

Leicester City Council

Scrutiny Review

Capturing the performance of Leicester's heritage and culture

Scoping Document

January 2016

Background to scrutiny reviews

Determining the right topics for scrutiny reviews is the first step in making sure scrutiny provides benefits to the Council and the community.

This scoping template will assist in planning the review by defining the purpose, methodology and resources needed. It should be completed by the Member proposing the review, in liaison with the lead Director and the Scrutiny Manager. Scrutiny Officers can provide support and assistance with this.

In order to be effective, every scrutiny review must be properly project managed to ensure it achieves its aims and delivers measurable outcomes. To achieve this, it is essential that the scope of the review is well defined at the outset. This way the review is less likely to get side-tracked or become overambitious in what it hopes to tackle. The Commission's objectives should, therefore, be as SMART (Specific, Measurable, Achievable, Realistic & Time-bound) as possible.

The scoping document is also a good tool for communicating what the review is about, who is involved and how it will be undertaken to all partners and interested stakeholders.

The form also includes a section on public and media interest in the review which should be completed in conjunction with the Council's Communications Team. This will allow the Commission to be properly prepared for any media interest and to plan the release of any press statements.

Scrutiny reviews will be supported by a Scrutiny Officer.

Evaluation

Reviewing changes that have been made as a result of a scrutiny review is the most common way of assessing the effectiveness. Any scrutiny review should consider whether an on-going monitoring role for the Commission is appropriate in relation to the topic under review.

For further information please contact the Scrutiny Team on 0116 4546340

To be completed by the Member proposing the review		
1.	Title of the proposed scrutiny review	Capturing the performance of Leicester's heritage and culture
2.	Proposed by	Councillor Sue Barton, Chair, Heritage, Culture, Leisure and Sport Scrutiny Commission
3.	Rationale Why do you want to undertake this review?	<p>Given the economic success of the discovery of King Richard III and of the subsequent visitor centre, the commission are interested and keen to understand the economic benefits produced by the City's other noticeable heritage and cultural venues / artefacts. As Leicester has generated much publicity nationally and internationally, it is important to be able to understand what the impact of this has been and how the city may have benefited.</p> <p><i>It is important to note that this review intends to capture economic performance indicators used in existing studies relating to heritage sites and culture venues and from other external papers cited to provide a foundation for collecting data of the city's heritage and culture in the future.</i></p> <p>In this respect, the Commission would like to use this review to explore the role that creative industries have on the city and to devise a set of economic parameters that can be applied to future studies to evaluate economic performance of the heritage and culture venues selected in this review.</p>
4.	Purpose and aims of the review What question(s) do you want to answer and what do you want to achieve? (Outcomes?)	<p>This review has two complementary objectives.</p> <ol style="list-style-type: none"> 1. In light of the recent economic success captured by the discovery of King Richard III and the subsequent performance of the King Richard III Visitor Centre, what have been the economic performance indicators used that can be applied to other noticeable heritage sites and cultural venues in Leicester 2. From research conducted in part 1, use this information as a base for devising a set of economic parameters that can be applied to future studies to evaluate economic performance. 3. Explore the economic and social impacts of heritage, culture and the creative industries <p>More specially questions to be answered are as follows:</p> <ul style="list-style-type: none"> • Scoping into which heritage sites and culture venues have readily available economic performance data

		<ul style="list-style-type: none"> • Look into existing economic performance studies identified and gather information about the methodologies used. • Identify the type of data required to measure economic performance, for example, footfall; spend per head, visitor numbers etc. • The Commission hopes this study can be used to inform future studies on measuring the cumulative economic success of Leicester's heritage and culture. • Based on the research and intelligence collected, produce a report that will be presented to the Executive that contains recommendations.
5.	Links with corporate aims / priorities How does the review link to corporate aims and priorities? http://citymayor.leicester.gov.uk/delivery-plan-2013-14/	<ul style="list-style-type: none"> • The Built and Natural Environment • Building a Strong Future for our Economy • A City of Culture • Pride in our Neighbourhoods and Stronger Communities • Connecting Leicester
6.	Scope Set out what is included in the scope of the review and what is not. For example which services it does and does not cover.	<p>It is hoped that the review will achieve the following aims:</p> <ul style="list-style-type: none"> • Identify the venues that have either carried out partial performance studies and / or full economic performance reports including: De Montfort Hall, New Walk Museum, the Guildhall and Abbey Pumping Station. The Councils arts and museums services will provide the initial focus to this research. • Draw parallels from existing methodologies in economic impact studies produced by the Council and from other work cited. • Consult with Directors and Heads of Services from Leicester City Council and from other external staff from Councils in the UK for research into economic performance indicators and methodologies. • It is hoped that this review will contribute towards capturing the economic performance of city's heritage and culture.
Develop a draft Project Plan to incorporate sections seven to twelve of this form		

7.	Methodology Describe the methods you will use to undertake the review. How will you undertake the review, what evidence will need to be gathered from members, officers and key stakeholders, including partners and external organisations and experts?	A task group will be formed to discuss the direction of this review and to take advice and consultation to understand how economic performance is determined and calculated from officers and hear evidence from existing research and information. Guidance will initially be sought from the Director of Culture and Neighbourhoods, the City Centre Director, and the Head of Arts and Museums. Further guidance may be sought by other Councils that have produced similar projects. The details of which will be confirmed through on-going research.
	Witnesses Set out who you want to gather evidence from and how you will plan to do this	Council Officers Assistant City Mayor External related parties
8.	Timescales How long is the review expected to take to complete?	The review is anticipated to be completed for March.
	Proposed start date	January 2016
	Proposed completion date	April 2016
9.	Resources / staffing requirements Scrutiny reviews are facilitated by Scrutiny Officers and it is important to estimate the amount of their time, in weeks, that will be required in order to manage the review Project Plan effectively.	This review can be incorporated into the work and resources of the Scrutiny Policy team. Approximately 25 hours of Scrutiny Officers time will accommodate the purpose and objectives of this review.
	Do you anticipate any further resources will be required e.g. site visits or independent technical advice? If so, please provide details.	N/A
10.	Review recommendations and findings To whom will the recommendations be addressed? E.g. Executive / External Partner?	The recommendations made by this review will be presented to the Executive.
11.	Likely publicity arising from the review - Is this	It is unlikely that this review will be of high interest to the media.

	topic likely to be of high interest to the media? Please explain.	
12.	Publicising the review and its findings and recommendations How will these be published / advertised?	There will be a review report which will be published as part of the commission's papers.
13.	How will this review add value to policy development or service improvement?	It is anticipated that this review will contribute towards capturing the economic performance of the city's heritage sites and culture venues. This may help inform and support future investment and policy development in the Council's Heritage and Cultural venues.
To be completed by the Executive Lead		
14.	Executive Lead's Comments The Executive Lead is responsible for the portfolio so it is important to seek and understand their views and ensure they are engaged in the process so that Scrutiny's recommendations can be taken on board where appropriate.	This review can be helpful to inform executive work which has already taken place and inform the council of the future role and direction culture and heritage can play to enhance and boost the city economy and regeneration.
To be completed by the Divisional Lead Director		
15.	Divisional Comments Scrutiny's role is to influence others to take action and it is important that Scrutiny Commissions seek and understand the views of the Divisional Director.	This Scrutiny Review will provide a useful desktop review and analysis of the economic impact of culture and heritage in Leicester utilising existing data and research. It will also provide some helpful recommendations for future development of data and knowledge on impact.
16.	Are there any potential risks to undertaking this scrutiny review? E.g. are there any similar reviews being undertaken, on-going work or changes in policy which would supersede the need for this review?	None identified.
17.	Are you able to assist	The Arts and Museums service collects a range of performance

	with the proposed review? If not please explain why. In terms of agreement / supporting documentation / resource availability?	data which can be made available to support the Scrutiny Policy Officer and the Commission in carrying out the review and can signpost to existing studies. In addition the City Centre director will be able to provide advice. While there is limited capacity to provide additional resources/ staff time in the department during this time period it is expected that the Scrutiny Policy Officer will fully support the commission to complete the review.
	Name	Liz Blyth
	Role	Director of Culture and Neighbourhoods
	Date	13 January 2016
To be completed by the Scrutiny Support Manager		
18.	Will the proposed scrutiny review / timescales negatively impact on other work within the Scrutiny Team? (Conflicts with other work commitments)	<u>It is aimed that the review will be a quick desktop exercise based on existing research and information that the commission can use to find a quick method of capturing data. I don't anticipate that the review will take up too much of officer time but the Scrutiny Policy Officer can fully support the commission in completing this review.</u>
	Do you have available staffing resources to facilitate this scrutiny review? If not, please provide details.	The review can be adequately supported by the Scrutiny Team.
	Name	Kalvaran Sandhu, Scrutiny Support Manager
	Date	12 th January 2016