

Balancing the scorecard: A guide to creating 'Public Value' in cultural services



'Water Feature', Greater Manchester
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Briefing Note

Balancing the scorecard: a guide to creating 'Public Value' in cultural services is the outcome of a national improvement project on public value managed by the Northwest Culture Observatory on behalf of Sport England. The project was jointly funded by Sport England and Communities & Local Government and was undertaken by the Manchester Business School¹ in the North West Region in 2007.

The publication features an academic paper on the meaning of 'public value' and describes its relevance to the cultural sector. It highlights the challenges of measuring the qualitative nature of public value and, in particular, placing a value on the concepts of 'trust' and 'legitimacy' which underpin it. Finally, it suggests a 'Six-Step' guide which can be used in demonstrating public value.

The guide is designed to be used by culture and leisure professionals for qualitative analysis of service delivery. It can be used alongside the quantitative approach demanded by performance regimes such as Comprehensive Area Assessment, to evaluate whether the service was valued by the public as well as whether it met numerical targets.

Download the Guide [here](#)

The Northwest Culture Observatory is part of



The Northwest Culture Observatory is the region's strategic culture research and intelligence network and the research arm of Culture Northwest.

For further information visit www.northwestcultureobservatory.co.uk.

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¹ The work was conducted by Manchester Business School, supported by a steering group comprising representation of; Blackpool Borough Council, Wigan Metropolitan Borough Council, Lancashire Sport, the North West Improvement Network, the Northwest Culture Observatory and Sport England. Additional material for the report was prepared by Roger Pontefract & Associates.