

04 June 2018

Targeted Culture, Tourism and Sport improvement work

Purpose

For discussion and direction.

Summary

This report updates CTS Board Members on the targeted culture, tourism and sport improvement work at councils not currently engaging with CTS support.

This work would commission member peers and/or involve LGA Principal Advisers to engage with these councils and offer a small amount of bespoke support, where this was identified as a need.

Recommendation

Culture, Tourism and Sport Board Members are ask to provide feedback on the proposed implementation plan (Paragraphs 9.1 – 9.8).

Action

Officers will take forward actions identified.

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Targeted culture, tourism and sport improvement work

Background

1. The CTS improvement offer is well established and most councils have engaged with either a peer challenge, leadership essentials course, or attended a conference. However, there are a small number of councils that have not engaged with this offer, with some concern that these may be some of the least resourced and well-equipped councils.
2. In March 2018, the CTS Board agreed an allocation of £4,000 towards supporting targeted improvement work with these councils.

Improvement activities

3. Since 2011, the CTS portfolio of work has included an increasing number of improvement activities, supporting councillors (and officers) and their councils develop more effective cultural and sport/physical activity services.
4. With financial support from Sport England and Arts Council England, the LGA has been able to organise thirty Leadership Essentials Sport and Culture programmes for Portfolio Holders with responsibility for sport/physical activity and culture. This has resulted in over 300 councillors attending these learning programmes.
5. The CTS Annual conference and Sport & Physical Activity conference attracts between 75 – 150 delegates, with small numbers of councillors attending.
6. Also, over twenty peer challenges have been delivered, covering: sport; museums; libraries; and cultural services. These have involved councillors: as peers; and as part of the interviewees within the councils.

Engagement of councillors with CTS improvement activities

7. Whilst the numbers of councillors engaging with CTS improvement activities is increasing, initial analysis of delegate attendance data has shown that there is potential for more councils and councillors to benefit from the CTS improvement activities.
8. Initial analysis of the attendance at leadership essentials sport and culture programmes, has shown that at least 25 councils have not had a portfolio holder attend any of the programmes.

Proposed implementation plan and timescales

9. The proposed targeted improvement work will be undertaken as follows:
 - 9.1 Desktop analysis of delegate attendance data for all CTS improvement activity since 2014 (co-terminus with four year term of current councillors) to determine which councils have not engaged in CTS improvement activity (June 2018).

- 9.2 LGA Principal Advisers/Political Group offices/Regional Member Peers to advise on the level of LGA support that has been provided to councils not engaged in CTS improvement activity and which councils should be approached to take part in the targeted improvement work (June/July 2018).
- 9.3 CTS team to discuss with LGA Principal Advisers/Regional Member Peers, as to who would be best placed to approach the Portfolio Holders with responsibility for sport and culture within the selected councils (September 2018).
- 9.4 CTS team to share contact details (of relevant Portfolio Holders within the selected councils) and a briefing note with the LGA Principal Advisers and/or Regional Member Peers. The briefing note will outline what to cover in the discussions with the relevant Portfolio Holders, and will include: purpose and priorities of CTS Board; priorities and goals for the Portfolio Holder and any challenges in achieving these; CTS improvement offer; and other support that would help the Portfolio Holder (September/October 2018).
- 9.5 Following the discussions with the relevant Portfolio Holders, LGA Principal Advisers and/or LGA Regional Member Peers to produce a short summary of each of their discussions with the Portfolio Holder. This will provide feedback on: the priorities and any challenges for each of the selected councils; their knowledge of the CTS improvement offer; and what further support could be developed by the LGA to assist the Portfolio Holders and their councils (October 2018 – February 2019).
- 9.6 Determine the most appropriate form of support to offer each council (October 2018 – July 2019), either through:
 - 9.6.1 CTS information – Inform Portfolio Holders of the monthly CTS e-bulletin, CTS website, twitter details and forthcoming events.
 - 9.6.2 Advice and guidance – LGA Member Peer to provide support in dealing with any CTS challenges faced by the Portfolio Holder and direct them to examples of good practice.
 - 9.6.3 Peer challenge – If a Portfolio Holder feels a peer challenge may benefit the council, then this would be arranged (at full cost to the council or if deemed appropriate, funded via the LGA).
 - 9.6.4 Subsidy to attend a future CTS conference – If deemed appropriate, then a subsidised place on a future conference (where there is a charge) would be offered to the Portfolio Holder.
 - 9.6.5 Other bespoke support agreed with the council – if requested, the LGA can arrange bespoke Member Peer/Officer support to assist the Portfolio Holder or the council (Fee/subsidy to be determined).
- 9.7 Monitor take-up amongst council to future CTS improvement activities (October 2018 – June 2019).
- 9.8 Present results of the outcomes of the targeted improvement work to the CTS Board (June 2019).

Implications for Wales

10. The proposed targeted improvement work will focus on English councils only, as improvement work for councils in Wales is provided directly by the Welsh LGA.

Financial implications

11. There is a budget of £4,000 to undertake this work, which will support 13 days LGA Member Peer time, and cover improvement work with 25 councils. Each day allocated would include arranging meetings (between 45-60 minutes) with two Portfolio Holders, and writing up a one/two page summary of each discussion with the Portfolio Holders. If LGA Principal Advisers also able to devote time to this work, then more councils will be supported.

Next steps

12. Work will continue on the implementation plan after the CTS Board on 4 June 2018. A further update will be provided to CTS Board Members, after the completion of the work in 2019.