

Public Value Reviews of Arts, Heritage and Adult & Community Learning	Peter Milton, Head of Cultural Services
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Themes			Actions and key milestones	Account able owner	Start Date (mm/yy)	Due Date (mm/yy)	Resources required	Expected savings	Progress ¹ (RAG & comments)
Ref	Description	Strategic themes ²							
1	Develop a strategy and vision for Cultural Services that will position Surrey to become a leading centre for cultural activity in the country	1, 2, 3, 4, 5, 6	Review previous Surrey Cultural Strategy "Taking Part in Surrey 2008-2011"	HCS*	Nov 2012	Dec 2012	Cultural Services staff C&C Directorate Support	Efficiencies yet to be determined with a focus on releasing resources and generating income to drive development. The outcome will be a reduced cost offer to meet social need	
			Establish key themes across Cultural Services	HCS	Jan 2013	Jan 2013			
			Consultation with internal and external partners	HCS	Feb 2013	March 2013			
			Finalise and publish	HCS	April 2013	April 2013			
2	Undertake a feasibility study to create options for the provision of a new cultural hub that would position Surrey at the	1, 2, 3, 4, 5, 6	Establish the case and identify benefits / risks / opportunities	HCS	April 2013	Aug 2013	Cultural Services staff	Will require capital investment to be determined through the	
			Initial options appraisal on nature and location of virtual/physical Hub	HCS	Aug 2013	Nov 2013			

¹ This column is for future use to report on progress in delivering the recommendations

² The themes from the Corporate Strategy 2010-14 that each recommendation contributes to are listed using the following key: Residents (1); Value (2); Partnerships (3); Quality (4); People (5); and Stewardship (6).

* HCS= Head of Cultural Services, CSM = Cultural Services Manager, ALM = Adult Learning Manager, SAM = Surrey Arts Manager.

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	forefront of culture in the country		Scope and initiate technical specification project	HCS	Nov 2013	Apr 2013	To include EPM, ICT etc. Cultural Services staff C&C Directorate Support	technical specification project.	
3	Develop an overarching marketing strategy and plan, centred on effective interactive web presence, to drive increased participation rates and income	1, 2, 3	Redevelop Web presence as a model of excellence that is responsive to public preferences and makes innovative use of web technology and drives income generation	HCS	Nov 2012 (underway)	Pilot by Apr 2013 Live by July 2013	Cultural Services staff, IMT staff and investment costs. Customer Services	Ref 1 above	
			Investigate and employ mobile technology and social media to increase public access to services	HCS	July 2013	Dec 2013	CSM/IMT staff and investment costs		
			Ensure that easy self-service options are available for customer convenience and to reduce administrative overheads	HCS	Jan 2013	July 2013	Cultural Services staff, IMT staff and investment costs		
			Ensure fit for purpose management information systems are in place, working alongside IMT. E.g. Paritor system for Surrey Arts.	HCS	Jan 2013	Dec 2013	Cultural Services staff, IMT staff and investment costs		

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Page 81			Ensure that all cultural services web pages are linked, employing intelligent search and other features that enhance the customer's journey where cost-effective	ALM	July 2013	Dec 2013	Cultural Services staff, IMT staff and investment costs		
			Improve marketing and promotion of the Surrey History Centre as a broader cultural and tourist facility and use other channels of delivery (online and onsite) to promote the multi-use of Surrey History Centre. Promote Surrey Heritage services to communities across Surrey	HM	Nov 2012	July 13 (in line with Marketing Strategy)	Heritage staff C7C Directorate Support IMT Communications	Increase income generation opportunities	
			Develop S-Net to raise the profile of the cultural services, including regular updates / briefings for Members	HCS	Nov 2012	March 2013	Cultural Services staff C&C Directorate Support. Communications		
			Agree programme of attendance at other Directorate Leadership Teams to ensure that cultural service opportunities are identified and taken up	HCS	Nov 2012	March 2013	Cultural Services staff		

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Page 82			Introduce a cultural services 'roadshow' to be used at internal and external events	HCS	Nov 2012	March 2013	Cultural Services staff C&C Directorate Support. Communications		
			Contribute to "One Team" review of Communications.	HCS	Nov 2012	July 2013	Cultural Services Staff		
			Using Mosaic, customer insight and other national and local data sources, build a cultural services profile of Surrey and its communities as an intelligent basis for individual and joint service delivery	HCS	Jan 2013	July 2013	Cultural Services staff Directorate Support CEO Performance and Research Team		
			Establish closer working links with Health, social care, community safety and other key agencies to identify and agree delivery to those communities, families and individuals in greatest need	HCS	Nov 2012	May 2013 (Linked to Strategy)	Cultural Services staff Adults, CSF, Public Health etc.		

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4	Re-align the organisational structure to support the delivery of the strategy, to achieve excellent outcomes for residents, and to enhance Surrey's reputation	1, 2, 3, 5	Design and introduce new staffing structures within ACL, Surrey Arts and Heritage Services that are responsive to need, benefit from specialised resources for business development and support, and allow greater time for professional and customer-focussed activity	HCS	Nov 2012	July 2013	Cultural Services staff time, HR. C&C Directorate Support	Ref 1, above	
			Establishment of "Promotional Teams" within staffing structures.	HCS	Jan 2013	June 2013	Cultural Services staff time only		
			Review the potential for cross-service working, including: <ul style="list-style-type: none"> Stronger links on service offers in common thematic areas, such as music, arts, nostalgia, history, tourism Greater joint use of facilities such as ACL centres Jointly planned delivery to specific communities or on specific topics and events Cross-service promotion to enhance customer experience and offer seamless transitions between the cultural services 	HCS	Nov 2012	July 2013	Cultural Services staff C&C Directorate Support		
			Managers to develop their commercial acumen by attending suitable training	HCS	Jan 2013	June 2013	Cultural Services team		

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Page 84			Invest in the capacity of Aqua v5 to improve flexible management of course filling during enrolment, minimising cancellations and maximising swift response to demand	ALM	Nov 2012	July 2013	ACL staff time IMT staff and investment costs (£tbc)	Increased income through greater efficiency / less cancellations	
			Further develop skills-based learning and grant-funded opportunities designed to support people into employment or further learning	ALM	Jan 2013	Sep 2013	ACL staff time	Increased income	
			Rapid Improvement Event on Surrey Arts customer journey	HCS	Jan 2013	Mar 2013	Surrey Arts staff time		
			Build commissioned learning offer to other deliverers, including the VCF sector where this will improve reach and effectiveness	HCS	Apr 2013	Dec 2013	Cultural Services staff time only		
			Rapid Improvement Event on ACL curriculum planning	HCS	Nov 2012	Nov 2012	ACL staff time Corp Policy		
			Deliver further Rapid Improvement Events within Cultural Services as identified in the Service Improvement Plans	Heads of Service as identified)	Apr 13	Apr 14	Cultural Services C&C Directorate Support		
5	Develop and implement a new performance and	4	Compare existing QA commitments within Customers and Communities framework	HCS	Jan 2013	Jan 2013	CSM staff time only	Ref 1, above	

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Page 85	quality framework for Cultural Services		Agree core joint QA standards – Customer Promise, Web Standards etc.	HCS	Feb 2013	Mar 2013	Cultural Services, IMT, Customer Services, Communications		
			Harmonisation of related standards – teaching and learning, safeguarding, business continuity.	HCS	April 2013	July 2013			
			Research good practice examples – Partnership protocols, benchmarking etc.	HCS	Dec 2012	Dec 2102	CEO Policy Team, C&C Directorate Support		
			Develop an action plan for ACL against the Common Inspection Framework that will lead to an Outstanding grade assessment by 2014	ALM	April 2013	July 2013	ACL staff time		
6	Develop and implement Service Improvement Plans and Zero Based Budgets that will drive income expansion and cost efficiencies		Bring internal stakeholders and partners on board to develop Service Improvement Plans that deliver better outcomes for residents	HCS	Dec 2012	Mar 2013	Cultural Services and Finance staff time	Ref 1, above	
			Improved value for money delivered to People of Surrey by utilising business improvement techniques, to be detailed in the Service Improvement Plans.	HCS	Dec 12	Mar 13	Cultural Services staff C&C Directorate Support Member Reference Group		

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Page 86			Review and extend the use of ACL facilities and resources towards an initial target of 50% capacity, through widening hours of delivery, nature of use and third party occupancy	ALM	Dec 2012	Review by July 2013 50% usage by 2015	ACL staff time Property Services? IMT? Communications?		
			Deliver the Internal Commercial Archaeology Audit Management Action Plan (MAP).	HM	Underway	Apr 13	Heritage staff C&C Directorate Support		
			Review facilities at Surrey History Centre and needs for additional archive and archaeological storage to ensure that facilities are appropriate and cost effective. As part of the long-term property strategy, review reception area, use of searchroom, other public areas and the IT provision that are available to the public	HM	Mar 13	Apr 15	Heritage staff Property Services IMT		
			ACL to develop and introduce a more flexible pricing model to encourage growth, maximise fee income and develop an offer that sits outside that funded through Skills Funding Agency.	ALM		Dec 2013	ACL staff time	Income generation opportunities?	

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Page 87			Introduce incentive and reward schemes and offers to encourage further use by existing ACL learners and as an incentive to recruit new ones	ALM		Dec 2013	ACL staff time	Income generation opportunities?	
			Introduce and develop ACL accredited learning offer	ALM		July 2013	ACL staff time		
			Establish Partnership Frameworks across Cultural Services (eg Music Hub, Community Learning, Countryside)	HCS	Feb 2013	March 2013	Cultural Services staff		
			Reach agreement with East Surrey College to improve learning opportunities across the whole county	ALM	Jan 2013	Sep 2013	ACL Staff time		
			Look at the potential to increase income through the selling of local products	HM	Jan 13	Dec 13	Heritage staff C&C Directorate Support		
			Publish family history records on line - Opportunity to generate income and also to have free use of the digitised and indexed records and provide enhanced access to the digitised material	HM	Underway	Subject to confirmation by commercial partner	Heritage staff	£100k income assured with future income to be determined based on number of website hits	
			Following Staff survey review income generation suggestions and implement best options.	SAM	Jan 2013	July 2014	Surrey Arts staff time		

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			Surrey Arts to develop music tuition pricing structure that maximises income.	SAM	Jan 2013	Sept 2013	Surrey Arts staff time		
			Extend "First Access" whole class music lessons at Key Stage 1 to all infant and primary schools in Surrey.	SAM	Jan 2013	July 2014	Surrey Arts staff time		
			Develop tools to inform programme and service design that considers cost-per-head on courses and events and provides an informed basis for planning, cost management and income projection	HCS	Apr 2013	Sep 2013	Cultural Services staff Finance		
7	Undertake a full and detailed research and evaluation project of alternative business models that positions Cultural Services to deliver sustainable solutions of a national standing		Review and assess alternative business models	HCS	Jan 2013	Mar 2013	Cultural Services staff C&C Directorate Support	Ref 1, above	
			Assess examples of actual or planned public service delivery through trusts, mutuals, social enterprises etc.	HCS	Feb 2103	Apr 2013	Cultural Services staff C&C Directorate Support Legal Services Finance		
			Develop options and recommendations	HCS	May 2013	July 2013	Cultural Services staff C&C Directorate Support Member Reference Group		

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Page 89			Undertake research into the potential of social enterprise and other business models, such as Community Interest companies, Trusts, mutuals, for future delivery of cultural services. Research to include monitoring of emerging examples, such as West Sussex ACL and Lincolnshire Heritage	HCS	Jan 2013	Nov 2013	Cultural Services staff, C&C Directorate Support, PPT, Procurement, Legal Services, Finance		
			Establish a clearer cost-base for support services recharged to SCC, including premises, HR and ICT	HCS	Apr 2013	Jun 2013	Cultural Services staff Finance, IMT Legal Services C&C Directorate Support		

Monitoring & reporting arrangements

The action plan will be delivered through service-specific Service Implementation Plans and joint delivery plans, and managed by the existing Cultural Services Leadership Team, which meets on a monthly basis. Progress against the plan will be a standard agenda item, and individual actions will form part of the separate Service Improvement Plans of Surrey Arts, Heritage and Adult & Community Learning.

Progress will be discussed with the separate Member Reference Groups prior to reporting to the Customers and Communities Select Committee.

Communications arrangements

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Recommendations in this action plan and ongoing progress will be communicated to relevant stakeholders via existing networks e.g. Surrey Arts E-Newsletter, Music Education Hub steering group, Arts Partnership Surrey, Surrey Culture and Leisure Officers Group