



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL



# Culture and Leisure Overview and Scrutiny Committee

5 September 2023

Report of Councillor Paul Stokes,  
Cabinet Member for Culture and  
Leisure

## Cultural Strategy Key Performance Indicators

### Purpose of Report

To consider a series of key performance indicators to measure the effectiveness of the Cultural Strategy.

### Report Author

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### Recommendations

In consideration of this report, it is recommended the Culture and Leisure Overview and Scrutiny Committee:

1. Consider the draft Key Performance Indicators, suggesting amendments or additions.
2. Agree the final version of the Key Performance Indicators will form part of formerly agreed six monthly updates on the implementation of the Cultural Strategy.
3. Support the introduction of a Pay it Forward Scheme across the Council's Arts and Cultural venues.

### Decision Information

Does the report contain any exempt or confidential information not for publication?

No

What are the relevant corporate priorities?

- Healthy and Strong Communities
- High Performing Council

Which wards are impacted?

All Wards

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The provision of Arts and Cultural activity is a significant annual cost for the Council, as the service is discretionary it is important that the service can demonstrate value for money. Regular monitoring and assessment via a series of key performance indicators will help to provide assurance the resources invested are delivering the corporate outcomes the Council are seeking.
- 1.2 Any of the funds donated via the proposed Pay it Forward scheme will be ring-fenced within the Council's budgets. As such they will be monitored and reported in line with the Council's reporting framework.

**Completed by: Richard Wyles, Deputy Chief Executive and S151 Officer.**

### ***Legal and Governance***

- 1.3 There are no legal or governance considerations arising from this report.

**Completed by: Graham Watts, Assistant Director of Governance and Monitoring Officer.**

## 2. Background to the Report

- 2.1 The Corporate Plan 2020 to 2023 sets out the Council's ambition to be the best district in which to work, live and visit, with a key objective of building and celebrating the rich heritage and culture of South Kesteven. A key priority of the Corporate Plan was to develop a refreshed Cultural Strategy, covering the provision of local arts and events across the district of South Kesteven.
- 2.2 At a meeting of the Culture and Leisure Overview and Scrutiny Committee held on 13 June 2023, Members considered a draft Cultural Strategy (2023 to 2026). As a result, the Committee made a recommendation to Cabinet the Cultural Strategy (2023 to 2026) should be formally adopted.
- 2.3 Furthermore, the Culture and Leisure Overview and Scrutiny Committee agreed to receive six monthly updates on the progress and delivery of the Action Plan within the Cultural Strategy. During the debate at the meeting held on 13 June 2023, it was agreed a series of draft key performance indicators would be presented for consideration at a future meeting of the Committee, which would go on to form the basis of the six-monthly updates.
- 2.4 At a meeting of Cabinet on 11 July 2023, the Cultural Strategy (2023 to 2026) was formally adopted as the key strategic document to underpin the delivery of cultural activity across South Kesteven.

### Draft Key Performance Indicators

- 2.5 Following the adoption of the Cultural Strategy, a series of key performance indicators have been drafted for consideration. These are detailed in **Table One**.

<b>Table One – PROPOSED KEY PERFORMANCE INDICATORS</b>	
<b>Key Theme</b>	<b>Key Performance Indicators</b>
<b>Partnership and Collaboration</b>	<ul style="list-style-type: none"> <li>Numbers of providers engaged with a Council established cultural network</li> </ul>
<b>Placemaking</b>	<ul style="list-style-type: none"> <li>Number of outreach events held or supported by the Arts and Cultural Services team</li> <li>Attendance numbers at venues</li> </ul>
<b>Health and Wellbeing</b>	<ul style="list-style-type: none"> <li>Social prescribing service established and number of residents engaged</li> </ul>
<b>Equality and Inclusion</b>	<ul style="list-style-type: none"> <li>Numbers of participants engaged with the arts service from target groups</li> <li>Take up of Rural Touring programme across the District</li> </ul>
<b>Value for Money</b>	<ul style="list-style-type: none"> <li>Amount of external funding secured to support the service</li> <li>Amount of Council subsidy required to support the service</li> </ul>
<b>Cultural Venues and Programmes</b>	<ul style="list-style-type: none"> <li>Number of volunteering hours engaged in the delivery of Arts and Cultural events</li> </ul>

- 2.6 The key performance indicators will be updated at six monthly intervals to demonstrate progress with the implementation of the Cultural Strategy. In addition to sharing any highlights or successes, it will be equally important to bring to Members' attention any areas or workstreams which have proved more challenging.
- 2.7 A further report will be presented to the Culture and Leisure Overview and Scrutiny Committee on 30 November 2023 which will provide information on the wider performance of the Council's Arts Service. This will include details on customer satisfaction levels, programming, on-line booking, café provision and outreach activities.

#### Pay It Forward Scheme

- 2.8 One of key objectives of the Cultural Strategy is to widen the participation and reach of the Council's arts service, ensuring accessibility for all. To support this ambition, it is proposed a 'Pay it Forward' scheme be introduced.
- 2.9 Pay it Forward schemes have been successfully introduced nationally as a fundraising initiative, the resulting funds being used to enable local residents, including children and families, to attend cultural events for free. Free usage is targeted at those residents who are unlikely to have experienced the arts previously, for whatever reason that may be, and tickets are usually distributed through local groups and organisations.
- 2.10 The Pay it Forward scheme would allow residents to donate online, over the phone or in person. Patrons of the arts centre purchasing tickets would also be provided with an option to donate an amount of their choosing.
- 2.11 As the free usage is funded by donations, the free participation does not directly impact the income of the performers, workshop leaders and touring companies. This is extremely important given the impact of COVID-19 and the associated recovery period on the livelihoods of those engaged in the arts.
- 2.12 Free usage would be available across all three of the Council's artistic venues (Guildhall Arts Centre, Stamford Arts Centre and the Bourne Corn Exchange). Activity would not be limited to live performances and could include films, workshops and other interactive sessions.
- 2.13 The Council's artistic venues use a market leading booking system which can generate box office reports to identify the income generated and the number of tickets gifted.
- 2.14 Examples of the types of local organisations the Council could work with to distribute the free tickets are:

- Foodbanks
- Local Schools
- South Kesteven District Council's Housing and Community teams
- Social prescribers, including Shine Lincolnshire (a county-wide charity which aims to support people with poor mental health to live well through accessing a range of support services) and Lincolnshire Community and Voluntary Service
- Local Care Homes
- Local Charities

2.15 If this initiative is supported by Members, it is proposed a further key performance indicator is added to Table One (as detailed in paragraph 2.5) to measure the take-up of the service, including the amounts donated and the number of free tickets generated.

### **3. Key Considerations**

3.1 Spend on Arts and Cultural Services is discretionary for the Council and therefore it is important the service demonstrates value for money and resources invested deliver the outcomes the Council is seeking. The proposed key performance indicators will enable Members to assess progress of the actions identified in the Cultural Strategy (2023 to 2026).

### **4. Other Options Considered**

4.1 At a meeting of the Culture and Leisure Overview and Scrutiny Committee held on 13 June 2023 it was agreed that a series of draft key performance indicators would be presented to a future meeting. Furthermore, it was agreed that these would form the basis of six-monthly reporting on the implementation of the Cultural Strategy and the delivery of the Action Plan therein. Therefore the 'Do Nothing' option was discounted.

### **5. Reasons for the Recommendations**

5.1 Members are requested to consider the draft Key Performance Indicators, making any additions or amendments as necessary, to ensure the information provided will provide assurance on the effectiveness of the Cultural Strategy.

5.2 The introduction of a Pay it Forward scheme will support the Council's ambition to ensure the arts are available to all members of the local community, removing financial constraints as a barrier to participation.

## **6. Background Papers**

- 6.1 *Refreshed Cultural Strategy* – Report to Culture and Leisure Overview and Scrutiny Committee, published 13 June 2023, available online at:  
<https://moderngov.southkesteven.gov.uk/documents/s38008/Refreshed%20Cultural%20Strategy%20for%20the%20District.pdf>
- 6.2 *Cultural Strategy* – Report to Cabinet, published 11 July 2023, available online at:  
<https://moderngov.southkesteven.gov.uk/documents/s38228/Cultural%20Strategy%202023%20to%202026.pdf>
- 6.3 *Cultural Strategy 2023-2026* – available online at:  
<https://moderngov.southkesteven.gov.uk/documents/s38230/Appendix%20Two%20Draft%20SKDC%20Cultural%20Strategy.pdf>