

Our improvement story so far so what about Parks & Open Spaces?

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By the end of the CPA.....

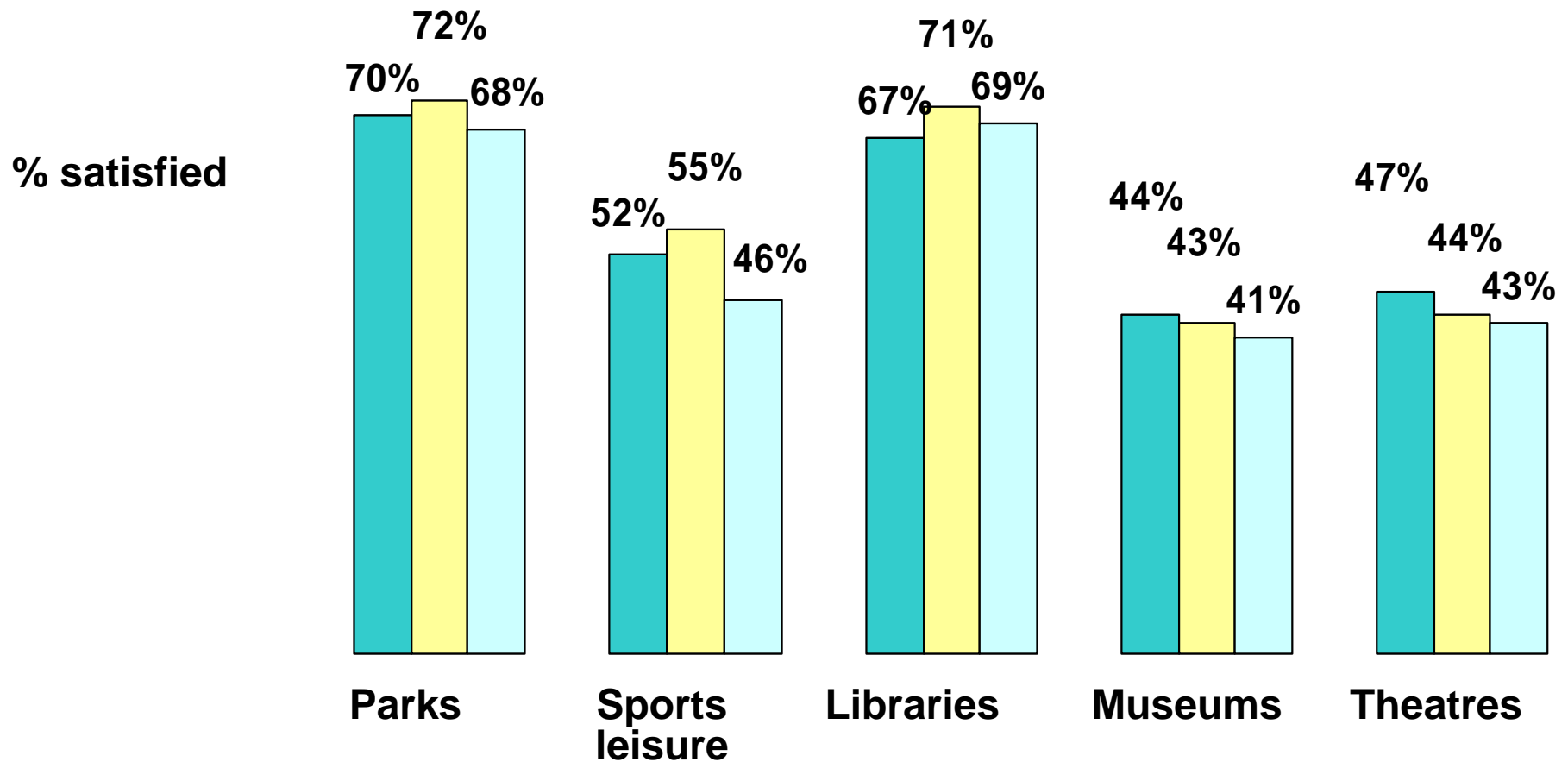
- **Culture and sport service assessment scores overall did improve.**
- **But... performance was patchy across services and councils with 22 councils receiving a lower culture score in 2008 than in 2007.**

2008 CPA

But community satisfaction has gone backwards ?

Aggregate scores for single and upper tier authorities

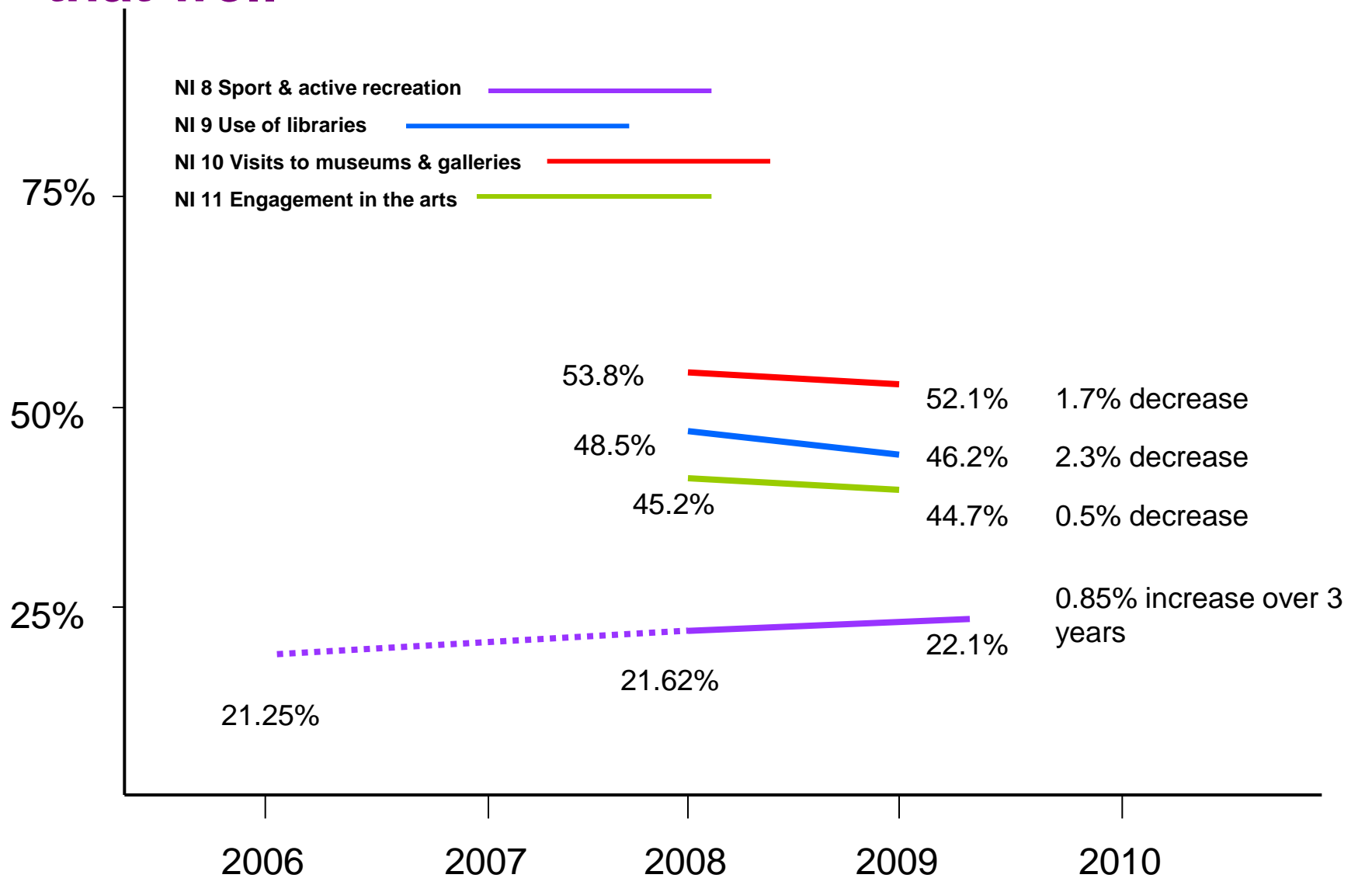
■ 2003 ■ 2006 ■ 2008 place survey



Some parts of the sector did well in LAA positioning?

- **At June 2008 over 90% of the LAAs included culture and sport improvement targets with the biggest impact made by sport.**
 - **But...culture and sport was only well positioned in a third of upper tier councils in the CAA?**
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National participation rates are not doing that well



But where were parks & Open Spaces in all this?

- Not part of CPA
 - Not visibly part of a passion for excellence
 - No National Indicators
 - Not part of regional improvement networks or new regional NDPB arrangements
 - Limited visibility in LAAs
 - Limited visibility in CAA
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However it has

- Made good progress on Green Flags
- Dabbled with TAES
- Done some leadership work
- Been recognised in the recent evaluation of A Passion For Excellence as “missing”

But does it really matter because.....

The world is changing.....

- Less resources & more productivity
 - Localism & the big society
 - Sector led improvement
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Less resources more productivity

- Reducing costs and increasing productivity
 - Increasing income through more participation
 - New ways of delivering services
 - Sharing across boundaries
 - Focus on contribution to priority outcomes
 - Place based budgeting
 - Responding to commissioning
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Localism & the Big Society

- Devolving to councils & beyond
 - Taking out the “middlemen”
 - Place based budgeting and real partnership working
 - Accountability to local communities not national government
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Sector led improvement

- Local leadership (political and managerial)
 - Management competency
 - Ability to evidence contribution to priority outcomes
 - Ability to measure progress towards achievement of outcomes
 - Value for money
 - Self-improvement and mutual improvement support
 - **Innovation and step change**
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So how do we ensure Parks and Open Spaces are more engaged in this next phase of the improvement journey?

Performance

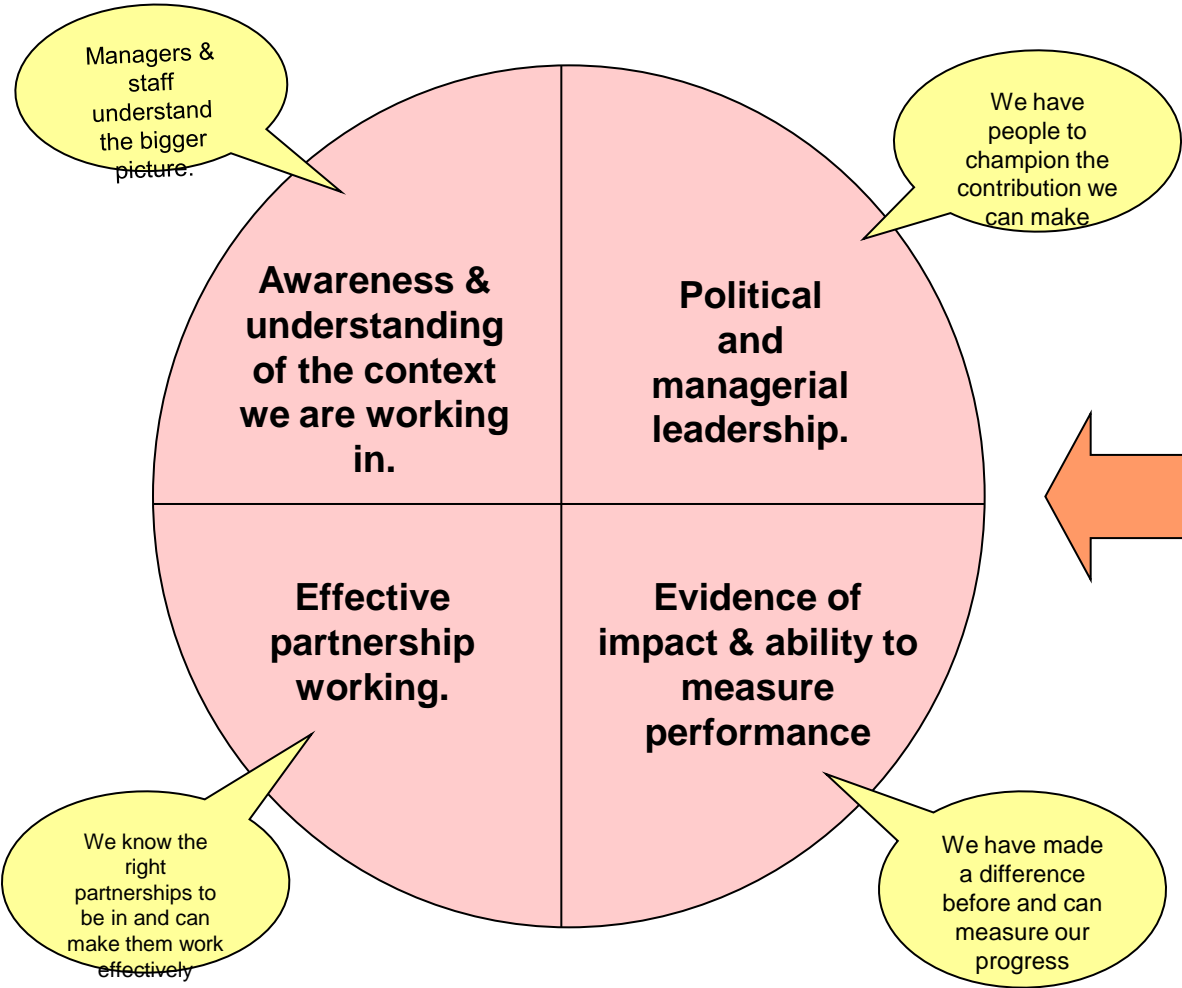
Positioning



**Two sides of the same
coin**

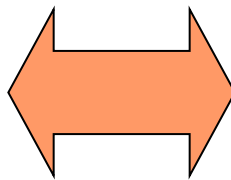
Positioning and delivering Parks and Open spaces in the new world: the main drivers

Drivers of Positioning



Drivers of Good Performance (Culture & Sport Toolkit)

Leadership & governance
Policy & Strategy
Community Engagement
Partnership Working
Resource Management
People Management
Customer Service
Performance Achievement & Learning



**So what are you going to do
about it?**