the culture sector in London uses to access data, but this also implies that there is an inconsistency in data collected and used, which is not ideal for reporting and comparative purposes across the sector.

Theme	Key results	Themes/implications
I would like to use knowledge sharing data to	<ul style="list-style-type: none"> <li>• benchmark performance and encourage joint working and comparison</li> <li>• identify variations across London and target underperformance</li> <li>• integration of cultural data with mainstream planning and analysis</li> <li>• standardisation of data recorded across cultural sub-sectors.</li> </ul>	Knowledge sharing would help to improve data access and use in the cultural sector in a number of ways from enabling the most appropriate data to be captured to facilitating performance comparison across the sub-sectors.
Data I want to access to avoid reinventing the wheel/ pick up new ideas	<ul style="list-style-type: none"> <li>• outputs and outcomes data, e.g. economic impact multipliers, tourism, crime/community cohesion, and jobs created/ supported</li> <li>• local survey/authority categories/ (to enable standardisation and benchmarking (see above)</li> <li>• online help forum</li> <li>• outline of research activity across London (to avoid duplication).</li> </ul>	In this area, the two key themes are, firstly, that officers want to understand what other work is being undertaken at any one time to avoid duplication of effort and to be able to benefit from other experience, and secondly, to understand what evidence there is from previous work of the link between outputs and outcomes.
Data I would like access to but don't have	<ul style="list-style-type: none"> <li>• non-users and why they do not participate</li> <li>• need/demand for facilities and associated cost/affordability across the sub-sectors</li> <li>• facility provision (location, quality, accessibility) in particular private and third sector</li> <li>• impact of cultural services, including the relationship with investment and the link between outputs and outcomes</li> <li>• participation levels across demographic groups, London and the sector.</li> </ul>	Ideally, officers in the sector require access to a full range of data, including facilities, user and non-users, participation levels and impact/outcomes.

Theme	Key results	Themes/implications
Data I need to support the service/evidencing performance	<ul style="list-style-type: none"> <li>• demographic information – age, ethnicity, gender, etc</li> <li>• outcomes/impacts related to investment (e.g. value for money, cost-benefit) – including in other areas, e.g. crime reduction, quality of life, economic impact</li> <li>• who is using/benefiting from the service (and where they come from, e.g. inside or outside the borough)</li> <li>• facility audit information</li> <li>• need/demand for facilities now and in the future</li> <li>• users and non-users and the reasons for their participation/non-participation</li> <li>• customer satisfaction with service.</li> </ul>	<p>There is a significant amount of cross-over with the previous section (i.e. data that people would like to access), which suggests that access to basic data is an issue in some of the sub-sectors.</p> <p>Generally, the information that officers feel is required to be able to evidence performance includes that relating to facilities, user and non-users, participation levels and impact/outcomes.</p>
Barriers and Issues (to data collection)	<ul style="list-style-type: none"> <li>• lack of resources (staff, time and finances)</li> <li>• data is held in a wide variety of places (i.e. there is no central resource), which leads to a duplication of activity</li> <li>• knowledge of what data are available and where</li> <li>• concern over the reliability of some of the data sources and how up-to-date they are</li> <li>• inconsistent data collection framework across the sub-sectors.</li> </ul>	<p>This section reflects many of the observations from above, in that there is an inconsistency in data available and what is available is spread across a range of sources.</p> <p>In addition, the successful collection and use of data does require a time and resource commitment from all partners.</p>

Theme	Key results	Themes/implications
I would like to use performance management data to	<ul style="list-style-type: none"> <li>• facilitate service improvement (including for the customer)</li> <li>• compare with other local authority services and provide a value for money assessment</li> <li>• for benchmarking within the sector</li> <li>• to advocate the role (and benefits) of culture</li> <li>• provide evidence of need for extra resources</li> <li>• provide evidence on need/demand</li> <li>• making the case for investment or grant funding</li> <li>• demonstrate the impact of cultural services, including on wider service areas (and the link between outputs and outcomes)</li> <li>• identify trends (e.g. in participation).</li> </ul>	The availability of performance data would have a positive impact on a range of areas from service planning to securing funding and improving the value for money delivered by the sector.
Data I use that I could share with others	<ul style="list-style-type: none"> <li>• sport-related data, e.g. Sport England Market segmentation, leisure centre trends</li> <li>• attendance/visitor data (including case studies) – arts, parks, sport</li> <li>• library issuing and visitor trends (it is up-to-date)</li> <li>• case studies and best practice.</li> </ul>	Although there are data available from a number of the sub-sectors, it appears to be sport that has the greatest amount available at present.
I would like to use needs analysis data to	<ul style="list-style-type: none"> <li>• profile potential audiences and support audience development</li> <li>• target promotions and opportunities at non-users and to understand how big this group is (i.e. latent demand)</li> <li>• understand who users (and user groups) are, where they come from and what activities they prefer and need</li> <li>• to support the case for capital investment and funding applications</li> <li>• making the case for culture and the positive impact it can have on a range of areas</li> <li>• to support the provision of new services</li> <li>• be able to allocate and target revenue budgets more effectively.</li> </ul>	Access to needs analysis data has a range of benefits from understanding who your users are and what they want to improving current services and being able to make the case for additional funding.

Theme	Key results	Themes/implications
Reasons why I am data poor	<ul style="list-style-type: none"> <li>• lack of knowledge as to where data can be accessed</li> <li>• not all sectors are, e.g. sport</li> <li>• lack of resources to collect and analyse, e.g. time and staff – the focus is often on delivery</li> <li>• lack of consistency in data collection across sub-sectors and local authorities, which makes comparison difficult.</li> <li>• there are few shared data repositories.</li> </ul>	Once again, the answers in this section suggest that certain sectors have good access to data (primarily sport); however, the lack of time devoted to data collection and analysis and a lack of consistency in data collection are key reasons for poor use of data in the sector.
How I would like to use research data	<ul style="list-style-type: none"> <li>• to evidence the links between inputs, outputs and outcomes (particularly in terms of qualitative data)</li> <li>• to establish and strengthen recognition of the positive impact and value of cultural services (including on wider service areas)</li> <li>• to identify service improvements and potential new services</li> <li>• to reduce the need to carry out individual, high cost qualitative research projects when information on the impact of schemes or programmes is needed.</li> </ul>	Fundamentally, officers would like to be able to access research data to identify and target improvements to their service and reduce the need for isolated impact studies.

3.4.6 The final question at the workshop considered where attendees currently access data. Given that this largely relates to the use of online data mapping tools, the outputs are covered in part 5.

3.4.7 The workshop generated a significant level of feedback. To be able to provide a framework for analysis, it has been summarised in terms of key issues and key opportunities in Table 5.

**Table 5: Summary of workshop outcomes**

<p><b>Key issues</b></p>	<p>There is a lack of common research methodologies in data collection and analysis and this leads to inefficient local solutions being developed by boroughs.</p> <p>There is a lack of confidence in some national data sets (for example, in how up-to-date they are) and this is undermining work that is being influenced by them.</p> <p>Many cultural services departments are not structured to manage and use data as effectively as possible. This affects their internal reporting, ability to collaborate with partners and identification of performance improvement opportunities.</p> <p>Of the resources that are focused on data, much of it concentrates on collection, rather than input, collection and analysis.</p> <p>The fragmentation of resources leads to much duplication of activity at a local level.</p> <p>There is still a wide range of expertise, expectation and need in relation to use of data in cultural services.</p> <p>There is a wide variability in terms of data available (especially through online portals). For example, sport and leisure is relatively strong, whereas parks and open spaces are much weaker. There is investment in data tools taking place and this should be encouraged.</p> <p>There is a need to have a consistent approach to data collection, to avoid duplication of work and to ensure that the standard of data is of the required level (and valid).</p>
<p><b>Key opportunities (from the issues identified)</b></p>	<p>Standardisation of data collection categories (inputs and outputs) across the cultural sector and integration of these into a standard framework.</p> <p>Sharing of cultural data and research work plans between boroughs to encourage partnership working.</p> <p>Collective research on non-users and the sharing of outcomes of the work.</p> <p>Sharing of case studies and best practice across London.</p> <p>Use of comparative/benchmarking data and a community of practice to enable the boroughs with stronger data management approaches to help those that need improvement.</p> <p>Pooling of information on trends and demand to ensure services remain relevant to customers.</p> <p>Improvement of access to information about activity levels and programmes in the not-for-profit and private sectors.</p> <p>Make better use of data to provide evidence on the economic impact of cultural and creative industries in London.</p>

### 3.5 Part 4 - self-assessment questionnaire

3.5.1 The self-assessment questionnaire formed the fourth part of the current state review and was undertaken in two sections:

- as the second part of the workshop
- through circulation to all London boroughs' cultural services departments.

3.5.2 A copy of the questionnaire can be found in Appendix F.

3.5.3 The primary purpose of the questionnaire was to allow the collection of data from local authority cultural service managers and performance managers on their requirements for, access to and potential uses of cultural data. In particular, it sought to identify requirements for the national performance framework for LAAs.

3.5.4 It covered the following areas:

- user and non-user data
- other knowledge data (e.g. case studies, peer group expertise)
- strategic context data
- online mapping tools.

3.5.5 In each category there, were a number of sub-categories of data sources and each respondent was asked to rate them on the basis of:

- the importance of these data to them (on a scale of "very important", "important", "useful", "not important")
- the accessibility of these data for them (on a scale of 1 to 5, where 1 is inaccessible and 5 is very accessible).

3.5.6 Finally, respondents were asked to complete their evaluation across the sub-sectors, i.e.:

- sport and leisure
- parks and open spaces
- play
- libraries
- museums and galleries
- archives
- heritage
- tourism
- arts.

3.5.7 A full list of the London boroughs that completed the self-assessment questionnaire can be seen in Appendix G.



3.5.8 The self-assessment questionnaire collected a significant amount of data and Table 5 seeks to identify the most important themes that emerge from it. In certain areas, the results of the analysis were too variable to be able to identify any clear trends. Overall, however, there are a number of points that should be noted and these are outlined in Table 6.

**Table 6: Self-Assessment Questionnaire Conclusions**

Conclusion	Details
There appears to be a variety of data resources that are currently used and variation across the cultural sub-sectors.	There is no consistency in data used and therefore in the type of data that is collected. Seeking to establish some uniformity in the approach to and understanding of data collection across the sector should enable greater sharing of expertise.
There are certain types of data that are used with some consistency across the sector, e.g. user surveys and customer data as a whole and LAA national indicators.	These data sources could contribute to the development of a standard data collection framework.
Access to data is highest in the sport and leisure and play sectors and very low in the tourism sector.	The more developed areas should be used to inform a consistent approach to data access and use and to help educate the less developed areas.
Stakeholder feedback appears to be a particularly useful resource in the museums and galleries, archives, heritage, tourism and arts sectors.	It will be important to understand why this type of data is important in these areas and how it can be applied to other areas.
Active People and Active Places are well-used and accessible tools for the sport and leisure sector (as well as libraries, museums and arts), but have little use in other areas.	These tools can be used to help inform the development of data mapping tools in other sectors and possibly could be developed to incorporate the other sectors.
In other sectors, there is no existing online tool that is either well-used or highly accessible.	Establishing a uniform data mapping tool should be linked to establishing a consistent data collection method and will be an important stage in developing the reporting capability of other sectors.
There is a lack of data sets that are used uniformly across the sector.	This indicates that there is a varied data requirement across the sector and/or a varied understanding of and expertise with data, which could potentially be addressed by developing a uniform approach to collection.

3.5.9 Finally, it is important to recognise that a self-assessment questionnaire reflects personal opinion and the results should be taken in this context and used in conjunction with the other analysis.

### 3.6 Part 5 – review of online mapping tools

3.6.1 It is clear from the analysis thus far that a wide range of existing online tools are used for storing and interrogating cultural data. This was particularly evident from the workshop session where attendees were asked which resources they currently used and the results showed the lack of consistency. In total, there were:

- 22 national-level tools used (12 of which were used with some consistency across the sub-sectors)
- 7 London-level tool used
- a further 6 different types of tool were used at a local level.

3.6.2 Full details can be found in Appendix I. The focus of part 5, therefore, was to undertake a review a range of them to understand the type of data they held, the accessibility of the data and their relevance and usefulness to the sector. It covered the following:

- CultureMap London – [www.culturemapLondon.org](http://www.culturemapLondon.org)
- Heatmap - <http://heatmap.egovtoolkit.co.uk/>
- Active People Diagnostic - <http://www.webreport.se/apd/main.aspx>
- Active Places - <http://www.activeplaces.co.uk/>
- Department for Culture Media and Sport - [www.culture.gov.uk/reference\\_library/research\\_and\\_statistics/4828.aspx](http://www.culture.gov.uk/reference_library/research_and_statistics/4828.aspx)
- Thames Gateway Knowledge Platform – <http://tblp.localknowledge.co.uk>
- Government Office for London – [www.go-London.gov.uk/tools/toolsindex.htm](http://www.go-London.gov.uk/tools/toolsindex.htm)
- Neighbourhood statistics, Office for National Statistics – [www.neighbourhood.statistics.gov.uk](http://www.neighbourhood.statistics.gov.uk)
- London Council Culture website – [www.Londoncouncils.gov.uk/networks/lcip/default.htm](http://www.Londoncouncils.gov.uk/networks/lcip/default.htm)
- IDeA Knowledge website of case studies – [www.idea.gov.uk/idk/laa/home.do](http://www.idea.gov.uk/idk/laa/home.do)
- Southeast Cultural Observatory – [www.seco.org.uk](http://www.seco.org.uk)
- Croydon Observatory – [www.croydonobservatory.org](http://www.croydonobservatory.org)
- ESD Toolkit – [www.esd.org.uk](http://www.esd.org.uk)
- Data Interchange Hub – [www.communities.gov.uk/hub](http://www.communities.gov.uk/hub)
- Your London – [www.yourLondon.org.uk](http://www.yourLondon.org.uk).

3.6.3 Appendix J provides the detail of the review. However, the overall conclusions were that the cultural sector in London has access to a large amount of searchable and comparable information, but the usefulness of it is primarily dependent on the quality, consistency, frequency and timeliness of data collection and the capacity and skills available to interpret and analyse the relevant information. In addition, at a national level, the tools are often overly focused on NIs, and so their usefulness for local-level planning is limited.

3.6.4 There are, however, a number of tools that appear to have relevance and applicability to cultural services in London because they contain cultural data, are specifically aimed at the sub-sectors, cover the London area and are updated with some regularity. Specifically, they include the following:

- **Active People Diagnostic** – primarily participation data for sport and leisure, although it has recently been developed to include some information on arts, museums and libraries
- **Active Places Power** – primarily for sport and leisure facility-related data
- **CultureMap London** – this provides a structure for data mapping (facilities and participation) for museums, libraries, arts, music, parks and open spaces and tourism. It has been developed on a relatively small budget and is limited in its extent at present, although it could be developed further
- **Heatmap** – this has some use for museums, libraries, arts, parks and open spaces (in terms of satisfaction data), although it is currently too simple and lacks relevant data to be of comprehensive use for the sector
- **Office for National Statistics (ONS)** – this has relevance for parks and open spaces in particular and reflects the findings of the self-assessment questionnaire
- **Your London** – this provides a good search facility and wide range of information on availability of Cultural services.

### 3.7 Summary

3.7.1 The current state review has covered a wide range of areas and has similarly identified a wide range of issues for data management and use in the cultural sector. However, this in itself presents a challenge in terms of being able to identify a focused number of recommendations and actions. In the following sections, this is addressed by:

- identification of common themes/issues from the current state review
- development of a long-list of recommendations and
- refinement of the long-list into a short-list and action plan for the next three years.

## 4 REFINEMENT OF CURRENT STATE ANALYSIS

### 4.1 Introduction

4.1.1 The current state analysis identified a range of issues for data management a use in the cultural sector. These were revealed by the following exercises:

- **part 1** - consultation with a selection of cultural public bodies to investigate their data requirements and any available data-related work that it applicable to their remit
- **part 2** - consultation with local authority cultural heads-of-service to investigate strategic issues linked to performance measurement, the CAA and the use of data in the sector.
- **part 3** - a workshop session with a selection of London local authority cultural service and performance managers
- **part 4** - completion of a self-assessment questionnaire, which was distributed to all London local authority cultural services departments
- **part 5** - a review of a range of available on-line mapping tools to assess their relevance and applicability to the cultural sector

4.1.2 Bringing together the research conducted in the five stages, circa 50 issues were identified and a full list of these can be found in Appendix K. These issues formed the base of the long-list of recommendations. However, to be able refine them, they were first of all grouped into common themes. This process identified 11 of them and they were as follows:

- access to data
- data analysis – outputs and outcomes
- data benchmarking
- data sharing
- online data tools
- partnership working
- regular and accurate data collection
- resources for data collection
- standard data collection framework
- non-user data
- competency and comfort with data.

4.1.3 The themes provide a useful summary of the key challenges facing the sector in terms of data use and management and they are explained in more detail in Table 7.

**Table 7: Issues from the current state review**

Theme	No	Details
Access to data	1	There is a need to improve access to certain types of data across the sector, such as those from the private and not-for-profit areas and audience participation data.
Data analysis – outputs and outcomes	2	There is a need to move the focus of data management from being largely on the collection to research-based analysis and, in particular, the link between investment and programmes and outcomes delivered and impact.
Data benchmarking	3	At present, there is not an objective and consistent approach to comparing geographical areas and benchmarking, which could be an important way of targeting investment and improving services.
Data sharing	4	The sharing of best practice and existing data, so that what is already available is used efficiently and effectively to improve overall data management and use
Online data tools	5	At present, there is a wide range of online resources for holding and accessing data. This leads to a duplication of effort and a lack of uniformity across the sub-sectors.
Partnership working	6	There is an overall lack of partnership working in some of the sub-sectors. Addressing this could provide obvious benefits in terms of sharing experience and resources, particularly as there will always be finite resources.
Regular and accurate data collection	7	For data management and use in the sector to continue to develop, it is important that data is regularly updated and collected to ensure that decisions are made using accurate information
Resources for data collection	8	It is apparent that those boroughs with performance management expertise have a more developed approach to collecting and using data and part of this is a recognition of the time and resource requirement that this entails.
Standard data collection framework	9	There is a wide range of data that is collected by the sector, which makes data comparison across sub-sectors and boroughs problematic. Therefore, an agreed core data collection framework and KPI framework would help to address this.
Non-user data	10	The quality of existing data has been raised as a general concern; however, one area where improvement would be of significant value is that of non-user data.
Competency and comfort with data	11	The competency and comfort of cultural officers across the sector and boroughs is variable and to improve data management and use in the sector, it is important this is addressed where possible.

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## 5 IMPLICATIONS FOR THE SECTOR

### 5.1 Introduction

5.1.1 As outlined in the introduction, the need to improve the access to and use of data in the cultural sector is an issue of the greatest importance. In particular, this relates to two issues:

- the current economic climate will mean that local government will continue to be under financial pressure and local authorities will need to be able to demonstrate how well they are serving their local communities. This was recognised by the introduction of the CAA in April 2009
- the strategic commissioning route requires access to data and evidence to facilitate informed decision making, plan services, monitor outcomes, provide evidence of impact and ultimately to secure funding.

5.1.2 This means that, more than at any other time previously, local authority cultural services will have to be able to demonstrate the value of their services to their communities, their partners and to central government. In order to be able to do this, access to data and evidence will be critical.

5.1.3 Without it, it will be very difficult for them to:

- demonstrate their performance and the value they deliver
- optimise the use of their resources to achieve outcomes
- support continuous improvement and local government transformation.

5.1.4 In the last section, the key issues and themes that have emerged from the current state review have been outlined. In the next section, these will be developed further into a series of recommendations. However, at this point of the project, it is important to outline the likely implications for the sector if it does not address the issues identified. This is particularly pertinent with the pressure on local authority budgets.

### 5.2 Implications for the sector

5.2.1 Table 8 takes each of the emerging issues that have been identified in the current state review and discusses the implications of not addressing them. Inevitably, there is some overlap, but it nonetheless outlines the key challenges to the sector.

**Table 8: Issues and consequences**

No.	Issue	Consequences of not addressing the issue
1	There is a need to improve access to certain types of data across the sector, such as those from the private and not-for-profit sectors.	Without a clear understanding of the whole cultural sector and the contribution of the private and not-for-profit sectors, it will be impossible to plan objectively and implement its policies effectively at a local, sub-regional and pan-London level. Implementation of the programmes or policies based on the incomplete or incorrect data will only increase the potential for reduced funding in the medium- to long-term.
2	There is a need to move the focus of data management from being largely on the collection to research-based analysis and, in particular, the link between investment and programmes and outcomes delivered	Increased pressure on public spending, the cultural sector must be able to develop a robust baseline of evidence to justify its programmes and funding in terms of identifiable outcomes. Without this, there is a risk of cultural services being marginalised and at worst, reduced to a very basic level of provision.
3	At present, there is not an objective and consistent approach to comparing areas and benchmarking, which could be an important way of targeting investment and improving services.	An objective approach to benchmarking and comparing performance should provide a means for improving performance and identifying where to target investment. Without an objective approach to benchmarking, there is a danger that it is not regarded as being of value and is therefore ignored by local authorities. However, if there is an objective framework, it can become a meaningful tool to support continuous improvement.
4	The sharing of best practice and existing data, so that what is already available is used efficiently and effectively to improve overall data management and use	If this issue is not addressed, data will continue to be collected in isolation, which is not only inefficient, but also means that there is an inconsistent basis to it, which makes comparison of information less meaningful. In the long-term, this will hinder the identification of effective performance improvement measures.
5	At present, there is a wide range of online resources for holding and accessing data. This leads to a duplication of effort and a lack of uniformity across the sub-sectors.	It is vital that key performance data is available and easy to use to ensure that local authorities are able to justify their investment in cultural services and base decisions on objective analysis. There are examples of existing tools that either work well or have the potential to (e.g. Active People, Active Places and CultureMap). Given this, developing one single online resource may be unachievable, but it is important that resources and efforts are focused around a small and agreed number to maximise their effectiveness.

No.	Issue	Consequences of not addressing the issue
6	There is an overall lack of partnership working in some of the sub-sectors and this could be of benefit in terms of sharing experience and resources.	There will always be finite resources in the sector and so cultural sub-sectors operating in isolation will never be the most effective way of working. Therefore, the sub-sectors and local authorities should look to identify opportunities for greater collaboration. Without this approach, there is a risk that services will be significantly negatively affected by any reductions in funding.
7	For data management and use in the sector to continue to develop, it is important that data is regularly updated and collected to ensure that decisions are made using accurate information	Without ongoing and regular updating of data, it will not be possible for boroughs to identify performance trends and changes and react to them accordingly. This will compromise the ability of the sector to build on examples of activities and programmes that are working well and address those that are not. Thus, the ability to identify ongoing improvements will be reduced.
8	It is apparent that those boroughs with performance management expertise have a more developed approach to collecting and using data and part of this is a recognition of the time and resource requirement that this entails.	Providing a robust data management framework requires a resource commitment and it is clear that those boroughs or sub-sectors with one are more confident about the future. On the other side, those that are less able to demonstrate the value of their service are more vulnerable to reductions in funding. Elsewhere in England, there are examples of performance management frameworks that have been developed and implemented successfully, e.g. Leicestershire's impact framework and Wigan Cultural and Leisure Trust's outcomes-based framework.
9	There is a wide range of data that is collected by the sector, which makes data comparison across sub-sectors and boroughs problematic.	This relates to the two issues identified above. If the range of data that is being collected across the sector and boroughs varies in its content and format, it makes effective comparison a challenge. This, in turn, will reduce the ability of boroughs and sub-sectors to identify effective ways of improving services and monitoring performance and present a threat to ongoing investment.
10	The quality of existing data has been raised as a general concern; however, one area where improvement would be of significant value is that of non-user data.	Without a full understanding of non-users and why they are not participating, it will not be possible to understand and provide evidence of what programmes and services are effective and why. This, again, means that it will be challenging to provide a meaningful justification for investment in the cultural sector and could lead to resources being reduced.



No.	Issue	Consequences of not addressing the issue
11	The competency and comfort of cultural officers across the sector and boroughs is variable <b>and to improve data management and use in the sector, it is important this is addressed</b> where possible.	Without a collective understanding of how to collect, use and analyse data, the variable approach to performance management and service development will continue, with the associated risk that incorrect or ineffective programmes and activities are implemented.

5.2.2 At this stage of the review a range of issues have been identified that relate to areas including:

- a consistent approach to data collection
- resources for data management and use
- regular collection and dissemination of data
- benchmarking and comparison of data
- partnership working and data sharing.

5.2.3 It is also clear that these issues do not apply equally across the cultural sub-sectors or across boroughs and there are examples of good practice and sub-sectors that are more advanced in their data management.

5.2.4 However, the inconsistent overall picture in the sector means that if these issues are not addressed it will find it increasingly difficult to achieve following three key objectives:

- demonstrate their performance and the value they deliver
- optimise the use of their resources to achieve outcomes
- support continuous improvement and local government transformation.

5.2.5 If the sector cannot address these two areas consistently, it is likely to have a number of serious impacts:

- funding for cultural services for delivering wider outcomes will be reduced
- cultural services will find it increasingly difficult to access funding from other sources, e.g. through commissioning
- cultural services will miss the opportunity to start working effectively in partnership with other sectors in which it can make a significant impact, such as health, education and social care, and importantly gain access to funding that exists there.

- 5.2.6 At present, circa £3 billion<sup>2</sup> nationally is invested in the cultural sector annually. However, by addressing the issues highlighted above, there is the potential to increase the benefits and value delivered by the sector.
- 5.2.7 More importantly, with a more consistent and robust approach to data and data management, it will be possible for the sector to make a stronger case for itself and, potentially, start to access the much larger resources that are aimed at, amongst other things, tackling poor health, reducing crime, providing support for vulnerable children and adults and in supporting communities.
- 5.2.8 As an illustration, if the sector were able to demonstrate the impact it makes more effectively and attract just 0.5% of the Government funding allocated to health (£110 billion), welfare (£94 billion) and education (£80 billion), the amount would come to nearly £1.4 billion, which would represent an increase in annual cultural spending of circa 47%. While the reality of achieving this is more complex, it does demonstrate the financial opportunity to the sector of being better able to show how it can contribute to the achievement of wider objectives.<sup>3</sup>
- 5.2.9 The challenge for senior managers in the cultural sector is not just promoting their work, but being able to provide the robust data to show how their services can make significant impacts in other areas. In an overall climate of reduced funding, this represents a significant opportunity that should not be missed if the sector is to continue to thrive.
- 5.2.10 It should also be recognised that a strong partnership approach across the sector in London will be required. However, it will be important that the work programme supports and compliments the work being undertaken across London (with Capital Ambition), across England (with the other RIEPs) and nationally by DCMS and IDeA.

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<sup>2</sup> [www.ukpublicspending.co.uk](http://www.ukpublicspending.co.uk) (2009)

<sup>3</sup> For illustrative purposes. Developed by the IDeA.

## 6 RECOMMENDATIONS

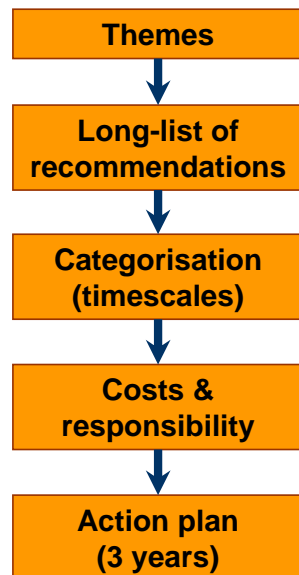
### 6.1 Introduction

6.1.1 At this stage of the report, the following have been completed:

- context review
- current state review
- identification of common themes for the data management in the cultural sector in London
- analysis of the implications for the cultural sector in London of not addressing these themes.

6.1.2 However, in order to create an action plan for the next three years, the themes were developed as outlined in Figure 1.

**Figure 1: Process for developing the action plan**



6.1.3 The first step in the process was to develop a long-list of recommendations based on the themes and observations of the current state review. In order to do this, all of the observations and comments that emerged from that stage were listed and then grouped according to the 11 themes identified in Section 4. A full list of the comments and observations can be found in Appendix K.

6.1.4 Once the observations had been grouped into the thematic areas, specific recommendations were identified. In the first instance, this was a long-list and in order to develop a more focused action plan, each one was categorised based on the likely timescale for addressing them:

- short-term – recommendation addressed within 1-2 years
- medium-term – recommendation addressed within 2-5 years
- long-term – aspirational objective that cannot realistically be addressed within in the next five years and are dependent on the other recommendations or other national-level programmes.

- 6.1.5 In addition, for each recommendation, immediate opportunities were also identified where possible. These were very short term (i.e. next six months) actions that should help to develop momentum for the wider recommendations.
- 6.1.6 Following the categorisation of the long-list of recommendations by timescales, the next stage was to select those that would form the basis of an action plan for the next three years. In simple terms, this related to the immediate opportunities, short-term recommendations and a selection of the medium-term ones.
- 6.1.7 This process created a short-list of recommendations, which were then further developed into an action plan by:
- estimating the costs of delivering each
  - assessing whether they are best tackled at a national, regional or local authority level
  - identifying a person/organisation responsible for each and other contributors
  - explaining the benefits/outcomes of addressing each.
- 6.1.8 In the process of developing the recommendations and action plan, consideration of the following three factors (as identified by the LCIG) was important to ensure that they remained relevant to the overall aims of the project
- **business process improvement** – to what extent will a recommendation improve the effectiveness and efficiency of the sector and generate new ways of accessing data sources
  - **resources** – to what extent will a recommendation encourage greater efficiencies in data collection, analysis and sharing of knowledge through joint service delivery or across-London collaboration
  - **knowledge sharing** - to what extent does a recommendation encourage the sharing of existing best and current practice in terms of, for example, customer service, programme delivery and use of technology.

## 6.2 Long-list of recommendations

- 6.2.1 The long-list of recommendations (and justifications for them) is presented in Table 9. As outlined above, it is structured on the basis of the 11 identified themes. Given the complexity of the project, it is inevitable that a number of the recommendations overlap and the most important links have been highlighted.

**Table 9: Long-list of recommendations**

Recommendation	Details	Business process improvement	Resources	Knowledge sharing	Immediate opportunity	Timeframe	Links (recommendation)
<i>Theme: There is a need to move the focus of data management from being largely on the collection to research-based analysis and, in particular, the link between investment and programmes and outcomes delivered</i>							
1	Identify person to co-ordinate engagement with the work of the DCMS CASE Review The CASE Review is undertaking a significant level of research into the reasons for participation in cultural activities and the outcomes of programmes and interventions. The need to move data management in the cultural sector towards understanding outcomes was a common theme of our research and so co-ordinating with the CASE Review will ensure that work is not duplicated at a London-level and the benefits of the CASE Review are maximised	✓		✓	Identification of CASE Review co-ordinator	Short-term	
2	Engage with the DCMS CASE Review and explore how the London cultural sector can benefit from its work Following on from identifying an officer to assume responsibility for engaging with the DCMS CASE Review, the engagement should take place to ensure that the opportunities emerging from it can be realised	✓	✓	✓	n/a	Short-term	1
<i>Theme: At present, there is a wide range of online resources for holding and accessing data. This leads to a duplication of effort and a lack of uniformity across the sub-sectors</i>							
3	Examine and agree a limited number of online resources around which to focus data collection and analysis for the sector Ideally, there would be a single repository for holding and analysing data. However, given the existence of a number of them already and the varying data needs across the sector, the likelihood of achieving a single one is low. Therefore, we would recommend that the focus is on agreeing a limited number on which resources can be focused. For sport and leisure, Active People and Active Places should continue. For the other sectors, CultureMap has the greatest potential to be developed further and should be the focus in our opinion. The sector should aim to identify no more than 2-3 repositories in total	✓	✓		Identification of 2-3 data repositories to be the focus for data collection and analysis in the sector	Short-term	
4	Create plan for developing preferred data repository/ies (based on outcomes of recommendation 3) Once agreement has been achieved on which data repositories to focus on (recommendation 3) a detailed plan (timescales, responsibilities, &c) should be created for its/their ongoing development	✓	✓		n/a	Short-term	2, 3
<i>Theme: There is a wide range of data that is collected by the sector, which makes data comparison across sub-sectors and boroughs problematic</i>							
5	Agree a standard framework for defining and collecting core cultural data The current state review highlighted that there was a significant amount of data that was being collected but with no consistency across the sub-sectors or boroughs. It is important to recognise that there will always be specific data requirements for individual sub-sectors and boroughs, but by establishing a core framework of data that is collected by all and in the same way will enable future comparison and benchmarking of performance as well as ongoing trend analysis	✓	✓		n/a	Short-term	6
6	Agree a standard KPI framework for culture Linked to recommendation 5, agreeing a core set of KPIs (compatible with LAA) against which to measure performance in the sector and across boroughs would help performance management and service improvement	✓	✓		n/a	Short-term	5
7	Agree a standard approach to cultural strategies across London As cultural strategies set the overall context for the sector in London, it would be beneficial (particularly in relation to recommendations 5 and 6) if a standard approach were adopted across the London boroughs. This will contribute to ensuring that there is a standard approach, data collection approach and monitoring framework and will be of long-term benefit to the sector in terms of performance monitoring	✓		✓	n/a	Medium-term	5, 6
<i>Theme: For data management and use in the sector to continue to develop, it is important that data is regularly updated and collected to ensure that decisions are made using accurate information</i>							
8	As part of developing a standard data collection framework, it will be important to agree when and how regularly data will be collected To complement recommendations 5 and 6, it will be important to agree an ongoing timescale as to when data will be collected and by whom. This will ensure that data is up-to-date and the basis for decisions and analysis is correct		✓	✓	n/a	Short-term	5, 6
<i>Theme: At present, there is not an objective and consistent approach to comparing areas and benchmarking, which could be an important way of targeting investment and improving services</i>							
9	To ensure that there is a meaningful comparison of performance in different boroughs, agreed benchmarking groups should be identified The project research identified a lack of objectivity in benchmarking within the sector and to address this a set of agreed benchmarking groups should be developed. These would be based on, for example, demographics, level of facility provision, deprivation levels, transport links, &c.) and may vary between the sub-sectors. Achieving this will allow a more objective approach to cross-borough comparison and encourage the sharing of knowledge and best practice.	✓		✓	Identification of a working group of borough representatives to commence the process and identify best practice examples from	Short-term	5, 6
<i>Theme: There is a need to improve access to and/or quality of certain types of data across the sector</i>							
10	Identify a standard approach to collecting non-user data A lack of understanding of non-users was highlighted in the research as something that officers in the sector would like to see addressed. A standard approach to collecting non-user data should be developed across the sector, building on existing examples of good practice (e.g. in the parks sector). It should also examine how it would fit with a standard data collection framework (recommendation 5) and KPI framework (recommendation 6)		✓	✓	Appointment of a working group to identify existing best practice in the sector and develop standard	Short-term	5, 6
11	Develop an approach to collecting private and not-for-profit sector data At present, there is a general lack of knowledge on the private and not-for-profit sectors. This is a particular issue in certain sectors, such as the arts. However, gaining access to, particularly, private sector data is likely to be challenging because of existing boroughs' contractual commitments and reluctance of the sector to share certain commercially sensitive information. Therefore, this will be a longer-term aspiration and in the shorter-term, it will be important for the sector to identify what information on these areas is required, what is already collected/available across London and where the information is lacking. This will provide a full picture of the current level of access to data in this sector.	✓		✓	n/a	Long-term	5, 6
12	Examine the feasibility of collecting price information for the sector Our consultation highlighted that the sector would benefit from understanding who is charging how much for what activities. This could be used to address issues of access and standardisation of process across boundaries. However, there will be a sensitivity in certain areas to releasing this type of information (e.g. from the private sector) and it changes on a regular basis, so can become out-of-date very quickly.	✓		✓	Given that this will be a challenging objective, in the very short-term, it would be advisable to investigate the feasibility of addressing this (i.e. what	Long-term	
13	Develop a standard approach to assessing the impact of cultural and creative industries This group contributes significantly to the arts sub-sector, but data are only collected by a small number of authorities, so knowledge of it is variable across London. Therefore, developing a standard approach to collecting data from this area would be beneficial to London boroughs	✓	✓			Medium-term	5, 6

Recommendation	Details	Business process improvement	Resources	Knowledge sharing	Immediate opportunity	Timeframe	Links (recommendation)
<i>Theme: The competency and comfort of cultural officers across the sector and boroughs is variable and to improve data management and use in the sector, it is important this is addressed where possible.</i>							
14	Map the levels of performance management support in London cultural service departments This will enable an understanding of where there is a strong performance management framework and the benefits of it and will allow the sharing of good practice with those with less developed structures. In the longer-term, it should facilitate the improvement of data skills and competency in the sector		✓	✓	Project to map the levels of performance management across London cultural departments	Short-term	
15	Improve the data management knowledge and skills across the London cultural sector This recommendation will follow on from 15 and will involve identifying the core training needs across the borough and developing a training programme. This will be a longer-term objective because delivering a training programme to 33 boroughs will take time, but also it will require securing commitment from them.	✓		✓	Identification a small number of heads of service to promote the role and importance of data management, analysis and collection in the sector	Long-term	15, 5, 6
<i>Theme: There is an overall lack of partnership working across the sub-sectors</i>							
16	Improve joint-working and sharing of experience and resources across the sector This is more of an overall recommendation/aspiration for the sector and will be achieved through a number of the other recommendations. However, joint-working and joint delivery of programmes should be encouraged where possible, not only to share knowledge and examples of good practice, but also to maximise the resources that are devoted to data collection and management		✓		n/a	Medium-term	5, 6, 7, 8, 15, 16

## 6.3 Short-list of recommendations

6.3.1 Using the long-list presented in Table 9, the immediate opportunities and short-term and medium-term targets (separated on the basis of whether they relate to London or a national level) that will form the basis for the action plan are as follows:

### LONDON

- **immediate opportunities:**
  - identification of CASE Review co-ordinator
  - identification of 2-3 data repositories to be the focus for data collection and analysis in the sector
  - establishment of a working group to commence identification of benchmarking groups
  - establishment of a working group for identifying best practice in the sector in relation to non-user data
  - undertake a short-term project to review what pricing data is currently accessible, what would be required and what other information could realistically be accessed to ascertain if further investigation into pricing data is feasible and realistic
  - short-term project to map the levels of performance management across London cultural departments
- **short-term targets:**
  - examine and agree a limited number of online resources around which to focus data collection and analysis for the sector
  - agree a standard framework for defining and collecting core cultural data
  - agree a standard KPI framework for culture
  - as part of developing a standard data collection framework, agree a process for when (and how regularly) data will be collected
  - develop and agree benchmarking groups for London cultural services
  - identify a standard approach to and format for collecting non-user data
- **medium-term targets:**
  - develop a standard approach to assessing the impact of cultural and creative industries.

### NATIONAL

- **immediate opportunities:**
  - identification a small number of heads of service to promote the role and importance of data management, analysis and collection in the sector.
- **short-term targets:**
  - engage with the DCMS CASE Review to explore how the London cultural sector can benefit from its work, particularly in relation to outcomes-based evidence.

- 6.3.2 The action plan document will be kept separate from this report and will be managed and updated by the LCIP Board.



## 7 NEXT STEPS

### 7.1 Summary

7.1.1 The London Cultural Improvement Programme's Cultural Data Access Review has been a wide-ranging study and has collected a significant amount of feedback and information from many partners and stakeholders.

7.1.2 From this, through a process of identification of common themes, a series of recommendations have been developed and classified according to whether they are:

- immediate opportunities that can be addressed quickly
- short-term opportunities that can be addressed in 1-2 years
- medium-term opportunities that can be addressed in 2-5 years.

7.1.3 In addition to these, a smaller number of longer-term opportunities/aspirations were identified. In order to ensure that the action plan (which covers the next three years) remains focused and achievable, these were excluded. However, as the implementation of the action plan progresses, the need for and achievability of these objectives can be monitored.

7.1.4 The development of the action plan also took consideration of the overall aims of the project, which were to identify improvements that would better equip the cultural sector to demonstrate its value and impact on communities and individuals and the commissioning of services within Local Strategic Partnerships (LSPs). By addressing the recommendations, the sector will be in a stronger position to:

- provide evidence on the value it delivers in relation to a range of key strategic outcomes
- support the prioritisation of investment in services and activities and interventions to meet local priorities
- support the growth of the sector through innovation and improvements in performance management.

7.1.5 In overall terms, the project identified a range of themes for the sector. These informed the action plan and remain a clear overall summary of the key areas for focus:

- improving access to data
- focusing data analysis on outputs and outcomes
- improving data benchmarking
- improving data sharing
- identifying a core of online data tools
- developing partnership working
- ensuring regular and accurate data collection
- improving resources for data collection
- developing a standard data collection framework
- improving the quality of non-user data
- developing competency and comfort with data in the sector.

- 7.1.6 Addressing data access and quality issues will improve the efficiency and effectiveness of the cultural sector, enable it to deliver more consistent and sophisticated analysis in the future and facilitate an increased confidence in the cultural sector's ability to deliver improved outcomes for people.
- 7.1.7 It is important to recognise that many these issues are also relevant in a national context. Therefore, it will be important that the outcomes of this report are used to both influence policy on data management and use at a national level and inform partnerships with the other regional cultural improvement networks.

## APPENDICES

**APPENDIX A: CULTURAL HEADS OF SERVICE CONSULTED**

London Borough
Barking & Dagenham
Bexley
Brent
Camden
Croydon
Enfield
Haringey
Islington
Kensington & Chelsea
Lewisham
Redbridge
Richmond
Westminster

**APPENDIX B: PARKS AND OPEN SPACES CONSULTATION**

## A Parks and Open Spaces Perspective

1. The consulting team met with Tony Leach, Director of the London Parks and Green Spaces Forum to gain an understanding of the current activities and planned developments in relation to improving Parks performance, efficiency and impact.
2. The key elements of the consultation are described below:
  - Tony highlighted that for some pathfinding authorities such as Westminster, were strategically commissioning all council services and retaining a lean Parks Service on the basis they would be monitored and evaluated against a range of indicators, including national indicators.
  - The issue of fragmentation of parks services away from the Cultural Block in many instances, but felt this was not a barrier to collaboration. CABE are currently undergoing some research into this issue to see if it has a negative impact on quality, cost and performance.

## Analysis Tools in Parks and Open Spaces

3. Tony highlighted that a large number of authorities have adopted Green Flag Award for assessing the performance of all their parks. Some authorities are also using Greenspace's 'Greenstat' survey, which can be completed online or in paper format. All heritage Lottery Funds are required to use it, however the cost of the service can be seen as a barrier for some authorities. The core measure for 'Greenstat' is customer perception, which links very strongly to 'Quality of Life' indicators.
4. Ken McAnespie has developed a commercially available benchmarking tool which is costs less than Greenstat.
5. Both Greenstat and the KMC model enable users to benchmark with family Boroughs / Councils Nationally. Alongside Green Flag which provides a professional judgement on the quality of Parks, this provides a reasonably strong data set to support the management of Parks.
6. The use of these tools is voluntary; hence there are clusters of users within London.. Some authorities have included Green Flag targets in their LAAs.
7. Some London Boroughs are innovating to address information gaps in their service. For example, Islington developed their own 'Park Tracker' software in 2003 (hand held PDA based) for assessing Grounds Maintenance contracts – using a tool that can be used by Friends groups, Contractors, client staff, visitors etc. The system has been adopted by Southwark Council & Lee Valley Regional Park Authority. A Cemeteries Tracker has also been developed. It would be possible to develop a Sports Tracker too if there was sufficient interest.
8. The outputs this tool provides links to an evidence base around quality of life based outcomes.

9. Currently in development is the Quality Manual being developed by the London Benchmarking Group (Linked to the London Parks Forum). This is a simple but highly effective guide to all aspects of Parks from football pitches, verges, open space, hanging baskets, planting and the built environment. Developed on similar lines to the 'Park Tracker,' this provides an excellent tool to support training and development, benchmarking and contract monitoring. The Quality Manual has a common methodology and can be bespoke to each authority to sit beside their grounds maintenance contract and is thus seen as a local resource. More investment is required to complete the manual and there is an opportunity to look to see how this could be piloted across other Sports & Cultural Services and wider Council Services (e.g. Street Cleaning).
10. The London Parks Annual Benchmarking Survey is a voluntary survey funded annually by the London Parks Forum and conducted by London Borough of Haringey. This longitudinal study enables an 'annual snapshot' of a broad range of operational, financial and qualitative factors relating to Parks. The survey can be quite daunting to new users, but once familiar with it, it is a powerful tool. It includes core data that does not change and additional measures introduced to ensure the Survey meets the requirements of the day – for example, to see if best practice has been used to develop open space strategies.
11. The survey is also attracting local authorities such as Medway & Hertsmere on the fringe of London who see a similarity between their demographics.
12. Eventually boroughs will be able to complete the survey at any time of the year and there are plans, (Subject to funding) to make this a web based service. The data this survey produces enables participants to benchmark with any other participating member and could provide the baseline data for reports such as, 'The State of London's Parks' to support advocacy post elections in May 2010.
13. A good example of joint working is demonstrated by the voluntary collaboration between Kensington and Chelsea and Hammersmith and Fulham to support each other in performance improvement.
14. In terms of a structure to support performance management, the sector has developed a strong Pan London Forum and is now seeking to develop Sub regional groups, building on the success of the West London Parks Forum where Parks Managers meet regularly. Within these Sub-regional Forums initiatives such as Towards An Excellent Service (TAES) and Culture and Sport Improvement Toolkit (CSIT) will be rolled out and peers provide each other with support and training opportunities.
15. A new user questionnaire is being used & combined with user counts on set days using Sport England's methodology. Non-user research has also been piloted to find out why people are not using parks. There is an ambition to build up a set of longitudinal data to demonstrate changes in behaviour in relation to how people use parks for transport and recreation over time.
16. More funding is needed to collect, collate & analyse the data beyond the baseline.



17. One powerful piece of research underway and due for publishing in March 2010 is the London Parks Benchmarking Research Project - a Cost / Quality / Use Research Project to identify where Park resources should best be invested for maximum impact and user satisfaction. This will also provide data on cost per visit to parks, which will be able to be used as a value for money comparator. Partners have provided £200k of funding over the last three years (TfL, Sport England, Natural England and CABA Space, with gifts in kind from London Parks and Open Spaces Forum and London Parks Benchmarking Group) to make this project possible.
18. The Forum & GLA have developed a one stop portal – based on find your nearest park at [www.yourlondon/parks](http://www.yourlondon/parks) . London has 1,200 detailed sites entered with up to 3,200 parks still awaiting completion. Residents, workers & visitors can search for parks with specific facilities. However, the coverage is dependant on Boroughs providing the content. This portal could be developed to support marketing and tourism, if extended to provide more multicultural information. This also supports the pending revised London Plan and pan London Green Grid Infrastructure (joined up green spaces across London). If this information were combined/linked with events information it would assist with planning cultural trips, days out etc and could be a powerful catalyst for joint working within the cultural sector.
19. One of the other key opportunities that emerged was to explore strategic commissioning particularly where neighbouring Boroughs were already working together. It was identified that a number of parks sit across Borough boundaries and in some instances, this led to a partnership based solution, and in others, a less coordinated approach.
20. It was suggested that an audit of Council grounds maintenance, parks operations and horticulture contracts be undertaken to identify the potential for some Boroughs to combine procurement to identify economies of scale & effective use of client expertise (across boundaries).

**APPENDIX C: LONDON BOROUGH OF NEWHAM KPIs**

Annually	C1	Leisure facilities - Choice and opportunity the % of the population that are within 20 minutes travel time of a range of 3 different sports facility types.
Annually	C18	Volunteering in sport and active recreation from Sport England active people survey
Annually	HLS2	Leisure Centre QUEST Score
Annually	LOCALcc16dl	No. of parks accredited with a Green Flag Award
Annually	NI008	Adult participation in sport and active recreation
Annually	NI010	Visits to museums and galleries
Annually	NI011	Engagement in the arts
Annually	NI197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented
Quarterly	AF1	Number of Attendees at Major Cultural Events delivered by the council (Fireworks display, Mayor's Town Show, Music Festival)
Quarterly	AF4	Participation in Arts Activities through the Arts Commissioned Programme to the third sector.
Quarterly	COMM1a	Outputs from third sector Commissioned Programme: Sport
Quarterly	COMM1b	Outputs from Commissioned Programme: Arts
Quarterly	COMM1c	Outputs from Commissioned Programme: Health
Quarterly	COMM1d	Outputs from Commissioned Programme: Volunteering
Quarterly	COMM1e	Outputs from Commissioned Programme: Social Opportunities
Quarterly	HLS3	Leisure Centre ISPAL Score
Quarterly	HLS4	Exercise Referral Scheme (note, this is a PCT funded programme, which enroll residents onto an exercise programme who have been referred to the programme by their GP)
Monthly	AF3	Number of Day's Filming (Film Office London)
Monthly	CC17P1	% of visits to leisure centres by 17 year olds and under
Monthly	CC7A	Leisure Centre - Number of visits per month.(NI8)
Monthly	cc8A	Leisure Centre - No. of swims per month
Monthly	CC9	No. of visits made to Key Newham Parks
Monthly	CC9C	The number of visits to Newham City Farm
Monthly	Club1	Club Development Centre Attendance (this is the number of attendance to club which are directly or indirectly financially supported by the sports team)

Monthly	COMC1	Community Centre Visits
Monthly	CPU4	Attendance at competitions delivered through competitions/leagues programme
Monthly	CSC1	Community Sports Coach Attendances (this is directly provided sport interventions...)
Monthly	CSU18	Total number of volunteers registered on the Newham Volunteer Programme
Monthly	CSU21	Number of Older People visits to Warm Centres (this is a range of service delivered through Newham's network of Community Centre, impacting on a range of sports and also social care outcomes).
Monthly	CSU22	Number of volunteering hours delivered through the Newham volunteer programme
Monthly	CSU23	% Volunteering from those inducted onto Newham Volunteers
Monthly	CSU8	Visits to directly managed Community Centres
Monthly	Dance1	Proposed: Attendance to Dance Programmes
Monthly	FrSw1	Monthly Number of Free Swims
Monthly	HLS1	Leisure Centre Membership
Monthly	HLS6	Royal Victoria Dock Water Sports Centre Attendance
Monthly	HLS7	Neighbourhood Sports Programme Attendance
Monthly	HLS9	Key Facilities Attendance
Monthly	Hrtg1	Newham Story Website – Unique Visits
Monthly	Hrtg2	Numbers accessing Heritage learning services
Monthly	Hrtg3	Number of Research Enquiries
Monthly	Hrtg4	Number of visits to Archives and Local Studies
Monthly	Hrtg5	Number of exhibition days
Monthly	PARK1	Number of Events in Parks
Monthly	SSA1	Summer Of Sport Attendance (Sports summer programme)
Monthly	WALK1	Monthly Attendances to Walking Programmes
Biennial	NI006	Participation in regular volunteering

**APPENDIX D: CONSULTATION WORKSHOP ATTENDEES**

Name	Title	Organisation
Carol Boswarthack	Support Services Manager	City of London
Richard Forest	Performance Improvement Officer	London Borough of Redbridge
Sandra Collins	Cultural Partnerships Officer	London Borough of Hackney
Simon Lister	Director	Proactive West London
Chris Ruse	Principal Policy and Strategy Officer	London Borough of Wandsworth
Sian Clark	Resource Development Officer	Arts Council England
Louise Venn	Head of Resource Development	Arts Council England
Nicky Boyd	Consultant	Museum Learning and Evaluation Consultant
Adrian May	Performance Manager Improvement & Performance	London Borough of Newham
Thorsten Dreyer	Policy & Development Manager	Tower Hamlets
Tina Morton	Improvement and Innovation Manager	MLA London
Sue Thiedeman	London Cultural Improvement Manager	London Cultural Improvement Programme

**APPENDIX E: CONSULTATION WORKSHOP RESULTS**

Tools I use to access data	I would like to use knowledge sharing data to...	Data I want to access to avoid reinventing the wheel / pick up new ideas...	Data I would like access to but don't have...	Data I need to support the service / evidencing performance	Barriers & Issues	Data I want to access from other organizations...
Service point statistical returns/info	Standardise how we record outputs	Outcomes data - economic impact multipliers - tourism - crime / community cohesion - jobs created / supported	What are non users? How can attract them to participate in services?	Best value for money – quantity  Quality – Outcome positive	Resources staff to collate collect & input data	Programmes, Archives, participation, future programme from non Council organization in the borough
Sport England Active Places database	Park quality assessments (key MORI driver for place survey)	Local survey categories / what data categories LA's collect (to standardize so can benchmark)	Identify need	Postcode Who is benefiting from service both inside & outside borough	Resources Human & financial	Comparative data for London & Regions / National
Culture Map Mosaic	Comparable surveys to ease arts participation levels on local area basis – drill down under NII by target group/art form (each Borough doing differently at present)	Forum – Online / Group Help	Needs / demand surveys for arts & heritage – comparable questions in household surveys & analysis in relation to affordability	Age Ethnicity Sexuality	Too many different places to access data	5 borough Events data statistics young people trends
Better use of Culture Map London	Look at the difference in London Boroughs and target support to under performance	Shared Workplan	Breakdown of <u>capital needs by arts &amp; museums type</u> . Eg music, visual exhibition, dance, theatre.	What we could do to perform service	One central point of input & access	Clear unit cost / vSm data Where I can be sure we are comparing like with like (ie not CIPTA stats!)
Local Online Event Directory	Get better integration of culture data – mainstream planning portals and analysis	Accessing evidence to link outputs to outcomes	Impact of cultural services	Accurate stats re website use	Joined up data (Lack)	User's / participants (by demographic group & location) of funded facilities & organizations
PB Views (Software Prog)	Benchmark performance. Joint working	Less London Boroughs ?!	Local authority data on arts engagement levels (more regularly than currently provided by the national indicator set)	Capital need audit for arts Comparable assessment of size of facilities now, & needed in future (arts, museums gap)	Duplication	Who LA's are engaging through their cultural services
Surveys & evaluations	Benchmark!		LA data on museum & Archive users & non users	Cost benefit analysis	Time needed to collate info from different areas	I want all your data
Surveys Mori Taking Part			<u>Input / investment</u> Data in cultural facilities & services across LA services & Levered partnership funding	Why people attending event. What they enjoyed about the activity	Knowing what is available where  [two other people agreed with this comment]	Arts Council & MLA investment levels & outputs
Feedback forums			Private Provision  3 <sup>rd</sup> sector provision	Outcome data – started but it's v. low	Lack of service planning time. Not evidence based.	
Website information			Evidence of what impact / engagement levels certain local authority arts initiatives had (to inform future planning (eg. Case studies / good work prac)	Who isn't attending / engaging / accessing services – why & what would attract them	Don't know what I don't know	
Pb views			CSIT plans (any data related actions)	VFM	City's main business is supporting the business City	
Spreadsheets			Engagement / participation data for arts facilities & activities (by demographic group & area) - Audiences London capture – but only some (C F NII)	VFM	Defining arts facilities & how to measure size consistently	
Internal Evaluation Tool Questionnaires			Facilities borough for culture - Location - Quality - Availability etc	Community consultation outcomes + out response	Defining arts & museums activity & sub categories consistently	
NI Data			What is going on just over the borough boundary	Satisfaction & demand for services	Concern about reliability of data hubs so hard to go to source data!  Would need assurance that hub data is sound & current.	
NI II Community of Practice (IDeA) & Dims NI Website			Further analysis of Place survey re: non-users	Cross-cutting outcomes - cohesion - quality of life - crime reduction - economy	Issue – system needs to be sustainable (often websites are out of date quickly, people have no time to update & no cash to fund!)	



Great places where I access useful data...	I would like to use performance management data to...	Data I use that I could share with others..	I would like to use needs analysis data to...	Reasons why I am data poor...	How I would like to use research data...
IPF website	Drive service improvement Advocacy (good performance data)	Sport SE Market segmentation P20 active LA sports audit Summary of NGB whole sport plans	Profile potential audience Audience development	I don't know where it all is	Use easily collectable qualitative data which I can link to qualitative outcome research that demonstrates the links between qualitative data & outcomes. Rather than carry and high cost qualitative research at all times
The National Archives Self Assessment results	Provide evidence of need for extra resources	Arts event attendance case studies	Target promotions & opportunities at non participants within deprived wards and deprived groups	I don't think I am!	Compare our performance & actual size at delivery – ling to impact / research
LCIP Performance booklet / LCIG website	Make a business case for culture Provide better service	Case studies Best practice	Demonstrate where low income groups / other target groups are facing barriers	Sport is data rich!	Funding opportunities
GOL Dashboard / datatools	Compare our service performance (inputs & outputs) with other LA services (arts & museums)	GSO indicators	Influence local spatial development plans & S106 – lever capital investment	Have data – lack of evaluation!	To establish & strengthen recognition of the positive impact & value of cultural services
Local Service Managers	Improve customer experience	Leisure centre trends – rather than CIPFA Park visitors... (share own perform stats)	Show groups in arts provision locally (by art form or demographic)	Lack of measurement of physical activity	Audience development Improve services Develop new services
Survey results	Evidence demand	Library – issuing & visitor trends – up to date / live rather than CIPFA (My own authorities)	Feed into spatial planning policy & infrastructure planning associated with place working / shaping	Lack of framework to bring info & data collected by individual services together	Clearly identify how culture contributes to wider outcomes – so that others will believe it
Census MORI Taking part survey Mosaic DCMS	Strengthen / inform bids for grants / finance		Provide innovative services that meet customers needs	Time to access & interrogate data (ie. Has to be efficient & fit for purpose)	Demonstrate potential of cultures to divert children & young people from crime & social disruptions
DCMS Taking part survey	Demonstrate impact of projects / interventions		Demonstrate how culture supports town centre's sustainability / vibrancy	Lack of time & knowledge to discover what is available. I don't have a professional background in 'culture'	Measure contribution to outcomes
DCMS LDA portal GOL Culture map	Drive down unit cost		Sports To understand latent demand	N19, 10, 11 not available in great detail unlike N18	
Idea Communities & practice	Influence spatial planning & SIOG (capital investments)		Support new services & change	Very little local data on parks, open spaces until recently, so no trend analysis yet	
Audit commission website	Trends		Allocate revenue budgets more effectively & shape service delivery to meet greatest need. ie. Do less of x Do more of y Influence z Abandon a	No research budget available	
Audit commission website – not that great! But no where else	Identify links between outputs & outcomes & out comes and LAA / NI / London borough rankings		Make case for investment	Definitions poor Data collection not consistent across LA's	
Vfm.audit-commission.gov.uk for comparative vfm info	Demonstrate good vfm		Target resources & services to need	No easy comparisons Culture (sports) too flexible	
This borough (local data hub)	Show cross-cutting outcomes		Sport To evidence benefits of sport Show financial power of sport	Few shared data repositories	
Audiences London – culture map	Advocacy & see where gaps / £ cuts / issues		Make a case for culture provision or financial contributor from major developments & planning application	Few standard surveys	
Active people (including arts question) Taking part survey (arts council)	Identify savings & efficiency		Support funding / capital bids	Culture of organizations is to 'get on with the job' rather than get diverted by research	
Active places power	Benchmark between LA's		Shape funding streams, show comparison between boroughs taking different approaches / delivering different programmes to the Impact of NI's	Resources at service level, deliver! Deliver! Not record, measure, research...	
Sport Sport England website Street games website P20 activities websites Go London web portal	Evidence for planning		Get funding		
Living places			Strengthen outcomes of community Consultation & inform bids for grants / finance		
CIPFA plus			Help develop funding applications		
Active people diagnostic					
Active people diagnostic					
CIPFA					
CIPFA – not great!					
NI II engagement in the arts					

**APPENDIX F: SELF-ASSESSMENT QUESTIONNAIRE**

## London Cultural Data Access Review Project

Thank you for agreeing to complete this self assessment questionnaire to establish a Pan London understanding of access to and quality of data, knowledge and information to support Cultural Services in planning, policy development, performance management and improvement. Please follow the simple three step approach below:



### Step 1

*Please insert the name of your Authority here:*

*Please Insert your name here*

*Please insert your email here:*


To complete the self-assessment, we recommend you ask relevant team members who have a responsibility for the following individual services to complete the relevant section:

**Sport, Parks and Open Spaces, Play, Libraries, Museums & Galleries, Archives, Heritage (Historic Environment) and Tourism**

### Step 2

Click on the relevant tab below and follow the instructions highlighted in cells with a red tab in the corner.

Try to answer as many questions as you can by selecting the values that best suit your organisation from the drop down boxes.

If not relevant to your or your service, use "N/A" which is an option available to you.

### Step 3

Please complete and return the completed self assessment to Graham Marchant by **14 August** to [graham.marchant@capita.co.uk](mailto:graham.marchant@capita.co.uk)

If you have any questions in relation to the completion of this questionnaire, please contact Simon Molden below:

Telephone: 07825226922 or via email [simon.molden@capita.co.uk](mailto:simon.molden@capita.co.uk)

We would like to thank you on behalf of the London Cultural Improvement Group for your contribution.

Sport, Parks and Open Spaces, Play		How important is this data to your Sports service?	Sports Score	How important is this data to your Parks and Open Spaces service?	Parks and Open Spaces Score	How important is this data to your Play service?	Play Score	Any Comments
<b>USER AND NON USER DATA</b>								
1	Customer data - throughout / user numbers	Not Important		Not Important		Not Important		
2	Customer data - age	Not Important		Not Important		Not Important		
3	Customer data - location where they live	Not Important		Not Important		Not Important		
4	Customer data - frequency and type of visits	Not Important		Not Important		Not Important		
5	Customer data - ethnicity	Not Important		Not Important		Not Important		
6	Customer data - disability / ability	Not Important		Not Important		Not Important		
7	User surveys	Not Important		Not Important		Not Important		
8	Non user surveys	Not Important		Not Important		Not Important		
<b>OTHER KNOWLEDGE DATA</b>								
9	Case Studies - best practice eg customer service, programmes, projects, use of technology	Not Important		Not Important		Not Important		
10	Case Studies - methodologies	Not Important		Not Important		Not Important		
11	Research links to outcomes	Not Important		Not Important		Not Important		
12	Access to peer group expertise / networks	Not Important		Not Important		Not Important		
13	Programme / project links to outcomes (LAA N's)	Not Important		Not Important		Not Important		
<b>STRATEGIC CONTEXT DATA</b>								
14	National policies and initiatives relevant to cultural services and particular client groups or services where culture has an impact	Not Important		Not Important		Not Important		
15	Regional issues and how London fares in relation to others in terms of its social, economic and environmental factors	Not Important		Not Important		Not Important		
16	The local context for national and regional priorities and relevant locally determined priorities in the Sustainable Communities Strategy and other key corporate and partnership strategies	Not Important		Not Important		Not Important		
<b>STRATEGIC CONTEXT DATA</b>								
17	<b>Socio economic</b> - the Index of Multiple Deprivation (IMD) gives detail of deprivation overall and separates by different domains	Not Important		Not Important		Not Important		
18	<b>Employment rates</b> - Working age people who are on out of work benefits - eg Job seekers allowance or incapacity benefit	Not Important		Not Important		Not Important		
19	<b>Skill levels</b> - local populations eg deficits in the area, information on those 'not in education, employment or training' (NEETs)	Not Important		Not Important		Not Important		
20	<b>Well-being factors</b> - Health data - covering a wide range of detail from the causes of hospital admissions, take-up of screening and preventative services, causes of early mortality, behaviours such as smoking, use of alcohol, participation in exercise, obesity, mental and sexual health.	Not Important		Not Important		Not Important		
21	<b>Schools</b> data in relation to educational attainment and progress from early years through key stages, information on truanting or exclusions	Not Important		Not Important		Not Important		
22	<b>Crime and community safety</b> information available from the council or the police's Crime analyst including locations, victims and perpetrators	Not Important		Not Important		Not Important		
23	<b>Housing</b> - including composition of dwelling stock, affordability, houses in multiple occupation, overcrowding, decency standard	Not Important		Not Important		Not Important		
24	<b>Transport</b> - car ownership, public transport patterns, traffic volume and speed, air quality	Not Important		Not Important		Not Important		
25	<b>Community engagement</b> - including participation in local elections, volunteering, density of community organisations and social networks.	Not Important		Not Important		Not Important		
26	<b>Benchmarking data</b> - operational - support services - marketing - staffing etc	Not Important		Not Important		Not Important		
27	<b>Stakeholders</b> - community feedback	Not Important		Not Important		Not Important		
28	<b>Stakeholders</b> - contracted / commissioned providers of services including private sector, trust sector and third sector	Not Important		Not Important		Not Important		
29	<b>Stakeholders</b> - partners eg PCT, Other Council Dept's, NDPB's etc	Not Important		Not Important		Not Important		
30	<b>Stakeholders</b> - practitioners in the field - eg volunteers, third sector groups delivering services	Not Important		Not Important		Not Important		
<b>WHAT TOOLS DO YOU USE TO ACCESS DATA AND INFORMATION?</b>								
31	<b>Culture Map London</b> www.culturemaplondon.org/	Not Important		Not Important		Not Important		
32	<b>Thames Gateway Knowledge Platform</b> http://bjp.localknowledge.co.uk	Not Important		Not Important		Not Important		
33	<b>GoL data and analytical tools</b> www.go-london.gov.uk/tools/toolsindex.htm	Not Important		Not Important		Not Important		
34	<b>Neighbourhood statistics</b> www.neighbourhood.statistics.gov.uk	Not Important		Not Important		Not Important		
35	<b>London Council Culture Website</b> www.londoncouncils.gov.uk/networks/lcip/default.htm	Not Important		Not Important		Not Important		
36	<b>I&amp;DeA Knowledge website of case studies</b> www.idea.gov.uk/idk/iaa/home.do	Not Important		Not Important		Not Important		
37	<b>PB views - Local Government analysis software</b>	Not Important		Not Important		Not Important		
38	<b>Sport England Active People</b>	Not Important		Not Important		Not Important		
39	<b>Sport England Active Places</b>	Not Important		Not Important		Not Important		
<b>OTHER DATA SOURCES YOU SUGGEST</b>								
40		Very Important		Very Important		Very Important		
41		Very Important		Very Important		Very Important		
42		Very Important		Very Important		Very Important		
43		Very Important		Very Important		Very Important		

Libraries, Museums & Galleries, Archives and Heritage		How important is this data to your Library service?	Libraries Score	How important is this data to your Museums and Galleries service?	Museums & Galleries Score	How important is this data to your Archives service?	Archives Score	How important is this data to your Heritage service?	Heritage Score	Any Comments
<b>USER AND NON USER DATA</b>										
1	Customer data - throughout / user numbers	Not Important		Not Important		Not Important		Not Important		
2	Customer data - age	Not Important		Not Important		Not Important		Not Important		
3	Customer data - location where they live	Not Important		Not Important		Not Important		Not Important		
4	Customer data - frequency and type of visits	Not Important		Not Important		Not Important		Not Important		
5	Customer data - ethnicity	Not Important		Not Important		Not Important		Not Important		
6	Customer data - disability / ability	Not Important		Not Important		Not Important		Not Important		
7	User surveys	Not Important		Not Important		Not Important		Not Important		
8	Non user surveys	Not Important		Not Important		Not Important		Not Important		
<b>OTHER KNOWLEDGE DATA</b>										
9	Case Studies - best practice eg customer service, programmes, projects, use of technology	Not Important		Not Important		Not Important		Not Important		
10	Case Studies - methodologies	Not Important		Not Important		Not Important		Not Important		
11	Research links to outcomes	Not Important		Not Important		Not Important		Not Important		
12	Access to peer group expertise / networks	Not Important		Not Important		Not Important		Not Important		
13	Programme / project links to outcomes (LAA N/Is)	Not Important		Not Important		Not Important		Not Important		
<b>STRATEGIC CONTEXT DATA</b>										
14	National policies and initiatives relevant to cultural services and particular client groups or services where culture has an impact	Not Important		Not Important		Not Important		Not Important		
15	Regional issues and how London fares in relation to others in terms of its social, economic and environmental factors	Not Important		Not Important		Not Important		Not Important		
16	The local context for national and regional priorities and relevant locally determined priorities in the Sustainable Communities Strategy and other key corporate and partnership strategies	Not Important		Not Important		Not Important		Not Important		
<b>STRATEGIC CONTEXT DATA</b>										
17	Socio economic - the Index of Multiple Deprivation (IMD) gives detail of deprivation overall and separates by different domains	Not Important		Not Important		Not Important		Not Important		
18	Employment rates - Working age people who are on out of work benefits - eg Job seekers allowance or incapacity benefits	Not Important		Not Important		Not Important		Not Important		
19	Skill levels - local populations eg deficits in the area, information on those 'not in education, employment or training' (NEETs)	Not Important		Not Important		Not Important		Not Important		
20	Well-being factors - Health data - covering a wide range of detail from the causes of hospital admissions, take-up of screening and preventative services, causes of early mortality, behaviours such as smoking, use of alcohol, participation in exercise, obesity, mental and sexual health.	Not Important		Not Important		Not Important		Not Important		
21	Schools data in relation to educational attainment and progress from early years through key stages, information on truanting or exclusions	Not Important		Not Important		Not Important		Not Important		
22	Crime and community safety information available from the council or the police's Crime analyst including locations, victims and perpetrators	Not Important		Not Important		Not Important		Not Important		
23	Housing - including composition of dwelling stock, affordability, houses in multiple occupation, overcrowding, decency standard	Not Important		Not Important		Not Important		Not Important		
24	Transport - car ownership, public transport patterns, traffic volume and speed, air quality	Not Important		Not Important		Not Important		Not Important		
25	Community engagement - including participation in local elections, volunteering, density of community organisations and social networks.	Not Important		Not Important		Not Important		Not Important		
26	Museums, Libraries and Archives Council (MLAC) data.	Not Important		Not Important		Not Important		Not Important		
27	Archive Services CiPFA statistics, the bi-annual survey of users - Public Service Quality Group [PSQG] and The National Archives [TNA] self assessment.	Not Important		Not Important		Not Important		Not Important		
28	Benchmarking data - operational - support services - marketing - staffing etc.	Not Important		Not Important		Not Important		Not Important		
29	Stakeholders - community feedback	Not Important		Not Important		Not Important		Not Important		
30	Stakeholders - contracted / commissioned providers of services including private sector, trust sector and third sector.	Not Important		Not Important		Not Important		Not Important		
31	Stakeholders - partners eg PCT, Other Council Dept's, NDPB's etc	Not Important		Not Important		Not Important		Not Important		
32	Stakeholders - practitioners in the field - eg volunteers, third sector groups delivering services	Not Important		Not Important		Not Important		Not Important		
<b>WHAT TOOLS DO YOU USE TO ACCESS DATA AND INFORMATION?</b>										
33	Culture Map London <a href="http://www.culturemaplondon.org/">www.culturemaplondon.org/</a>	Not Important		Not Important		Not Important		Not Important		
34	Thames Gateway Knowledge Platform <a href="http://tbp.localknowledge.co.uk">http://tbp.localknowledge.co.uk</a>	Not Important		Not Important		Not Important		Not Important		
35	Gov. data and analytical tools <a href="http://www.gov-london.gov.uk/tools/toolsindex.htm">www.gov-london.gov.uk/tools/toolsindex.htm</a>	Not Important		Not Important		Not Important		Not Important		
36	Neighbourhood statistics <a href="http://www.neighbourhood.statistics.gov.uk">www.neighbourhood.statistics.gov.uk</a>	Not Important		Not Important		Not Important		Not Important		
37	London Council Culture Website <a href="http://www.londoncouncils.gov.uk/networks/lcip/default.htm">www.londoncouncils.gov.uk/networks/lcip/default.htm</a>	Not Important		Not Important		Not Important		Not Important		
38	I&DeA Knowledge website of case studies <a href="http://www.idea.gov.uk/idk/laa/home.do">www.idea.gov.uk/idk/laa/home.do</a>	Not Important		Not Important		Not Important		Not Important		
39	PB views - Local Government analysis software	Not Important		Not Important		Not Important		Not Important		
<b>OTHER DATA SOURCES YOU SUGGEST</b>										
40		Very Important		Very Important		Very Important		Very Important		
41		Very Important		Very Important		Very Important		Very Important		
42		Very Important		Very Important		Very Important		Very Important		
43		Very Important		Very Important		Very Important		Very Important		

Tourism		How important is this data to your Tourism service?	Tourism Score	Any Comments
<b>USER AND NON USER DATA</b>				
1	Customer data - throughout / user numbers / visitor numbers	Not Important		
2	Customer data - age	Not Important		
3	Customer data - location where they live	Not Important		
4	Customer data - frequency and type of visits	Not Important		
5	Customer data - ethnicity	Not Important		
6	Customer data - disability / ability	Not Important		
7	User surveys	Not Important		
8	Non user surveys	Not Important		
<b>OTHER KNOWLEDGE DATA</b>				
9	Case Studies - best practice eg customer service, programmes, projects, use of technology	Not Important		
10	Case Studies - methodologies	Not Important		
11	Research links to outcomes	Not Important		
12	Access to peer group expertise / networks	Not Important		
13	Programme / project links to outcomes (LAA NI's)	Not Important		
<b>STRATEGIC CONTEXT DATA</b>				
14	National policies and initiatives relevant to cultural services and particular client groups or services where culture has an impact	Not Important		
15	Regional issues and how London fares in relation to others in terms of its social, economic and environmental factors	Not Important		
16	The local context for national and regional priorities and relevant locally determined priorities in the Sustainable Communities Strategy and other key corporate and partnership strategies	Not Important		
<b>STRATEGIC CONTEXT DATA</b>				
17	<b>Socio economic</b> - the Index of Multiple Deprivation (IMD) gives detail of deprivation overall and separates by different domains	Not Important		
18	<b>Employment rates</b> - Working age people who are on out of work benefits - eg Job seekers allowance or incapacity benefit	Not Important		
19	<b>Skill levels</b> - local populations eg deficits in the area, information on those 'not in education, employment or training' (NEETs)	Not Important		
20	<b>Well-being factors</b> - Health data – covering a wide range of detail from the causes of hospital admissions, take-up of screening and preventative services, causes of early mortality, behaviours such as smoking, use of alcohol, participation in exercise, obesity, mental and sexual health.	Not Important		
21	<b>Schools</b> data in relation to educational attainment and progress from early years through key stages, information on truanting or exclusions	Not Important		
22	<b>Crime and community safety</b> information available from the council or the police's Crime analyst including locations, victims and perpetrators	Not Important		
23	<b>Housing</b> – including composition of dwelling stock, affordability, houses in multiple occupation, overcrowding, decency standard	Not Important		
24	<b>Transport</b> – car ownership, public transport patterns, traffic volume and speed, air quality	Not Important		
25	<b>Community engagement</b> – including participation in local elections, volunteering, density of community organisations and social networks.	Not Important		
26	<b>Benchmarking data</b> - operational - support services - marketing - staffing etc	Not Important		
27	<b>Stakeholders</b> - community feedback	Not Important		
28	<b>Stakeholders</b> - providers of tourism services including hotels, attractions, cultural events etc	Not Important		
29	<b>Stakeholders</b> - partners eg, Other Council Dept's, Visit Britain, Visit London etc	Not Important		
30	<b>Stakeholders</b> - practitioners in the field - eg volunteers, third sector groups delivering services	Not Important		
<b>WHAT TOOLS DO YOU USE TO ACCESS DATA AND INFORMATION?</b>				
31	<b>Culture Map London</b> <a href="http://www.culturemaplondon.org/">www.culturemaplondon.org/</a>	Not Important		
32	<b>Thames Gateway Knowledge Platform</b> <a href="http://tblp.localknowledge.co.uk">http://tblp.localknowledge.co.uk</a>	Not Important		
33	<b>GoL data and analytical tools</b> <a href="http://www.go-london.gov.uk/tools/toolsindex.htm">www.go-london.gov.uk/tools/toolsindex.htm</a>	Not Important		
34	<b>Neighbourhood statistics</b> <a href="http://www.neighbourhood.statistics.gov.uk">www.neighbourhood.statistics.gov.uk</a>	Not Important		
35	<b>London Council Culture Website</b> <a href="http://www.londoncouncils.gov.uk/networks/lcip/default.htm">www.londoncouncils.gov.uk/networks/lcip/default.htm</a>	Not Important		
36	<b>I&amp;DeA Knowledge website of case studies</b> <a href="http://www.idea.gov.uk/idk/laa/home.do">www.idea.gov.uk/idk/laa/home.do</a>	Not Important		
37	<b>PB views - Local Government analysis software</b>	Not Important		
<b>OTHER DATA SOURCES YOU SUGGEST</b>				
38		Very Important		
39		Very Important		
40		Very Important		
41		Very Important		

**APPENDIX G: SELF-ASSESSMENT QUESTIONNAIRE RESPONDENTS**

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London Borough	Cultural Head of Service
Barking & Dagenham	Paul Hogan
Bexley	Toni Ainge
Brent	Sue Harper
Camden	Fiona Dean
Croydon	Pauline Scott-Garrett
Enfield	Julie Gibson
Haringey	Diana Edmonds
Islington	Howard Barnes
Kensington & Chelsea	Denis Housden
Lewisham	Hilary Renwick
Redbridge	Iain Varah
Richmond	Ian Dodds
Westminster	David Ruse



**APPENDIX H: SELF-ASSESSMENT QUESTIONNAIRE RESULTS**

Categories	Sport & Leisure		Parks & Open Spaces		Play		Libraries		Museums & Galleries		Archives		Heritage		Tourism		Arts	
	Highest importance	Accessibility	Highest importance	Accessibility	Highest importance	Accessibility	Highest importance	Accessibility	Highest importance	Accessibility	Highest importance	Accessibility	Highest importance	Accessibility	Highest importance	Accessibility	Highest importance	Accessibility
<b>User &amp; Non-user Data</b>	Customer data (of all types)	Varies from 3.3 to 4.2 i.e. reasonable access and accuracy of data up to good access and accuracy	User surveys	3.9 i.e. good access and accuracy	No clear result. Mixture of important and not important		Customer data	Varies from 3.3 to 4.8 i.e. reasonable access and accuracy of data up to good access and accuracy	Customer data	Varies from 2.9 to 4.2 i.e. poor to good access and accuracy of data up to good access and accuracy	Customer data	Varies from 3.1 to 4.2 i.e. reasonable to good access and accuracy of data up to good access and accuracy	Customer data	Varies from 2.6 to 4.2 i.e. poor to good access and accuracy of data up to good access and accuracy	Customer data	Varies from 1.8 to 2 i.e. poor access and accuracy of data up to good access and accuracy	Customer data	Varies from 1.8 to 4 i.e. poor to good access and accuracy of data up to good access and accuracy
	User surveys	4 i.e. good accessibility and accuracy	Non-user surveys	3.7 i.e. good access and accuracy			User surveys	3.8 i.e. good access and accuracy	Non-user surveys	2.4 i.e. poor access and accuracy	User surveys	3.3 i.e. reasonable access and accuracy	User surveys	2.7 i.e. poor access and accuracy	Non-user surveys	2.3 i.e. poor access and accuracy	User surveys	3.2 i.e. reasonable access and accuracy
<b>Other Knowledge Data</b>	Access to peer group expertise	3.5 i.e. reasonable accessibility and accuracy	Case studies	3.5 i.e. reasonable to good accessibility and accuracy	LAA National Indicators	3.7 i.e. reasonable to good accessibility and accuracy	LAA National Indicators	3.3 i.e. reasonable accessibility and accuracy	No clear result		LAA National Indicators	2.7 i.e. poor accessibility and accuracy	Peer group expertise and networks	3.3 i.e. reasonable accessibility and accuracy	Case studies	2.6 i.e. poor access and accuracy	Peer group expertise and networks	3.5 i.e. reasonable accessibility and accuracy
	LAA National Indicators	3.5 i.e. reasonable accessibility and accuracy	Research linked to outcomes	3.5 i.e. reasonable to good accessibility and accuracy	Access to peer group expertise	4 i.e. good accessibility and accuracy	Case studies	3.1 i.e. reasonable accessibility and accuracy			Peer group expertise and networks	3.3 i.e. reasonable accessibility and accuracy						
<b>Strategic Context Data</b>	National policies and initiatives relevant to cultural services	3.5 i.e. reasonable to good accessibility and accuracy	National policies and initiatives relevant to cultural services	3.7 i.e. reasonable accessibility and accuracy	IMD data	4.2 i.e. good accessibility and accuracy	Benchmarking information	3.4 i.e. reasonable accessibility and accuracy	Stakeholder community feedback	3.7 i.e. reasonable accessibility and accuracy	Stakeholder community feedback	2.9 i.e. poor accessibility and accuracy	Stakeholder community feedback	3.6 i.e. reasonable accessibility and accuracy	Stakeholder feedback	Varies from 1.5 to 2.3 i.e. poor access and accuracy of data up to good access and accuracy	Stakeholder feedback	Varies from 2.7 to 3.5 i.e. poor to reasonable access and accuracy of data up to good access and accuracy
	Socio-economic and health data	3.5 i.e. reasonable to good accessibility and accuracy			Health data	3.7 i.e. reasonable to good accessibility and accuracy	Local context for national/regional priorities	3.3 i.e. reasonable accessibility and accuracy	Schools data and information	3 i.e. reasonable accessibility and accuracy	Museums, libraries and archives data	4 i.e. good accessibility and accuracy			Transport information	1.3 i.e. poor access and accuracy of data up to good access and accuracy		
<b>Tools Used</b>	Active People	4.3 i.e. very good accessibility and accuracy	Neighbourhood Statistics	3.6 i.e. reasonable accessibility and accuracy	No clear result		Neighbourhood Statistics	3.6 i.e. reasonable accessibility and accuracy	No clear result		No clear result		No clear result		No clear result		London Councils Culture Website	3.3 i.e. reasonable accessibility and accuracy
	Active Places	4.2 i.e. very good accessibility and accuracy					GoL Data	3.4 i.e. reasonable accessibility and accuracy									GoL Data	4 i.e. good accessibility and accuracy
<b>Other Information Used</b>	MOSAIC	5 i.e. very good accessibility and accuracy	CABE Space and Greenspace	5 i.e. very good accessibility and accuracy	MOSAIC	5 i.e. very good accessibility and accuracy	CIPFA statistics	3 i.e. reasonable accessibility and accuracy	Other local authorities - comparator information	n/a	Feedback from frontline staff	5 i.e. very good accessibility and accuracy	Other local authorities - comparator information	n/a	n/a		Arts Council England	4 i.e. good accessibility and accuracy
	Council "City Surveys"	5 i.e. very good accessibility and accuracy	London Parks Benchmarking Group	5 i.e. very good accessibility and accuracy	Council "City Surveys"	5 i.e. very good accessibility and accuracy	Residents' survey data	3 i.e. reasonable accessibility and accuracy			Libraries and Archives statistics	4 i.e. good accessibility and accuracy					Creative and Cultural Skills	4 i.e. good accessibility and accuracy

**APPENDIX I: DATA WEBSITES CURRENTLY USED**

**National level**

1. In terms of national-level data, there were a number of sources that are used across all cultural sub-sectors and these included:
  - CIPFA website ([www.cipfa.org.uk](http://www.cipfa.org.uk))
  - the Census ([www.statistics.gov.uk](http://www.statistics.gov.uk))
  - MORI ([www.ipsos-mori.com](http://www.ipsos-mori.com))
  - Mosaic ([strategies.experian.co.uk/](http://strategies.experian.co.uk/))
  - DCMS ([www.culture.gov.uk/](http://www.culture.gov.uk/))
  - IDeA ([www.idea.gov.uk](http://www.idea.gov.uk))
  - Audit Commission ([www.audit-commission.gov.uk](http://www.audit-commission.gov.uk))
  - Living Places ([www.living-places.org.uk](http://www.living-places.org.uk))
  - national indicators (<http://www.communities.gov.uk/publications/localgovernment/nationalindicator>)
  - DCLG website ([www.localpriorities.communities.gov.uk](http://www.localpriorities.communities.gov.uk))
  - ONS neighbourhood statistics ([www.neighbourhood.statistics.gov.uk](http://www.neighbourhood.statistics.gov.uk))
  - Place Survey (<http://www.audit-commission.gov.uk/localgov/audit/nis/Pages/placesurvey.aspx>).
  
2. In addition to these, there were examples of those that are used by specific sub-sectors, such as:
 

<ul style="list-style-type: none"> <li>• Active People (<a href="http://www.sportengland.org/research/active_people_survey.aspx">http://www.sportengland.org/research/active_people_survey.aspx</a>)</li> <li>• Active Places Power (<a href="http://www.activeplacespower.com">www.activeplacespower.com</a>)</li> <li>• Sport England website (<a href="http://www.sportengland.org">www.sportengland.org</a>)</li> <li>• Street games website (<a href="http://www.streetgames.org">www.streetgames.org</a>)</li> <li>• Active People diagnostic (<a href="http://www.sportengland.org/research/active_people_survey/active_people_diagnostic.aspx">www.sportengland.org/research/active_people_survey/active_people_diagnostic.aspx</a>)</li> <li>• Taking Part survey (<a href="http://www.artscouncil.org.uk/takingpart">www.artscouncil.org.uk/takingpart</a>)</li> <li>• N11 communities of practice (<a href="http://www.idea.gov.uk/idk/core/page.do?pagelD=8722787">http://www.idea.gov.uk/idk/core/page.do?pagelD=8722787</a>)</li> <li>• The National Archives (<a href="http://www.nationalarchives.gov.uk">www.nationalarchives.gov.uk</a>)</li> </ul>	<ul style="list-style-type: none"> <li><b>sport, libraries and arts</b></li> <li><b>sport</b></li> <li><b>sport</b></li> <li><b>sport</b></li> <li><b>sport</b></li> <li><b>arts</b></li> <li><b>arts</b></li> <li><b>archives</b></li> </ul>
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### **Pan-London level**

3. As with the national data, the pan-London level shows a similar use of a wide range of data sources across all of the cultural sub-sectors. The key ones identified were:
  - London Cultural Improvement Programme ([www.Londoncouncils.gov.uk/networks/lcip/](http://www.Londoncouncils.gov.uk/networks/lcip/))
  - Government Office for London ([www.gos.gov.uk/gol/](http://www.gos.gov.uk/gol/))
  - LDA portal ([www.lda.gov.uk](http://www.lda.gov.uk))
  - Communities & Practice ([www.communities.idea.gov.uk](http://www.communities.idea.gov.uk))
  - Go London web portal ([www.go-London.gov.uk/tools/toolsindex.htm](http://www.go-London.gov.uk/tools/toolsindex.htm))
  - National Indicator set (<http://www.communities.gov.uk/publications/localgovernment/nationalindicator>)
  - GLA population data (<http://www.London.gov.uk/gla/publications/factsandfigures/factsfigures/population.jsp>)
4. The one source at this level that appeared to have a more specific use was CultureMap ([www.culturemaplondon.org](http://www.culturemaplondon.org)), which has been developed by Audiences London. Its use is confined to the libraries, museums and galleries, archives, heritage and arts sub-sectors.

### **Local level**

5. At a local level, the situation is more variable. This is largely because a lot of the data is based on specific, local-scale studies. Examples of the types of analysis used include:
  - self-assessment survey results
  - local service manager knowledge
  - *My Borough* (local data hub)
  - national indicator set
  - annual residents' survey
  - local council surveys.

**APPENDIX J: DATA WEBSITE REVIEW RESULTS**

**Key to levels of applicability**

High – very useful for cultural sector or sub-sector identified
Medium – reasonably useful for cultural sector or sub-sector identified
Low – not useful for cultural sector or sub-sector identified

**CultureMap London**

<b>Owner:</b>	Audiences London
<b>Data Source:</b>	LDA, ONS, Local Authorities (BVPIs), Snapshot, CIPFA, GLA, TfL, Experian & ODPM
<b>Description</b>	The pilot for a new online resource that brings together information about cultural provision in London with data about users and audiences
<b>Pros:</b>	Good visual aid and good range of data covered, such as BVPIs. However, Statistics appear relatively consistent with other data tools  Very good explanations and results are in a simple to use tool which presents data in an understandable, visual manner
<b>Cons:</b>	Still only a pilot scheme. Some of the data is incomplete. It only states the data range that a borough sits within, rather than providing the specific data when looked at in more detail
<b>Relevance to study:</b>	With development to include more detailed statistics on the maps and completion of data sets, this tool appears to be the most promising / relevant for data mapping purposes as a single data mapping tool for Culture and Sport
<b>Future potential:</b>	With a broader range of validated data sets, this model has significant potential to meet the data analysis needs of a wide range of cultural sub-sectors
<b>Applicability:</b>	High
<b>Sectors for which tool is most appropriate:</b>	Museums, Libraries, Arts, Music, Parks & Open Spaces, Tourism

**Heatmap**

<b>Owner:</b>	eGov Toolkit
<b>Description:</b>	Free Tool built to provide access to data recently released by DCLG. Provides statistics of survey responses of some National Indicator questions, broken down by borough
<b>Data Source:</b>	Department for Communities and Local Government (DCLG)
<b>Pros:</b>	Software is clever, with good visuals and fast. Useful as a benchmarking tool for councils to identify perception of services and facilities in the community  Provides specific data for each London borough when the borough is selected
<b>Cons:</b>	Data response for London is low, therefore data may be skewed  There is no introduction to the website detailing the background to the data collection. Therefore, It is not clear how the data was collected and how accurate or complete it is  It does not identify in detail what facilities are available
<b>Relevance to study:</b>	Some good ideas that could be used in developing a further tool. Currently too simple / lacks relevant data to be of comprehensive use
<b>Future potential:</b>	As a benchmarking tool for National indicators linked to CAA this provides a valuable resource
<b>Applicability:</b>	Medium
<b>Sectors for which tool is most appropriate:</b>	Museums, Libraries, Arts, Music, Parks & Open Spaces



**Active People Diagnostic**

<b>Owner:</b>	Sport England
<b>Description:</b>	An online tool that enables access to Sport England's Active People Survey results. The site is designed to allow you to explore the Active People data in detail and in an interactive way.
<b>Data Type:</b>	Participation data.
<b>Data Source:</b>	The Active People Survey is a telephone survey of adults aged 16 and over living in England. The survey, commissioned by Sport England, and conducted by Ipsos MORI, is the largest of its kind ever to be conducted in Europe
<b>Pros:</b>	Results are available via a number of different levels of analysis, which you can access by clicking on the menu bars above. It offers a menu of analysis options, enabling you to select the information you require. Information is available in Excel format, very useful for further analysis
<b>Cons:</b>	Not very intuitive to use, but instructions are available and with perseverance information can be found. Very "dry" could use more images. Requires more cultural data. Current data set is very limited. Not easy to search breakdown of boroughs or wards. Telephone surveys were landline only, therefore the quality of the data may be skewed by people either not being in, or only having a mobile telephone (in particular young adults)
<b>Relevance to study:</b>	Very useful for sporting information and contains some information on libraries, museums and arts activities.
<b>Future potential:</b>	This model has great potential to provide more in depth planning support for local authorities, with improvements to the sampling methodology to better represent populations
<b>Applicability:</b>	High
<b>Sectors for which tool is most appropriate:</b>	Sport, museums, libraries and arts

**Active Places**

<b>Owner:</b>	Sport England
<b>Description:</b>	<p>Active Places is a public database of sports facilities in England, which helps get people active by providing free information on where to take part and by showing them where to go on a map.</p> <p>Active Places Power provides a planning tool for sports facilities. It is designed to assist in investment decisions and the development of infrastructure improvement strategies for sport.</p>
<b>Data Source:</b>	<i>Active Places and Active Places Power</i> has a single database that holds information on sports facilities throughout England. It includes local authority leisure facilities, as well as commercial and club sites
<b>Data Type:</b>	Facility data.
<b>Pros:</b>	<p><b>Active Places</b> enables the user to identify types of facility and their geographical locations against any given point. It has user friendly features such as ‘find the nearest’ and ‘facility finder’ functions.</p> <p><b>Active Places Power</b> has been developed to provide a planning tool for sports facilities. It has been designed to assist in investment decisions across Government and to help local authorities carry out audits of their sports provision and develop local strategies. It will also help national governing bodies of sport in identifying and planning where they need to improve and invest in facilities for their participants. Local authorities, national governing bodies of sport, government departments and lottery distributors will also be able to use the information to help guide sports facility investment and strategies.</p> <p>The site will give users enhanced capabilities for analysing the data on the system. These include standard reports, census-data-based thematics and a series of push-button analyses (based on the complex modelling functionality developed by the University of Edinburgh) designed to examine the catchments of existing and potential facilities. Active Places Power users will also be able to download the data and add their own to it and use it with their own analysis tools or re-load it into the system for further analysis. The site is password protected and users will be assigned different rights according to their needs and level of use.</p> <p>The website has added functionality over that of the live public users’ site. As well as the current public user functionality of Find Nearest, Facility Finder and Freestyle tools the power user site will contain tools for detailed analysis:</p>
<b>Cons:</b>	Users require technical training for Active Power Places, particularly with some of the more detailed technical functions. The mapping function is not ideal and often requires mapping outputs to be replicated through other GIS systems. Due to the regular updating of records, this can make some studies out of date as new information becomes available. The benchmarks of no’s of facilities per 1000 population is not defined and as such establishing an understanding of an optimal level of provision is difficult.

<b>Relevance to study:</b>	<p>Active People: Very useful for the public to locate facilities, but of limited use in terms of planning, which is supported through Active Places Power.</p> <p>Active Places Power: Highly relevant and a tool that has huge potential to support more strategic planning of sports facilities, primarily due to the quality of the baseline data.</p>
<b>Future potential:</b>	In December 2009 Sport England's Active Places project will have completed the first complete audit of outdoor sports facility data. At this time Active Places will be the only data set of audited indoor and out door sports facility data. Clearly this database and the robust approach used by Sport England's partners to collect and audit data could be scaled and replicated into the wider cultural sector.
<b>Applicability:</b>	High
<b>Sectors for which tool is most appropriate:</b>	Sport

**DCMS website**

<b>Owner:</b>	Department for Culture, Media and Sport (DCMS)
<b>Description</b>	<p>Government department responsible for Government policy on the arts, sport, the National Lottery, tourism, libraries, museums and galleries, broadcasting, creative industries including film and the music industry, press freedom and regulation, licensing, gambling and the historic environment. Department responsible for 2012 Olympic Games &amp; Paralympic Games</p> <p>Also responsible for the listing of historic buildings and scheduling of ancient monuments, the export licensing of cultural goods, the management of the Government Art Collection and for the Royal Parks Agency.</p>
<b>Data Source:</b>	Taking Part Survey, conducted on behalf of DCMS by BMRB Social Research.
<b>Data Type:</b>	Participation data.
<b>Pros:</b>	Contains information and data directly related to sport, leisure and culture. Relevant study and easy to find on DCMS website.
<b>Cons:</b>	Looks at England as a whole and does not break down relevant statistics by area. Data presented in .pdf format, so not practical to use
<b>Relevance to study:</b>	Survey questions are relevant for this study, but DCMS website too broad for the purposes of this exercise.
<b>Future potential:</b>	DCMS through initiatives such as the CASE review can highlight key drivers for the sector and signpost users to tools and other sources of support. The outcomes of Stage 2 of the CASE review could increase the effectiveness of the tool.
<b>Applicability:</b>	Low
<b>Sectors for which tool is most appropriate:</b>	Sport, Museums, Libraries, Arts, Music, Parks & Open Spaces, Tourism

**Thames Gateway Knowledge Platform**

<b>Owner:</b>	Thames Gateway Knowledge Platform
<b>Description:</b>	Web-based on-line data service portal which provides access to a wide range of information about Thames Gateway and its communities. It comprises a database of currently 1,300 indicators tracking a wide variety of dimensions of the Thames Gateway area.
<b>Data Source:</b>	Not clear when reviewing website where the data has been sourced from.
<b>Data Type:</b>	Participation data.
<b>Pros:</b>	Good sporting information. Information requests are delivered by trained analysts.
<b>Cons:</b>	Designed for use of data analysts only who provide an information service for users. Does not appear to have cultural and leisure information. Covers Thames Gateway Boroughs only.
<b>Relevance to study:</b>	It appears to provide a structure that could have wider applicability, both on a geographical and sectoral basis.
<b>Future potential:</b>	Limited at present, but with potential for future development
<b>Applicability:</b>	Medium
<b>Sectors for which tool is most appropriate:</b>	Sport

**Data Interchange Hub**

<b>Owner:</b>	Department for Communities and Local Government (DCLG)
<b>Description:</b>	The Data Interchange Hub is a secure online data repository provides a secure, centralised data storage point and a data interchange for government departments and local strategic partnerships to help with collating and monitoring of national indicators and published targets, including local area agreement priorities.  It aims to reduce the data collection burden for local authorities and ensures that they have all the information they need from one source to gauge their performance against NIs.
<b>Data Source:</b>	Multiple
<b>Data Type:</b>	Outcome (NI) data.
<b>Pros:</b>	A single location for all Government and local government information
<b>Cons:</b>	Appears to be a large quantity of information covering all England, including performance against NIs. The accuracy of the information has been questioned
<b>Relevance to study:</b>	Information available on NIs only
<b>Future potential:</b>	It is useful for comparative purposes, particularly at a national level, although it is largely focused on data relating to NIs.
<b>Applicability:</b>	Medium
<b>Sectors for which tool is most appropriate:</b>	Sport, Libraries, Museums and Galleries and Arts

**Government Office for London**

<b>Owner:</b>	Government Office for London
<b>Description:</b>	Government Office for London produces a number of data and analytical tools to support our work in delivering Government policies and programmes in London
<b>Data Source:</b>	A variety of data sources
<b>Data Type:</b>	Outcome (NI) data.
<b>Pros:</b>	Contains a lot of data, including sport, leisure and culture.
<b>Cons:</b>	Contains a lot of data No introduction / guidelines on how to use the toolkit. Very difficult to find the information and not intuitive. The data is split into several excel sheets and web pages, therefore difficult to compare easily. Some data more than a year old. The same or similar information appears to be available on different sections of the website too, which is confusing. Contains a lot of data in addition to Culture and Sport information
<b>Relevance to study:</b>	Not a practical site for the purposes of this study
<b>Future potential:</b>	With a programme of training and development for cultural sector users, this could provide some value in the future, but it's role would need to be better defined to provide relevant analysis to support users
<b>Applicability:</b>	Low
<b>Sectors for which tool is most appropriate:</b>	Sport, Museums, Libraries, Arts, Parks & Open Spaces

**Office for National Statistics**

<b>Owner:</b>	Office for National Statistics (ONS)
<b>Description:</b>	Provides census material viewable by area, broken down into LA, Ward, Super Output or community
<b>Data Source:</b>	UK Census – updated when relevant
<b>Data Type:</b>	Demographic data.
<b>Pros:</b>	Great tool, easy to use and data well presented and searchable. Good tool for information comparison
<b>Cons:</b>	Only includes census data, which does not cover opinions or Sport and Leisure, does state quantity of green space but not usage
<b>Relevance to study:</b>	Potential for adaptation to include additional data sets referring to cultural data. More likely useful as a reference / template if creating or amending another tool
<b>Future potential:</b>	If wider data sets were collected, this tool could provide some additional value, however, the frequency of the census is a limiting factor
<b>Applicability:</b>	Low
<b>Sectors for which tool is most appropriate:</b>	Parks & Open Spaces

***IDeA Knowledge website***

<b>Owner:</b>	Improvement and Development Agency (I&DeA)
<b>Description:</b>	Supports improvement and innovation in local government, focusing on the issues that are important to councils and using tried and tested ways of working
<b>Data Source:</b>	Reviewer was unable to find data on the website, although there is some case study and generic best practice information in the "Culture and Sport" section. The ESD Toolkit is sponsored by I&DeA, reviewed below
<b>Data Type:</b>	Good practice data.
<b>Relevance to study:</b>	Has useful background information on continuous improvement and best practice, but not specifically relating to data
<b>Future potential:</b>	I&DeA will continue to provide constructive support, links and guidance in relation to performance management. There is an opportunity for it to provide more support and advocacy linked to data access
<b>Applicability:</b>	Medium
<b>Sectors for which tool is most appropriate:</b>	N/A

***South East Cultural Observatory***

<b>Owner:</b>	SEEDA - South East England Development Agency
<b>Description:</b>	Repository for cultural information in South East England
<b>Relevance to study:</b>	A review of regional infrastructure by DCMS resulted in the closing of all regional observatories. Therefore, information is no longer up to date and site is not relevant
<b>Future potential:</b>	N/A
<b>Applicability:</b>	Low
<b>Sectors for which tool is most appropriate:</b>	N/A

***Croydon Observatory***

<b>Owner:</b>	Croydon Borough Council
<b>Description:</b>	Contains relevant information for Croydon Council, residents and visitors
<b>Data Source:</b>	Refers the user to the Data Interchange Hub, reviewed below.
<b>Relevance to study:</b>	Useful for Croydon and nearest neighbours only to promote joined up approaches to service delivery and assessment of need. A good concept that could be replicated in other authorities
<b>Future potential:</b>	As a model for other authorities to replicate
<b>Applicability:</b>	Medium
<b>Sectors for which tool is most appropriate:</b>	N/A

**ESD Toolkit**

<b>Owner:</b>	IDeA
<b>Description:</b>	Toolkit for collaborative working in local government and to share national information
<b>Data Source:</b>	Refers user to the Active People Survey, prepared by Sport England and Published in the Active Places toolkit. Therefore, not relevant as an actual tool
<b>Relevance to study:</b>	Not relevant – refer to Active People Diagnostic tool
<b>Future potential:</b>	N/A
<b>Applicability:</b>	N/A
<b>Sectors for which tool is most appropriate:</b>	N/A

**Your London**

<b>Owner:</b>	London Connects Partnership (London authorities and Mayor of London)
<b>Description:</b>	The official online guide to London's public and community services
<b>Data Sources:</b>	Multiple
<b>Data Type:</b>	Facility data.
<b>Pros:</b>	Contains information about availability and location of all sport, leisure and culture sectors in all London Boroughs.
<b>Cons:</b>	Does not contain performance data. Refers the user to other sources
<b>Relevance to study:</b>	A very good search facility and wide range of information on availability of Sport, Leisure and Cultural services. Focuses solely on London. This would be a useful baseline data information source when developing a London data mapping tool. Some possible overlaps with Active Places data
<b>Future potential:</b>	The source data could be used to develop a broader data set linked to performance
<b>Applicability:</b>	Medium
<b>Sectors for which tool is most appropriate:</b>	Sport, Leisure, Museums, Libraries, Arts, Music, Parks & Open Spaces, Tourism, Play

**APPENDIX K: OBSERVATIONS FROM THE CURRENT STATE REVIEW**