AUDIT COMMISSION - HASTINGS BOROUGH COUNCIL
Cultural Services Inspection

Improvement Plan 2006/07

R = Recommendations in Audit Commission Inspection Report

Area for Improvement	Action being/to be taken	SMART Output and Outcome Targets	Priority	Lead Officer/ Key Support Officers
R1: Ensure that management effectiveness within cultural services is improved by:				
R1.1 fully addressing the concerns identified in the comprehensive performance assessment relating to effectiveness and management style	§ Reflecting the progress made corporately, increase the capacity and effectiveness of the directorate's senior management through a restructure.	A strengthened directorate senior management structure with management time freed up to support staff, in place by end of Qtr 3. Interim staff assessment of progress achieved by end of Qtr 2, Year 2. Assess and monitor directorate staff sickness absence levels as part of corporate commitment to sickness absence by Qtr 4.	H	**DLCD** **DLCD**
R1.2 completing the management development programme and assessing the impact it makes.	§ Review of the implementation of the management development programme and assessment of the impact it has made. § Complete 'Client' Project Management training for key officers in the Directorate.	To be undertaken in 2006/07 with external support. Client Project Management training completed by Qtr 4.	H	**DCOD** **DLCD** (DCOD)
R2: Ensure that the contribution that cultural services makes to regeneration is effective by:				
R2.1 making sure the staff, councillors, partners and the community are clear of cultural service	See R2.3 an R2.4			**DLCD**

Area for Improvement	Action being/to be taken	SMART Output and Outcome Targets	Priority	Lead Officer/ Key Support Officers
outcomes				
R2.2 revising and making clearer the long-term vision and aims for cultural services to reflect the impact of the new regeneration work	Extend the Hastings cultural vision to embrace the regeneration opportunities within Hastings and Bexhill: § Further develop the current Hastings and Bexhill Culture Sector Group to provide strategic guidance and enhance regeneration objectives for the area and support the Local Strategic Partnership. § Identifying gaps in the cultural provision.	Undertake an initial cultural mapping audit for Hastings and Bexhill by end of Qtr 3. Develop a strategic vision, with support from regional agencies that enables targeted and coordinated bids for funding opportunities. Complete by Qtr 4.	H	**DLCD** (DRP/ EDM)
R2.3 linking these aims clearly to the service delivery plans R2.4 identifying clear outcomes related to the targets set R2.5 prioritising the plans within cultural services	Align strategic and operational plans: § Refresh the current Cultural Strategy by updating the Cultural Vision and widely publicise. § Review service plans and other Council corporate documents to ensure consistency of agreed aims, targets and outcomes.	Clear cascade from: 5-10yrs Community Strategy ↓ ↓ Cultural Strategy ↓ ↓ 3yrs ESCC LAA & HBC Corporate Plan ↓ 1yr HBC Local Performance Plan ↓ Leisure and Culture SDP ↓ Action Plans ↓ Staff appraisal objectives Refreshed Cultural Vision and key outcomes approved by end of Qtr 4.	M	**GM** (PPM)
R2.6 involving staff at	§ Continue with the annual all staff service-	Qtrly briefings.	H	**DMT**

Area for Improvement	Action being/to be taken	SMART Output and Outcome Targets	Priority	Lead Officer/ Key Support Officers
all levels in key decision-making and plans	planning workshop and introduce formal quarterly team briefings on service plan progress linked to the timetable for quarterly performance reviews. § Identify opportunities for staff to take part in key strategy development work to provide development opportunities and assist with management capacity issues.	Annual staff workshop, Qtr 3. Assess level of staff involvement in cross-cutting corporate working groups by Qtr 1, Year 2.	H	**GM**
R3: Improve the quality of cultural services experienced by the community by:				
R3.1 developing and publicising clear customer standards for what the community can expect	§ Develop customer charters with core contractors and service teams informed by customer feedback. § Consult on draft charters with user/friends groups. § Publicise through media, Council publications, charter boards in key public buildings.	New customer charters in place and widely publicised by end of Qtr 3. Reviewed annually in conjunction with user groups.	M	**LM/AM** **LM/AM** **LM/AM**
R3.2 working with ESCC (the transport authority) to investigate with the major transport providers, how access to facilities and events can be improved through the provision of public transport	§ Implement the Action Plan for Scrutiny Review of Bus Services (including a new Bus Users Stakeholder Forum, improved publicity of services, marketing of family tickets).	To reach agreement with stakeholders on the way forward to deliver the action plan. Monitored by the Quality Bus Partnership and Services O & S Committee, completed by Qtr 3.	H	**DES**
R3.3 progressing web developments to	§ Analyse services by customer demand, devise and develop on-line services in a	Meet E-Govt targets for on-line transactions for cultural facilities by end of Qtr 4.	H	**GM** (ITM)

Area for Improvement	Action being/to be taken	SMART Output and Outcome Targets	Priority	Lead Officer/ Key Support Officers
provide robust on-line transactions for cultural facilities	priority order (highest demand first) through the Council's E-Gov Group.	Assess effectiveness of on-line information through a customer satisfaction on-line survey.		
R3.4 ensuring community profiles are completed and used to inform how the Council responds to diversity issues	§ Work with the Neighbourhood Renewal Team to complete community profiles to inform the Council's Community Cohesion Plan	75% of Community Profiles complete by Qtr 4. Assess and review directorate progress on specific cultural actions in the cohesion plan by Qtr 1, Year 2.	M	**GM**
	§ As part of the Council's Local Performance Plan compile service equality impact assessments and implement service equality monitoring.	Impact assessments complete by end of Qtr 1. Consistent equalities service monitoring in place and service provision revised as appropriate by end of Qtr 4.	H	**DMT**
General Report: Key Issues: "Some facilities appear run down" "Need for improvements to DDA Access"	§ Work with contractors and partner agencies to develop investment programmes and bids for external funding.	Leisure Contractor to undertake £500,000 programme of investment in Leisure Centre and Fitness Centre by Qtr 1. Complete Museum Improvements Scheme by end of Qtr 1, Year 2. Complete 1st Phase programme of access improvements to directorate facilities by Qtr 4.		**DLCD/GM**
R4: Increase the effectiveness of the service by:				
R4.1 developing local performance indicators that show what the Council is trying to achieve through cultural services	§ Develop performance indicators (PIs) with contractors for leisure services, parks and open spaces and the White Rock Theatre linked to a revised Cultural Strategy.	Basket of PIs developed by Qtr 4, Year 1 to inform targets for monitoring from Qtr 1, Year 2.	L	**LM/AM** (PPM)
	§ Monitor PIs through the internal quarterly	Ongoing quarterly report to Services O&S	L	**DMT**

Area for Improvement	Action being/to be taken	SMART Output and Outcome Targets	Priority	Lead Officer/ Key Support Officers
	performance reviews and reports to the Overview and Scrutiny Committee.	Committee.		
R4.2 using benchmarking to help assess value for money	§ Develop peer benchmarking groups and utilise results to improve services and inform scrutiny/best value reviews.	Pilot peer group for Theatre and performing arts developed and results analysed by Qtr 4. Explore additional peer groups for other cultural services by Qtr 1, Year 2.	M	**LM**
R4.3 ensuring that the Overview and Scrutiny Committee continues to receive performance information and training that allows them to improve the way that they monitor performance	§ Review the Council's Scrutiny structure. § LPP 06/07 target to be monitored quarterly. § *"Strengthen our Overview and Scrutiny Committees' role in performance management of the council and it's contribution to achieving shared targets with partners e.g. the East Sussex wide Local Area Agreement and the Community strategy."*	Agree reforms for Scrutiny structure by Qtr 1. Monitoring of further progress will be undertaken via 2006/07 LPP monitoring.	H	**SDSM**
	§ Develop a training and development programme focusing initially on performance management and budget and budget setting for Scrutiny Committee Councillors.	Trained Councillors undertaking the Scrutiny function, Qtr 1, Year 2.	H	**SDSM**

Responsible Officer key:

DLCD = Ex. Director, Leisure & Cultural Development
DES = Ex. Director, Environment & Safety
DCOD = Ex. Director, Communications & Organisational Development
DRP= Ex.Director, Regeneration & Planning
PPM = Policy Performance Manager
SDSM = Scrutiny & Democratic Services Manager
EDM – Economic Development Manager
ITM = IT Manager
GM = General Manager
DMT = Directorate Management Team
LM = Leisure Manager
AM = Amenities Manager