

# Culture, Tourism and Sport Board

## Agenda

Friday, 5 October 2018  
1.00 pm

Smith Square 1&2, Ground Floor, 18 Smith  
Square, London, SW1P 3HZ

**To:** Members of the Culture, Tourism and Sport Board  
**cc:** Named officers for briefing purposes

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Culture, Tourism & Sport Board  
5 October 2018

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There will be a meeting of the Culture, Tourism & Sport Board at **1.00 pm on Friday, 5 October 2018** Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ.

A sandwich lunch will be available after the meeting.

**Attendance Sheet:**

Please ensure that you sign the attendance register, which will be available in the meeting room. It is the only record of your presence at the meeting.

**Political Group meetings:**

The group meetings will take place in advance of the meeting. Please contact your political group as outlined below for further details.

**Apologies:**

Please notify your political group office (see contact telephone numbers below) if you are unable to attend this meeting.

<b>Conservative:</b>	Group Office: 020 7664 3223	email: <a href="mailto:lgaconservatives@local.gov.uk">lgaconservatives@local.gov.uk</a>
<b>Labour:</b>	Group Office: 020 7664 3334	email: <a href="mailto:Labour.GroupLGA@local.gov.uk">Labour.GroupLGA@local.gov.uk</a>
<b>Independent:</b>	Group Office: 020 7664 3224	email: <a href="mailto:independent.grouplga@local.gov.uk">independent.grouplga@local.gov.uk</a>
<b>Liberal Democrat:</b>	Group Office: 020 7664 3235	email: <a href="mailto:libdem@local.gov.uk">libdem@local.gov.uk</a>

**Location:**

A map showing the location of 18 Smith Square is printed on the back cover.

**LGA Contact:**

Dan Mould  
07867189749 / [dan.mould@local.gov.uk](mailto:dan.mould@local.gov.uk)

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The twitter hashtag for this meeting is **#lgacts**

## Culture, Tourism & Sport Board – Membership 2018/2019

Councillor	Authority
<b>Conservative ( 8 )</b>	
Janet Walton (Deputy Chair)	Borough of Poole
Geraldine Carter	Calderdale Metropolitan Borough Council
David Fothergill	Somerset County Council
Peter Golds	Tower Hamlets Council
Barry Lewis	Derbyshire County Council
Carl Les	North Yorkshire County Council
Phil Seeva	Cornwall Council
Phil Twiss	East Devon District Council
<b>Substitutes</b>	
Geoffrey Theobald	Brighton & Hove City Council
Matthew Lee	South Kesteven District Council
David Jeffels	North Yorkshire County Council
<b>Labour ( 7 )</b>	
Rishi Shori (Deputy Chair)	Bury Metropolitan Borough Council
Terry O'Neill	Warrington Council
Faye Abbott	Coventry City Council
Muhammed Butt	Brent Council
Richard Henry	Stevenage Borough Council
Brigid Jones	Birmingham City Council
Dhanisha Patel	Bridgend County Borough Council
<b>Substitutes</b>	
Guy Nicholson	Hackney London Borough Council
Kyle Robinson	Newcastle-under-Lyme Borough Council
Patrick Kadewere	Huntingdonshire District Council
<b>Liberal Democrat ( 2 )</b>	
Gerald Vernon-Jackson (Chair)	Portsmouth City Council
Mike Bell	North Somerset Council
<b>Substitutes</b>	
Niall Hodson	Sunderland City Council
<b>Independent ( 1 )</b>	
Julian German (Vice-Chair)	Cornwall Council
<b>Substitutes</b>	
Tom Hollis	Nottinghamshire County Council

## Agenda

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### **Culture, Tourism & Sport Board**

Friday 5 October 2018

1.00 pm

Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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**Date of Next Meeting:** Tuesday, 27 November 2018, 1.00 pm, 18 Smith Square, London, SW1P 3HZ

## **Culture, Tourism and Sport Board : Terms of Reference**

### **Purpose of report**

For information and approval.

### **Summary**

This report sets out how the Culture, Tourism and Sport Board operates and how the LGA works to support the objectives and work of its member authorities.

Members are asked to agree their Terms of Reference.

### **Recommendations**

That the Culture, Tourism and Sport Board:

1. agrees its Terms of Reference (**Appendix A**);

### **Action**

As directed by Members.

**Contact officer:**

Dan Mould

**Position:**

Member Services Officer

**Phone no:**

07867189749

**E-mail:**

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## **Culture, Tourism and Sport Board : Terms of Reference**

### **Background**

1. The LGA's Boards seek to lead the agenda for local government on the key challenges and issues within their remit and support the overall objectives of the organisation as set out in the [LGA's Business Plan](#).
2. They take an active role in helping to shape the Association's business plan through extensive engagement with councils and oversight of the programmes of work that deliver these strategic priorities.

### **2018/19 Terms of reference**

3. The CTS Terms of reference are set out at **Appendix A** for agreement and noting respectively.

## **Appendix A:**

### **Remit**

The purpose of the Culture, Tourism and Sport Board is to engage with and develop a thorough understanding of the issues affecting culture, tourism and sport services, including how legislation does or could affect councils and their communities. The Board is also responsible for maintaining relationships with relevant stakeholders, and identifying support offers or policy campaigns to assist councils with their service delivery. The Board will provide strategic oversight of all the LGA's policy and improvement activity in relation to libraries, the visitor economy, sport and physical activity, the arts, museums, public parks, and heritage, in line with wider LGA priorities.

### **Objectives**

The Culture, Tourism and Sport Board has the following objectives:

- Champion the role that cultural, sporting, tourism and heritage services play in making places where people want to live, visit and work.
- Support portfolio holders and officers to lead transformational change of cultural, tourism and sport services and seize the opportunities presented by wider public sector reform, including devolution and the government's Industrial Strategy.
- Ensure that the LGA is well positioned to advance our arguments on culture, tourism and sport nationally to government and others and that our advocacy is shaped by robust intelligence from councils. In particular, steering the LGA / DCMS Libraries Taskforce, supporting the implementation of Sport England's new strategy, and ensuring English destinations have a strong voice in the national governance arrangements for tourism.
- Support other LGA Boards to recognise how culture, tourism and sport helps to achieve their priorities
- Contribute to wider LGA work any risks or opportunities that may arise for the culture, tourism and sport sectors from leaving the European Union and act on them as required.
- Ensure that the flagship Annual Culture, Tourism and Sport Conference continues to give national profile to the innovation that councils are leading and influences national policy and debate through giving a platform to leading people from the sector.

### **Operational accountabilities**

The Board will seek to involve councillors in supporting the delivery of these priorities (through Forums, policy groupings, Special Interest Groups (SIGs), regional networks and other means of wider engagement); essentially operating as the centre of a network connecting to all councils and drawing on the expertise of key advisors from the sector. The Culture, Tourism and Sport Board will be responsible for:

- Ensuring the priorities of councils are fed into the business planning process.
- Developing and overseeing a work programme to deliver their brief, covering lobbying, campaigns, research, improvement support and events and linking with other boards where appropriate.
- Sharing good practice and ideas to stimulate innovation and improvement.
- Representing and lobbying on behalf of the LGA, including making public statements on its areas of responsibility.
- Building and maintaining relationships with key stakeholders.
- Involving representatives from councils in its work, through task groups, Commissions, SIGs, regional networks and mechanisms.
- Commissioning LGA officers and resources, where appropriate, to respond to specific issues referred to the Board by one or more member councils or groupings of councils.

The Culture, Tourism and Sport Board may:

- Appoint members to relevant outside bodies in accordance with the Political Conventions.
- Appoint member champions and spokespersons from the Board to lead on key issues.

### **Work Programme**

The Board to set its own work programme which is agreed at the start of each meeting cycle in early Autumn.

### **Quorum**

One third of the members, provided that representatives of at least 2 political groups represented on the body are present.

### **Political Composition**

The composition by political party is recalculated each year and reflects the political proportionality of the wider group of councils from which their membership is drawn. The current composition is:

Conservative group: 8

Labour group: 7

Independent group: 1 member

Liberal Democrat group: 2 members

Substitute members from each political group may also be appointed.

**Frequency per year**

Meetings to be five times per annum.

**Reporting Accountabilities**

The LGA Executive provides oversight of the Board. The Board may report periodically to the LGA Executive as required, and will submit an annual report to the Executive's July meeting







## **Outside Bodies**

### **Purpose of report**

For discussion.

### **Summary**

This report has three parts:

- A - CTS Outside Bodies 2018/19
- B - Report back on member meetings since 04 June 2018
- C - Forthcoming meetings

### **Recommendations**

That the members of the Culture, Tourism and Sport Board:

1. Agree the list of outside bodies.
2. Agree appointments to outside bodies.

### **Action**

Officers to take forward actions.

<b>Contact officer:</b>	Dan Mould
<b>Position:</b>	Member Services Officer (NGDP)
<b>Phone no:</b>	020 7187 7363
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## **Outside Bodies**

### **A - CTS Outside Bodies 2017/18**

#### **Background**

- 1 The Board terms of references says the Culture, Tourism and Sport Board may:
  - 1.1 Appoint members to relevant outside bodies in accordance with the Political Conventions.
  - 1.2 Appoint member champions and spokespersons from the Board to lead on key issues.

#### **Appointments process**

- 2 Members may put themselves forward to represent the LGA on specific subjects or on outside bodies. Members wishing to do this should approach their lead member, who will be responsible for putting their name forward to the Board.
- 3 The Board will discuss nominations at its first meeting. If there is more than one nomination for the role, a vote of the Board will be held, with a casting vote by the Board Chair if necessary.
- 4 Outside bodies and champion roles must, as far as possible, be split equally between parties, in accordance with the political conventions of the LGA. Where there are odd numbers of roles, or a new role is added during the Board year, first chance to fill the role will be offered to those parties that hold the fewest roles – although they may choose not to nominate to that role.
- 5 The Board may also choose to appoint someone to a role due to their particular expertise, irrespective of party; appointments made for this reason should be agreed by all lead members.
- 6 The LGA does not provide expenses for costs associated with Champion or outside body roles. Some outside bodies may cover these costs directly and members may recover their costs from these.

#### **Points to consider**

- 7 The Board has been asked to reappoint Cllr Terry O'Neill, if he is willing, to the London Marathon Charitable Trust, due to the need to formally record and appoint the LGA representative to the Trust.

- 8 The Board may also wish to consider reappointing Cllr Barry Lewis to the Peak District National Park Authority, due to its direct relevance to Derbyshire and the fact that the initial appointment only took place recently.
- 9 The Skills Taskforce appointments were preliminary made in June and finalised in August by the political groups, and Cllr Muhammed Butt has been confirmed as the CTS representative on the Taskforce.

#### **Outside Bodies and Champion roles**

<b>Organisation</b>	<b>Background</b>	<b>Representative for 2017/18</b>	<b>Representative For 2018/2019</b>	<b>Dates of Future Meetings</b>
<b>British Board of Film Classification Consultative Council</b>	The British Board of Film Classification classifies films on behalf of Local Authorities and videos / DVDs under the terms of the Video Recordings Act. Its "Consultative Council" is a requirement of the Board's designation under the Video Recordings Act.	Cllr Faye Abbott was appointed as the board's representative.	<b>1 place</b>	
<b>Tourism Alliance</b>	The TA seeks to establish and maintain a favourable operating environment for all businesses involved in the delivery of tourism, particularly in England. The LGA has a non-voting place on the Board.	Cllr Geraldine Carter was appointed as the board's representative.	<b>1 place</b>	

<b>British Destinations</b>	British Destinations operates as a trade association representing the wider interest of local authority sponsored tourism. Membership includes local government authorities of all types and sizes from across the UK, regional and local tourist boards and commercial organisations.	Cllr Geoff Knight was appointed as the board's representative.	<b>1 place</b>	
<b>London Marathon Charitable Trust</b>	The London Marathon Charitable Trust primarily provides capital funding for building or facilities projects that inspire increased participation in physical activity, sport and play. It prioritises projects that target individuals or groups that currently have low levels of activity and children and young people outside of school hours.	Cllr Terry O'Neill was appointed to the board.	<b>1 place</b>	
<b>Libraries Taskforce</b>	Leadership for Libraries Taskforce was set up by the Department for Culture, Media and Sport (DCMS) and the Local Government Association (LGA) in 2015. The Taskforce's role is to provide leadership and help to reinvigorate the public library network in England.	Cllr Mike Bell was appointed as the board's representative.	<b>1 place</b>	

<b>Theatre Champion role</b>	This opportunity for a CTS Board member is to act as a Theatre Champion. The representative will attend regular meetings and act as a link back to the CTS Board, and generally act as a consultant on local government issues. In addition, the representative will take part in stakeholder groups that advise the organisation.	Cllr Michelle Tanfield was appointed as the board's representative.	<b>1 place</b>	
<b>Peak District National Park Authority</b>	This is an opportunity for a CTS Board member to represent the LGA on the Authorities programme board which looks at delivery, strategic direction, and key issues relating to the development of the visitor economy in rural England.	Cllr Barry Lewis was appointed as the board's representative.	<b>1 place</b>	
<b>LGA Skills Taskforce</b>	This is an opportunity for a CTS Board member to represent the work that the board are doing on Tourism Skills. The taskforce itself has been formed to add value to the employment and skills work, which is being re-focused to offer place based solutions to Brexit and the Industrial Strategy.	Cllr Muhammed Butt was appointed as the board's representative.	<b>Cllr Muhammed Butt</b>	

**B – Report back on member meetings since 05 June 2018**

Purpose	Key Points Discussed	Outcome
<b>Cllr David Jeffels attended the Tourism Alliance AGM as a substitute for Cllr Geraldine Carter, 24<sup>th</sup> July.</b>		
To represent the Culture, Tourism and Sport Board.	<ul style="list-style-type: none"> <li>• The impact of Brexit on tourism, with a potential shortage in the workforce, particularly in the South West.</li> <li>• There was a suggestion that 1% of Government spending saved from Brexit should be invested in regenerating seaside resorts, it would have a major impact.</li> <li>• The particular importance of tourism to rural and coastal areas was noted.</li> </ul>	Local Government was represented at the AGM.
<b>Cllr Gerald Vernon-Jackson CBE attended the Tourism Alliance Board as a substitute for Cllr Geraldine Carter, 26<sup>th</sup> September</b>		
To represent the Culture, Tourism and Sport Board.		The LGA continues to be involved in key discussions on tourism, including the sector deal and Brexit.

**C – Forthcoming meetings at the time of writing**

Title	Date	Attendees

## **Cultural Cities Enquiry**

### **Purpose of report**

For discussion and direction

### **Summary**

Core Cities and Arts Council England (ACE) launched an enquiry to identify where the greatest opportunities are to unlocking resources to realise the full potential of culture in cities.

Chris Murray, Director for Core Cities, and Paul Bristow, Director, ACE, will present on the early findings of the enquiry.

### **Recommendation**

For discussion and direction.

### **Action**

Officers to progress as directed.

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## **Cultural Cities enquiry**

### **Background**

1. The terms of reference for the enquiry are:
2. “The contribution of culture to cities is evident throughout the UK. Culture makes cities more prosperous: it has helped to catalyse urban renewal in cities and anchor regeneration. It strengthens city economies through tourism, the night-time economy and creative industries – and in attracting talented people to live, work and study.
3. This UK-wide enquiry brings together cities, UK Arts Councils and leaders from the cultural, education, design, development, hospitality and technology sectors. We will consider how to ensure that culture continues to improve and enrich the lives of cities and citizens in more and deeper ways.
4. Many studies have looked at **why** culture should be resourced, considering the impact on the lives of individuals and communities.
5. The enquiry will seek to advance the debate by taking a close look at **how** culture can be more effectively resourced across the UK, to multiply the benefits and ensure they can be shared by all in our society.
6. Our ambition is to provide a set of practical recommendations that will enable cities to make best use of new and existing resources for culture, to unlock maximum social and economic value for communities.”

### **Objectives**

7. Consider the current channels and instruments of investment into culture in order to determine how these can be used to greatest effect.
8. Consider alternative models of channelling resources into culture – both economic and human. This will include an examination of international examples, and how these may be applied in a UK context.
9. Present practical recommendations for local and national policy-makers, influencers, funders and deliverers to aid city development planning.

### **Workstreams**

10. The enquiry has four workstreams:
  - 10.1. Tax and Public Finance
  - 10.2. Property and Development
  - 10.3. Sponsorship and Giving

10.4. Commercialisation

**Enquiry members**

11. The members of the enquiry are:

- 11.1. Jayne-Anne Ghadia CBE (Chair), CEX, Virgin Money
- 11.2. Cllr Alan Waters, Norwich City Council
- 11.3. Alison Nimmo CBE, CEO, The Crown Estate
- 11.4. Bridget Rosewell, Chair, Atom bank
- 11.5. Charles Landry, Fellow, Robert Bosch Academy
- 11.6. Cllr Darren Rodwell, Leader, London Borough of Barking and Dagenham
- 11.7. Cllr Huw Thomas, Leader, Cardiff Council
- 11.8. Isaac Julien CBE
- 11.9. Kate Nicholls, CEX, UK Hospitality
- 11.10. Sir Nicholas Serota, Chair, Arts Council England
- 11.11. Nisha Tandon OBE, Founder, ArtsEkta
- 11.12. Dame Seona Reid, Former Director, Scottish Arts Council
- 11.13. Shain Shapiro, CEO, Sound Diplomacy
- 11.14. Shirley Atkinson, University of Sunderland
- 11.15. Sunand Prasad
- 11.16. Tom Bloxham MBE, Founder, Urban Splash

**LGA response**

12. The LGA response contained the following key opportunities:

12.1. It is positive that the Government Industrial Strategy recognises that investment in culture, sport and heritage can contribute to good economic and social outcomes. We hope that the Industrial Strategy will deliver on its ambitions to create attractive places where people want to live and businesses to operate, supporting the work of councils and enabling them to go further, and faster.

12.2. However, it will be up to local areas to ensure they are in a position to make the case for cultural investment, such as articulating its role in a local industrial strategy. This will include a clear set of requirements from central government. The Government's Cultural Development Fund also offers a chance to make a genuine difference in creating culture-led, place-based development in communities. We hope that all councils will consider how they can work with local and national partners to use this funding to lever in further investment for ambitious projects.

12.3. Cultural venues and activities can be a big draw for visitors, but there is considerable scope to improve the awareness of these with UK residents. Currently, less than 40 per cent of our total holiday spend goes

on domestic tourism. Connecting strategies and investment for the visitor economy with cultural plans and activity, such as creating 'tourism and culture zones', can lead to a more substantial investment and create the scale of impact that major funders and investors are seeking.

12.4. Further sources of investment can be derived from increasing participation and sponsorship and also by harnessing the enthusiasm of the community. The enormous success of the Fun Palaces campaign, run by community members for community members, is a great illustration of how participation in cultural activity can be generated. This helps develop a pipeline for talent that can feed into and drive economic growth in the local creative industries, while crowd-funding from the newly engaged can assist in the development or preservation of key cultural assets, as with Brighton's Madeira Terrace.

12.5. There are also huge opportunities for cultural organisations within business improvement districts (BIDs) to advocate for cultural spaces being prioritised in city regeneration. Similarly, new BIDs can be encouraged to form – perhaps around Creative or Tourism Zones, ensuring that local funding is directed at activities and investments that will further boost creative activity and visitor attractions. The recent publication into BIDs and cultural investment by the London Mayor's Office provides useful insight into how this relationship can work.

12.6. Direct investment by the council on a small scale can also assist. For instance, Rotherham Council's business vitality grants have helped over 100 makers, artists and crafters to test-trade and grow their business on the revamped High Street.

12.7. During times of change, arts and culture are perfect vehicles to engage people in important conversations about citizenship, heritage and local identity. Cultural organisations working in partnership can enable the sharing of expertise and resources, especially from those that are successful at receiving sponsorship, who can pass on their skills, knowledge and contacts to smaller organisations.

12.8. The Arts Council funded National Portfolio Organisations (NPOs) should, we believe, have a greater requirement to support smaller cultural organisations to access greater sponsorship and funding opportunities. Cities have a number of NPOs located within them and are in a good position to use these relationships to make this case to the Arts Council.

13. The full LGA response is in Annex A.

## **Implications for Wales**

14. The enquiry is UK-wide, and the Leader of Cardiff Council is on the Board.

**Financial Implications**

15. None.

**Next steps**

16. The LGA is prepared to support the enquiry and to share its findings with LGA members.

## **ANNEX A**

### **LGA response: Cultural Cities enquiry**

1. The Local Government Association (LGA) is the national voice of local government. We work with over 370 councils in England and Wales, to support, promote and improve local government.
2. We are a politically-led, cross-party organisation which works on behalf of councils to ensure local government has a strong, credible voice with national government. We aim to influence and set the political agenda on the issues that matter to councils so they are able to deliver local solutions to national problems.
3. Our member councils, remain the country's biggest public funder of culture, investing over £2.0 billion per year into arts, museums, libraries and other cultural services, so playing a key role in increasing exposure to culture for communities across the country. Councils also lead on the spatial planning, regulation and infrastructure that underpins a thriving visitor economy, of which culture is often a major component.
4. The LGA is therefore pleased to contribute to the 'Cultural Cities Enquiry' and in addition to the regular LGA membership support available to cities, we would like to contribute to any future discussions on this subject.

### **Key Messages**

5. Creative industries contributed nearly £90 billion and 2.9 million jobs to the UK economy in 2015, but the enquiry rightly recognises the positive impact of culture extends beyond growth to improve community cohesion, public health and tourism.
6. The funding landscape for culture is changing, and cities are well-placed to explore new mechanisms for investment in these crucial community-building and economy-driving assets and services.
7. A clear vision and plan for the future of cultural services and industries, in the broadest sense, needs to be in place if investors are to be convinced to commit their funding. Arts and culture should not be regarded as an add-on, but as a driver of growth.
8. Councils need to be ensuring that all their in-house commissioning is considering cultural options as a way of delivering, whether that is through public health budgets or less obvious services, such as Kent's waste services contract. By deploying council

funding and investment strategically, councils can leverage in significant funding from external investors.

9. The LGA provides a range of support to its member authorities to help drive cultural growth and activities. It also conducts a wide range of lobbying activity to persuade Government and funding bodies, like Arts Council England and Heritage Lottery Fund, of the best ways to support local areas to invest in their culture.
10. We are keen to work with the Core Cities on this work, and look forward to the findings of the enquiry.

### **The local authority context**

11. Cities play a key role as hubs of culture locally, and also as international destinations for cultural visitors. However, the funding landscape for local government continues to be extremely challenging.
12. Councils will have lost 75p in every £1 of core funding by 2020, leaving an overall funding gap of £5.8 billion, which is needed to provide adult social care and children's services. The Mendoza Review identified local authority museums as those most under financial pressure, and this is reflective of many publicly funded cultural organisations.
13. A new approach is therefore needed to ensure that councils and their partners have access to the finance that will enable them to make substantial improvements to their infrastructure and cultural offer. This will require other major funders, such as lottery funders, to change their ways of working. But should also look to broaden the range of funders beyond traditional grant providers to involve major investors, such as pension funds.
14. For instance, there is a clear opportunity to engage with local government pension schemes in projects that will offer a return on investment, such as those in the Cornwall and Chester case studies included in this response.
15. Devolution is the key to improving the well-being of local communities and driving inclusive growth. There has been positive movement in recent years with the introduction of combined authorities and metro mayors, but the case for devolution still needs to be pressed to government and we are keen to work with Core Cities on this campaign.

16. By transferring power and funding from national to local government, decisions can be made closer to the people and businesses they affect. The result is more effective public services, tailored to local need, which provide residents with better value for money and greater local accountability. One example is our Work Local proposals, which would see skills funding devolved to local areas, and the LGA is commissioning work to capture the benefits this could bring to the tourism sector.

### **Key opportunities**

17. It is positive that the Government Industrial Strategy recognises that investment in culture, sport and heritage can contribute to good economic and social outcomes. We hope that the Industrial Strategy will deliver on its ambitions to create attractive places where people want to live and businesses to operate, supporting the work of councils and enabling them to go further, and faster.
18. However, it will be up to local areas to ensure they are in a position to make the case for cultural investment, such as articulating its role in a local industrial strategy. This will include a clear set of requirements from central government. The Government's Cultural Development Fund also offers a chance to make a genuine difference in creating culture-led, place-based development in communities. We hope that all councils will consider how they can work with local and national partners to use this funding to lever in further investment for ambitious projects.
19. Cultural venues and activities can be a big draw for visitors, but there is considerable scope to improve the awareness of these with UK residents. Currently, less than 40 per cent of our total holiday spend goes on domestic tourism. Connecting strategies and investment for the visitor economy with cultural plans and activity, such as creating 'tourism and culture zones', can lead to a more substantial investment and create the scale of impact that major funders and investors are seeking.
20. Further sources of investment can be derived from increasing participation and sponsorship and also by harnessing the enthusiasm of the community. The enormous success of the Fun Palaces campaign, run by community members for community members, is a great illustration of how participation in cultural activity can be generated. This helps develop a pipeline for talent that can feed into and drive economic growth in the local creative industries, while crowd-funding from the newly engaged can assist in the development or preservation of key cultural assets, as with Brighton's Madeira Terrace.
21. There are also huge opportunities for cultural organisations within business improvement districts (BIDs) to advocate for cultural spaces being prioritised in city

regeneration. Similarly, new BID's can be encouraged to form – perhaps around Creative or Tourism Zones, ensuring that local funding is directed at activities and investments that will further boost creative activity and visitor attractions. The recent publication into BID's and cultural investment by the London Mayor's Office provides useful insight into how this relationship can work.

22. Direct investment by the council on a small scale can also assist. For instance, Rotherham Council's business vitality grants have helped over 100 makers, artists and crafters to test-trade and grow their business on the revamped High Street.
23. During times of change, arts and culture are perfect vehicles to engage people in important conversations about citizenship, heritage and local identity. Cultural organisations working in partnership can enable the sharing of expertise and resources, especially from those that are successful at receiving sponsorship, who can pass on their skills, knowledge and contacts to smaller organisations.
24. The Arts Council funded National Portfolio Organisations (NPOs) should, we believe, have a greater requirement to support smaller cultural organisations to access greater sponsorship and funding opportunities. Cities have a number of NPOs located within them and are in a good position to use these relationships to make this case to the Arts Council.

### **LGA support**

25. The LGA (in partnership with Arts Council England) developed the Culture hub, which comprises case studies exploring four main themes: value of culture; different delivery models; achieving efficiencies; and inspiring leadership. The case studies highlight creative ways to invest in arts and culture and is a resource for councils, which want to use culture to drive tourism and regeneration, or create stronger communities.
26. With reducing budgets, many councils have sought innovative ways to maintain cultural provision in their localities. Many libraries, as well as museums and theatres are now run by Trusts, who are adopting more commercial techniques which is driving growth and investment. The LGA has been instrumental in the work of the Libraries Taskforce, which has developed good practice case studies on different library delivery models that demonstrate how innovation can generate growth and investment. Early adopters of these models have proven to be nimble and able to attract forms of investment that had been inaccessible to them as a council service, although we caution that this approach will not be right for every area.

27. Since 2012, the LGA's Productivity Experts Programme has supported productivity work across 90 councils, contributing to over £150 million of efficiency savings or income generation for these councils. The programme has supported Harrow Council to develop an Investment Property Strategy which expects a gross yield of 7.5 per cent from new investments. After factoring in capital financing costs and other costs, the indicative annual income on a property portfolio of £20 million has been determined to be £350,000 per annum. We believe a similar approach could be applied to a council's cultural property portfolio with similar success. Councils are invited to apply to the programme to access £7,000 grant funding to commission support from one of the LGA's 'pool' of productivity experts.
28. The LGA has commissioned research to identify how some councils achieved culture led regeneration; and also identifying the lessons and key principles that can be applied by other councils wishing to follow suit. We will share the findings through a publication and events around the country, and with the enquiry when available later this year.
29. The evidence of the benefits to communities through participating in cultural activity has been made by this enquiry. However, the experience of the LGA, through its leadership training work with portfolio holders with responsibility for cultural services has shown that many local cultural organisations cannot or do not demonstrate this benefit to leaders of councils, businesses and even their communities. Further training/advice amongst leaders of cultural services is required to ensure that culture is seen as a key vehicle for helping to deliver the council's priorities.
30. Whilst some portfolio holders from cities have attended the LGA's leadership training, there is an opportunity for more portfolio holders to attend this training and learn more about the various investment options that are available for culture. Councillors from cities participating in the enquiry can book onto this training by e-mailing [grace.collins@local.gov.uk](mailto:grace.collins@local.gov.uk).

## **Tax and Public Finance**

31. To allow councils to spread the burden of taxation fairly, Government should work in partnership with local government to place council finance on a sustainable footing. Pressure on statutory services is leaving little funding for the discretionary services that either support, or are part of the, local culture sector. Culture can be one of the key drivers of sustainable regeneration, and additional revenues generated through council tax income could be used to further support local priorities, including the cultural sector, in a virtuous circle. The LGA's culture-led regeneration research is seeking to capture the value of this in 18 case study areas. However, it is clear that this requires councils to have sufficient finance available to make the initial investment.

32. Further retention of business rates by local government, and giving greater fiscal independence away from uncertainty and reliance on favourable decisions by the Government, would enable councils to take a more strategic approach to funding local services, including those that support cultural organisations. The LGA is exploring how this might work for specific service areas and would be happy to have a conversation with Core Cities about what they would identify as the key opportunities for them. For instance, we have called for local flexibility to introduce tourism taxes, and are considering how these could work in the context of tourism zones, alongside other possible financial incentives although these are at an early stage.

### **Property and Development**

33. Effective investment in property and cultural assets can make a significant difference to the local cultural economy. This is true whether it is a single asset, such as the Steamhouse in Birmingham, William Morris Gallery in Waltham Forest, or Chester's Storyhouse. However, small scale investments across a range of assets, not all held by the council, can also make a significant difference, as in Margate or Kingston. Kingston Council has revitalised its town centre through projects celebrating its ancient market heritage, and this has generated an estimated £6 million annually for the local economy.
34. Councils should also make full use of their existing assets on high streets. Public libraries are often highly visible on high streets or other areas of congregation and have become a focus for communal activities – in some ways replacing the function of pubs for live music or comedy shows, but also as a new venue for cultural experiences. Yet many authorities are not fully utilising, or not recognising, the role that libraries can play. The same can be said of local museums and, to a lesser extent, public archives. All these public assets can make a contribution to cultural activities and act as incubators for creative talent, enabling them to test new creations with the community.
35. There needs to be a collaborative approach within the city to develop cultural strategies. These strategies need to integrate culture in a range of policy making, depending on what areas the council has identified as most relevant. We have examples of strategies on highways and infrastructure, planning, community cohesion, and public health all incorporating culture with the aim of creating more prosperous, healthier, stronger communities.
36. Within the LGA's People, culture, place publication<sup>1</sup> is a case study of Leeds City Council, who developed a cultural strategy using this approach, which requires all new developments to have a cultural statement detailing the existing culture of a

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<sup>1</sup> The People, Culture, Place publication sets out the important role of culture in placemaking. It includes ten case studies which reveal how communities can draw on their cultural and historic strengths to tackle modern issues, such as economic renewal, homelessness and revitalising cities.

place and how this will be reflected in the new development. It is crucial that strategies of this sort are developed on an inclusive basis, co-produced and co-designed, rather than produced as a standalone strategy that does not affect the life of the town or city.

37. For councils to support their local visitor and cultural economy, they need access to the levers that will create the conditions for growth, such as the ability to borrow money, which they can make available to cultural organisations via low cost loans. Lending rates are at a historic low and councils may wish to take advantage of this to develop ambitious capital plans that will result in a long-time return on the investment.
38. Councils can also act as brokers with other investors, possibly acting as guarantors or match investors if the circumstances are right. For example, the Charity Bank provided a loan to Towcester Museum, following their community asset transfer of a museum building. The loan enabled the charity to buy the building and enabled them to secure £50,000 funding from the Heritage Lottery Fund. The loan worked as an endorsement of the Museum's credibility and long term plans. The project was made possible by South Northamptonshire District Council who transferred the building on 1000 year lease, along with two nearby retail units to provide the museum with an income stream, and £20 000 from section 106 money.
39. Another way to develop cultural sector capacity is through new skills initiatives. We have urged the Government to work with us and councils on implementing our Work Local proposals, streamlining and consolidating skills funding so that the whole skills system can be made coherent and more effective for local people and businesses. Our research into the impact of this for the tourism sector will also have lessons for the creative and cultural sectors.

## **Sponsorship and Giving**

40. It has proven difficult for cultural organisations to attract philanthropic investment outside of London. There are examples from the charity sector where high-profile and lasting partnerships have been formed with celebrity philanthropists with a connection to the charity's cause. Mayors of combined authorities have an obvious, and critical, role to play in this space, but all cities are well-placed to lead this by involving celebrities/people with connections to their place – either from birth or through later connections. Organisations like Business in the Community may provide useful bridging points for corporate conversations.
41. More needs to be done for all cultural organisations to benefit from sponsorship and philanthropic income. Many smaller cultural organisations do not have the resources or expertise to promote themselves or submit applications to receive this income. However, many NPOs have the expertise in this area and are in a good position to support smaller cultural organisations to become better in this area. Arts Council England could support suitable NPOs to do this, and the organisation *Arts*

*Fundraising and Philanthropy* has been tasked specifically to do this for Music Education Hubs, museums and libraries.

42. Crowdfunding can positively support cultural organisations to raise funds for projects which otherwise would struggle to get public funding. Nesta are working with arts and heritage funders to explore the potential of crowdfunding through mixing money from the crowd with grant funding. Brighton has recently won an MJ Award for its highly successful crowdfunding appeal for Madeira Terraces. However, other council crowdfunding attempts have been less successful, as with York's recent library appeal, with donors potentially reluctant to fund projects that are considered core council business.
43. An alternative model has been developed by Aylesbury Vale Council, which has set up Vale Lottery. This supports community projects in their local area, and operates on the principle of raising money within the community for the community. A ticket for the Vale Lottery costs £1 per week and 60p goes directly to good causes.

### **Commercialisation**

44. Some councils have managed to continue delivering and supporting a cultural offer, either through Trusts or 'in-house' provision, and by finding efficiencies and adopting more commercial approaches, whether this is sponsorship from businesses or introducing charges for certain services. For example, Vision Redbridge combined a gym within a library, where income from one service not only covers the costs of that service, but fully subsidises the other service.
45. One of the strongest examples of a commercial approach to culture comes from Cornwall. Cornwall Council's cultural investment board is bringing the main cultural sector funders together to deliver the culture strategy, work with other partners to develop transformational projects, identify investment priorities and attract external funding. The council's investment is also providing a stimulus for local businesses, including the arts, food and drink and media. Every £1 from the cultural capacity programme budget levers in a further £4.
46. Key learning points from this work have been that: arts and culture should not be regarded as an 'add-on' but an economic driver; creativity is the basis for innovation and delivering a more productive economy; councils must plan ahead for the inevitability of funding reductions; culture and the arts drive pride in place and a sense of identity and belonging; and they are good for social cohesion and mental health, reducing the impact on social care and health budgets.
47. Effective place branding with a clear vision of place, and articulating the opportunities that investment would bring to the place can have powerful effects. This is what Luton Borough Council did with its Think Luton brand, resulting in significant investment in Luton's Cultural Quarter. The brand was launched at the same time as the Luton

Investment Framework – the council’s 20 year transformation strategy for the borough. In the 12 months since the brand and framework were launched, there has been continued investment in Luton’s Cultural Quarter. Authenticity and collaboration have been key to the success of the brand. Nine partners signed up to the framework and the narrative which meant a widening of the reach of the message and presenting one singular story to a huge range of investors and audiences.

48. North Somerset Council is another example of creating a vision for place, following a major exhibition by the street artist Banksy. This has been a catalyst for cultural renaissance and economic regeneration in the coastal town of Weston-super-Mare and delivered an immediate £20 million boost to the local economy. However, the council as clear that longer-term benefits to change perceptions of the town and help regenerate it, would only be realised if the council took an active role in setting out a new vision for the area.

**Additional case studies:**

The following cases study examples highlight how councils are supporting their cultural sector:

**Chester’s Storyhouse – Investing in culture**

Opened in 2017, Chester’s Storyhouse has delivered a major new arts, cultural and community venue to the centre of Chester. Developed in a redundant art deco cinema building, it is providing theatre and studio space, a cinema, a relocated central library which is integral to the core public space in the building, a café/restaurant and bar. The £37 million capital project was funded by Cheshire West and Chester Council (£33 million), Arts Council England (£3 million) and MBNA (£0.6 million).

It has quickly established itself as a much used destination in the city, reporting its millionth visitor in May 2018. Its diverse theatre programme, a mainstream and independent cinema offer, frequent educational activities, community events an extensive library collection provides residents and visitors to the city with an extensive range of options to encourage them to spend time in the facility and the city.

The integration of the café/restaurant and bar spaces into the main atrium of the building has enabled it to attract large numbers of people using the city centre for shopping or other purposes, as well as the substantial number of the tourists that visit Chester. Its community engagement and its outreach work have been central to the project from the outset, and heavily influenced both the design of the building and how it was intended to be experienced by people. Storyhouse has already won awards for its design

and change of use, and in March 2018 received a special award from the Civic Trust for its community impact and engagement.

### **Thanet District Council – Culture led regeneration**

Thanet has seen an 84 per cent growth in creative business over the last four years, while the town of Margate has seen a 71 per cent increase in artist studios. This, combined with the country's fastest growing tourist economy and rapid growth in employment, shows the extent to which Thanet is 'turning the tide' in terms of economic growth and putting itself firmly on the map as a destination for talented and ambitious creatives.

Thanet's economy is growing five times faster than the UK average and creative businesses are playing a key part in driving this regeneration. A 2017 report, 'Thanet's New Wave', was commissioned by Thanet District Council to examine this creative boom, and identified £293 million was added to the Thanet economy by this sector in 2017.

Thanet District Council and its partners have driven this growth through targeted activity, including:

- Securing £35 million in private sector funding for Dreamland.
- Investing millions of pounds and in-kind resources in flagship cultural projects such as Dreamland, Townscape Heritage initiatives and the Turner Contemporary with Kent County Council.
- Accessing direct grant funding for creative enterprises through the South East Urban Coast Creative Enterprise Support Scheme.
- Facilitating and funding festivals and events that showcase Thanet's creativity and strengthen the sense of community.
- Making the creative industries a continuing priority within Thanet's economic growth strategy.

<https://www.local.gov.uk/growing-creative-economy-thanet-kent>

### **Calderdale Council – Boosting the visitor economy**

Calderdale is a combination of distinct market towns and beautiful landscapes, and its visitor economy is currently worth £300 million each year.

Calderdale Council provides infrastructure, guidance and expertise to support cultural opportunities in the area. It also helps with promotion and marketing activity through [www.visitcalderdale.com](http://www.visitcalderdale.com). Practical support includes hiring out market stalls, erecting and dismantling them and closing roads (road closures

are free of charge for such events and can be turned around quickly).

For example, Brighouse now attracts far more visitors than it did through a varied and entertaining festival and events programme supplemented by regular specialist markets. Economic research has identified that 84 per cent of visitors were motivated to come to Brighouse specifically to experience the festivals on offer. Average visitor spend was just under £50 per night while non-accommodation spend was just over £21. Several signature events support the cultural agenda including a 1940s weekend, the Canal and Music Festival and the Victorian Christmas Festival.

<https://www.local.gov.uk/attracting-visitors-and-building-pride-place-calderdale-council>

### **Create Gloucestershire – Diversifying income streams**

Gloucestershire County Council was looking for options to maintain the county's arts and culture offer while reducing its financial contribution. A group of local arts and culture leaders set up Create Gloucestershire (CG), and discussed options to oversee arts and cultural provision using start-up funding from the council.

CG began to design and deliver a programme of capacity building, leadership training, evaluation, fundraising and business development. It brings together individuals and organisations to share expertise and resources, engage with commissioners and diversify income streams. As an independent organisation, it is able to raise charitable funds and income from alternative sources.

It has been successful in growing investment, especially from non-arts sources. Secured funding is distributed across its members to pilot and test new ways of thinking about, planning and delivering arts and culture. This has led to new projects in libraries, GP surgeries, schools, day care settings and housing estates.

## **Sport England and Arts Council England Improvement Contracts**

### **Purpose of report**

For information

### **Summary**

Sport England and Arts Council England commission the LGA to deliver a number of improvement events and projects. In 2018/19, the scope and value of these projects has increased significantly, with an impact on staff capacity.

### **Recommendation**

To note activity

### **Action**

Officers to deliver as directed

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## **Sport England and Arts Council England Improvement Contracts**

### **Background**

1. The LGA has established and strong relationships with both Arts Council England and Sport England. The principal focus of our interaction with both bodies is via the provision of Leadership Essentials - training sessions for portfolio holders on how to champion culture and sport in their areas - which the LGA is commissioned to deliver.
2. In 2017/18, the Sport England Contract was worth £69, 960 excluding VAT. This delivered three leadership essentials events for portfolio holders, one pilot leadership essentials event for officers, and one regional event in Greater Manchester (subsequently postponed until 2018/19).
3. In 2017/18, the Arts Council England Contract was worth £44, 840 and delivered two leadership essentials events for portfolio holders, and three cultural peer challenges in Epping, Doncaster and Warwick councils.

### **Increased contracts**

4. In 2018/19, Sport England have proposed a two-year agreement worth £271, 728.
5. This will deliver:
  - 5.1. Five leadership essentials events for councillors (average 2/3 per year)
  - 5.2. Six leadership events for senior strategic officers (average 3 per year)
  - 5.3. Four regional events for councillors and/or senior strategic officers (average 2 per year)
  - 5.4. Four masterclasses for senior strategic officers over the two years.
6. Discussions with Arts Council England are ongoing, but to date they have confirmed their intention to commission us to deliver:
  - 6.1. Two leadership essentials events for portfolio holders
  - 6.2. Three cultural peer challenges
  - 6.3. Ten library peer challenges
  - 6.4. A councillor handbook on museums services
7. The value of this activity is £149, 860.

### **Implications for Wales**

8. The WLGA does not commission us to work on wider improvement issues. This service is provided directly by WLGA.

### **Financial Implications**

9. The increase in value of the contracts commissioned by ACE and Sport England is a positive recognition of the work that the LGA does with its members. However, the increased workload places a pressure on what is a small team within the LGA.
10. To ensure that we are able to deliver this work, we have been allocated 50% of a national graduate trainee's time. This will free up the CTS Adviser, Siraz Natha, to focus on delivery of the improvement programmes.

**Next steps**

11. Delivery of the contracts has begun, with the first Sports leadership essentials event for portfolio holders, and one for officers, having already taken place. The leadership essentials for officers has been significantly oversubscribed, with 90 applications received for the first 40 places made available.
12. Plans are underway to hold the first regional event for portfolio holders in the 10 Greater Manchester councils, in late January. The event will focus on introducing portfolio holders to systems change in a physical activity context, and the role of a councillor's leadership in achieving that.
13. 18 councillors are currently booked onto the Culture leadership essentials events in December and January. The Museums handbook is out for tender at the moment, with the contract planned for award on 4 October.



## **CTS Board work programme 2018/19**

### **Purpose of report**

For discussion and direction

### **Summary**

In 2017/18, the Board identified 3 key priorities – culture-led regeneration, ensuring a pipeline of sector skills in a post-Brexit economy, and extending the visitor season.

This paper sets out work achieved during 2017/18, work that is expected to continue during 2018/19, and opportunities and challenges in the CTS sectors which the Board may choose to respond to.

### **Recommendation**

For discussion, direction, and prioritisation.

### **Action**

Officers to progress as directed.

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## **CTS Board work programme 2018/19**

### **Resources**

1. The LGA Board has allocated to it 1 senior adviser, 1 adviser, and 2.5 days per week of a graduate trainee.
2. It can additionally call on support from: 1 events manager, 1 communications officer, and 1 public affairs officer. These officers are also tasked with supporting other Boards, but include CTS as part of their remit.
3. The Board has a budget of £30 000 allocated at the start of each financial year. £25 000 has been committed to projects for 2018/19. A further £4000 has been allocated to a targeted improvement support offer, but work on this has not yet begun and the money could be reprioritised if the Board wished. The new financial year will start in March 2019.
4. The Board can supplement the budget by securing external sponsorship for specific projects – e.g. the Calouste Gulbenkian Foundation provided £7000 for the culture-led regeneration research in 2017/18.

### **Background**

5. In 2017/18, key achievements for the CTS Board included supporting councillors to lead transformational change, commissioning research into culture-led regeneration, publishing research and guidance on the economic impact of Christmas markets, securing a re-balancing of Libraries Taskforce funding towards councils' frontline, and delivering very successful conferences on sport and parks, as well as the annual Culture, Tourism and Sport conference 2018 in Hull.
6. Board members took an active role in promoting and representing the work of the Board to LGA members and partners. Cllr Vernon-Jackson chaired the annual CTS conference and spoke at the Tourism Alliance conference. Cllr Golds spoke at conferences on parks and theatres, and also chaired the LGA conferences on sport and parks. Cllrs Henig and Abbott spoke at LGA leadership essentials events, and Cllr Abbott also represented the LGA on the British Board for Film Classification Council.
7. In addition, Cllr Carter represented the Board at Tourism Alliance meetings; Cllr O'Neill at London Marathon Charitable Trust meetings; Cllr Knight at British Destinations; Cllr Mike Bell on the Libraries Taskforce; and Cllr Tanfield met with theatres as part of a new Theatre Champion role.

8. The Board released a number of press releases on the investment needed for leisure centres, on EU Capital of Culture and UK City of Culture, on women's suffrage, national parks, and public parks. We also published articles in relevant sector press, including on the parks action group for the Countryside Management Association.

9. The end of year report is at Annex A.

### **Ongoing work**

10. **Tourism skills:** The Board identified tourism skills as a key concern and an opportunity to influence change during the Brexit process. Accordingly it has commissioned research into how councils can support the development of the right skills for the sector, comprising a deep dive into eight areas and their skills work/tourism sectors. Rubicon Regeneration has been appointed to lead this work, which is due to conclude in March 2019.
11. **Sport England improvement contract:** Reflecting the success of previous events, the contract (and associated workload) has significantly increased and, over the next two years, will deliver five events for portfolio holders, six events for officers, four regional events, and four masterclasses.
12. **Arts Council England improvement contract:** Similarly, ACE have expanded this contract to deliver, over the next year, two events for portfolio holders, three cultural peer challenges, ten library peer challenges, and a Museums Handbook. Again this involves a concomitant increase in work needed to support this contract.
13. **Parks Action Group:** The Board has been appointed to the Government's Parks Action Group, established by MHCLG in response to a select committee investigation that found public parks were at a tipping point. The Group is making slow progress towards developing solutions; MHCLG has been asked for additional resources to support the group.
14. **Libraries Taskforce:** The Board is co-accountable body for the Libraries Taskforce, with DCMS. The Board took that decision to reprioritise LGA resources towards other matters, while pressing to ensure that the Taskforce's £500 000 per annum funding is directed to frontline services. The transition process requires some light-touch officer direction until December 2018, and oversight from a Board member at Taskforce meetings.
15. **Culture-led regeneration:** The Board has commissioned research into 15 areas and how they have achieved culture-led regeneration. The work is being co-funded by the Calouste Gulbenkian Foundation. Research is now complete and the report is in design phase, ready for launch at the annual CTS conference on 5/6 March 2019.

16. **Member and stakeholder engagement:** The team produce the monthly e-bulletin to members, source new case studies for the Culture Hub, facilitate quarterly meetings with the Minister for Arts, Heritage and Tourism, and attend meetings of the Culture & Leisure Officers Association and Sports Partnership to gain insight into frontline challenges. The team also writes parliamentary briefings to inform debates, responds to relevant select committee inquiries, and feeds into Budget and Spending Review submissions, as necessary.
17. **Annual Culture Tourism and Sport conference/events:** The team will coordinate the annual flagship conference; and host other events on subjects selected by the Board. A maximum of 4 conferences a year can be supported with current resources.

### **Opportunities/issues**

18. **Industrial strategy:** The Industrial Strategy outlined two areas where the Board may wish to commit resources to ensure that the value of investment in culture, tourism and sport is realised – Sector Deals; and Local Industrial Strategies. The Tourism industry is developing a sector deal bid, which includes proposals for Tourism Zones, amendments to regulations, and a recruitment drive. While many proposals are positive, some will need shaping to ensure they properly reflect the role of local government. The Board has publicly supported the bid, but expressed some reservations. Working with the sector on the bid would increase the chance that these concerns will be addressed.
19. Local Industrial Strategies are as yet relatively under-developed as a concept and, while overall responsibility for these sits with other LGA boards, the Board's work on culture-led regeneration and developing a pipeline of skills for local tourism areas should help to support areas that wish to develop a strategy.
20. **Rural provision:** The Board has previously raised concerns about the predominance of best practice case studies from urban areas, and a lack of guidance and support for rural councils. Arts Council England is currently developing a rural position statement, and Sir Nick Serota expressed an interest in joint-work on this with the LGA. Libraries Connected is also exploring model for sustainable rural library services.
21. **Evaluating delivery models:** A number of new delivery models have been developed by councils in response to austerity, and to improve service outcomes. Many are innovative, but some have also experienced challenges or failed. There has been limited evaluation and shared learning from these models. The Board could choose to invest in an evaluation of different delivery models to support learning across the sector.
22. **Supporting strategic development:** The Board has previously suggested that the LGA could commission a framework to support councils in developing local culture, tourism or sport strategies.

### **Implications for Wales**

23. The Welsh Assembly has responsibility for many aspects of cultural funding, including the Welsh library and VisitWales. This means that cultural, tourism and sporting services in Wales operate in a substantially different context to those in England, and most lobbying and improvement work is undertaken by the WLGA and Welsh councils. However, we seek to share best practice, and learn from Welsh practice, where appropriate.

### **Financial Implications**

24. The Board is able to identify priorities and commit the resources identified in paragraphs 1-3.

### **Next steps**

25. Officers will prioritise work as directed.

## **ANNEX A**

### **Tourism**

- 1 We have strengthened our links with key tourism bodies, including Tourism Alliance and UK Hospitality, the new association for the hospitality sector. The Board has also continued its positive relationship with VisitEngland, and their new Chair will be speaking on tourism at the LGA annual conference.
- 2 The Board has responded to a consultation on the proposed tourism sector deal under the Industrial Strategy, and received a presentation from the tourism sector at a Board meeting.
- 3 Following this work, the Board has commissioned research into how councils can support the development of the right skills for the sector. This work will begin in June and continue for the rest of the financial year.
- 4 The Board has also published research into the economic impact of Christmas Markets, as a step towards helping councils to extend their visitor season. The work was supported by the National British Markets Association (NABMA) and Cllr Geraldine Carter, as President-Elect of NABMA. This publication is now being used by Bournemouth University as a teaching aid for their tourism students, and has been positively received by councils. It has led to an increased recognition of the value of markets in other LGA areas, resulting in their inclusion in a new Handbook on Town Centre Management.

### **Culture-led regeneration**

- 5 The Board has commissioned research into 18 areas and how they have achieved culture-led regeneration. The work is being co-funded by the Calouste Gulbenkian Foundation. It will be published in July/September with a planned launch event to coincide with the Great Exhibition of the North.
- 6 Culture-led regeneration featured as a theme at the CTS conference in Hull, with some early findings shared by the research consultants, and presentations about the impact of being City of Culture and hosting the Tour de Yorkshire.
- 7 The Board also contributed quotes and insight to a publication on how Business Improvement Districts can support culture, published by the London Mayor's Office.

### **Sport and Physical Activity**

- 8 We have continued to work closely with Sport England on the delivery of their strategy 'Towards An Active Nation 2016-2021' to ensure that councils and local partners are central to their plans to tackle inactivity, and to re-balance funding away from national organisations and towards local bodies.
- 9 In addition to the regular leadership essentials events for councillors, we piloted an event targeted at officers in strategic positions, following feedback about a lack of

support and development opportunities for these officers. Sport England has now commissioned a further three events for 2018/19.

- 10 We held our first Sport conference in December 2017, attended by over 60 delegates. This response suggests the event is commercially viable and a further conference is planned for December 2018.
- 11 The LGA strengthened its strategic links with a number of bodies including the Football Association, and the London Marathon Charitable Trust, which now has an LGA representative.

### **Parks**

- 12 In 2017, the Board took policy responsibility for public parks, including representing councils on the Government's new Parks Action Group. This Group is tasked with responding to the select committee's inquiry into public parks, which found they were at a tipping point. The Group has £500 000 to invest in solutions for the sector.
- 13 As part of the LGA contribution, we hosted a sold out Action on Parks conference on 24 May to introduce councils and partners to the work of the Group and give them a chance to influence the work of the Group.

### **Libraries**

- 14 In 2016/17, the Board oversaw the development of two tools to support library services – a strategic planning and evidence tool, and a benchmarking framework. In early 2017/18, work focused on promoting these tools to library services, including two workshops with the Libraries Taskforce and some conference presentations.
- 15 Following the Taskforce's successful launch of its vision for libraries, it became clear that the existing format and approach of the Taskforce needed to change to ensure that the vision and new ways of working becomes embedded in libraries. To do this, a change in the management and allocation of the Taskforce's funding was needed, targeting it a direct library support.
- 16 The Board has championed this change, and the funding is now being channelled through Arts Council England as the development agency for libraries. We are in discussions with them about commissioning LGA improvement programmes as part of this new investment.

### **Historic Anniversaries**

- 17 The LGA is supporting the Women's Local Government Society (WLGS) and Buckinghamshire County Council to deliver a national project to mark the centenary of women's suffrage in 2018. The Chairman of the LGA is serving as one of the project's patrons.
- 18 We have supported the project to find and pay tribute to 100 pioneers who fought for universal suffrage and then participated in public life. The full list was published on International Women's Day, with the support of the LGA press team. This work has

formed part of, and supported, wider LGA work on encouraging more women to stand for election as councillors.

### **2018 Culture Tourism and Sport Conference**

- 19 The annual CTS Annual Conference on 7/8 March 2018 in Hull. We welcomed keynote speakers including: Sam West (actor and Chair of the Hearts for the Arts Awards), Ros Kerslake (Heritage Lottery Fund), Cllr Stephen Brady (Hull Council), Lord Howarth of Newport (APPG on arts, health and wellbeing) and Rosie Millard (Hull City of Culture).

### **CTS political leadership offer 2016-17**

- 20 Both Arts Council England and Sport England continued with financial support for the LGA CTS political leadership offer this year. The funding enabled five Leadership Essentials Sport and Culture events and three culture peer challenges to be organised. Since 2011, over 500 councillors have attended the various CTS political leadership events.
- 21 Both organisations are in discussions to not only continue but to expand this programme in 2018/19, including provision for senior officers with responsibility for sport.

### **Speaking engagements and outside bodies**

- 22 Board members have taken an active role in promoting and representing the work of the Board to LGA members and partners. Cllr Vernon-Jackson chaired the annual CTS conference and spoke at the Tourism Alliance conference. Cllr Golds has spoken at conferences on parks and theatres, and also chaired the LGA conferences on sport and parks. Cllrs Henig and Abbott have spoken at LGA leadership essentials events, and Cllr Abbott also has represented the LGA on the British Board for Film Classification Council.
- 23 Cllr Carter has represented the Board at Tourism Alliance meetings; Cllr O'Neill at London Marathon Charitable Trust meetings; Cllr Knight at British Destinations; Cllr Mike Bell on the Libraries Taskforce; and Cllr Tanfield has met with theatres as part of a new Theatre Champion role.
- 24 More recently, Cllr Lewis has been appointed to represent the Board on the National Parks' tourism programme board, and Cllr Butt as the CTS observer on the new LGA skills taskforce.

### **Media coverage**

- 25 The Board has continued to seek opportunities to promote its work through national media and LGA media channels. We have released press releases on the investment needed for leisure centres, on EU Capital of Culture and UK City of Culture, on women's suffrage, national parks, and public parks. We have also published articles in relevant sector press, including on the parks action group for the Countryside Management Association.
- 26 The Board has published monthly e-bulletins to update the sector, and Cllr Vernon-Jackson has authored a number of articles in First magazine, sent to every councillor

and chief executive in England and Wales. Topics have included the Board's priorities, Christmas markets, Culture-led regeneration, and women's suffrage.

- 27 The CTS twitter account now has 1 500 followers and is actively retweeted and responded to during conferences and other key announcements.



## **Culture, Tourism and Sport Communications Plan**

### **Purpose of report**

For discussion.

### **Summary**

The report details the communications plan for the CTS Board for the upcoming year.

#### **Recommendation**

That the Board note the plan.

#### **Action**

Officers will take forward actions

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<b>Position:</b>	Senior Media Relations Officer
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## **Culture, Tourism and Sport Communications Plan**

### **Background Information**

1. The main purpose of the LGA's Culture, Tourism and Sport Board is to engage with local communities and develop people's understanding of issues affecting culture, tourism and sport services, including how it affects councils and communities. The Board is also responsible for maintaining relationships with stakeholders and identifying policy campaigns to assist councils with their delivery.

### **Audiences**

2. Government ministers, MPs and Peers.
3. Councillors (including cabinet members with responsibility for regeneration).
4. Department for Culture, Media and Sport and the Department for Housing, Communities and Local Government.
5. Residents in communities.
6. Visit Britain and Visit England.
7. Arts professionals.
8. Business, arts and sports organisations (such as the FSB- the majority of creative industries have a workforce which comprises of a lower number of employees).
9. Arts Council England.

## Media activity

10.

	<b><u>Media</u></b>
October	<ul style="list-style-type: none"> <li>• A press release will be issued for Libraries Week which takes place from the 8<sup>th</sup>- 13<sup>th</sup> October. The focus on the press release will be how libraries are helping to support health and wellbeing of residents in our communities.</li> <li>• An article has also been submitted to the Arts Professional magazine which will be published for Libraries Week. This has been issued in response to an article which highlighted that arts budgets had been significantly lowered by cuts. The comment piece focuses on how councils are using culture to preserve access to the arts, and it explains how libraries are becoming an increasingly important part of the national landscape.</li> <li>• A statement will be issued in response to a press release from the Department of Communities, Housing and Local Government which focuses on the new Parks Action Group. We are also planning a separate article for the First magazine which will focus on how councils are using Parks to achieve key outcomes such as wellbeing and health, loneliness, skills and tourism.</li> <li>• A press release to mark the centenary of some women gaining the right to vote. It will also focus on case studies of women who have led successful careers in politics over the past 100 years, as well as promote diversity of councillors.</li> </ul>

	<ul style="list-style-type: none"> <li>• Get Creative Festival- a letter has been sent from the CTS Board to encourage councils to become part of next year's festival. The focus on next year's festival will be wellbeing.</li> </ul>
November	<ul style="list-style-type: none"> <li>• A press release which will issued for the Centenary of the First World War. A variety of case studies will be used to highlight how councils throughout England and Wales are marking the centenary.</li> <li>• First magazine will also carry an article on how commemorative services can promote integration and interaction between communities.</li> <li>• A joint press release issued with the FA which will focus on how councils are using football to tackle obesity in communities.</li> </ul>
December	<ul style="list-style-type: none"> <li>• A press release issued for the Christmas Markets.</li> <li>• A press release to highlight the impact of Brexit and tourism trade, and how it will effect skills in creative industries.</li> <li>• A press release on suffrage.</li> </ul>
January	<ul style="list-style-type: none"> <li>• An article will be included in the First Magazine to highlight the outcomes of the Christmas Markets in 2018, and how they are helping to achieve. economic growth and attract tourism in communities.</li> <li>• A press release which will focus on how culture and arts is helping to regenerate areas such as Margate and Jaywick.</li> </ul>

## **Social Media**

11. Ongoing social media support for LGA media activities and any partnership campaigns, regular promotion of the LGA/ACE Culture Hub.

### Public Affairs

12.

	<u>Media</u>
October	•
November	•
December	•
January	•

### Events

13.

	<u>Media</u>
December 5	• Sports Conference London
5 <sup>th</sup> -6 <sup>th</sup> March 2019	• Annual CTS Conference London
14 <sup>th</sup> May 2019	• Proposed for social prescribing
17 <sup>th</sup> September 2019	• Proposed for Tourism Conference

### Financial Implications

14. None

### Implications for Wales

15. None



## Note of last Culture, Tourism & Sport Board meeting

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<b>Title:</b>	Culture, Tourism & Sport Board
<b>Date:</b>	Monday 4 June 2018
<b>Venue:</b>	Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

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### Attendance

An attendance list is attached as **Appendix A** to this note.

Item	Decisions and actions
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### 1 Welcome, declarations of interest and terms of reference

The Chair welcomed members and officers to the meeting.

Apologies were received from Cllr Barry Lewis, Cllr Tom Killen, Cllr Simon Henig CBE and Cllr Mike Bell.

Cllr Guy Nicholson attended as a substitute.

No declarations of interest were made.

### 2 Tourism Skills Research

LGA Senior Advisor, Ian Leete, introduced the report which invited a discussion on the initial thinking behind the Tourism Skills Gap research.

#### Discussion

In the discussion that followed, members made the following points:

- Members requested that the impact of apprenticeships should be considered alongside the shortage of housing.
- Members suggested that a major city, such as Birmingham, should be included due to the distinct challenges they face. Members suggested that Hull should be removed to keep the project within budget.
- Members highlighted the importance of including the impact of new initiatives, such as Airbnb, within the research.

- Members questioned why some areas had been suggested over others and officers explained this was predominantly due to likely engagement.
- Members debated the value in a cross-analysis with area deprivation.
- Members agreed the importance of the perception of the service sector.
- Members discussed the possibility of working with London Councils and Hospitality UK to do some more in-depth work on Tourism in London.
- Members agreed that the report needed to be clear and observe diverse areas.

### **Decision**

Members of the Culture, Tourism and Sport Board asked officers to progress with the work as directed by their comments.

## **3 Culture-led regeneration research and launch**

LGA Senior Advisor, Ian Leete, introduced the report, which gave members a further update on the progress of the Culture-led Regeneration research, and invited any thoughts on its progress.

### **Discussion**

In the discussion that followed, members made the following points:

- Members agreed that the work presented at this stage lacked some detail on the impact of the work.
- Members agreed that the end report should be useful for both officers and councillors, and expressed the importance that the right people were interviewed when preparing the case studies.
- Members discussed whether the impact of local health and social care, and economic environment were properly considered at this stage.
- Members suggested that each report should give an analysis of costs and funding, jobs created, things that went well, obstacles to success and where visitors were attracted from.

### **Decision**

Members of the Culture, Tourism and Sport Board asked officers to progress with the work as directed by their comments.

## **4 CTS Conference 2019**

LGA Senior Advisor, Ian Leete, introduced the report which gave an overview of the plans so far for CTS conference 2019 and welcomed thoughts in relation to themes for the conference, possible venues and locations for walking tours and possible sponsors for the event.

### **Discussion**

In the discussion that followed, members made the following points:

- Members re-affirmed the value of networking opportunities at the event.
- Members debated the value of hosting the conference in London in regard to exposure, ease of access, and partnership with Corporation of London.
- Members suggested engaging with large sports brands as sponsors for the event.
- Members discussed the communication of the event in regard to attendance. They agreed the importance of the agenda being engaging for both officers and members, focussed on learning outcomes and defying challenges, and seeming good value for money.

### **Decision**

Members of the Culture, Tourism and Sport Board asked officers to progress with the work as directed by their comments.

## **5 Targeted Improvement Support**

LGA Advisor, Siraz Natha, introduced the report which gave a brief update on the targeted culture, tourism and sport improvement work for councils not currently engaging with CTS support.

### **Discussion**

Members of the Culture, Tourism and Sport Board discussed the importance of ensuring travel costs were included in conference costs within the support.

**Decision**

Members of the Culture, Tourism and Sport Board asked officers to progress with the work as directed by their comments.

**6 Outside Bodies- feedback from Members**

The chair introduced the report which set out the CTS Board's engagement with outside bodies 2017/18, feedback on member meetings since 19 March 2018; forthcoming meetings, and the latest Chair's Report.

Members gave feedback on any meetings they had attended.

**Decision**

Members of the Culture, Tourism and Sport Board noted the report.

**7 End of Year Report**

LGA Senior Advisor, Ian Leete, introduced the report which gave an overview of the issues and work the board has overseen during the past year, and set out key achievements in relation to the priorities for the Board in 2017/2018, and looked forward to next year's priorities.

**Decision**

Members of the Culture, Tourism and Sport Board noted the report.

**8 Minutes of the last meeting**

The minutes of the previous meeting were approved.

### **Appendix A -Attendance**

Position/Role	Councillor	Authority
Chairman	Cllr Gerald Vernon-Jackson CBE	Portsmouth City Council
Vice-Chairman	Cllr Geoff Knight	Lancaster City Council
Deputy-chairman	Cllr Peter Golds	Tower Hamlets Council
Members	Cllr John Beesley	Bournemouth Borough Council
	Cllr Geraldine Carter	Calderdale Metropolitan Borough Council
	Cllr David Jeffels	North Yorkshire County Council
	Cllr Michelle Tanfield	Fenland District Council
	Cllr Geoffrey Theobald OBE	Brighton & Hove City Council
	Cllr Terry O'Neill	Warrington Council
	Cllr Faye Abbott	Coventry City Council
	Cllr Muhammed Butt	Brent Council
	Cllr Alice Perry	Islington Council
	Cllr Richard Henry	Stevenage Borough Council
	Cllr Brigid Jones	Birmingham City Council
	Cllr Guy Nicholson	Hackney Council
	Cllr Tom Hollis	Nottinghamshire County Council
Apologies	Cllr Barry Lewis	Derbyshire County Council
	Cllr Tom Killen	Mendip District Council
	Cllr Simon Henig CBE	Durham County Council
	Cllr Mike Bell	North Somerset Council
LGA Officers	Alex Thomson	Principle Policy Advisor
	Ian Leete	Senior Advisor
	Siraz Natha	Advisor
	Emma Hall	Senior Media Officer
	Jamie Cross	Graduate Trainee (ngdp)

# LGA location map

## Local Government Association

18 Smith Square  
London SW1P 3HZ

Tel: 020 7664 3131

Fax: 020 7664 3030

Email: [info@local.gov.uk](mailto:info@local.gov.uk)

Website: [www.local.gov.uk](http://www.local.gov.uk)

## Public transport

18 Smith Square is well served by public transport. The nearest mainline stations are: Victoria and Waterloo: the local underground stations are

**St James's Park** (Circle and District Lines), **Westminster** (Circle, District and Jubilee Lines), and **Pimlico** (Victoria Line) - all about 10 minutes walk away.

Buses 3 and 87 travel along Millbank, and the 507 between Victoria and Waterloo stops in Horseferry Road close to Dean Bradley Street.

## Bus routes – Horseferry Road

**507** Waterloo - Victoria

**C10** Canada Water - Pimlico - Victoria

**88** Camden Town - Whitehall - Westminster - Pimlico - Clapham Common

## Bus routes – Millbank

**87** Wandsworth - Aldwych

**3** Crystal Palace - Brixton - Oxford Circus

For further information, visit the Transport for London website at [www.tfl.gov.uk](http://www.tfl.gov.uk)

## Cycling facilities

The nearest Barclays cycle hire racks are in Smith Square. Cycle racks are also available at 18 Smith Square. Please telephone the LGA on 020 7664 3131.

## Central London Congestion Charging Zone

18 Smith Square is located within the congestion charging zone.

For further details, please call 0845 900 1234 or visit the website at [www.cclondon.com](http://www.cclondon.com)

## Car parks

Abingdon Street Car Park (off Great College Street)

Horseferry Road Car Park  
Horseferry Road/Arneway Street. Visit the website at [www.westminster.gov.uk/parking](http://www.westminster.gov.uk/parking)

