

Positioning Parks & Open Spaces in the new local government landscape

Culture & Sport Improvement: The story so far

- Positioning
 - Performance
 - Self-Improvement
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Positioning

(How we are viewed by decision makers)

- The contribution of culture and sport to wider social and economic outcomes is beginning to be better recognised
 - Culture and sport are well positioned in about a third of single tier councils
 - Services are progressing at different rates, with Sport and Active Recreation showing the highest profile
 - But parks & open spaces remain invisible or undervalued corporately & strategically
 - Not represented on LSPs
 - Not always in strategic plans
 - Not visible in LAA's
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Performance

(How well we deliver the services in terms of effectiveness & VFM)

- CPA showed trajectory of improvement but patchy across places and services
 - Participation rates only increasing in sport and active recreation
 - Community satisfaction levels falling backwards
 - Leadership and management competency remain key weaknesses
 - **But what story can we tell about parks & open spaces?**
 - No National Indicator
 - Not in CPA or CAA
 - Little evidence or measurement of impact
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Self-improvement

- The culture & sport sector has collaborated round a clear strategy
“A passion for Excellence”
 - A Strong “Toolbox” of support now available
 - Sector led improvement established in most regions
- **But where are Parks & Open Spaces?**
 - Not been part of the national improvement strategy
 - Low take up of TAES self assessment and peer challenge
 - Not part of regional improvement networks
 - Does Green Flag drive improvement?
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However the world is changing.....

- **Less resources**
 - The public sector will be 20-30% smaller in financial terms by 2014
 - A greater focus required on better productivity
 - **Localism & the Big Society**
 - Rolling back the state & removing the “middle men”
 - Devolution to councils
 - Devolution to society
 - **Sector led improvement**
 - Accountability to communities not central government
 - Strategic partnerships and community budgets
 - Delivering better outcomes more efficiently
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The landscape is changing.....

- **CPA/CAA & audit commission**
 - **National Indicators**
 - **Local Area Agreements**
 - **NDPB funding & support**
 - **Local Government Improvement & Development**
 - **“Armchair inspectors”**
 - **Transparency framework/Efficiency benchmarks**
 - **Community budgets (Place based budgeting/Total place)**
 - **CABESPACE?**
 - **?????**
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The challenges & opportunities for the sector

- Reducing costs and increasing productivity
 - Increasing income through more participation
 - New ways of delivering services
 - Working across service & administrative boundaries
 - Engaging with priority outcomes and place based budgeting
 - Responding to commissioning
 - Greater opportunities for the third sector
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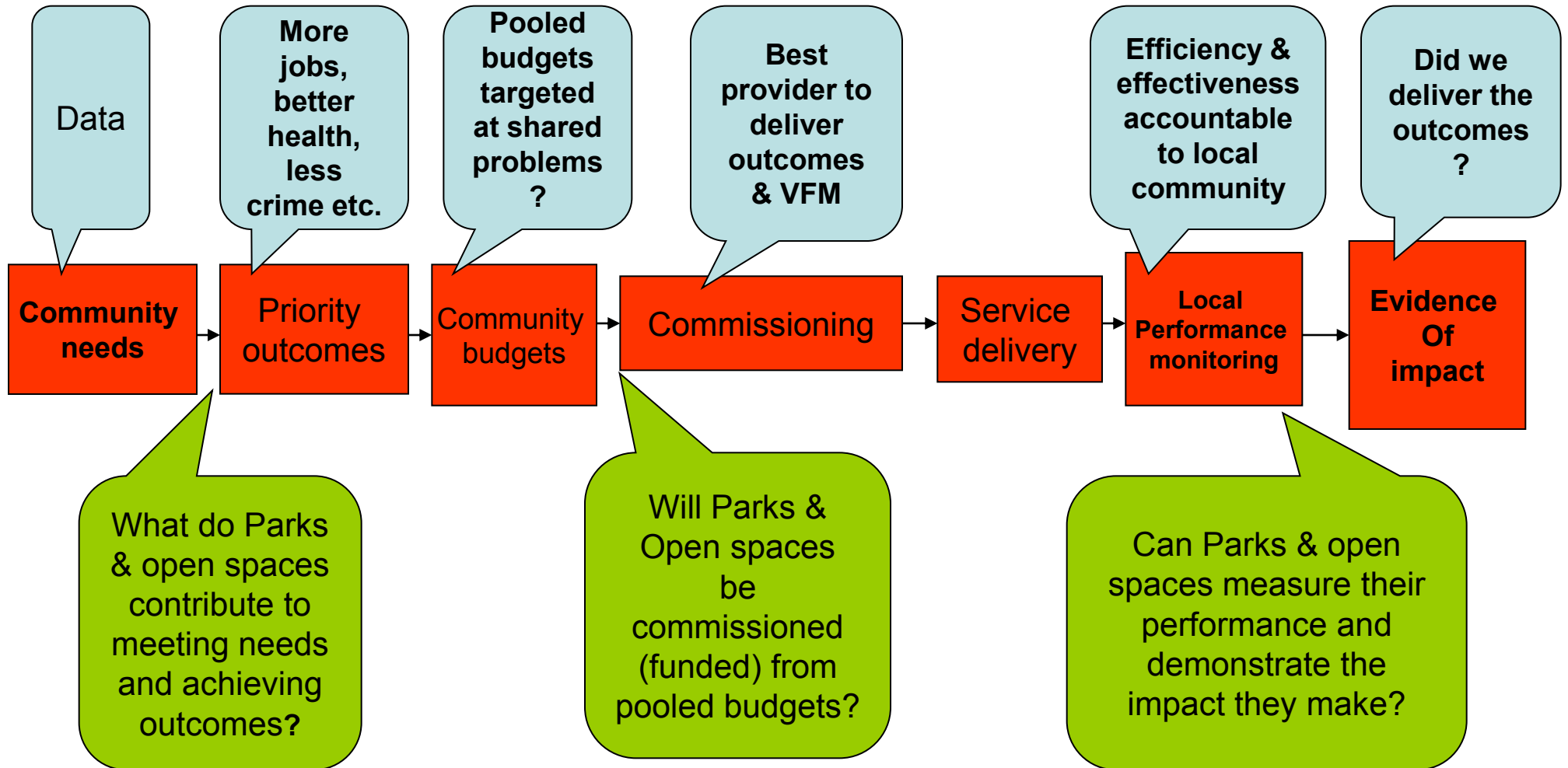
The challenges & opportunities for the sector

- Less national policy and advocacy
 - Future role and capacity of NDPBs uncertain
 - Future of national data uncertain
 - Greater need to evidence the contribution we make
 - Less national and regional support for improvement
 - Greater opportunity for **local** political and managerial leadership
 - Opportunity to pool budgets and work collaboratively through **Community budgets**
 - Positioning the sector as a major contributor to delivering priority outcomes through **commissioning**:
 - Health improvement
 - Independent living for older and vulnerable people
 - Children and young people
 - Reducing crime & anti social behaviour
 - Improving the economy
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What does it mean for Parks & Open Spaces

- Greater reliance on **local** political leadership and managerial competency
 - A greater need to evidence the contribution you make to local social and economic outcomes
 - A willingness to work differently, to pool budgets and work across boundaries
 - A greater reliance on yourselves and your professional bodies to support your own improvement
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A view of the possible new landscape



So how do we get out of this?

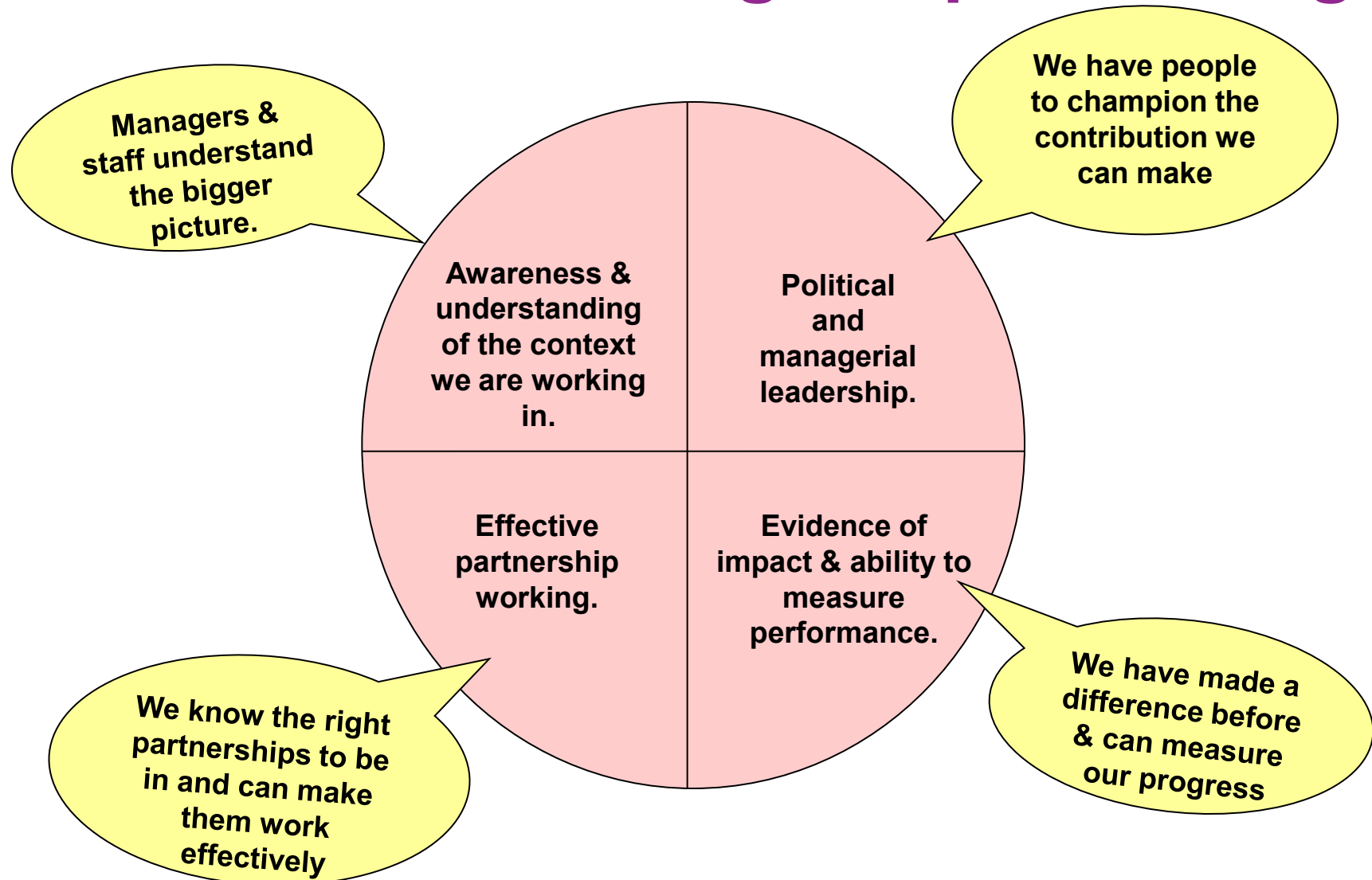
Performance

Positioning

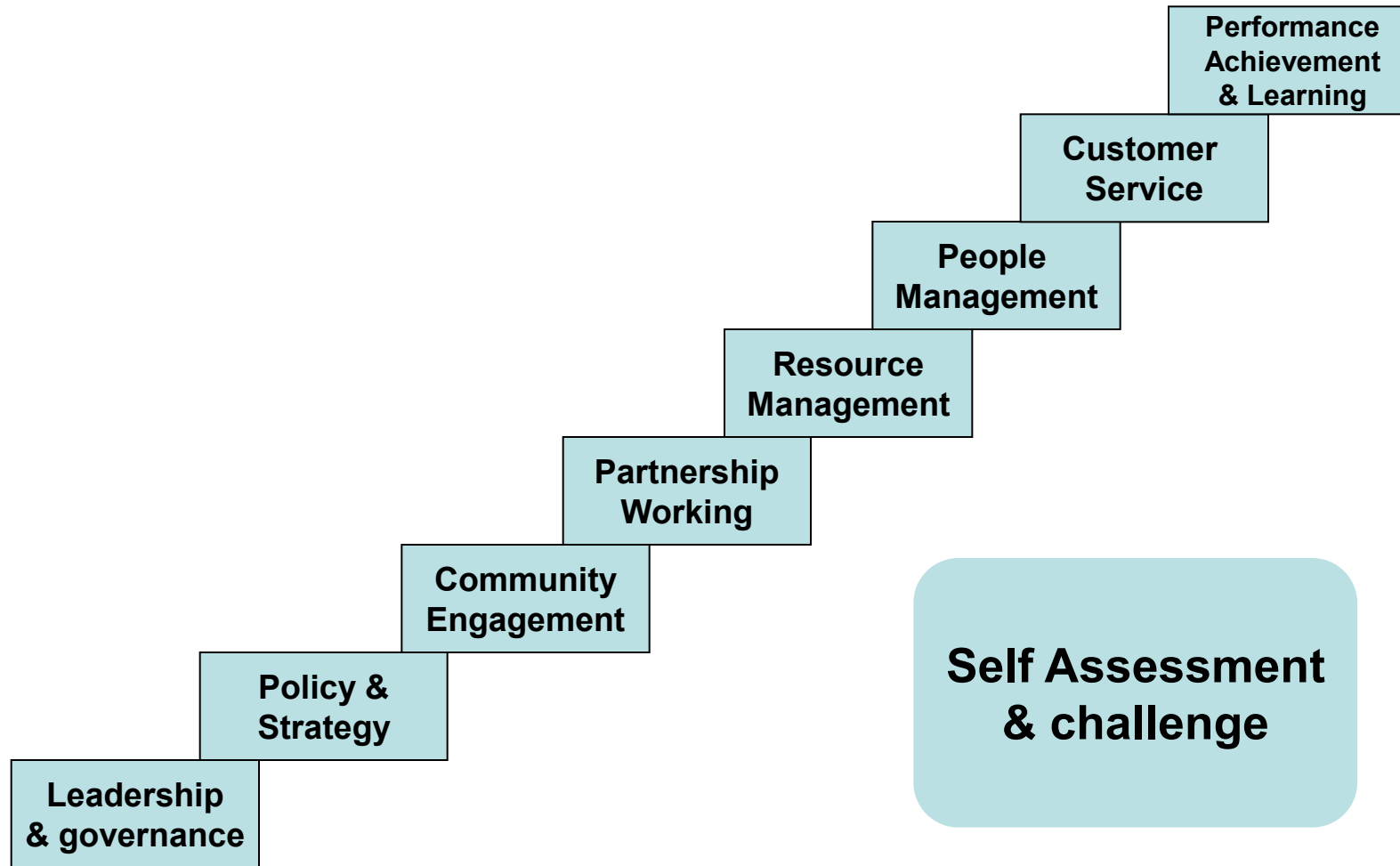


Two sides of the same coin

The main drivers of good positioning



The main drivers of good performance



The challenges for Parks & Open Spaces going forward

- **Improving performance and addressing under performance**
 - Self-assessment, peer challenge & Green Flag
 - **Improving data and evidence of impact**
 - **Improving knowledge sharing & learning**
 - **Improving leadership and workforce development**
 - **Improving the capacity of the third sector**
 - **Improving collaboration**
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**Perhaps we need innovation and
step change in the way we work
and how we think!**



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“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”

Martyn Allison

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