

 Finance and Audit Committee March 5th 2019		Agenda Item No. 7
Title	Cultural Services – Service Review	
For further information about this report please contact	Rose Winship Head of Cultural Services rose.winship@warwickdc.gov.uk 01926 456223	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	NA	
Background Papers	NA	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No
NA	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	14th Feb 2019	Chris Elliott
Head of Service	14th Feb 2019	Rose Winship
CMT	14th Feb 2019	Andy Jones
Section 151 Officer	14th Feb 2019	Mike Snow
Monitoring Officer	14th Feb 2019	Andrew Jones
Finance	14th Feb 2019	Mike Snow
Portfolio Holder(s)	19 th Feb 2019	Cllr Coker
Consultation & Community Engagement		
NA		
Final Decision?		NA
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report brings together the Cultural Services contract register, risk register and budget.

2. **Recommendation**

- 2.1 That Finance and Audit Committee should review the Cultural Services contract register, risk register and budget.

3. **Reasons for the Recommendation**

- 3.1 Following several years of reviewing service contract and risk registers, it has been requested by members that the two registers for each Service Area should be considered together, along with details of the budget and performance for the relevant service.

- 3.2 Cultural Services are presenting a report to the Finance and Audit Scrutiny Committee that brings together:

- Cultural Services risk register
- Cultural Services contract register
- Cultural Services budget outline

3.3 Risk Register

- 3.3.1 The latest version of the risk register is set out as Appendix A to this report.

- 3.3.2 The scoring criteria for the risk register are subjective and are based on an assessment of the likelihood of something occurring, and the impact that might occur.

- 3.3.3 In line with the traditional risk matrix approach, greater concern should be focused on those risks plotted towards the top right corner of the matrix whilst the converse is true for those risks plotted towards the bottom left corner of the matrix. If viewed in colour, the former-described set of risks are within the area shaded red, whilst the latter-described set of risks are within the area shaded green; the mid-range are in the area seen as yellow.

- 3.3.4 Cultural Services are responsible for a wide range of services which consequently lead to a number of potential risks. There are 36 risks contained in the risk register.

- 3.3.5 There are 5 risks rated "green", 29 rated "amber", and 2 rated "red", in accordance with the Council's risk scoring matrix. As with all the risks in the register, it is the controls and mitigations that are being undertaken to control the risks that are of importance. These reflect the tangible actions over which there is more control.

3.4 Contract Register

- 3.4.1 The latest version of the Cultural Services contract register is set out in Appendix B.

There are 20 live contracts listed.

3.5 Budget

3.5.1 Details of Cultural Services budgets are included as Appendix C. The figures shown compare the net position for the main cost centres within Cultural Services at the end of period 9 (December) for the current year and the comparative position in 2017/18/ Also shown is the final position at the end of 2017/18. Appendix C also includes comments on major variances when comparing the 2 years performance to the end of December.

4. Policy Framework

4.1 Fit for the Future (FFF)

“The Council’s FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

“The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council’s FFF Strategy.”

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Neighbourhood needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
Services managed within the Culture portfolio make a significant contribution to health outcomes; impressive sport and cultural facilities; and to a more cohesive and active community by providing services that are available to all sectors of the community.	Cultural Services work closely with Neighbourhood Services to ensure that opportunities are optimized to use outdoor space to contribute to health and wellbeing objectives.	Dynamic and diverse local economy Increased employment and income levels
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly	<u>Intended outcomes:</u> Focusing on our	<u>Intended outcomes:</u> Better return/use of our

<p>trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours</p>	<p>customers' needs Continuously improve our processes Increase the digital provision of services</p>	<p>assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money</p>
Impacts of Proposal		
<p>Staff are continually developed using a range of methods including formal courses, in-house training and attendance at seminars, conferences or regional bodies.</p>	<p>The Service Area is continually looking at ways of improving the way services are delivered to customers, through improved working practices and use of ICT.</p>	<p>Cultural Services ensures that any expenditure achieves the best value for money. We seek to maximize external funding opportunities where appropriate, ensure that all expenditure is scrutinized in detail, and that all income is appropriately accounted for.</p>

4.2 Supporting Strategies

There are several strategies that underpin the delivery of services including the Indoor Sports Strategy, Playing Pitch Strategy, Arts Strategy (currently under review). The strategic projects managed by the Programme Team in Cultural Services (ie Leisure Development Programme, Community Stadium and associated projects, and Commonwealth Games all contribute to a wider range of corporate strategies under the overarching Fit for the Future, in a variety of ways.

4.3 Changes to Existing Policies

4.3.1 There are no changes to existing policies as a result of this report.

5. Budgetary Framework

5.1 Details of the Cultural Services budgets are discussed at para 3.5 and Appendix C.

5.2 Annual Budgets for Cultural Services are set by the Executive on an annual basis and budget reports are routinely considered by the Senior Management Team, with quarterly reports issued to the Executive.

6. Risks

6.1 Details of the Cultural Services Risk Register has been included in para 3.1 and Appendix A.

- 6.2 Operational risks are managed within venues and each venue/operator has their own Risk Assessments to manage these operational risks. This includes the Council's leisure centre operator, Everyone Active, who's risk management forms part of the contract management undertaken by Cultural Services officers on a regular basis.
- 6.3 Individual projects managed by the Programme Team within Cultural Services each have their own Risk Register

7. Alternative Option(s) considered

- 7.1 As this report is predominantly for information, at the request of the Finance and Audit Committee, no other options are proposed.