



# **Securing excellence; delivering for communities**

***Museum, Libraries and Archives and the Local Government White Paper***

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The Museums, Libraries and Archives Council (MLA) is the lead strategic agency for museums, libraries and archives. We are part of the wider MLA Partnership, working with the nine regional agencies to improve people's lives by building knowledge, supporting learning, inspiring creativity and celebrating identity.

## Introduction

Local government is changing. The recent Local Government White Paper, *Strong and prosperous communities*, challenges local government to shape place, tackle the difficult issues and improve the lives of people by improving outcomes. MLA believes museums, libraries and archives make a valuable contribution to this agenda but must be clearer about what their contribution is, and be able to evidence contribution better.

The framework within which this contribution is assessed will change. From 2009 Comprehensive Area Assessment (CAA) will replace Comprehensive Performance Assessment (CPA). Statutory Best Value Performance Indicators will no longer be reported, instead there will be a framework supporting the achievement of local priorities and targets.

- Local Strategic Partnerships will have responsibility for setting the priorities for an area in a Sustainable Community Strategy.
- The Local Area Agreement (LAA) will be the delivery plan for the Sustainable Community Strategy.
- The Local Area Agreement will consist of 35 indicators drawn from a set of 200 national indicators, 18 compulsory DfES indicators, and local indicators.

Although CAA will not be implemented until 2009, LAAs being signed in 2008 will be on the basis of the new national indicator set.

It is important that museums, libraries and archives are able to demonstrate achievement of outcomes against local priorities within LAAs. This will give the sector strategic influence and help it advocate for resources. In addition, compulsory performance management frameworks based upon sector standards are no longer going to be enforceable.

MLA is leading the development of a new framework to help museums, libraries and archives position themselves against emerging outcomes, generate evidence and measure performance. As far as possible, we will seek to integrate our developing framework within a broader cross-cultural context. We are now seeking views on this proposed framework.

The framework has three elements –

- **An outcomes framework**, outlining major contributions that the sector makes to local communities against the LAA themes, evidence underpinning this, and indicators that could be used within LAAs;
- **A best practise approach to performance management**; and
- **The emerging architecture of tools, processes and networks supporting improvement.**

## **(1) Outcomes framework**

MLA has developed a draft outcomes framework to support the place of the sector within LAAs. This helps identify the sector's main contribution against the priority areas of LAAs. The framework includes performance indicators which can be used locally.

This is a tool which can be used to support the place of the sector in LAAs.

We want to publish this in Autumn 2007 so that it can be used by the sector in negotiations for LAAs that will be signed in 2008.

In the future, and ahead of the introduction of CAA in 2009, we want to further develop this framework so that it fully captures the contribution of the sector, and builds upon experience of negotiating LAAs in the upcoming round.

***It is absolutely vital that the framework is built upon evidence of sectoral impact, and we would like to know about research projects and case studies that demonstrate sectoral achievement.***

### **We want to know:**

- **Does the outcomes framework capture the sector's major contribution to communities, what other contributions should be included;**
- **Would the framework be useful to you to advocate your place within LAAs;**
- **What are the main policy areas or sector activities that we should be emphasising as being the sector's major contribution;**
- **What performance indicators can be used to measure the outcomes; and**
- **Can you provide evidence of the sector's impact (this can be both research and case studies) against the areas identified in the outcomes framework or any new areas you have suggested?**

### Draft Outcomes Framework for Museums, Libraries and Archives

Policy priority	Sector contribution	Service/action	Current evidence of impact	Performance indicator
<b>Children and young people</b>	Improve literacy	Bookstart Rhyme Time	<a href="#">Bookstart research</a> Generic Social Outcome pilot Isle of Wight	Participation Generic Social Outcome
	Family learning	Rhyme Time	Generic Social Outcome pilot Isle of Wight	
	Support formal learning	Homework Clubs Summer Reading Challenge Comprehensive museums education offer <ul style="list-style-type: none"> <li>• Strategic commissioning</li> <li>• Hub education activity</li> </ul> Archive activities provided through strategic commissioning	<a href="#">What did you learn at the museum today?</a>	Inspiring Learning for All Generic Learning Outcomes Participation
	Provide opportunities for young to undertake positive activities (PAYP)	Activities run by museums, libraries and archives for 8-19 year olds	<a href="#">The Reading Agency advocacy material</a>	Participation
	Supporting parenting skills	Rhyme Time Opportunities to meet other parents	Generic Social Outcome pilot Isle of Wight	Generic Social Outcome
<b>Safer and Stronger Communities</b>	Support community capacity building	Provide volunteering opportunities Community archives	<a href="#">Taking Part CLG/Home Office Citizenship Survey</a>	Development of volunteering indicator with Sport England
	Support for neighbourhood renewal	Libraries as community hubs Shared service provision Provision of local information Public space	<a href="#">Localism, governance and the public realm</a> Resources on <a href="#">Designing Libraries</a> website	Participation in particular institutions/places
	Promote sense of place and identity	Community archives Provision of broad and accessible cultural offer		Participation
	Promote inclusion	Provision of mobile library services		Participation
	Promote citizenship	Library services for immigrants	<a href="#">Welcome to your library</a>	Participation

Policy priority	Sector contribution	Service/action	Current evidence of impact	Performance indicator
			<a href="#">MLA NE research</a> MLA East of England case studies	
	Promote community cohesion	Provision of a range of cultural opportunities and subsequent take up	<a href="#">Taking Part CLG/Home Office Citizenship Survey</a> <a href="#">New Directions in Social Policy</a>	Proposed statutory participation performance indicator
<b>Economic Development and Environment</b>	Support regional, sub-regional and local economies through tourism	Sector institutions attract visitors	<a href="#">MLA SW Making a Difference</a>	User survey – postcode of visitors
	Improve basic skills	Provide opportunities to undertake basic skills courses	<a href="#">Public Libraries and the Knowledge Economy</a> <a href="#">MLA London Londoners need to read</a> <a href="#">MLA East of England All Aboard</a>	Public library impact measure
	Support for SMEs	Provide business information	<a href="#">Public Libraries and the Knowledge Economy</a>	Number of requests for business information
<b>Healthier communities and older people</b>	Provision of health information	Healthy living and medical materials Support for Patient Choice		Participation – uptake of services on offer
	Health benefits for individuals	Reminiscence sessions Community archives Bibliotherapy Books on Prescription Housebound services	<a href="#">IDeA Knowledge museum case studies</a> <a href="#">IDeA Knowledge library case studies</a>	Participation – uptake of services on offer

N.B. Where the performance indicator measures participation, how it is used will depend upon the type of participation being measured. For example, in some instances it will refer to the numbers participating, in others the percentage of a particular target group. Participation data should not be seen in isolation, and needs to be used in conjunction with satisfaction data and where appropriate with outcome measures.

MLA is developing outcome measures based upon [Generic Learning Outcomes](#) and Generic Social Outcomes. These will give museums, libraries and archives a more sophisticated set of outcome measures through which they can evidence their contribution.

## (2) Performance Management Framework

While statutory performance management will be outcome focused, there remains a need for service managers and sector professionals to have access to output and process focused performance information to support improvement through benchmarking, assessment of performance against standards (where they apply) and performance over time.

MLA is proposing a performance management framework which links sector standards and performance management schemes to the achievement of outcomes.

Only outcomes will form part of statutory performance regimes, but MLA hopes that by utilising this framework the sector will be provided with the tools to help manage its own performance and secure self improvement, and provide clarity over contribution to outcomes.

The framework includes the following elements.

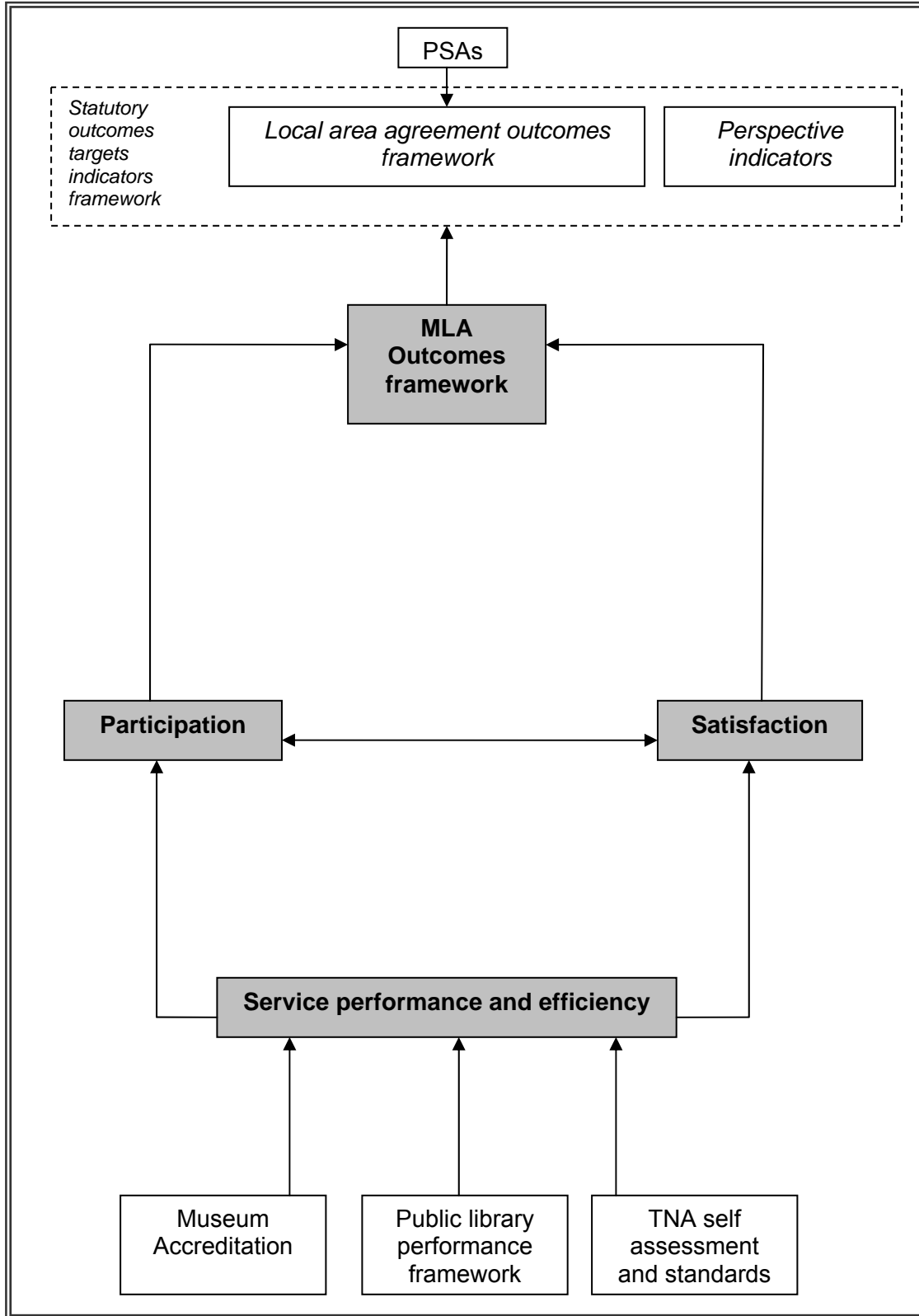
- **Performance against performance management frameworks** ([Museum Accreditation](#), [A new Libraries Performance Management Framework](#) (out to consultation), [The National Archives Framework of Standards and self assessment](#))
- **Participation** (who are using services and in what volume)
- **Satisfaction** (what do users think of their interaction with a museum, library or archive)
- **Outcomes framework** (referred to above)

Until 2009 participation and satisfaction data is being collected through –

- Museums – CIPFA statistics, Best Value Performance Indicators
- Libraries – CIPFA statistics, PLUS survey
- Archives – CIPFA statistics, PSQG survey

MLA will seek to provide advice on how to collect participation and satisfaction data post 2009. The outcomes framework will include advice on how to collect outcome indicators.

We are interested in your views on this framework.



### **(3) Supporting Self Improvement**

Helping museums, libraries and archives have clarity over their contribution to outcomes, and developing advice and guidance on best practice performance management is part of an overall approach to improvement.

MLA, along with the other cultural agencies, DCMS and the [IDeA's Cultural Services Improvement Unit](#), is developing a model of service improvement in conjunction with local government. The outlines of this model are set out below. This shows how the outcomes framework, and framework for performance management fit within a broader package of improvement support.

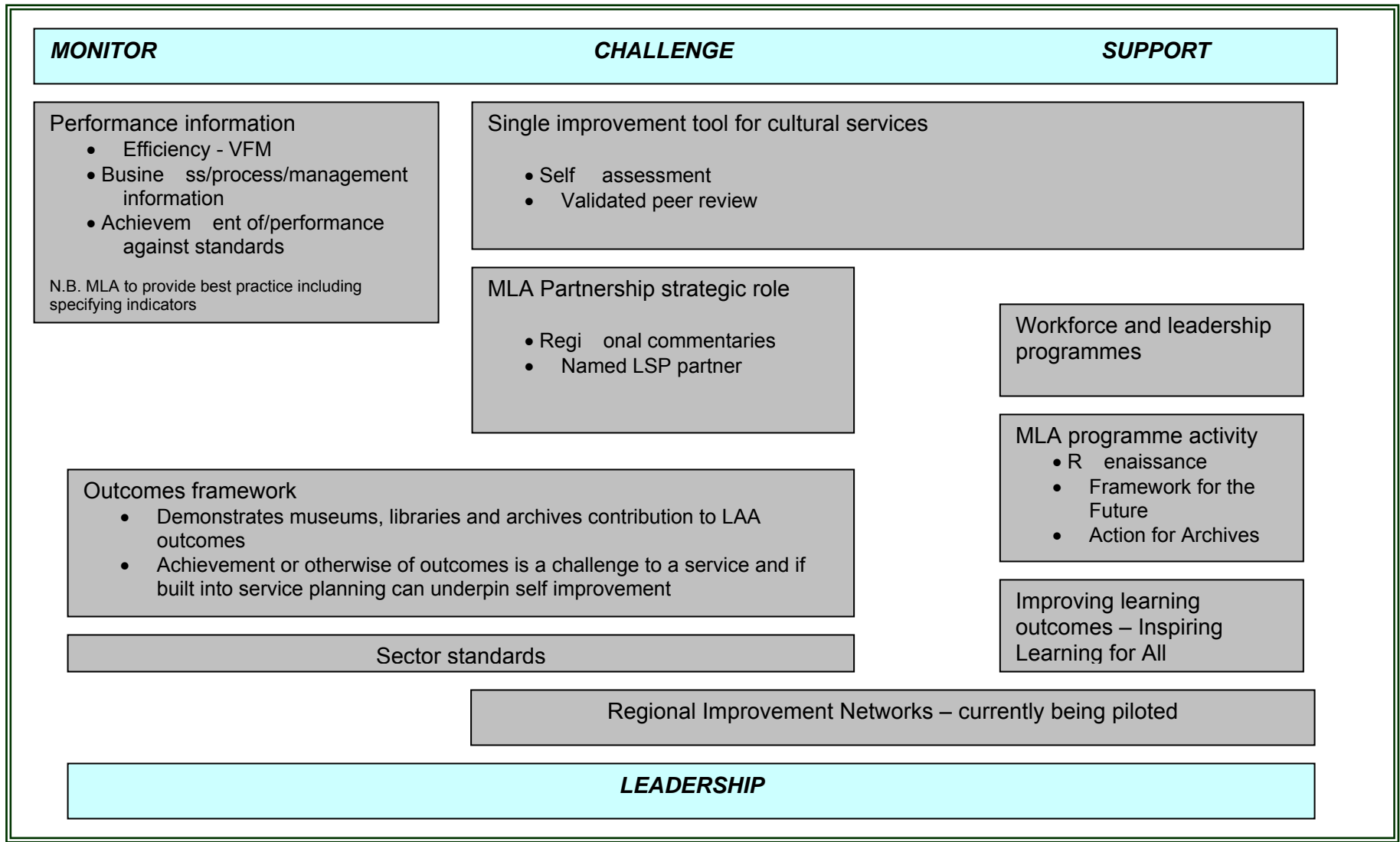
The model, based upon the concepts of **monitor, challenge, support and leadership**, shows how MLA will work with local government to improve the delivery of outcomes and support self improvement. The MLA Partnership's regional agencies, identified within the Local Government and Public Involvement in Health Bill as 'named partners' with whom LSPs will work, will be able to advise on and broker the most appropriate means by which museums, libraries and archives can improve and deliver priority outcomes.

A vital element of the model is the **Single Improvement Tool** for local cultural services. In response to demand from local government, the national cultural agencies have commissioned the IDeA to develop an improvement tool which can be applied to all local cultural services. The Single Improvement Tool is being piloted in Summer 2007 and will be launched in 2008.

Regional and county based improvement networks are emerging in most regions. Although their focus and structure are diverse they are facilitating local solutions to supporting self improvement. In eight regions the networks are also supporting the piloting of improvement pilots testing a wide range of improvement initiatives which will be disseminated later in the year.

The framework of support to help local government improve itself is developing. When the national improvement strategy for local government is published, we will be able to confirm just what the museum, library and archive framework will be.

Our vision is of a sector that is the best it can be, delivering outcomes that local people want and value, and striving to improve further. This is what the best museums, libraries and archives are already doing. We believe that this range of tools will help the sector and local government in their efforts to achieve just that.



**(4) Next steps**

We would appreciate receiving your views by Friday 6 July 2007.

We will publish an MLA position statement on best practise performance management in our sector in July 2007.

We will then publish the final outcomes framework in September 2007 to support negotiations for those LAAs being signed in 2008.

Please send your views to:

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Current news, developments and information on our activities are available to view or download from our website.

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